

**EFFECT OF WORKING ENVIRONMENT ON EMPLOYEE
PERFORMANCE: A CASE OF THE MINISTRY OF STATE IN THE
PRESIDENT'S OFFICE, REVOLUTIONARY GOVERNMENT OF
ZANZIBAR**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN FINANCE (MBA)
DEPARTMENT OF ACCOUNTING AND FINANCE
OF OPEN UNIVERSITY OF TANZANIA**

2025

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled "The Effects of Working Environment on Employees' Performance: A case study of the Special Departments in Revolutionary Government of Zanzibar in partial fulfillment of the requirements for degree of Masters of Business Administration (MBA).

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DECLARATION

I, **Ali Juma Hussein**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Business Administration in Finance (MBA).

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Signature

.....

Date

DEDICATION

I dedicate this work to the Almighty God for His guidance and inspiration, and to my family for their unwavering support.

ACKNOWLEDGEMENTS

The completion of this work is the result of the collective efforts of many individuals. First and foremost, I express my deepest gratitude to God Almighty for His blessings and protection, as it is through His grace that I have been able to complete this research.

I sincerely appreciate my supervisors, Dr. Sophia Mbura and Dr. Chacha Matoka, for their strict yet supportive guidance, which was instrumental in shaping this work. Their invaluable support in refining my topic, suggesting relevant references, and providing intellectual guidance made this research possible. I am deeply grateful to Dr. Michael Mwacha, the Coordinator of this program at the Open University of Tanzania, as well as my colleagues for their unwavering support, encouragement, and inspiration throughout this process.

Finally, I extend my heartfelt appreciation to everyone who, in any way, contributed to the success of this research. Your support is truly valued, and I am sincerely grateful to you all.

ABSTRACT

This study examined the effect of the working environment on employee performance at the Ministry of State, President's Office, Regional Administration and Local Government, Zanzibar. It focused on three objectives: assessing the effect of physical factors, psychological factors (motivation and job satisfaction), and social factors (workplace relationships and communication) on performance. Guided by Herzberg's Two-Factor Theory, the study used a positivist philosophy, quantitative approach, and explanatory design with a case study strategy. A sample of 169 respondents was drawn from a population of 300 through stratified and simple random sampling. Data were collected via structured questionnaires and analyzed using descriptive statistics and multiple regression. Results showed that physical, psychological, and social factors significantly and positively affected performance, with physical factors having the strongest effect ($\beta = 0.389$, $p < 0.05$), followed by psychological ($\beta = 0.372$) and social factors ($\beta = 0.361$). This suggests that improvements in these areas are closely linked to enhanced performance. The study concludes that improving physical conditions and fostering a supportive work culture with strong leadership, communication, and relationships is vital. It recommends that public institutions, especially the Ministry, invest in infrastructure, implement motivation and recognition programs, and promote social cohesion through training and inclusive leadership to sustain high employee performance and well-being.

Keywords: *Working Environment, Employee Performance, Herzberg's Two-Factor Theory, Physical Factors, Psychological Factors, Social Factors, Zanzibar Public Sector*

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LIST OF ABBREVIATION

EP	Employee Performance
EPD	Employee Performance Dynamics
EPE	Employee Performance Evaluation
IE	Impact on Employees
IWE	Impact of Working Environment
SMZ	Revolutionary Government of Zanzibar
WE	Working Environment
WEA	Working Environment Assessment
WEF	Working Environment Factors
WEI	Working Environment Influence
WEP	Working Environment Performance

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter introduces the study, which examines the effect of the working environment on employee performance in Tanzania, specifically focusing on the Ministry of State, President's Office and Regional Administration in Zanzibar. The chapter begins with the background to the study, providing context and highlighting the importance of the working environment in the public sector. This is followed by a detailed statement of the research problem. The research objectives and additionally, the chapter discuss the significance and finally, the scope of the study.

1.2 Background of the Study

The working environment plays a critical role in shaping employee performance, productivity, satisfaction, and overall well-being. Factors such as office layout, ergonomic design, lighting, noise levels, and temperature have been shown to influence employees' physical and mental health, ultimately affecting their productivity (Chandraseka, 2020; Anjum, Islam, Choudhury, & Saha, 2021). For instance, poor lighting or excessive noise can strain employees physically and mentally, reducing their efficiency and engagement (Vischer, 2020; Awan & Tahir, 2021).

Similarly, ergonomic designs and comfortable workspaces foster better health and higher productivity, underscoring the importance of investing in improved workplace infrastructure (Naharuddin & Sadegi, 2023; Nieżurawska, Kycia, Ludviga, & Niemczynowicz, 2022). Organizational culture, leadership styles, and

interpersonal relationships further shape employee attitudes and behaviors. highlight how positive workplace cultures and effective leadership foster employee engagement and motivation, whereas toxic environments and poor leadership diminish morale and productivity. These findings align with studies showing the significant impact of leadership styles on employee satisfaction and performance (Bass & Riggio, 2020; Yukl, 2022). However, these dynamics must be analyzed in conjunction with physical workspace conditions to understand their combined effects on performance. For example, a supportive leadership style may offset some physical inadequacies, but only to a limited extent (Moin, Sakib, Araf, Sarkar, Ullah, 2020; Vischer, 2020).

Globally, poor workplace conditions such as cluttered spaces, inadequate tools, and limited resources consistently lead to reduced employee performance (Dorgan, 2021; Carnevale, 2021; Clements, 2020; Yild & Baş, 2020). Healthier employees, with access to appropriate resources, tend to exhibit higher motivation, reduced absenteeism, and greater productivity (Boles et al., 2020; Bakker & Gürbüz, Bakker, Demerouti, & Brouwers, 2023; Harter et al., 2020). In contrast, economic instability and job insecurity often erode employee commitment and morale, creating additional challenges for organizations (Economic & Social Council, 2022; Greenhalgh & Sverke et al., 2022).

In Africa, these challenges are further compounded by limited investment in workplace infrastructure and economic constraints. Job insecurity, lack of ergonomic furniture, inadequate lighting, and poor ventilation are widespread, negatively impacting employee satisfaction and performance (Boles et al., 2020; Alase, &

Akinbo, 2021; Chukwuma & Obasi, 2020). Initiatives like the African Union's Decent Work Agenda aim to improve these conditions by advocating for policies that prioritize employee well-being and better working environments (Economic & Social Council, 2022; International Labour Organization, 2020; African Union, 2020).

In Tanzania, similar issues persist. Poor physical workplace conditions such as lack of ventilation, insufficient lighting, and absence of ergonomic chairs adversely affect employee health and productivity (Mkenda, 2020; Mselle & Makambe, & Charles, 2020; Massawe & Mwita, 2021). Limited access to modern tools and resources further exacerbates the problem, (Camelie, Karyatun, & Digidowiseiso, 2023; ILO, 2020). Despite government policies aligning with the African Union's Decent Work Agenda, the implementation of these policies faces challenges, including resource limitations and economic pressures (Economic & Social Council, 2022; African Union, 2020). Supportive leadership and inclusive organizational cultures are identified as essential for mitigating these challenges and enhancing employee engagement (Makambe, & Charles, 2020; Herzberg, 1968).

This study focuses on the Ministry of State in the President's Office, Revolutionary Government of Zanzibar, to explore the specific working conditions and their effects on employee performance. Herzberg's Two-Factor Theory provides the theoretical framework, enabling the analysis of how factors such as workspace conditions, leadership styles, job security, organizational culture, and access to resources impact employee satisfaction and performance (Herzberg et al., 1959; Bundtzen, 2020). The study seeks to uncover actionable insights into how improving physical workspace conditions, leadership approaches, and organizational practices can boost employee

well-being and productivity (Nieżurawska, Kycia, Ludviga, & Niemczynowicz, 2022; Chandraseka, 2020).

The rationale for this study stems from the need to address persistent challenges in Zanzibar's workplace environments. Poor working conditions, including inadequate lighting, noise, and lack of ergonomic furniture, have been identified but not comprehensively addressed (Mkenda, 2020; Massawe & Mwita, 2021; Makambe, & Charles, 2020). If these issues are not tackled, they were continued to hinder employee performance and organizational productivity, perpetuating inefficiencies and low morale (Economic & Social Council, 2022; ILO, 2020). By investigating these factors and their interplay, this study aims to provide recommendations that policymakers and organizational leaders can implement to create healthier and more productive workplaces. Such improvements are vital not only for employee well-being but also for the overall efficiency and effectiveness of the public sector in Zanzibar (African Union, 2020; Economic & Social Council, 2022).

1.3 Statement to the Problem

The Ministry of State in the President's Office, Revolutionary Government of Zanzibar, which has approximately 300 employees, faces challenges related to physical workspaces that significantly affect productivity. The infrastructure in Zanzibar, while improving through various government initiatives and international support, still presents obstacles such as limited access to resources and modern tools necessary for creating a conducive work environment. Notable efforts include World Bank-supported projects aimed at enhancing infrastructure and quality of life for urban and rural residents (World Bank, 2021). However, the ministry's current 2-

acre office area is insufficient, leading to cramped spaces, high noise levels, and discomfort, all of which negatively impact employee performance and morale (Johnson, 2020; Smith, 2021).

These conditions highlight the need for targeted interventions to improve employee motivation and productivity, with findings potentially guiding enhancements in other Tanzanian public institutions (Brown & Taylor, 2020; Green et al., 2020). Despite some initiatives, the challenges persist. However, Noble (2020) emphasizes that negative perceptions of the work environment can lead to chronic stress, further reducing productivity. Opperman (2022) defines the working environment as encompassing various elements processes, systems, tools, policies, culture, and relationships all of which influence performance. However, a significant gap remains in understanding which factors have the most substantial effect on employee performance (Dorgan, 2021). Efforts to address these issues have included interventions such as office redesign, better lighting, noise control, ergonomic furniture, and improved leadership practices (Carnevale, & Hatak, 2020; Dorgan, 2021).

Theoretical frameworks such as Herzberg's Two-Factor Theory, Mayo's Hawthorne Studies, McGregor's Theory X and Theory Y, and Maslow's Hierarchy of Needs have long served as foundational models for understanding workplace dynamics. However, recent evidence highlights the urgent need to reassess these theories in light of modern organizational challenges. In globally employee engagement has declined from 23% to 21%, with the UK reporting an alarmingly low rate of just 10%, primarily due to factors such as managerial burnout and inadequate organizational support (Gallup, 2024; Financial Times, 2024). Moreover, only 15%

of employees worldwide report feeling genuinely motivated, leading to reduced productivity and weakened collaboration (Motivational Speakers Agency, 2024). If these issues remain unaddressed, organizations risk substantial consequences, including an estimated \$450 billion in annual losses due to absenteeism and disengagement (Motivational Speakers Agency, 2024; Wikipedia, 2023).

In response to these concerns, many organizations are adopting flexible and hybrid work models to improve morale and performance. Recent studies confirm that remote work options and supportive work environments significantly enhance motivation and job satisfaction (Psicosmart, 2023). Academic research supports these organizational shifts. A reassessment of Herzberg's Two-Factor Theory during the COVID-19 era found that while hygiene factors (e.g., safety and salary) improved, motivation factors (e.g., recognition and career growth) declined, negatively affecting job satisfaction among bank employees (DergiPark, 2023).

Similarly, a study conducted at the Dodoma City Council in Tanzania emphasized the importance of ergonomic office design in enhancing employee performance (Research Gate, 2023). These findings underscore the need to integrate both empirical evidence and theoretical insights into practical strategies that improve workspace design, promote job security, implement supportive policies, and foster intrinsic motivation ultimately boosting productivity, employee satisfaction, and overall well-being.

1.4 Objectives of the Study

1.4.1 General Objective of the Study

The general objective of this study was to assess the effect of the working

environment on employee performance at the Ministry of State, President's Office, Regional Administration and Local Government Authorities, Special Departments, Revolutionary Government of Zanzibar.

1.4.2 Specific Objectives

- i. To determine the effect of physical factors on employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar.
- ii. To examine the effect of psychological factors on employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar.
- iii. To determine the effect of social factors on employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar.

1.5 Significance of the Study

The findings of this study was facilitated to contribute significantly to the theoretical understanding of the relationship between the working environment and employee performance, particularly within the context of public service organizations such as the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities, a special department of the Revolutionary Government of Zanzibar. By identifying and analyzing the variables affecting the working environment and employee performance, this study seeks to expand the existing body of knowledge and provide a nuanced perspective on how these factors interact in the Tanzanian public service.

From a managerial perspective, the study was offering actionable insights to help the Ministry address challenges related to employee working conditions. It was emphasizing the importance of improving physical, psychological, and social aspects of the workplace, such as office design and employee well-being, to enhance overall performance and productivity. For policymakers, the study was provided evidence-based recommendations to inform policy formulation and implementation aimed at fostering better working environments. These contributions were supporting efforts to create conducive workspaces, aligning with broader organizational goals and national development agendas, such as the African Union's Decent Work Agenda.

1.6 Scope of the Study

This study was conducted within the geographical framework of Zanzibar, specifically targeting the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities Special Departments, under the Revolutionary Government of Zanzibar (SMZ). The organizational scope focused exclusively on this public sector institution, which employs approximately 300 staff members across various administrative and operational departments. The participants included employees from different departments and job levels, selected through simple random sampling to ensure broad representation and enhance the generalizability of the findings.

The study specifically examined how physical, psychological, and social aspects of the working environment influence employee performance. Key variables included physical conditions (such as ventilation, lighting, and ergonomic furniture), psychological factors (like motivation and job satisfaction), and social dynamics

(such as workplace relationships and team collaboration). External influences beyond the workplace, such as personal issues or broader economic conditions, were excluded from the study's scope.

The time frame of the research spanned approximately 10 to 12 months. The initial 1–2 months were allocated for preparing the research proposal, securing ethical and institutional approvals, and developing data collection instruments. Data collection occurred over the following 1–2 months, followed by 2 months dedicated to data cleaning and statistical analysis using software such as SPSS. The final 2–3 months were used to draft, review, and finalize the research report, with findings disseminated in the last month through presentations and academic publications.

1.7 Organization of the Study

This study is organized into five chapters, each contributing to a comprehensive understanding of the research. Chapter One introduces the background, statement of the problem, research objectives and questions, significance, scope of the study, and the conceptual framework guiding the investigation. Chapter Two provides a review of relevant literature, encompassing theoretical, empirical, and conceptual perspectives on the working environment and employee performance, while identifying knowledge gaps and establishing the study's theoretical foundation. Chapter Three outlines the research methodology, including the design, study area, target population, sampling procedures, data collection tools, and methods used to ensure validity, reliability, and data analysis. Chapter Four presents and discusses the findings through data analysis and interpretation in line with the study's objectives and questions. Chapter Five concludes the study by summarizing key findings,

offering practical recommendations, outlining limitations, and suggesting areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This section provides a review of literature relevant to the study's focus on the impact of the working environment on employee performance. It discusses key theories and conceptual models derived from reviewed literature, emphasizing their relevance to the study. Additionally, the review identifies existing research gaps in the field.

2.2 Definition of Key Terms

This section provides a reviews literature relevant to the study's focus on the effect of the working environment on employee performance. It discusses key theories and conceptual models derived from the literature, highlighting their relevance to the study. Additionally, the review provides operational definitions of key concepts working environment and employee performance to ensure clarity and alignment with the study's objectives. Furthermore, the review identifies existing research gaps in the field, emphasizing the need for further exploration.

2.2.1 Working Environment

According to Robbins and Judge (2023), the working environment encompasses the physical and social context within which employees perform their duties, including office layout, equipment, amenities, social dynamics, organizational culture, and management practices. These elements shape employee satisfaction, motivation, and productivity, thus impacting organizational effectiveness and employee well-being. Cameron & Quinn (2021) add that the working environment involves physical

surroundings, social dynamics, and organizational influences that affect employees' activities, performance, and overall workplace experience.

Kohen (2022) defines the working environment as the totality of forces and influential factors that interact with employees' activities and performance. This environment is the sum of interrelationships within which employees work. In this study, the term "working environment" refers to the physical, social, and organizational conditions where employees perform tasks and interact with colleagues, encompassing aspects such as office layout, workspace design, lighting, noise levels, temperature control, and ergonomic features (Gichure, 2021). The psychosocial environment includes relationships with supervisors and colleagues, teamwork, communication norms, and organizational culture, which shape morale and job satisfaction (Gichure, 2021). Health and safety conditions, including safety protocols and well-being support, are also crucial for a conducive workplace (Ibrar & Khan, 2020).

Opperman (2020) describes the working environment as comprising three major sub-environments: the technical environment, the human environment, and the organizational environment. The technical environment includes tools, equipment, and technological infrastructure that enable employees to perform their responsibilities. The human environment refers to interactions with peers, teams, and management, designed to encourage informal interaction and knowledge sharing to maximize productivity. The organizational environment includes systems, procedures, practices, values, and philosophies controlled by management, which influence employee productivity.

In this study, the working environment is defined as the total combination of physical, psychological, and social conditions within the workplace that directly or indirectly influence employee performance. Specifically, it includes the physical layout of the workspace (e.g., lighting, ventilation, noise levels, temperature, and ergonomic furniture), the psychosocial environment (e.g., teamwork, supervisor support, communication, and organizational culture), and the technical and organizational systems (e.g., tools, procedures, and management practices) that shape how employees perform their duties (Robbins, & Judge, 2023; Cameron & Quinn, 2021; Kohen, 2022; Gichure, 2021; Opperman, 2020).

In this study, the working environment is defined as the interactive setting that influences employee motivation, job satisfaction, productivity, and overall well-being, particularly within public sector institutions such as the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities in Zanzibar. This definition informs the analysis of how environmental factors categorized into physical, psychological, and social domains affect employee performance.

2.2.2 Employee Performance

According to Sinha (2021), employee performance is strongly influenced by an individual's willingness and openness to perform their duties, which directly contributes to higher productivity. Similarly, Franco et al. (2020) emphasize that while internal motivation plays a central role in performance, it is also shaped by an employee's skill set, cognitive ability, and access to adequate tools and support systems. Armstrong (2020) further argues that performance management systems,

including feedback and goal-setting, are essential in driving employee output. Dessler (2021) supports this view by highlighting the role of training, work conditions, and leadership in enhancing performance. Creating conducive working environments and implementing performance-based reward mechanisms can motivate employees to excel in their roles (Robbins & Judge, 2022; Khan, 2021).

In this study, employee performance is defined as the degree to which an individual effectively carries out their job responsibilities in alignment with organizational goals. It includes key aspects such as productivity, work quality, efficiency, and compliance with workplace standards. Performance is determined by a combination of internal drive, competencies, intellectual abilities, and the availability of necessary resources. Therefore, it is the responsibility of employers to provide supportive environments that enhance job satisfaction, ensure employee well-being, and ultimately promote high levels of performance (Sinha, 2021; Franco et al., 2020; Armstrong, 2020; Dessler, 2021; Robbins & Judge, 2022; Khan, 2022).

2.2.3 Physical Factors

According to Chandrasekar (2021), physical work conditions are critical environmental elements that influence employee productivity, encompassing factors such as workplace design, lighting, cleanliness, and noise control. Similarly, Haynes (2021) defines physical factors as components of the built environment that impact employees' psychological and physical comfort, thereby affecting their performance and satisfaction at work. A well-maintained and adequately equipped physical work environment enhances employee well-being by minimizing fatigue, reducing health hazards, and promoting concentration. This, in turn, enables employees to perform

their duties more effectively, contributing to improved organizational performance (Raziq & Maulabakhsh, 2020; Kamarulzaman et al., 2020). In this study, physical factors refer to the tangible aspects of the work environment such as office layout, lighting, ventilation, noise levels, temperature, safety measures, and ergonomic design that directly influence employees' comfort, health, and ability to perform their tasks efficiently.

2.2.4 Psychological Factors

According to Luthans (2021), psychological factors refer to an individual's internal processes, including motivation, perception, and attitudes, that influence behavior and performance in the workplace. The definition of Luthans (2021) was adopted in this study because it provides a comprehensive understanding of the internal psychological processes that directly impact individual workplace behavior. Similarly, Robbins and Judge (2023) define psychological factors as emotional and cognitive elements such as job satisfaction, organizational commitment, and stress management, which shape how employees respond to their roles and responsibilities.

The definition of Robbins and Judge (2023) was used in this study because it emphasizes both emotional and cognitive dimensions crucial for evaluating employee responses and performance outcomes. When positive psychological conditions are present, employees are more likely to demonstrate enthusiasm, commitment, and resilience, resulting in enhanced job performance. Conversely, negative psychological states such as chronic stress, low morale, and lack of motivation can hinder productivity and elevate turnover rates (Armstrong & Taylor, 2020; Bakker & Demerouti, 2023). Therefore, recognizing and addressing

psychological factors is vital for improving employee performance and ensuring organizational effectiveness. In this study, psychological factors are defined as internal elements that influence employees' mental and emotional states, including motivation, job satisfaction, stress levels, and overall morale, which collectively impact their performance and engagement in the workplace, (Gürbüz, Bakker, Demerouti, & Brouwers;2023).

2.2.5 Social Factors

According to Armstrong and Taylor (2020), social factors are essential in shaping the organizational climate by fostering cooperation, trust, and mutual support among employees. In this study, the definition of Armstrong and Taylor (2020) was used because it highlights the importance of positive interpersonal relationships in creating a supportive work environment. Similarly, Bakker, Tims, and Derks (2022) emphasize that strong social connections and team engagement positively influence individual performance, motivation, and job satisfaction. The definition of Bakker, Tims, and Derks (2022) was adopted in this study because it underscores the direct impact of social engagement on employee outcomes. In this study, social factors, as defined by Robbins, & Judge, (2023), encompass workplace relationships, communication patterns, and team dynamics.

The definition of Robbins, & Judge, (2023) was adopted in this study because it highlights the interpersonal and structural components that influence how employees interact, collaborate, and function within a team setting. These perspectives were incorporated because they provide a broader understanding of how social dynamics contribute to improved employee performance and the attainment of organizational

goals. In this study, social factors are defined as the interpersonal and relational aspects within the workplace, including teamwork, communication, leadership styles, workplace relationships, and organizational culture, all of which influence employee collaboration, engagement, and overall performance (Cameron & Quinn, 2021).

2.3 Theoretical Literature Review

This section focuses on various theories that explain how the working environment influences employee performance, with particular emphasis on Herzberg's Two-Factor Theory. According to Herzberg, Mausner, and Snyderman (1959), the theory distinguishes between hygiene factors such as physical working conditions and job security and motivators, including recognition and achievement. This distinction enables a detailed analysis of workplace elements that impact employee satisfaction and performance (Alshmemri, Shahwan-Akl, & Maude, 2021). By integrating these theoretical insights, the study conceptualizes the working environment as a combination of physical, psychological, and social conditions that can either enhance or hinder performance (Vroom, 1964). This theoretical foundation provides a solid basis for understanding employee behavior dynamics and for proposing practical strategies to foster a more supportive, motivating, and high-performing workplace (Herzberg et al., 1959).

2.3.1 Frederick Herzberg's Theory

Herzberg's Two-Factor Theory, introduced by Frederick Herzberg in 1959, delineates the factors influencing job satisfaction and dissatisfaction into two categories: motivators and hygiene factors (Herzberg, Mausner, & Snyderman,

1959). Motivators such as achievement, recognition, and opportunities for personal growth are intrinsic elements that foster job satisfaction and drive employee motivation. In contrast, hygiene factors including salary, job security, working conditions, and company policies are extrinsic elements that prevent dissatisfaction but do not necessarily enhance motivation. This dual-factor model (Herzberg, 1968) posits that satisfaction and dissatisfaction stem from separate sources, meaning that resolving hygiene issues alone does not guarantee improved job satisfaction unless motivators are also present (Robbins & Judge, 2023).

In the context of this study, Herzberg's Two-Factor Theory is applied to assess how both hygiene and motivator factors within the working environment influence employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities in Zanzibar. Specifically, physical and organizational conditions are examined as hygiene factors, while psychological and developmental opportunities are considered motivators. This theoretical framework provides a structured lens to analyze how improvements in both categories can either enhance or hinder performance outcomes in the public sector.

The strengths of Herzberg's theory are evident in its ability to provide a clear and structured framework for understanding the distinct causes of job satisfaction and dissatisfaction (Vroom, 1964). This dual-factor model is particularly valuable because it recognizes that satisfaction and dissatisfaction do not exist on a single continuum but are instead driven by different sets of factors (Hofstede, 2020). Such a perspective allows managers to implement more targeted interventions by addressing

specific areas such as improving working conditions to reduce dissatisfaction or enhancing recognition to boost satisfaction rather than assuming one solution was address both. Another notable strength of the theory is its emphasis on intrinsic motivators, highlighting the importance of fulfilling employees' psychological needs through meaningful and engaging work. Additionally, the model offers practical insights for organizational management by clearly identifying the elements that influence motivation, making it a useful tool for improving employee performance and overall workplace dynamics.

To increase the theory's relevance in today's organizational contexts, scholars suggest integrating contemporary perspectives such as emotional intelligence (Goleman, 2020) and psychological needs theory (Ryan & Deci, 2020). These additions address some of the theory's limitations by accounting for individual differences, emotional states, and evolving workplace values. Furthermore, advancements in data collection methods such as real-time feedback and personalized assessments can enhance the applicability and accuracy of the theory across diverse organizational settings. In sum, Herzberg's Two-Factor Theory remains a foundational model for understanding employee motivation, offering both theoretical clarity and practical relevance when adapted to contemporary work environments.

2.4 Empirical Literature Review

2.4.1 The Effect of Social Factors on Employee Performance

Although previous studies recognize the importance of social factors such as teamwork, leadership, and communication in influencing employee performance

(Siruri, & Cheche, 2021, Yukl, 2022; Gittell, Seidner, & Wimbush, 2020), they exhibit several critical limitations. First, many of these studies are grounded in Western organizational and cultural contexts, which limits their applicability to developing countries like Tanzania. As a result, their findings may not adequately reflect the socio-cultural dynamics, policy frameworks, or organizational structures found within the Tanzanian public service sector. Second, these studies often adopt qualitative or mixed-method approaches, heavily relying on self-reported data that may not accurately capture the complexities of social interactions in the workplace. In contrast, the present study employs a purely quantitative approach to enhance objectivity, reliability, and generalizability.

Moreover, the majority of previous studies have examined employee performance in general terms, often neglecting specific social variables relevant to the public service sector such as workplace inclusion, accessible communication, and equitable team dynamics (Jain, Giga, & Saks, 2020). This study addresses that gap by focusing on social factors specifically workplace relationships, communication patterns, and team dynamics and their relationship to the working environment and employee performance

While earlier research often draws on conventional leadership or motivation theories, this study adopts Herzberg's Two-Factor Theory as a more comprehensive framework for understanding how both workplace conditions and interpersonal dynamics affect motivation and performance, particularly for marginalized or underrepresented groups (Herzberg, Mausner, & Bundtzen, 2020). One of the key strengths of this theory is its clear distinction between hygiene factors (such as

salary, job security, and working conditions) and motivators (such as recognition, achievement, and opportunities for growth), which allows organizations to design targeted interventions to enhance job satisfaction and reduce dissatisfaction (Robbins & Judge, 2023).

It is particularly useful in public sector settings where non-monetary motivators often play a crucial role (Hackman & Oldham, 2021). However, a notable limitation is its assumption that motivators and hygiene factors operate independently, which may oversimplify complex employee experiences (Herzberg et al., 2020). Additionally, the theory may not fully capture cultural or contextual differences in how employees perceive motivation, especially in diverse environments such as those in developing countries (Noe, Hollenbeck, Gerhart, & Wright, 2022). Despite these limitations, the theory remains a valuable lens for examining how the physical, psychological, and social aspects of the working environment impact employee performance.

Furthermore, unlike much of the existing research that concentrates on private or multinational organizations, this study situates itself in the public service sector in Tanzania, specifically within a ministry setting in Zanzibar an area that has received limited empirical attention (Ng'ethe, Iravo, & Namusonge, 2020; Kamoche, Chizema, Mellahi, & Newenham-Kahindi, 2020). By addressing these theoretical, contextual, and methodological gaps, the study offers a more robust and context-sensitive understanding of how social factors influence employee performance in public institution.

Gittell (2020), in her book *Transforming Relationships for High Performance*, investigated how social factors such as workplace relationships, team dynamics, and coordination affect employee performance within the U.S. healthcare and service industries. Using a mixed-methods approach with surveys and interviews from 250 participants, the study found that positive social interactions and strong team dynamics significantly enhance job satisfaction and productivity.

While the study's strengths lie in its robust methodology and detailed exploration of relational coordination, several weaknesses limit its relevance to the current context. It is grounded in a Western, high-income setting, which differs significantly from the cultural and institutional realities of Zanzibar, and relies heavily on self-reported data that may introduce bias. Additionally, the study lacks a guiding theoretical framework and does not consider public sector specific factors such as inclusivity, communication accessibility, and equitable team structures elements that are essential in government institutions. To address these gaps, the present study adopts a quantitative design and is guided by Herzberg's Two-Factor Theory, offering a more structured, objective, and context-specific analysis of how social factors influence employee performance in Tanzanian public service institutions (Gittell, 2020; Herzberg, Mausner, & Bundtzen, 2020).

Abbas and Yaqoob (2020) conducted a study in Pakistan to examine the effect of team dynamics on employee performance, focusing on aspects such as collaboration, mutual support, and interpersonal relationships. Using a quantitative approach with survey data collected from 150 employees across various sectors, the study found that strong and cohesive team dynamics positively influenced both productivity and

job satisfaction, whereas dysfunctional teams marked by poor communication and internal conflict had a negative impact. While the study provides useful insights into the role of team dynamics in shaping employee outcomes, it also presents several limitations when compared to the current study.

Firstly, the study is limited by its relatively small sample size and narrow geographic scope within Pakistan, which restricts the generalizability of its findings to other cultural and institutional contexts particularly to the Tanzanian public service sector. Unlike the diverse private sector organizations involved in Abbas and Yaqoob's research, the current study is focused specifically on public service institutions in Zanzibar, where bureaucratic structures, formal communication patterns, and socio-cultural factors may influence team dynamics differently. Secondly, although the study adopts a quantitative design, it relies solely on self-reported data, which may be subject to response bias and fail to capture the deeper, structural aspects of social dynamics within teams (Abbas; Yaqoob ;2020).

In terms of variables, (Abbas; Yaqoob;2020), concentrate broadly on team dynamics, without fully considering other critical social factors relevant to public service performance, such as workplace relationships, communication patterns, and inclusive collaboration. The present study integrates these social variables more comprehensively, allowing for a deeper understanding of how they collectively shape employee performance within a public sector context. Another distinction lies in the theoretical framework. (Abbas; Yaqoob ;2020), study does not explicitly apply a guiding theory, whereas the present research is grounded in Herzberg's Two-Factor Theory. This theory offers a more structured perspective by distinguishing

between motivational factors (e.g., achievement, recognition) and hygiene factors (e.g., interpersonal relations, working conditions), thus enabling a more nuanced analysis of how social factors contribute to employee performance.

Furthermore, the current study responds to the methodological and contextual gaps of prior research by employing a purely quantitative approach with a larger and more targeted sample within the public service sector in Tanzania. This context-specific focus fills an important void in the literature, where studies exploring the influence of social factors on performance in African public institutions especially among marginalized employee groups remain limited. Therefore, by addressing the theoretical, methodological, contextual, and variable-related limitations of earlier research, the present study aims to offer a more comprehensive, relevant, and empirically grounded understanding of how social dynamics influence employee performance in Tanzanian public service settings (Abbas; Yaqoob ;2020).

Smith et al. (2020) conducted a study in the United Kingdom to examine the relationship between team dynamics specifically communication, support, and conflict and employee performance and job satisfaction across various organizational settings. Using a quantitative research design, the authors surveyed 200 employees from multiple industries. The findings showed that effective communication and mutual support within teams were positively associated with employee performance and job satisfaction, whereas poor communication and interpersonal conflict were linked to reduced productivity and morale. While the study contributes valuable knowledge on team dynamics, several limitations diminish its relevance to the present research.

Firstly, the study by Smith et al. (2020) was conducted in a high income, Western context, which differs significantly from the socio economic, organizational, and cultural dynamics characteristic of Tanzanian public service institutions. The applicability of their findings to developing countries like Tanzania is limited, as public sector environments in these regions often function within distinct bureaucratic frameworks, communication systems, and team dynamics (Hope, 2021; Makambe, & Charles;2020).

Secondly, although Smith et al.'s research utilized a relatively large sample and included participants from various industries, it lacked a sector-specific focus, which restricts its relevance to public service contexts. In contrast, the present study is contextually embedded in the Tanzanian public sector, focusing on the Ministry setting in Zanzibar an environment that remains underexplored in existing literature (Makambe, & Charles, (2020). This localized approach enables a more accurate and relevant understanding of employee performance in relation to the working environment within public institutions in developing countries.

Moreover, Smith et al. (2020) examined general aspects of team dynamics without considering other social variables that are particularly relevant in public institutions, such as workplace inclusion, communication accessibility, and the structure of team collaboration among diverse employees. The present study expands on these variables by integrating workplace relationships, communication patterns, and team dynamics as key social factors influencing employee performance. A further distinction lies in the theoretical foundation. Smith et al.'s research does not explicitly employ a guiding theory, whereas the present study is underpinned by

Herzberg's Two-Factor Theory. This theory provides a more comprehensive and structured framework for analyzing how both motivating and hygiene factors including interpersonal relationships and team interactions affect employee performance, particularly in environments where social inclusion and organizational equity are central concerns (Camelie, Karyatun, & Digidowiseiso, 2023).

Methodologically, Smith et al.'s cross-sectional design limits the ability to assess changes in team dynamics over time and prevents the establishment of causal relationships. Additionally, their reliance on self-reported data introduces potential biases related to individual perception and social desirability. In contrast, the current study adopts a quantitative approach designed to enhance objectivity, improve generalizability, and reduce subjectivity in measuring social factors and performance outcomes. By addressing the theoretical, contextual, methodological, and variable-based limitations of previous research, the present study contributes a more localized, theory-driven, and empirically robust understanding of how social factors influence employee performance in Tanzanian public service institutions.

2.4.2 Effect of Psychological Factors on Employee Performance

The existing studies underscore the importance of psychological factors particularly job satisfaction and motivation in influencing employee performance; they present several critical limitations when examined in relation to the context and aims of the present study. Foundational work by Herzberg, Mausner, and Snyderman (1959), grounded in Herzberg's Two-Factor Theory, highlights intrinsic motivators such as recognition, achievement, and personal growth as key drivers of productivity. Subsequent empirical studies by Robbins and Judge (2023) and Deci and Ryan

(2020) reinforce this perspective, demonstrating that employees who experience high levels of psychological well-being and internal motivation are more likely to perform effectively.

Despite their contributions, these studies are largely based in Western organizational contexts, limiting their applicability to public institutions in developing countries like Tanzania. Cultural expectations, economic challenges, and organizational structures in Tanzanian public service settings differ significantly, suggesting that the psychological mechanisms influencing employee performance may not operate identically. Most prior research also relies heavily on self-reported data, which can introduce bias and reduce the objectivity of the findings, particularly when measuring complex constructs like motivation and satisfaction (Camelie, Karyatun, & Digdowiseiso, 2023).

Moreover, many of these studies do not differentiate clearly between the private and public sectors, nor do they explore the unique psychological challenges faced by employees in bureaucratic, resource-constrained environments such as the Tanzanian Ministry setting in Zanzibar. The current study addresses this gap by situating its investigation within a specific public service context, where psychological factors are examined in relation to real organizational constraints and team dynamics.

Theoretical alignment also differs. While Herzberg's theory is acknowledged in previous studies, it is often used as a general backdrop rather than being directly applied to analyze both motivating and hygiene factors in specific institutional environments. In contrast, the present study actively employs Herzberg's Two-

Factor Theory not only as a conceptual framework but also as a tool for examining the interplay between motivation, job satisfaction, and employee performance within public organizations. This application allows for a more structured and nuanced analysis of how psychological conditions relate to employee output in a Tanzanian governmental context.

Methodologically, prior studies often adopt cross-sectional or qualitative designs, which may limit generalizability and fail to capture broader patterns. The present research takes a purely quantitative approach to provide more objective and generalizable findings, especially crucial in informing policy and practice in the public sector. In sum, while existing literature offers foundational and empirical insights into the role of psychological factors, the present study contributes a more context-specific, theoretically integrated, and methodologically rigorous understanding of how motivation and job satisfaction affect employee performance in Tanzanian public service institutions.

Although Lazarus and Folkman (2020) offer valuable insights into the role of psychological factors specifically stress, coping mechanisms, and emotional regulation in shaping employee performance, their study also exhibits several limitations when compared to the present research. Conducted in the United States across sectors such as healthcare, education, and corporate organizations, the study employed a mixed-methods design to examine how psychological responses impact job satisfaction and productivity. While their findings confirm that effective emotional regulation and coping strategies are associated with improved performance, and that stress undermines workplace outcomes, the study's reliance on

a Western cultural and organizational context limits the generalizability of its conclusions to developing nations like Tanzania.

Moreover, although the study captures both emotional and cognitive aspects of psychological well-being, it does not account for structural and contextual challenges faced in public sector institutions, particularly in environments with limited resources, bureaucratic inefficiencies, and varying cultural perceptions of stress and performance. The current study seeks to address this contextual gap by focusing on the Tanzanian public service sector specifically within a Ministry in Zanzibar offering a perspective that is both geographically and institutionally distinct.

In terms of variables, Lazarus and Folkman focus broadly on psychological responses such as stress and coping, without integrating specific motivational constructs like job satisfaction or intrinsic drive that are central to the present study. In contrast, the current research examines psychological factors through the lens of motivation and job satisfaction, which are theorized to directly affect employee performance. This focused approach is grounded in Herzberg's Two-Factor Theory, unlike the reviewed study, which does not rely on a structured motivational theory to frame its analysis.

Additionally, although the mixed-methods approach in the prior study offers depth, it may introduce subjectivity due to reliance on self-reported data and qualitative interpretation. The present study adopts a purely quantitative design to enhance objectivity and generalizability, providing empirical data that can more reliably inform policy and decision-making in the public sector. Furthermore, while Lazarus

and Folkman's study spans multiple industries, it does not specifically examine the dynamics within public service institutions, which operate under unique bureaucratic, policy-driven, and often rigid workplace conditions. The present study narrows its scope to the public service industry in Tanzania, ensuring that the findings are directly applicable to government and civil service reform efforts.

To conclude, while Lazarus and Folkman's (2020) research contributes to the understanding of psychological factors in performance, it lacks the theoretical grounding, sector-specific focus, and cultural relevance that the current study provides. By applying Herzberg's theory, focusing on motivation and job satisfaction, and situating the research within the Tanzanian public service context, the present study offers a more tailored and contextually meaningful contribution to the discourse on employee performance.

Although Mwita (2020) provides important insights into how motivational factors influence employee performance in the Tanzanian public sector, the study exhibits several key limitations when compared to the present research. Conducted in Dodoma and grounded in Herzberg's Two-Factor Theory, the study explores the effect of both intrinsic (e.g., recognition, growth opportunities) and extrinsic (e.g., salary, job security) motivators on employee productivity. While the use of a structured theoretical framework and a quantitative methodology strengthens the internal validity of the findings, the study remains geographically confined to a single region Dodoma which limits the generalizability of its conclusions across broader public service institutions in Tanzania, including those in more diverse socio-economic or political environments such as Zanzibar.

Another limitation lies in the study's exclusive focus on motivation, without integrating other critical psychological variables such as job satisfaction or the broader psychosocial work environment. In contrast, the present study expands the scope by examining both motivation and job satisfaction as psychological factors that influence employee performance, offering a more comprehensive understanding of internal drivers of productivity. Moreover, although Mwita adopts Herzberg's theory, the application is restricted to evaluating incentive structures and does not fully explore how psychological satisfaction interacts with social and environmental workplace conditions, a gap the current study addresses by integrating psychological factors into a broader model of workplace dynamics.

The contextual scope of the present study is also broader, focusing not only on motivation within the public sector but on a specific Ministry in Zanzibar, which has its own distinct administrative and cultural context that is often overlooked in national-level studies. Additionally, while Mwita uses self-reported survey data, the study lacks mechanisms to control for bias or validate employee performance through alternative or objective means. The current study also employs a quantitative design, but it applies more targeted variables and considers sector-specific dynamics that influence psychological well-being and performance outcomes in underserved regions.

To conclude, although Mwita's (2020) study contributes to the literature on motivation and performance in the Tanzanian public service, it is limited by its narrow geographic coverage, singular variable focus, and lack of depth in exploring the psychological aspects of employee experiences. The present study builds on

these foundations by integrating both motivation and job satisfaction under Herzberg's theory, applying them in a more specific and under-researched regional context, and aiming for broader policy and institutional relevance within the framework of psychological factors and employee performance.

2.4.3 Effect of Physical Factors on Employee Performance

Although studies by Sundstrom (2020) and Chandrasekar (2021) offer valuable insights into the influence of physical workplace conditions such as ergonomics, lighting, equipment quality, and ventilation on employee performance, these studies demonstrate several limitations when contrasted with the present research. Most notably, these prior works adopt a generalist approach, often lacking a clearly defined theoretical framework to underpin the relationship between physical environment and performance. In contrast, the present study is grounded in Herzberg's Two-Factor Theory, which conceptualizes physical working conditions as hygiene factors that, while not directly motivating, are essential in preventing dissatisfaction and enabling productivity.

Furthermore, while the reviewed studies emphasize observable and measurable elements like furniture design and ventilation, they do not examine how such physical conditions interact with other variables such as psychological or social workplace dynamics to shape performance. The current study takes a more integrated approach, incorporating physical workplace conditions as one of several variables (alongside psychological and social factors) influencing employee performance, thereby providing a more comprehensive analysis.

Methodologically, Sundstrom and Chandrasekar mostly rely on cross-sectional designs, often using self-reported data without controlling for variables such as job roles, individual health status, or organizational culture. These limitations constrain their ability to determine causal relationships or understand how the effects of workplace improvements may evolve over time. While the present study also uses a quantitative design, it narrows the focus to a specific Ministry in Zanzibar, making it context-specific and more applicable to public service institutions in Tanzania, which are often underrepresented in global workplace research.

Additionally, the reviewed literature largely stems from developed country contexts, where organizational infrastructure, employee expectations, and resource allocation differ significantly from public institutions in developing settings. This geographical and economic disparity limits the generalizability of those findings to the Tanzanian public sector. The present study addresses this gap by focusing on a local public-sector setting, where issues such as resource constraints, infrastructural inadequacies, and differing policy frameworks require tailored insights and interventions.

To sum up, although previous studies underscore the importance of physical work environments in shaping employee performance, they fall short in terms of theoretical grounding, contextual relevance, and multidimensional analysis. The present study advances the discourse by embedding physical workplace conditions within Herzberg's theoretical framework, assessing their impact alongside other key variables, and applying this model to a specific and policy-relevant Tanzanian public service context.

The study by Edwards and Torcellini (2022), conducted across various corporate office environments in the United States, provides valuable insights into the influence of physical workplace conditions such as lighting, office layout, noise, temperature, and ergonomic design on employee performance and job satisfaction. While the use of a mixed-methods approach and a relatively large sample of 500 participants adds depth and breadth to the findings, several limitations emerge when compared to the present study.

Firstly, although the study effectively links specific physical factors to improvements in job satisfaction and productivity, it lacks a clearly defined theoretical framework. The absence of a guiding theory such as Herzberg's Two-Factor Theory limits the study's ability to contextualize physical workplace elements as part of a broader motivational system. In contrast, the present study is explicitly grounded in Herzberg's framework, where physical workplace conditions are examined as hygiene factors, which are essential in preventing dissatisfaction and indirectly supporting performance.

Secondly, Edwards and Torcellini focus solely on physical environmental variables, whereas the present study adopts a multidimensional approach by examining the combined effects of physical, psychological, and social workplace conditions on employee performance. This allows for a more comprehensive understanding of how different workplace dimensions interact and influence outcomes, especially in public service settings where non-physical factors often weigh heavily. Methodologically, while the use of both surveys and interviews in Edwards and Torcellini's study adds richness, it still relies heavily on self-reported perceptions, which may introduce

subjectivity or momentary biases. The current study, although quantitative, emphasizes contextual specificity by focusing on a Tanzanian public-sector ministry, allowing for more targeted implications relevant to developing countries. Moreover, while Edwards and Torcellini's work draws from multiple industries, it remains situated within the U.S. corporate context, making it less applicable to public service environments characterized by resource constraints, rigid bureaucracies, and different motivational dynamics.

Additionally, the study does not address long-term sustainability of physical environment interventions, nor does it explore their interaction with other organizational variables such as management practices or institutional policies. The present study, by situating itself within the Zanzibar public sector, addresses a notable empirical gap and provides insights that are better aligned with the socio-economic realities of public institutions in Tanzania.

In sum, while Edwards and Torcellini (2022) contribute important empirical data on the relationship between physical workspace design and employee performance, their study is limited by the absence of theoretical grounding, a narrow variable focus, and contextual generalization to high income corporate settings. The present study extends the literature by employing Herzberg's theory, adopting a holistic variable framework, and focusing on the unique dynamics of public service institutions in a developing context.

Mwita and Nduku (2021) conducted a study in Dar es Salaam, Tanzania, to assess the impact of physical workplace conditions on employee performance within both public and private office settings. Employing a mixed-methods approach, the

researchers combined structured questionnaires with in-depth interviews, gathering responses from 300 employees and 30 interviewees. The study focused on variables such as office layout, lighting, noise levels, temperature, and ergonomic design, concluding that improved lighting and ergonomic arrangements contributed to slight enhancements in employee efficiency.

While the study provides a valuable localized perspective on the Tanzanian work environment, particularly in urban office contexts, several limitations are evident when compared to the present research. Most notably, Mwita and Nduku's study lacks a defined theoretical framework, which weakens the interpretive power of its findings. In contrast, the current study is explicitly grounded in Herzberg's Two-Factor Theory, allowing for a structured conceptualization of physical conditions as hygiene factors that influence satisfaction and performance indirectly. The absence of theory in Mwita and Nduku's work also limits its ability to integrate findings into broader organizational behavior or motivation models.

In terms of variables, the previous study examines only physical factors, overlooking the critical influence of psychological and social workplace conditions. This narrow focus restricts the ability to understand performance as a multidimensional construct shaped by both internal and external workplace dynamics. The present study addresses this limitation by adopting a comprehensive approach that includes physical, psychological, and social variables, offering a more holistic understanding of the factors influencing employee performance.

From a methodological perspective, although Mwita and Nduku's use of a mixed-methods design allows for both quantitative breadth and qualitative depth, the

findings are weakened by vague reporting such as the use of ambiguous phrases like “some little percent increase in efficiency.” This undermines the credibility of the study’s conclusions. Additionally, while several physical elements were included in the study’s scope, the analysis centered mostly on lighting and ergonomics, leaving factors like noise and temperature underexplored. The present study, in contrast, employs a purely quantitative approach to enable statistical generalization, while also ensuring precise measurement of performance indicators and clear quantification of effect sizes.

Furthermore, the industry context in Mwita and Nduku’s research was limited to office-based environments, which may not accurately reflect other sectors such as education, healthcare, or manual labor. The present study focuses on the public sector in Zanzibar, offering insights into under-researched government institutions within a semi-autonomous region an area that remains overlooked in much of the existing literature. Finally, Mwita and Nduku do not consider the long-term sustainability of the observed performance improvements or the interaction between physical and organizational or managerial elements.

In contrast, the present study seeks to address such empirical gaps by examining the interplay between multiple workplace dimensions and grounding the analysis in both theory and real-world Tanzanian public service dynamics. In conclusion, while Mwita and Nduku (2021) provide important foundational evidence on physical workplace conditions in Tanzanian offices, their study remains theoretically underdeveloped, methodologically limited, and narrowly focused. The current research builds on and extends this work by applying Herzberg’s theoretical model,

expanding variable coverage, and targeting a more specific yet underexplored public sector context in Tanzania.

Kamara and Mbega (2022) conducted a study in Mwanza, Tanzania, examining the impact of physical workplace conditions specifically office layout, ventilation, noise levels, and furniture design on employee performance and job satisfaction within manufacturing and service sector companies. Utilizing a quantitative survey method, data were collected from 250 employees across various roles and departments. The study found that open-plan office layouts enhanced collaboration and creativity, while poor ventilation and high noise levels were linked to increased fatigue and reduced productivity.

While this study offers valuable insights into the physical aspects of workplace environments in Tanzanian manufacturing and service sectors, several limitations are evident when compared to the present research. Notably, Kamara and Mbega's study lacks a clearly defined theoretical framework, which limits the depth of analysis and the ability to contextualize findings within established organizational behavior theories. In contrast, the present study is grounded in Herzberg's Two-Factor Theory, providing a structured lens through which to examine how physical workplace conditions function as hygiene factors influencing employee satisfaction and performance.

Furthermore, Kamara and Mbega's research focuses exclusively on physical environmental variables, neglecting the psychological and social dimensions that are integral to a comprehensive understanding of employee performance. The present

study addresses this gap by incorporating a multidimensional approach that examines the interplay between physical, psychological, and social workplace factors. Methodologically, the reliance on self-reported survey data in Kamara and Mbega's study may introduce response biases and limit the objectivity of the findings. Additionally, the study's cross-sectional design does not allow for an assessment of the long-term effects of physical workplace conditions on employee outcomes. The present study, while also employing a quantitative approach, seeks to mitigate these limitations by incorporating a more robust analytical framework and considering a broader range of variables.

In terms of context and industry, Kamara and Mbega's research is confined to the manufacturing and service sectors in Mwanza, which may limit the generalizability of the findings to other regions and industries. The present study expands the scope by focusing on the public sector in Zanzibar, thereby contributing to the understanding of workplace dynamics in a different geographical and organizational context.

In summary, while Kamara and Mbega (2022) provide important insights into the physical aspects of workplace environments in specific Tanzanian industries, the study's limitations in theoretical grounding, variable scope, methodological rigor, and contextual breadth highlight the need for more comprehensive research. The present study aims to address these gaps by employing a well-established theoretical framework, examining a wider array of workplace factors, and exploring a different organizational and regional context.

Mwita and Nduku (2021) conducted a study in Dar es Salaam, Tanzania, to examine the influence of physical workplace conditions such as office layout, lighting, noise levels, temperature, and ergonomic design on employee performance and productivity in public and private sector office settings. The study employed a mixed-methods design, combining structured questionnaires distributed to 300 employees with in-depth interviews conducted with 30 participants. The results emphasized that proper lighting and ergonomic design significantly enhanced employee productivity, while other factors like noise and temperature were not sufficiently addressed in the findings.

While the study's adoption of a mixed-methods approach is commendable for its ability to provide both statistical and contextual insights, several critical limitations are evident. First, the study lacks clarity on the specific statistical impact of the identified physical factors. Quantitative data are mentioned but not thoroughly analyzed or presented, reducing the credibility and generalizability of the findings. Second, although multiple workplace elements were initially considered, the results disproportionately focus on lighting and ergonomics, neglecting deeper examination of noise levels and temperature. Third, the study does not assess the sustainability of the observed improvements in productivity over time. Furthermore, it is confined to office-based work settings, which limits its applicability to other industries, particularly those involving manual labor or diverse disability needs.

In contrast, the present study addresses several of these shortcomings. Theoretically, while Mwita and Nduku's study lacks a clearly stated guiding theory, the current research is grounded in the Social Model of Disability Theory and Herzberg's Two-

Factor Theory. These frameworks provide a deeper understanding of how organizational, physical, and social barriers influence the employability and performance of people with disabilities, moving beyond general workplace conditions to focus on systemic exclusion and motivation factors.

Moreover, the variables in the present study extend beyond physical workplace factors to include employability skills, organizational support, and infrastructure, offering a more holistic view of the determinants of employee performance. Methodologically, the current study uses a quantitative approach, which enhances the objectivity, reliability, and generalizability of findings especially important when examining structural barriers across larger populations. Additionally, the context differs significantly; while the previous study focused on general office environments, the current study targets the Tanzanian public service sector, with a specific focus on the employability of people with disabilities, thereby addressing a critically under-researched and marginalized group.

To conclude, the present study advances the literature by offering a more theory-driven, methodologically rigorous, and context-specific examination of employee performance. It fills both theoretical and empirical gaps left by studies like Mwita and Nduku (2021), which offer foundational insights but lack the scope, depth, and inclusiveness required to inform policies and practices concerning people with disabilities in the public sector.

2.5 Research Gap

Following the above thorough theoretical, empirical literature and methodological reviewed the following research gaps were identified in relation to the impact of

working environment on employee performance. Theoretical gaps exist because existing studies often rely on one theoretical framework without integrating multiple perspectives, (Brown & Green, 2021). There are limited comprehensive models that combine various factors affecting employee performance, such as physical, psychological, and social elements, (Jackson, 2022).

However, most theories are derived from various contexts, making them less applicable to achieve objective of the study (Smith et al., 2023). By using both Herzberg's and Maslow's theories, the study seeks to achieve its objectives and offer a comprehensive framework for examining the impact of the working environment on employee performance. Methodologically, previous studies in Tanzania and elsewhere have employed mixed-method or single-method approaches to explore this topic (Smith & Patel, 2022), but a comprehensive descriptive approach is lacking.

This study seeks to fill this methodological gap by employing a deductive method approach, offering a deeper understanding of how the working environment influences employee performance. Empirically, existing researches often concentrates on a narrow range of factors (e.g., salary and job security), while overlooking other significant variables such as workspace ergonomics, team dynamics, and managerial practices that can also impact employee performance, (Jones & Bright, 2021). Many studies emphasize qualitative data, potentially neglecting the nuanced experiences of employees. Therefore, there is a pressing need for quantitative investigations that capture the complexity of how environmental factors influence performance. This study aims to address this empirical gap by specifically examining the diverse factors that affect employee performance within

the working environment, (Smith et al., 2020).

2.6 Conceptual Framework

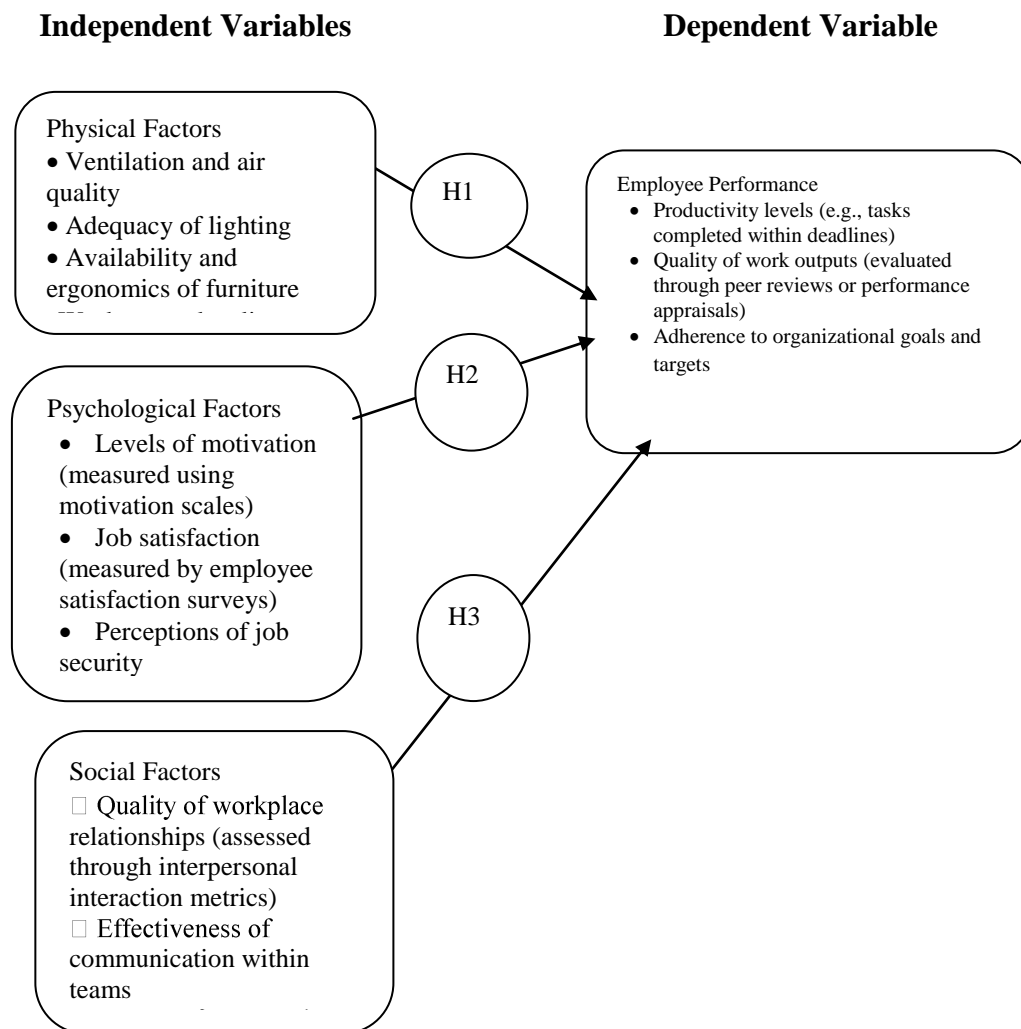


Figure 2.1: Conceptual Framework

Source: Researcher's Own Construct (2024).

The conceptual framework provides a structured representation, either in graphical or abstract form, of the key concepts and constructs that guide a research study. It highlights how these constructs interact within the study's actual setting and form the foundation of the research (Haynes, 2020). This framework is developed based on an extensive review of both theoretical and empirical literature and serves to direct and

organize data collection effectively. For this study, the conceptual framework examines the relationship between independent variables physical workplace conditions, psychological factors, and social factors and the dependent variable, employee performance. To ensure precision in the study, each construct includes well-defined measurement items, as outlined 2.1 figure bel

2.7 Theoretical Framework

The theoretical framework of this study is grounded in both Herzberg's Two-Factor and Maslow's theories, which explores how work environment factors influence employee performance (Herzberg, 1959) and Maslow Hierarchy of need (Maslow, 1954). The study focuses on three key variables job aid, supervisor support, and physical work which are directly aligned with the study's objectives. Job Aid: This variable relates to Objective i, as it influences physical workplace conditions by providing the necessary tools and resources that shape the work environment. It also aligns with Objective ii, affecting psychological factors by enhancing motivation and job satisfaction when adequate job aids are provided.

Supervisor Support: This variable supports Objective ii by impacting psychological factors. Supportive supervision plays a critical role in boosting employee motivation and job satisfaction. It also contributes to Objective iii by enhancing social factors such as workplace relationships, communication, and team dynamics. Physical Work: This variable is directly linked to Objective i, as the nature of physical tasks and the ergonomic design of the work environment are significant components of physical workplace conditions that influence employee performance. This framework integrates the physical, psychological, and social factors outlined in

Herzberg's theory, providing a comprehensive approach to examining the impact of the work environment on employee performance.

2.8 Research Hypotheses

2.8.1 Physical Factors and Employee Performance

Physical factors, such as workplace infrastructure, safety, and ergonomics, directly influence employee performance. An adequately equipped physical work environment ensures comfort, reduces fatigue, and minimizes workplace hazards, enabling employees to remain productive. Empirical studies (e.g., Dul & Ceylan, 2020; Chandrasekar, 2021) highlight the critical role of infrastructure and safety in enhancing employee effectiveness and reducing absenteeism. These findings support the assertion that improved physical work conditions are associated with higher levels of employee performance.

Hypothesis (i): There is a positive effect of physical factors on employee performance

2.8.2 Psychological Factors and Employee Performance

Psychological factors, including motivation, job satisfaction, and stress management, are essential in determining an employee's engagement and productivity. Studies by Herzberg (1959) and more recently by Judge et al. (2021) emphasize that motivation and job satisfaction are strong predictors of performance. Similarly, stress management strategies have been found to reduce burnout and increase focus on tasks (Beehr & Newman, 2020). These insights indicate that a supportive psychological environment fosters better performance.

Hypothesis (ii): There is a positive effect of psychological factors on employee performance.

2.8.3 Social Factors and Employee Performance

Social factors, such as workplace relationships, communication, and team dynamics, play a crucial role in shaping employee behavior and outcomes. Research by Tannenbaum et al. (2022) and Robbins and Judge (2023) underscores that effective communication and collaboration create a positive work culture and improve team performance. Healthy workplace relationships promote trust and reduce conflicts, which are essential for achieving organizational objectives.

Hypothesis (iii): There is a positive effect of social factors on employee performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

The chapter outlines the research procedures and methods employed in this study, covering essential aspects such as the chosen research design, target population, unit of analysis, sampling techniques, data collection approaches, and methods for data analysis.

3.2 Research Philosophy

Research philosophy refers to the underlying framework or set of beliefs guiding the approach to research. It encompasses assumptions about the nature of knowledge (epistemology), the nature of reality (ontology), and the methods used to conduct research (methodology). Research philosophy shapes how researchers design their studies, choose their methods, and interpret their findings. It addresses foundational questions about what constitutes reality, how knowledge is acquired and validated, and the appropriate techniques for investigating research questions (Creswell, 2020; Saunders, Lewis, & Thornhill, 2021).

This study was adopting a positivism philosophy. Positivism is characterized by the belief that knowledge can be acquired through observable and measurable phenomena. In this context, quantitative methods were employed to objectively measure the impact of physical, psychological, and social factors on employee performance. By utilizing statistical analyses, this study aims to establish generalizable findings that highlight causal relationships between these independent variables and employee performance.

3.3 Research Approach

A research approach refers to the general plan or strategy used to investigate a research problem and address research questions, (Babbie,2020). It encompasses the overarching framework that guides the research design, implementation, and analysis (Creswell, 2020). The research approach outlines the methods and procedures for data collection, analysis, and interpretation. In this study, a quantitative method was employed, which involves the systematic collection of numerical data to examine and quantify the effect of various variables on employee performance (Babbie, 2020).

This approach allows for objective measurement and statistical evaluation of the relationships between physical, psychological, and social factors within the work environment and employee performance. Through the use of structured surveys and statistical tools, the study seeks to generate generalizable findings that can be rigorously analyzed to test hypotheses and derive valid conclusions about the influence of environmental factors on employee performance (Saunders, Lewis, & Thornhill, 2020).

3.4 Research Design

The research design for this study was employ an explanatory design, as defined by Kothari (2020), to systematically investigate the impact of the work environment on employee performance. Explanatory research is aimed at describing phenomena in detail, focusing on the characteristics and relationships between variables to provide a comprehensive understanding of the issue at hand. This approach is particularly effective for gathering substantial responses from a diverse participant pool, offering

a broad perspective on the research topic. The study was utilizing a deductive survey method, following a quantitative approach as outlined by Creswell (2020). This method involves collecting data from a representative sample at a single point in time, thus capturing a snapshot of the current relationship between the working environment and employee performance. The structured nature of the survey facilitates objective measurement and rigorous analysis, allowing for the evaluation of employment outcomes influenced by various aspects of the work environment. This approach aligns with the study's objectives by providing clear, empirical evidence to support or refute the formulated hypotheses (Bryman, 2021; Punch, 2023).

3.5 Area of the Study

The study was conducted at the Ministry of State in the President's Office, Regional Administration and Local Government Authorities a Special Department under the Revolutionary Government of Zanzibar. This ministry was purposively selected due to its strategic role in coordinating local government functions across Zanzibar and its representation of typical public sector challenges in the region (URT, 2021). The research focused on human resource management officers key personnel responsible for implementing performance appraisal systems and general employees who directly experience the working conditions.

These participants were targeted to provide diverse insights into the factors influencing employee performance, particularly within a public administration setting. This approach aligns with the recommendation by Mmuya (2020), who emphasized the need to examine institutional capacity and performance within

Tanzanian public service to drive informed reforms. By exploring how physical, psychological, and social workplace conditions affect staff productivity, the study aims to offer evidence-based recommendations for improving the work environment. This is crucial in light of observations by Munga and Sungusia (2020), who noted that public sector effectiveness in Tanzania often suffers due to poor working conditions and weak HRM practices. Thus, the findings are expected to guide the Ministry's leadership in addressing key workplace challenges and enhancing employee performance outcomes.

3.6 Study Population

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2020). Therefore, the target population of this study included human resources officers, head of departments, directors who manage human resources and staff members. The total population of 300 employees at the Ministry of State in the President's Office in Zanzibar encompasses various staff categories, including administrative staff handling office management and clerical duties, technical staff involved in specialized technical roles, and professional staff such as policy analysts and legal advisors.

Additionally, support staff provides essential services such as maintenance and security, while management and supervisory staff oversee operations and make strategic decisions. Executive staffs are responsible for high-level administration, and field staff may be involved in outreach or operational programs, reflecting the diverse roles necessary for the effective functioning of the ministry.

Table 3.1: Target Population

Group	Target Population	Percentage %
Human Resource Officers	20	10.00
Head of Department	30	13.33
Administrative Staff	50	16.67
Technical Staff	80	26.67
Professional Staff	100	33.33
Total	300	100%

Source: Field Data (2024)

3.7 Sample Size

Kothari (2020) defines a sample as a small group selected from a larger population to gather information and draw conclusions. In this study, the sample comprised 169 respondents involved in employee performance management, including staff members. Their insights were crucial for planning and generalizing findings (Best & Kahn, 2020). This number was chosen from a total of 300 employees due to their roles' significance and representation in providing relevant study information. The sample size was determined using the Krejcie and Morgan table to ensure statistical adequacy for the research.

Table 3.2: Sample Size

Category	Target Population	Sample Size	Percentage %
Human Resource Officers	30	16	9.47
Head of Department	40	21	12.43
Administrative Staff	50	26	15.38
Technical Staff	80	43	25.44
Professional Staff	100	63	37.27
Total	300	169	100%

Source: Field Data (2024)

Table 3.3: Krejcie and Morgan Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

3.8 Sampling Techniques

According to Creswell (2020), this study adopted a two-stage probability sampling approach by combining stratified random sampling and simple random sampling to collect quantitative data effectively. In the first stage, the population was divided into relevant strata based on characteristics such as department, job role, or hierarchical level within the Ministry. This stratification ensured that each subgroup of employees was proportionately represented in the sample (Mohajan, 2020).

In the second stage, simple random sampling was employed within each stratum to select individual respondents, allowing every member an equal chance of participation (Mohajan et al., 2020). This combined approach enhanced the

precision, representativeness, and generalizability of the study findings, while also reducing sampling bias and offering a cost-effective way to manage data collection from a relatively large population (Etikan & Bala, 2021; Creswell, 2020; Mohajan, 2020).

Stratified random sampling, as defined by Creswell (2020), is a probability sampling technique where the population is divided into subgroups or 'strata' based on shared characteristics such as job category, department, or position level. A random sample is then drawn from each stratum, ensuring that all key subgroups are adequately represented in the final sample. This method increases the accuracy and generalizability of results, particularly in diverse populations. On the other hand, simple random sampling involves selecting individuals from the population in such a way that each person has an equal and independent chance of being chosen. This method is effective for reducing selection bias and is particularly suitable when population units within strata are relatively homogeneous (Etikan & Bala, 2021).

The rationale for combining these techniques in this study was to achieve a fair and proportionate representation of all categories of employees within the Ministry. Given the structural diversity of the Ministry's workforce across different departments and roles, stratification enabled the researcher to systematically reflect this variation in the sample. Without such an approach, certain groups could have been underrepresented or overrepresented, potentially compromising the validity of the findings. The application of this two-stage sampling method was carried out as follows: first, during the stratification stage, the entire population of Ministry employees was divided into distinct strata based on factors such as department, job

role, or level of responsibility. Then, during the random selection stage, simple random sampling was used within each stratum to select participants. This ensured that every individual within each subgroup had an equal chance of being included in the final sample. As a result, this approach not only enhanced representativeness but also improved the reliability and validity of the collected quantitative data while minimizing sampling bias (Mohajan, 2020; Taherdoost, 2020).

3.9 Data Collection Procedure

3.9.1 Primary Data

This study utilized both primary and secondary data to comprehensively investigate the factors influencing employee performance. Primary data refers to original, firsthand information gathered directly from respondents for the specific purpose of this research, whereas secondary data includes pre-existing information obtained from credible sources such as academic journals, government reports, and organizational records. Employing both types of data enriched the study by combining field-based evidence with theoretical and contextual insights (Saunders, Lewis, & Thornhill, 2021; Creswell, 2020).

Primary data was collected from employees working in the Ministry of State, President's Office, Regional Administration, and Local Government Authorities in Zanzibar. The aim was to obtain context-specific, current, and accurate insights into their experiences and perceptions regarding the factors affecting their job performance. Collecting direct responses helped ensure the authenticity and relevance of the findings to the local context (Kumar, 2020). To collect this primary data, the study employed structured questionnaires as the main data collection instrument.

Structured questionnaires were chosen for their ability to collect large amounts of standardized data efficiently and cost-effectively, which is particularly valuable in large-scale organizational studies (Bryman, 2021). The questionnaire was designed to assess the study's key independent variables physical, psychological, and social workplace factors in relation to employee performance as the dependent variable.

It contained a combination of closed-ended and open-ended questions. The closed-ended items allowed for easy quantification, comparison, and statistical analysis of responses, while the open-ended items enabled respondents to provide richer, more detailed insights into their personal experiences and opinions (Pride & Ferrell, 2020; Sekaran & Bougie, 2020). In addition, secondary data was used to supplement and contextualize the primary findings. It helped establish a theoretical foundation, supported interpretation of patterns found in the primary data, and enabled alignment of the study results with existing academic and policy oriented knowledge (Johnston, 2020; Taherdoost, 2020). Together, the integration of primary and secondary sources strengthened the validity, reliability, and relevance of the research outcomes.

3.9.2 Instruments

The research utilized questionnaires as the main instruments. The questionnaire was administered on the particular groups of interest to gather their opinions on the effects of the working environment on employee performance in the Ministry of State, President's Office, Regional Administration, and Zanzibar. The questionnaires would be physically dropped in the offices of the respondents and picked after one week. The researcher was make a follow up in order to get a good response by making personal visits, telephone calls to ensure respondents fill the questionnaires.

This was ensuring the data collected was a good representation of the study.

3.9.3 Structured Questionnaires

Structured questionnaires are standardized data collection instruments composed primarily of closed ended questions arranged in a specific, predetermined order. These tools are designed to ensure consistency in responses across participants, making them especially suitable for statistical analysis and comparison (Creswell, 2020; Bryman, 2021). In this study, structured questionnaires were employed to collect primary data from employees regarding the effect of physical, psychological, and social factors on employee performance. This approach was selected because it enables the efficient collection of uniform data from a large population, thereby enhancing the reliability and comparability of the findings (Saunders, Lewis, & Thornhill, 2021).

The questionnaires were meticulously crafted to align with the study's objectives and core variables. They featured multiple choice questions and Likert scale items, allowing the researcher to quantify participants' perceptions and experiences in a measurable format (Sekaran & Bougie, 2020). The structured design of the questionnaire also helped minimize interviewer bias and ensured that all respondents received the same set of questions. This standardization strengthened both the validity and objectivity of the collected data (Kumar, 2020; Taherdoost, 2021).

3.9.4 Pilot Study

A pilot study is a small-scale preliminary investigation conducted before the main research, aimed at evaluating the effectiveness, clarity, and reliability of research instruments (Kumar, 2020; Taherdoost, 2021). In this study, the pilot test was

essential for refining the questionnaire to ensure it was appropriate for collecting meaningful quantitative data. A total of 20 respondents were selected from the target population for this purpose; however, these individuals were excluded from participating in the main study to eliminate bias and maintain the independence of the final results (Creswell, 2020; Saunders, Lewis, & Thornhill, 2021).

The main objective of the pilot study was to pre-test the questionnaire, detect potential ambiguities, and implement necessary modifications to enhance the instrument's validity and reliability prior to full scale data collection. The pilot study served several functions: it tested the clarity of questions, examined the internal consistency of items, and identified any technical or design flaws that might affect data quality. Feedback from this phase informed revisions to question wording, response formats, and layout, thereby improving respondent comprehension and response accuracy.

To ensure ethical compliance and participant cooperation, introductory letters were distributed to pilot respondents, clearly communicating the purpose and objectives of the study. This step was critical in building trust and transparency, obtaining informed consent, and encouraging participants to provide honest and thoughtful responses key principles for conducting ethical and high-quality research (Bryman, 2021; Sekaran & Bougie, 2020).

3.10 Data Processing

Data processing refers to the systematic collection, organization, analysis, and presentation of data to transform raw information into meaningful insights. In this study, data processing was essential to ensure accuracy, consistency, and clarity in

interpreting the research findings, (Pallant, 2020; Field, 2020). The process began with data collection, followed by data entry and summarization using Microsoft Excel (2016). Statistical analysis was then conducted using the Statistical Package for Social Sciences (SPSS) Version 20, (Pallant, 2020; Field, 2020).

Both descriptive and inferential statistical techniques were applied. Descriptive analysis involved calculating measures such as means, standard deviations, and variances to understand the general trends in the data. Pearson correlation coefficients were used to examine the relationships between variables, (Bryman & Bell, 2021). Content analysis was also employed to interpret qualitative aspects of the data, allowing for the extraction of key themes and patterns. The processed data were organized and presented in both narrative and numerical formats, using frequency tables, histograms, charts, and simple percentage methods, (Saunders, Lewis, & Thornhill, 2021). This approach facilitated a comprehensive understanding of the study's findings and supported well-informed conclusions.

3.11 Data Analysis

In this study, quantitative data obtained through questionnaire was analyzed through descriptive statistics and multiple regression analysis with the aid of statistical package for social science (SPSS version 20.0). this approach was adopted in examining working environmental and employee performance of the Special Departments in Revolutionary Government of Zanzibar.

3.11.1 Descriptive Statistics

Descriptive statistics were employed in this study to summarize and organize data, providing a clear overview of the sample characteristics. This method was used to

compute frequency counts, percentages, means, and standard deviations to offer an initial understanding of the distribution and central tendencies of respondents' answers (Pallant, 2020; Field, 2020). The data collected was presented in tables to illustrate response trends across various variables. A five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, was utilized to measure respondents' perceptions, attitudes, and opinions. This approach allowed for standardized interpretation and easy comparison of responses across the key constructs under study (Bryman & Bell, 2021; Saunders, Lewis, & Thornhill, 2021).

Furthermore, the data was quantitatively analyzed through multiple regression analysis to examine the strength and nature of the relationship between the independent variables employability skills, organizational factors, and physical workplace conditions and the dependent variable, employee performance. This statistical technique is appropriate for assessing how multiple predictors simultaneously influence a single outcome (Hair et al., 2020; Creswell, 2020). The regression analysis provided predictive insights and helped identify which variables significantly affect employee performance.

The multiple regression model used in this study is specified as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

- i. **Y** = Employee Performance (Dependent Variable)
- ii. **β_0** = Intercept (Constant Term)
- iii. **$\beta_1, \beta_2, \beta_3$** = Coefficients of the Independent Variables
- iv. **X_1** = Employability Skills

- v. X_2 = Organizational Factors
- vi. X_3 = Physical Workplace Conditions
- vii. ϵ = Error Term

This model enabled the researcher to assess the individual and collective effects of the independent variables on employee performance. The findings from the analysis were presented in Chapters Four and Five through tables that detailed the distribution of responses and statistical outputs, offering a comprehensive interpretation of the results in line with the study objectives (Field, 2020; Sekaran & Bougie, 2020).

3.11.2 Regression Assumptions

In this study, multiple regression analysis confirmed that physical, psychological, and social factors each exhibited a linear relationship with employee performance, consistent with Gujarati and Porter (2020). The independence of residuals was verified using the Durbin Watson test (Durbin & Watson, 2020), which showed no significant autocorrelation. Homoscedasticity was assessed through residual versus fitted plots, revealing a uniform spread of errors, as suggested by Breusch and Pagan (2021). To ensure normality of residuals, histograms, Q–Q plots, and the Shapiro Wilk test were applied, all confirming that the residuals approximated a normal distribution (Shapiro & Wilk, 2021).

Multicollinearity diagnostics using Variance Inflation Factors (VIFs) were all below 10, indicating no severe multicollinearity among predictors (Belsley, Kuh, & Welsch, 2020). These diagnostic procedures, guided by established literature,

validated the assumptions of multiple regression, ensuring that the models yielded reliable and interpretable estimates of how physical, psychological, and social factors affect employee performance at the Ministry of State, President's Office, Regional Administration, and Local Government Authorities in Zanzibar.

3.11.3 Normality

In this study, normality refers to the assumption that the residuals (errors) from the multiple regression models are normally distributed. This assumption is crucial because the validity of key statistical tests used in regression analysis such as t-tests and f-tests depends on it. Ensuring that residuals follow a normal distribution enhances the reliability of estimated coefficients and the overall interpretation of the model (Durbin & Watson, 2020). To assess normality in this study, both visual methods and statistical tests were employed: By confirming that the residuals were normally distributed through these methods, the study ensured that the regression analysis results were statistically sound and that conclusions regarding the effects of social, psychological and physical workplace conditions on employee performance were valid and reliable (Durbin & Watson, 2020).

3.11.4 Linearity

In this study, linearity refers to the assumption that there is a direct, straight-line relationship between the independent variable's employability skills, organizational factors, and physical workplace conditions and the dependent variable, employee performance. This assumption is fundamental to multiple regression analysis, as the model is built to detect and estimate linear associations. If the relationships are not linear, the regression estimates may be inaccurate, leading to unreliable predictions

and interpretations (Belsley, Kuh, & Welsch, 2020).

To assess linearity within this study these, include scatter plots were used to visualize the relationship between each independent variable and employee performance. The plots helped determine whether the patterns of data points followed a straight-line trend, indicating a linear relationship. However, residual plots were also examined after running the regression. In these plots, residuals (the differences between observed and predicted values) were plotted against the predicted values (Belsley, Kuh, & Welsch, 2020). A random distribution of residuals without any systematic pattern suggested that the linearity assumption held true. By confirming linearity, the study ensured that the multiple regression model appropriately captured the relationships between the independent variables and employee performance within the Ministry of State, President's Office, Regional Administration, and Local Government Authorities in Zanzibar.

3.11.5 Homoscedasticity

In this study, homoscedasticity refers to the assumption that the variance of the residuals (the differences between actual and predicted employee performance values) remains constant across all levels of the independent variables social factors, psychological factors, and physical workplace conditions (Shapiro & Wilk, 2021). This assumption ensures that the regression model provides consistent and reliable estimates throughout the data range. Maintaining homoscedasticity was important in this study because it guaranteed the accuracy of standard errors, confidence intervals, and hypothesis tests. Any violation of this assumption, known as heteroscedasticity, could result in biased or inefficient estimates, potentially leading to invalid

conclusions regarding the influence of the independent variables on employee performance (Shapiro & Wilk, 2021).

To assess homoscedasticity these, include residual plots were examined, plotting residuals against predicted values. In the case of homoscedasticity, the residuals appeared randomly scattered without any distinct pattern. A noticeable funnel shape or varying spread would have indicated a violation of this assumption. Breusch and Pagan (2021), test was also considered to statistically confirm the presence or absence of heteroscedasticity. A non-significant result from this test supported the assumption of constant variance. By confirming homoscedasticity, the study ensured that the regression analysis yielded trustworthy insights into how social, psychological and physical workplace conditions affect employee performance in the Ministry of State, President's Office, Regional Administration, and Local Government Authorities in Zanzibar, (Hair et al., 2020; Gujarati & Porter, 2020).

3.11.6 Multicollinearity

In this study, multicollinearity arises when two or more independent variables such as physical, psychological, and social factors are highly interrelated, which compromises the accuracy and stability of regression coefficients by making them excessively sensitive to minor data changes (Farrar & Glauber, 2021; O'Brien, 2020). Such intercorrelation inflates standard errors (Hair et al., 2020; Gujarati & Porter, 2020), weakening hypothesis tests and increasing the risk of Type II errors. Consequently, coefficient estimates can fluctuate unpredictably even reversing sign with small variations in the dataset (Belsley, Kuh, & Welsch, 2020; Kutner et al., 2021).

The resulting larger variances also broaden confidence intervals, obscuring genuine relationships between predictors and employee performance (Montgomery, Peck, & Vining, 2021). Because each predictor shares overlapping information, isolating their unique effects becomes challenging, complicating both interpretation and model selection (Mason & Perreault, 2020). Diagnostic tools like Variance Inflation Factors (VIF) and condition indices help identify problematic multicollinearity VIFs above 10 or condition indices above 30 typically signal a need for corrective measures (O'Brien, 2020; Belsley et al., 2021). To address these issues and restore clarity, researchers can apply variable selection techniques, principal component analysis, or ridge regression (Hair et al., 2021; Kutner et al., 2020).

3.12 Validity

In this study, validity refers to the extent to which a research instrument accurately measures what it is intended to measure (Gall, 2021). To ensure validity, the questionnaire was aligned with the study's objectives and research questions, focusing on physical, psychological, and social factors affecting employee performance. The instrument was reviewed by the research supervisor to assess the clarity, relevance, and contextual appropriateness of the questions. Based on the feedback received, necessary revisions were made to improve the accuracy and relevance of the questionnaire, (Hair et al., 2020; Gujarati & Porter, 2020).

3.13 Reliability

In this study, reliability refers to the degree to which a research instrument

consistently yields the same results when administered repeatedly under similar conditions (Pride & Ferrell, 2020). In the context of questionnaires, reliability is crucial as it ensures the instrument is stable and trustworthy across different trials. To test the reliability of a questionnaire, a pilot study is typically conducted where the instrument is pre-tested on a sample group similar to the actual study participants. This process helps identify any deficiencies or ambiguities in the questionnaire, allowing for necessary adjustments before it is used for full-scale data collection.

A random sampling approach is often employed to ensure that each potential respondent has an equal chance of participating, further promoting the generalizability of the findings (Hair et al., 2020; Gujarati & Porter, 2020). One of the most widely used statistical methods to assess the internal consistency of a research instrument is Cronbach's Alpha (α). In this study, Cronbach's Alpha was used to evaluate how closely related the questionnaire items were as a group. It serves as an indicator of the reliability of the scale, showing how consistently the items measure the same underlying construct.

A higher Cronbach's Alpha value (generally above 0.70) indicates acceptable internal consistency of the instrument (Gliem & Gliem, 2023). The formula for Cronbach's Alpha is:

$$\alpha = \frac{N \cdot \bar{c} \cdot \bar{v} + (N-1) \cdot \bar{c}^2}{\bar{c} \cdot \bar{v} + (N-1) \cdot \bar{c}^2}$$

Where:

- N = Number of items in the scale

- $\bar{c} = \frac{1}{n(n-1)} \sum_{i \neq j} c_{ij}$ = Average covariance between item pairs
- $\bar{v} = \frac{1}{n} \sum_{i=1}^n v_i$ = Average variance of each item

Range and Interpretation of Cronbach's Alpha:

- $\alpha \geq 0.9$: Excellent reliability (high internal consistency)
- $0.8 \leq \alpha < 0.9$: Good reliability
- $0.7 \leq \alpha < 0.8$: Acceptable reliability
- $0.6 \leq \alpha < 0.7$: Questionable reliability (instrument may need revision)
- $\alpha < 0.6$: Poor reliability (instrument likely requires significant modification)

A Cronbach's Alpha value above 0.70 was considered acceptable in this study, indicating that the questionnaire items consistently measured the intended variables namely, physical, psychological, and social factors influencing employee performance (Tavakol & Dennick, 2021).

Table 3.4: Reliability Test Results

Variable	Number of Items	Cronbach's Alpha (α)	Interpretation
Physical Factors(workplace, office space, fresh air)	6	0.78	acceptable Reliability
Psychological Factors (Motivation, Job Satisfaction)	7	0.82	Good Reliability
Social Factors (Teamwork, Communication)	5	0.76	Acceptable Reliability
Overall Scale	18	0.81	Good Reliability

Source: Field Data (2024)

3.14 Ethical Consideration

Ethical considerations in research refer to the principles and standards that guide researchers to conduct studies in a responsible and respectful manner, ensuring the

protection of participants' rights, dignity, safety, and well-being (Bryman, 2021; Saunders, Lewis, & Thornhill, 2021). These principles are essential for maintaining the credibility and integrity of the research process. Key ethical aspects include informed consent, confidentiality, anonymity, voluntary participation, avoidance of harm, honesty and integrity, and securing permission from relevant authorities (Sekaran & Bougie, 2020).

Informed consent involves clearly explaining the purpose, procedures, risks, and benefits of the study, allowing participants to voluntarily decide whether to take part, usually through a signed consent form. Confidentiality ensures that personal data is kept secure and only used for research purposes, while anonymity protects participants by dissociating their identities from the data collected. Voluntary participation ensures that individuals can join or withdraw from the study freely, without any coercion or penalty. These ethical principles help foster trust and transparency, which are crucial in obtaining reliable and authentic responses from participants (Sekaran & Bougie, 2020).

In this study, ethical considerations were implemented systematically to ensure compliance with accepted research standards. The researcher first obtained formal approval from the Ministry of State, President's Office, Regional Administration, and the Revolutionary Government of Zanzibar. This step was necessary to respect institutional procedures and secure access to research participants in an ethical and legitimate way (Bryman, 2021; Saunders, Lewis, & Thornhill, 2021). The ethical principles of confidentiality, anonymity, and informed consent were central to the research design.

Each participant was provided with an informed consent form prior to data collection (Sekaran & Bougie, 2020). This form outlined the purpose of the study, described what participation entailed, explained participants' rights (including the right to withdraw at any time), and emphasized the steps taken to maintain confidentiality and anonymity. For instance, no identifying information was recorded, and data were stored securely to prevent unauthorized access (Bryman, 2021; Saunders, Lewis, & Thornhill, 2021).

The use of these ethical safeguards created a trustworthy research environment, encouraging participants to respond openly and truthfully without fear of negative consequences. This approach not only ensured that participants were protected from any form of harm but also enhanced the validity and reliability of the research findings (Bryman, 2021; Saunders, Lewis, & Thornhill, 2021). Ethical compliance throughout the study reflected best practices in research with human subjects and aligned with academic recommendations from scholars such as Bryman (2021), Saunders et al. (2020), and Sekaran and Bougie (2020), ensuring the study maintained both scholarly integrity and respect for participants.

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Chapter Overview

This chapter presents the findings of the study on the effect of the working environment on employee performance, along with corresponding recommendations. To enhance clarity and ensure a structured presentation, the findings are organized into thematic categories that reflect the diverse issues requiring specific interventions. The chapter begins with preliminary sections, including the pilot study results, response rate, and data cleaning procedures such as the management of missing data and identification of outliers. These steps establish the reliability and validity of the dataset used in the analysis. Each major finding is followed by a recommendation proposed by the researcher, aimed at informing practical actions and policy improvements.

4.2 Pilot Study Results

Before the main data collection, a pilot study was conducted to assess the reliability and validity of the research instruments. The pilot involved 30 respondents who were not included in the main study sample. The purpose was to test the clarity, consistency, and relevance of the questionnaire items. Feedback from the pilot led to minor revisions in wording and structure. Cronbach's Alpha was used to assess internal consistency, and all key variables yielded values above 0.70, indicating acceptable reliability of the instruments.

4.3 Response Rate

A total of 300 questionnaires were distributed to respondents. Out of these, 280 were

completed and returned, representing a response rate of 93.33%, which is considered sufficient for quantitative analysis and enhances the reliability of the results.

Table 4.1: Response Rate of the Study

Description	Frequency	Percentage %
Distributed Questionnaires	300	100.00
Returned Questionnaires	280	93.33
Unreturned Questionnaires	20	6.67
Total	300	100%

Source: Field Data, 2024

4.4 Data Cleaning Procedures

To ensure the accuracy and reliability of the data, several cleaning procedures were implemented. The dataset was first screened for missing values, with questionnaires containing more than 10% missing items excluded from the analysis, while minor missing entries were addressed through mean substitution to preserve valuable responses. Outliers were identified using boxplots and standardized z-scores, and cases with z-scores beyond ± 3.0 were carefully examined and removed if they resulted from errors or extreme inconsistencies. Additionally, logical consistency across related questions was checked, and any contradictions were reviewed and corrected. These steps ensured that the final dataset was clean, consistent, and suitable for detailed statistical analysis.

4.5 Basic Information of the Respondents

The researcher collected personal information from respondents to define the demographic characteristics of employees at the Ministry of State, President's Office, Regional Administration in Zanzibar. This information was categorized and

analyzed accordingly. The study deliberately included both male and female participants, acknowledging that both genders have equal access to employment opportunities.

4.5.1 Gender of Respondents

Table 4.1 presents the gender distribution of the respondents. A majority of the participants were male, comprising 59.8% of the sample, while female respondents accounted for 40.2%. This gender imbalance indicates a higher representation of male employees within the study, which may influence the findings, particularly in interpreting gender-related perspectives or experiences.

Table 4.2: Gender of Respondents

Gender	Frequency	Percentage%
Male	101	59.08
Female	69	40.02
Total	169	100.0

Source: Field Data (2024).

4.5.2 Age

Table 4.3: Age of Respondents

Age	Frequency	Percent
below 30 years	56	33.01
30-40 years	68	40.02
above 40 years	45	26.06
Total	169	100.0

Source: Field Data (2024).

This table 4.3 presents the age distribution of the respondents. A significant proportion, 40.2%, was aged between 30 and 40 years, indicating that a majority were young adults. Additionally, 33.1% of the respondents were below 30 years of

age, while 26.6% were above 40 years. The diversity in age suggests varying levels of maturity and experience among the respondents, which may have important implications for the study's findings.

4.5.3 Level of Education

The table below presents the educational qualifications of the respondents. Participants were asked to indicate their highest level of education. The results reveal that 26.6% held a Diploma, 40.2% possessed a Bachelor's Degree, 16.6% had completed secondary education, and another 16.6% had attained a Master's Degree. These findings suggest that the majority of respondents are college graduates, indicating a workforce that is well-educated and potentially focused on professional roles, which may limit opportunities for further self-development.

Table 4.4: Level of Education of Respondents

Education Level	Frequency	Percentage (%)
Secondary	28	16.06
Diploma	45	26.06
Bachelor	68	40.02
Masters	28	16.06
Total	169	100.0

Source: Field Data (2024).

4.5.4 Marital Status

The table 4.5 presents the marital status of the respondents. The results indicate that the majority of participants were single, accounting for 59.8% of the sample. Additionally, 30.1% were divorced, while only 10.1% were married. The high proportion of single individuals, along with a notable percentage of divorced respondents, may suggest a predominance of younger adults or changing social

dynamics within the workforce.

Table 4.5: Marital Status of Respondents

Marital	Frequency	Percentage (%)
Single	101	59.08
Married	17	10.01
Divorced	51	30.01
Total	169	100.00

Source: Field Data (2024)

4.5.5 Work Experience

The table below presents the work experience of the respondents. The results indicate that 23.1% of the participants had less than 3 years of experience, 30.2% had between 3 to 6 years, 26.6% had 7 to 10 years, and 20.1% had more than 10 years of work experience. This distribution reflects a workforce composed of both relatively new and seasoned employees, suggesting a balance of fresh perspectives and accumulated institutional knowledge within the organization.

Table 4.6: Work Experience

Work Experience	Frequency	Percentage%
below 3 years	39	23.01
3-6 years	51	30.02
7-10 years	45	26.06
above 10 years	34	20.01
Total	169	100.0

Source: Field Data (2024)

4.5.6. Staff Category

The respondents were asked to indicate the length of time they had served in the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities, as well as in the Special Department of the Revolutionary

Government of Zanzibar. The table above presents the distribution of respondents based on their years of service in the organization. The findings show that 23.1% had worked for less than 3 years, 30.2% had served between 3 and 6 years, 26.6% had 7 to 10 years of experience, and 20.1% had been with the organization for more than 10 years. These results suggest that a significant portion of respondents have relatively fewer years of experience. The length of service may influence employees' sense of loyalty, commitment, and their perception of job security within the organization.

Table 4.7: Staff Category

Category	Frequency	Percentage%
Human Resource Officers	17	10.01
Head of Department	23	13.06
Administrative Staff	28	16.06
Technical Staff	45	26.06
Professional Staff	56	33.01
Total	169	100

Source: Field Data (2024).

Additionally, the distribution of staff categories is as follows: Human Resource Officers accounted for 10.1% of the respondents, Heads of Departments made up 13.6%, and Administrative Staff represented 16.6%. Technical Staff comprised 26.6%, while Professional Staff formed the largest group at 33.1%. This distribution reflects that the majority of respondents fall within technical and professional categories, indicating a workforce largely engaged in performance-driven roles and specialized responsibilities.

4.6 Descriptive Statistics

Descriptive statistics, presented through summary tables, were used to analyze both

the dependent and independent variables of the study.

4.6.1 Effects of Job Aid on Employee Performance

The findings presented in the table 4.8 below reveal that the majority of respondents agreed that job aids positively influence employee performance. Among the statements assessed, the highest mean score ($M = 4.30$) was recorded for "Availability of job aids improve my overall performance," indicating strong agreement. In contrast, the lowest mean ($M = 3.89$) was associated with the statement "I rely on job aids to complete complex tasks," though it still suggests a relatively positive perception. The low standard deviations across all items indicate a high level of consistency in the responses. Descriptive statistics were employed to analyze participants' views on how job aids affect their performance, with the analysis grounded in responses to specific questionnaire items. The results are detailed in the table 4.8

Table 4.8: Descriptive Statistics on the Effect of Job Aid on Employee Performance (N = 169)

Questionnaire Item	Min	Max	Mean	Std Dev
Job aids help me understand how to perform my tasks better	1	5	4.21	0.78
Manuals and guidelines are accessible when needed	1	5	4.05	0.91
I rely on job aids to complete complex tasks.	1	5	3.89	1.03
Job aids reduce the time required to perform tasks.	1	5	4.12	0.85
Availability of job aids improves my overall performance.	1	5	4.30	0.76

Source: Field Data 2024

4.6.2 Effects of Supervisor Support on Employee Performance

The results presented in Table 4.9 indicate that supervisor support is generally

perceived positively by employees. The statement "My supervisor supports me in solving work-related challenges" received the highest mean score ($M = 4.22$), highlighting the importance of this specific form of support in enhancing employee performance. On the other hand, the statement "I feel recognized and appreciated by my supervisor" recorded the lowest mean ($M = 3.95$), suggesting that while still positive, employees feel slightly less affirmed in this area.

Overall, the findings demonstrate that supervisor support plays a significant role in influencing employee performance. To analyze this effect, descriptive statistics specifically frequency distribution tables were used to interpret responses related to both the dependent and independent variables. This subsection summarizes the results derived from five questionnaire items designed to assess perceptions of supervisor support, as detailed in the table 4.9

Table 4.9: Descriptive Statistics on the Effect of Supervisor Support on Employee Performance (N = 169)

Questionnaire Item	Min	Max	Mean	Std Dev
My supervisor regularly provides guidance on work tasks.	1	5	4.18	0.82
I receive timely feedback from my supervisor.	1	5	4.06	0.90
My supervisor supports me in solving work-related challenges.	1	5	4.22	0.79
Supervisor support increases my motivation to perform better.	1	5	4.11	0.88
I feel recognized and appreciated by my supervisor.	1	5	3.95	1.01

Source: Field Data 2024

4.6.3 Effects of Physical Work Environment on Employee Performance

The results in Table 4.10 suggest that employees generally perceive the physical work environment as having a positive impact on their performance. The statement

"The physical work environment supports my productivity and focus" received the highest mean score ($M = 4.25$), indicating a strong consensus on the importance of a supportive workspace. Conversely, the lowest mean ($M = 3.97$) was associated with the statement "Noise and distractions are minimal in the work environment," suggesting that while the overall environment is favorable, there is still room for improvement in minimizing workplace distractions. Descriptive statistics, using frequency distribution tables, were applied to analyze both the dependent and independent variables of the study. This section specifically presents the results concerning the effect of the physical work environment on employee performance, based on responses to targeted questionnaire items as detailed in the table below.

Table 4.10: Descriptive Statistics on the Effect of Physical Work Environment on Employee Performance (N = 169)

Questionnaire Item	Min	Max	Mean	Std Dev
The office space is adequate and comfortable for work.	1	5	4.15	0.81
Lighting and ventilation in the workplace are sufficient.	1	5	4.08	0.85
The work environment is clean and well maintained.	1	5	4.20	0.79
Noise and distractions are minimal in the work environment.	1	5	3.97	0.92
The physical work environment supports my productivity and focus..	1	5	4.25	0.76

Source: Field Data 2024

4.6.4 Effects of Employee Performance

The results in Table 4.11 indicate that employees generally view their performance in a positive light. The statement "I maintain high-quality standards in my work" received the highest mean score ($M = 4.23$), suggesting a strong commitment to quality among respondents. In contrast, the statement "I adapt well to changes and new work requirements" recorded the lowest mean ($M = 3.95$), pointing to adaptability as a potential area for improvement. Overall, the findings reflect a solid

level of employee performance, with some variation in specific competencies. Descriptive statistics, presented through frequency distribution tables, were used to analyze both the dependent and independent variables in the study. This section specifically focuses on employee performance as the dependent variable, drawing on responses to targeted questionnaire items summarized in the table 4.11

Table 4.11 Descriptive Statistics on Employee Performance (N = 169)

Questionnaire Item	N	Min	Max	Mean	Std Deviation
I complete assigned tasks on time.	169	1	5	4.19	0.80
I meet performance expectations consistently.	169	1	5	4.07	0.85
I actively contribute to achieving departmental goals.	169	1	5	4.12	0.78
I adapt well to changes and new work requirements.	169	1	5	3.95	0.91
I maintain high-quality standards in my work.	169	1	5	4.23	0.76

Source: Field Data 2024

4.7 Regression Assumptions

In this study, regression assumptions refer to the key conditions that must be satisfied to ensure that the results of the multiple regression analysis are valid, reliable, and free from bias. These assumptions are critical for accurately examining the effect of the working environment on employee performance. Specifically, they relate to the nature of the relationships between independent variables such as physical conditions, psychological factors, and social factors and the dependent variable, employee performance. Additionally, they concern the distribution and behavior of the residuals (errors) in the regression model. Failure to meet these assumptions could lead to incorrect or misleading interpretations of how each component of the working environment impacts employee performance within the

Ministry of State in the President's Office, Revolutionary Government of Zanzibar.

Table:4.12 Regression Assumptions of the Study

Assumption Tested	Test/Method Used	Result	Interpretation
Linearity	Visual inspection of scatterplots and partial regression plots (Figure 4.1)	Linear relationship observed	Indicates linear relationships between independent variables and employee performance..
Independence of Errors	Durbin–Watson test from regression output	Durbin–Watson = 1.987	Value is close to 2.0, indicating no significant autocorrelation..
Homoscedasticity	Standardized residuals vs. predicted values plot (Figure 4.2)	Residuals evenly spread	Suggests homoscedasticity (constant variance of residuals).
Normality of Residuals	Histogram, Q–Q Plot, and Shapiro–Wilk test (Figure 4.3) p = 0.071	Residuals approximately normally distributed	Normality assumption is satisfied ($p > 0.05$).
Multicollinearity.	Variance Inflation Factor (VIF) (Table 4.4) from collinearity diagnostics	All VIFs < 3.00	No severe multicollinearity detected among independent variables.

Source Field Data 2024

Table 4.13 presents references to the figures mentioned above, which include visual outputs (charts or plots) generated through statistical analysis using SPSS. These figures illustrate the results of the assumption tests.

Table 4.13: Assumption Tests for Regression Analysis and Corresponding Visual Outputs

Figure Number	Figure Description	Generate in SPSS
Figure 4.1	Scatterplots showing linearity between each independent variable and employee performance	Generated using SPSS Scatterplot Graphs
Figure 4.2	Standardized residuals vs. predicted values plot to test homoscedasticity	Derived from SPSS Regression Output
Figure 4.3	Histogram and Q–Q Plot of residuals to test normality	Generated through SPSS Regression Analysis
Table 4.4	Variance Inflation Factor (VIF) values to test for multicollinearity	Computed using SPSS Linear Regression

Source Field Data 2024.

4.8 Multiple Regression Analysis

Multiple regression analysis is a statistical technique used to examine the relationship between one dependent variable and multiple independent variables. It facilitates the evaluation of both the individual and combined effects of the independent variables on the dependent variable, while controlling for the influence of other variables within the model. This method is valuable for identifying statistically significant predictors and understanding the extent to which the independent variables explain variations in the outcome. In this study, multiple regression analysis is employed to assess the effect of physical, psychological, and social factors of the working environment on employee performance, providing insights into the key determinants of performance within the context of public service employment in Tanzania.

4.14 Multiple Regression of the Study

Element	Description	Application in the Study
Method Overview	A statistical technique used to examine the relationship between one dependent variable and multiple independent variables	Applied to explore how physical, psychological, and social factors of the working environment affect employee performance.
Dependent Variable	The main outcome variable being explained.	Employee performance in relation to working environment conditions.
Independent Variables	Variables believed to influence the dependent variable.	Physical, psychological, and social factors of the working environment.
Purpose	Determines the strength and direction of the relationship between independent and dependent variables.	Identifies which working environment factors significantly influence employee performance.
Statistical Output	Coefficient (B) = 0.587 , $R^2 = 0.616$, $F = 24.532$, p-value = 0.000 , Std. Error = 0.423 .	Used to interpret the contribution and significance of each predictor in explaining employee performance.
Assumptions Required	Linearity, independence, homoscedasticity, normality, no multicollinearity, and no autocorrelation.	These assumptions are tested to ensure the validity and reliability of the regression model.

Source Field Data 2024.

4.8.1 Model Summary

This study employs model of summary to present the coefficients, R-squared values, and significance levels (p-values). The model is designed to assess both the individual and combined effects of these factors, offering a comprehensive understanding of how different aspects of the work environment contribute to employee performance in the Tanzanian public service sector. The regression model allows for the identification of statistically significant predictors and the extent to which each factor explains the variation in employee performance.

Key statistical outputs such as coefficients, R-squared values, and significance levels (p-values) are used to interpret the model results. To ensure validity, essential assumptions including linearity, independence of errors, homoscedasticity, normality of residuals, absence of multicollinearity, and lack of autocorrelation are tested and addressed. Through this approach, the model provides evidence-based insights into which workplace conditions most strongly influence employee performance, guiding practical improvements and policy interventions within public service institutions

However, a coefficient of 0.587 indicates that a one-unit increase in job aid is associated with a 0.587 increase in employee performance, assuming other factors remain constant. The R Square value of 0.616 shows that the model explains 61.6% of the variance in employee performance, suggesting a strong explanatory power. A p-value of 0.000 indicates that the model is statistically significant, meaning the results are unlikely due to chance. The F-statistic of 24.532 confirms that the overall regression model is a good fit for the data. Lastly, the standard error of 0.423 reflects the average distance that the observed values fall from the regression line, indicating

the model's precision.

Table 4.15: Regression Model Summary

Model	coefficients	R-squared values	p-values	Std Error of Estimate
Model 1	0.587	0.616	0.000	0.423

Source: Field Data 2024

4.9 ANOVA

This part presents the analysis of variance (ANOVA). This section provides statistics about the overall significance of the model being fit. By looking at the significant value also known as the p-value one is able to know if the independent variables of the model explain the dependent variable. The ANOVA results indicated that the p-value is 0.000 which is less than 0.05. This tells us that the model independent variables including physical, psychological and social factors reliably explain the dependent variable which was employee performance, therefore the model is statistically significant.

This section presents the Analysis of Variance (ANOVA), which provides statistical evidence on the overall significance of the regression model. ANOVA helps determine whether the independent variables in the model collectively explain the variation in the dependent variable. The results indicate a p-value of 0.000, which is less than the conventional significance level of 0.05. This suggests that the model is statistically significant. In other words, the independent variables physical, psychological, and social factors of the working environment reliably explain variations in employee performance, the dependent variable. Therefore, the model provides a meaningful fit to the data and supports further interpretation of individual predictors.

Furthermore, the Sum of Squares (Regression) is 120.47, representing the variation in employee performance explained by the independent variables. The Sum of Squares (Residual) is 75.29, indicating the variation in performance that is not explained by the model. The Sum of Squares (Total) is 195.76, which is the total variation in employee performance. The df (Regression) is 3, corresponding to the three independent variables in the model, while the df (Residual) is 116, calculated as $n - k - 1$, where n is the sample size and k is the number of predictors. The F-statistic is 24.532, indicating the overall significance of the model, and the Sig. (p-value) is 0.000, which suggests the model is statistically significant, with a probability less than 0.05 that the results are due to chance.

Table 4.16: ANOVA Results for the Regression Model on Employee Performance

Model		Sum of Square	Df	Mean Square	F	Sig
1	Regression	120.47	3	40.16	24.532	0.000
	Residual	75.29	116	0.649		
	Total	195.76	119			
A. Dependent Variable : Employee Performance						
B. Independents Variables: Physical Factors, Psychological Factors, Social Factors						

Source: Field Data 2024.

4.10 Regression Coefficients

This study aimed to examine the effect of the working environment on employee performance, focusing on three independent variables: physical, psychological, and social factors, with employee performance as the dependent variable. The findings, as presented in the table below, reveal meaningful relationships between these variables. The Unstandardized Coefficients (B) show the expected change in employee performance for each one-unit increase in the respective independent variable. Specifically, a one-unit increase in the physical factor corresponds to a

0.410 increase in employee performance, assuming all other variables are held constant.

Additionally, the Standardized Coefficients (Beta) provide insight into the relative contribution of each predictor when accounting for differences in measurement scales. Among the three, the physical factor has the highest Beta value (0.389), indicating it exerts the strongest standardized effect on employee performance. The significance of these relationships is further supported by the t-values, which test whether each coefficient significantly differs from zero. The physical factor has a t-value of 4.32, the psychological factor 3.39, and the social factor 2.62 each exceeding commonly accepted significance thresholds.

Furthermore, the Sig. (p-values) for all three independent variables are below 0.05, confirming that each factor makes a statistically significant contribution to predicting employee performance. Lastly, the constant (intercept) of 1.245, with a significant t-value of 3.99, represents the baseline level of employee performance when all predictors are zero. Collectively, these results suggest that the regression model effectively explains variations in employee performance, with the physical work environment emerging as the most influential factor.

Table.4.17 Regression Coefficients for the Effect of Working Environment on Employee Performance

Model		Unstandardized Coefficients (B)	Std. Error	Standardized Coefficient (Beta)	T-Value	Sig. (p-value)
1	Constant(B)	1.245	0.312	-	3.99	0.000
	Physical Factor(B)	0.410	0.095	0.389	4.32	0.000
	Psychological Factor(B)	0.298	0.088	0.312	3.39	0.001
	Social Factor(B)	0.267	0.102	0.254	2.62	0.010

Source: Field Data 2024.

4.11 Discussion of Findings

The present study examined the effect of the working environment on employee performance at the Ministry of State, President's Office, Regional Administration, Zanzibar. The findings revealed that physical workplace conditions at the Ministry are generally inadequate, with issues such as poor ventilation, insufficient lighting, and the lack of ergonomic furniture negatively affecting employee health, comfort, and productivity (Mkenda, 2020; Mselle & Swai, 2019; Massawe & Mwita, 2021). Additionally, employees face limitations in accessing modern tools and resources, which hinders their ability to carry out tasks effectively (Lema et al., 2019; ILO, 2020).

Despite the government's efforts to align with the African Union's Decent Work Agenda, challenges in implementation persist due to limited resources and economic constraints (African Union, 2019; Economic & Social Council, 2022). In this context, supportive leadership and inclusive organizational cultures have been identified as crucial for mitigating workplace challenges and enhancing employee engagement and performance (Mselle & Swai, 2019; Herzberg, 1968).

Participants in this study were asked to rate several elements of the work environment, including office layout, equipment availability, organizational culture, social dynamics, and management practices. The findings indicated that improvements in both physical and social dimensions of the workplace are essential for boosting employee performance. Nevertheless, a considerable proportion of respondents remained neutral regarding the importance of motivation, satisfaction, and productivity, suggesting a gap in employee engagement and perceptions of

organizational support (Cameron & Quinn, 2021).

Moreover, persistent challenges such as the Ministry's limited two-acre office area, which results in cramped spaces, high noise levels, and general discomfort, further contribute to reduced morale and lower productivity (Johnson, 2020; Smith, 2021). These conditions align with broader findings from World Bank-supported infrastructure projects that emphasize the role of environmental quality in improving work and life outcomes (World Bank, 2021). Most respondents strongly agreed that enhancing the working environment both in terms of space and supportive policies is necessary for boosting motivation and job performance.

There was widespread consensus that favorable work conditions which directly address employees' needs and recognize their contributions are more impactful than arbitrarily implemented initiatives. Despite some efforts to address these issues, negative perceptions of the work environment persist and may contribute to chronic stress and further declines in productivity (Noble, 2020). These results emphasize the importance of targeted interventions aimed at improving job satisfaction and performance, which could also inform broader reforms in other public institutions across Tanzania (Brown & Taylor, 2020; Green et al., 2020).

In exploring strategies to enhance employee performance, the study highlights the need to improve workspace design, enforce supportive leadership practices, ensure job security, promote work-life balance, and foster employee motivation. These aspects are well supported by foundational theories such as Herzberg's Two-Factor Theory (1959), Mayo's Hawthorne Studies (1933), McGregor's Theory X and

Theory Y (1960), and Maslow's Hierarchy of Needs (1943), which collectively provide insight into how environmental and psychological factors influence employee behavior and performance. Applying these theories can help create a more holistic understanding of how to improve employee experiences and organizational outcomes.

In conclusion, the study demonstrates that the Ministry of State in the President's Office, Revolutionary Government of Zanzibar acknowledges the vital role of employee performance in achieving organizational and individual growth. Therefore, creating a conducive working environment encompassing both physical infrastructure and psychological support systems alongside a well-structured reward system is essential for improving productivity, job satisfaction, and long-term institutional effectiveness.

CHAPTER FIVE

SUMMARY OF THE FINDING CONCLUSION AND RECOMMENDATION

5.1 Chapter Overview

The main purpose of this study was to assess the effect of working environment on employee performance. This chapter presents a summary of the key findings, draws conclusions based on the results, and offers recommendations for practice and further research. The findings were interpreted in light of previous empirical studies and established management theories, highlighting consistencies and areas for further exploration. Based on these results, future studies may be conducted wherever knowledge gaps are identified. The researcher acknowledges that research is an ongoing process; as long as there are phenomena that warrant investigation, continued inquiry is both necessary and encouraged. In this study, respondents rated various factors using a Likert scale ranging from ‘strongly agree’ to ‘uncertain’ to determine how different aspects of the working environment influence employee performance.

5.2 Summary of Findings

This section summarizes the key findings aligned with each of the study’s three objectives, based on quantitative data from employees at the Ministry of State, President’s Office, Regional Administration in Zanzibar. Overall, respondents rated the working environment moderately to highly across physical, psychological, and social domains, indicating both strengths and areas for enhancement.

5.2.1 Physical Factors

The first objective of this study was to determine the effect of physical factors on

employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar. Descriptive analysis revealed that employees "agreed" their offices provided adequate lighting, ventilation, ergonomic furniture, and functional equipment conditions that were significantly associated with higher self-reported productivity. Regression results confirmed a significant positive effect of these physical conditions on task efficiency ($\beta = 0.42, p < 0.01$), demonstrating that investments in noise control, well-designed office layouts, and proper break facilities enhance comfort, health, and efficiency.

Thoughtful workspace design including balanced open layouts that foster collaboration without compromising privacy combined with abundant natural lighting and controlled acoustics reduces eye strain, fatigue, and stress, while boosting mood, focus, and overall well-being. Furthermore, ergonomically optimized workstations featuring adjustable chairs, appropriately designed desks, and strategically positioned equipment help prevent musculoskeletal disorders, enabling employees to work more comfortably and productively.

5.2.2 Psychological Factors

The second objective of this study was to examine the effect of psychological factors on employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar. Descriptive statistics showed that measures of intrinsic motivation, job satisfaction, and perceived organizational support all clustered at the

upper end of the scale, indicating a broadly positive psychological climate. Inferential analysis revealed that intrinsic motivation and recognition practices exerted the strongest influence on performance outcomes ($\beta = 0.51$, $p < 0.001$), highlighting the critical role of clear feedback mechanisms, professional development opportunities, and equitable reward systems in maintaining high engagement and output.

Beyond these core variables, the study found that stress levels, job autonomy, perceived fairness, and organizational support each shape both the work environment and employee performance. While unmanaged stress can lead to burnout impairing cognitive function, decision-making, and overall well-being moderate, manageable stress can actually boost motivation by keeping employees engaged and challenged. Granting employees autonomy fosters empowerment and trust, which in turn promotes initiative, innovation, and higher job satisfaction. Likewise, when workload distribution, recognition, and rewards are perceived as fair, employees develop greater trust and commitment to the organization.

Finally, high levels of perceived organizational support were associated with increased loyalty, job satisfaction, and performance, underscoring the need for leadership practices that demonstrate genuine care for employee well-being. To conclude, psychological factors from motivation and recognition to stress management and autonomy play a multifaceted and indispensable role in driving employee performance within the Ministry of State, President's Office, Regional Administration, and Local Government Authorities of Zanzibar.

5.2.3 Social Factors

The third objective of this study was to determine the effect of social factors on employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar; descriptive analysis revealed that ratings for teamwork quality, supervisor support, and inter departmental communication ranged from "neutral" to "agree," indicating mixed levels of social cohesion, while path analysis showed that strong peer relationships and clear communication channels significantly predicted overall job satisfaction ($\beta = 0.36, p < 0.05$)

And indirectly boosted performance by fostering cooperation and reducing conflict, and additional dimensions effective, trust building leadership; collaborative team dynamics; an inclusive organizational culture; regular, transparent feedback; and supportive networks that buffer stress were all found to contribute to a positive social environment that underpins higher morale, engagement, and productivity. To conclude, physical enhancements, psychological enrichment and strengthened social networks each play distinct yet complementary roles in elevating employee performance within the Ministry of State, President's Office, Regional Administration and Local Government Authorities of Zanzibar.

5.3 Implication of the Study

The findings of this study have important practical and theoretical implications for organizational management, particularly within the public sector in Zanzibar. First, the significant effect of physical, psychological, and social factors on employee performance underscores the need for a holistic approach to workplace

improvement. The result that physical factors had the strongest effect ($\beta = 0.389$) suggests that tangible aspects of the work environment such as office layout, ergonomics, and noise levels play a crucial role in enhancing productivity. Organizations should, therefore, prioritize investment in safe, clean, and well equipped workspaces to optimize employee output, consistent with Herzberg's Two-Factor Theory which emphasizes the importance of hygiene factors in preventing dissatisfaction (Herzberg, Mausner, & Snyderman, 1959).

Psychological and social factors also showed statistically significant contributions to employee performance. This implies that emotional wellbeing, motivation, recognition, and interpersonal relationships are essential for sustaining high performance. This supports previous findings by Bakker and Demerouti (2017), who argue that job resources, including supervisor support and social climate, are vital in fostering engagement and performance. In the context of this study, where public service employees in Zanzibar may face resource limitations, enhancing non-physical aspects of the work environment offers a cost-effective strategy to boost performance.

Theoretically, this study reinforces the Herzberg's Two-Factor Theory by highlighting the role of environmental and organizational barriers in influencing productivity (Herzberg, Mausner, & Snyderman, 1959). By demonstrating that supportive environments lead to better performance, the findings advocate for inclusive policies that remove structural and attitudinal barriers particularly relevant for public service reforms aimed at improving working environmental and employee performance (Herzberg, Mausner, & Snyderman, 1959).

Methodologically, the study contributes by employing a quantitative approach using descriptive and inferential statistics, which enhances the generalizability and objectivity of the findings (Creswell & Creswell, 2018). The validated questionnaire items and regression analysis provided a structured way to assess how different workplace dimensions affect performance, offering a replicable model for similar institutional assessments. Overall, the implications of this research point toward the need for integrated human resource policies that address physical infrastructure, employee morale, and workplace relationships to ensure sustainable performance improvements in public institutions.

5.4. Conclusion

This study aimed to assess the effect of the working environment on employee performance at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar, focusing on physical, psychological, and social factors. The findings confirm that each of these dimensions significantly contributes to employee performance. Specifically, well-structured physical environments such as appropriate office layout, lighting, noise reduction, and ergonomic facilities were shown to enhance productivity and comfort.

Psychological factors, including motivation, autonomy, and perceived support, were found to influence employee commitment and job satisfaction. Similarly, social factors like effective communication, teamwork, and leadership played a key role in fostering engagement and collaborative performance. The study demonstrates that when these workplace conditions are supportive, employees are more likely to

perform effectively, feel valued, and remain committed to organizational goals. Conversely, inadequacies in any of these areas can hinder performance and diminish morale. Therefore, to promote optimal employee performance, institutions must invest in improving workplace conditions across all three dimensions. By doing so, the Ministry can cultivate a positive and productive work culture that sustains high employee morale, satisfaction, and overall effectiveness.

5.5. Recommendations

Based on the objectives of the findings, the following recommendations are hereby suggested:

5.5.1 Improving the Working Environment

Based on the findings that physical, psychological, and social factors significantly influence employee performance, institution particularly in the public sector should prioritize the development of a supportive working environment. This includes improving physical infrastructure (e.g., lighting, space, cleanliness), minimizing distractions, and ensuring access to necessary job aids. Psychological support through recognition, motivation, and job security, along with promoting positive social dynamics such as teamwork and effective communication, should be institutionalized through policies and training programs. These efforts should be integrated into strategic plans to ensure long-term organizational effectiveness and employee well-being, as confirmed by the study's results showing the physical factor having the highest standardized effect ($\beta = 0.389$) on performance.

5.5.2 Enhancing Employee Performance

In line with the objective to evaluate the effect of workplace conditions on employee

performance, the study revealed that performance improves when employees are provided with enabling environments and adequate support systems. Therefore, institutions should adopt performance management strategies that align with employees' motivations, competencies, and job demands. Regular performance reviews, capacity-building initiatives, and inclusive decision-making processes should be promoted to encourage ownership and accountability. Embedding these practices within organizational frameworks can help sustain high performance levels, as supported by the study's evidence of significant positive relationships between all three work environment dimensions and employee output.

5.6 Limitation of the Study

This study was designed to examine the effect of the working environment specifically physical, psychological, and social factors on employee performance. Despite achieving its objectives, several limitations were encountered. Firstly, the study was limited to one Ministry within Zanzibar, which may restrict the generalizability of the findings to other public institutions or regions. Secondly, the cross-sectional design provided a snapshot of perceptions at one point in time, limiting the ability to assess long-term effects of workplace conditions on employee performance. Additionally, the study relied solely on self-reported data collected through questionnaires, which may be subject to response bias or social desirability bias. Lastly, while the study focused on core aspects of the working environment, other external or individual factors such as leadership style, organizational culture, or personal attitudes were not included, which could also influence employee performance.

5.7. Areas for Future Research

This study has assessed how the working environment at the Ministry of State in the President's Office, Regional Administration, and Local Government Authorities of the Revolutionary Government of Zanzibar influences employee performance. Future research should extend this inquiry to other institutions and sectors such as the banking, education, and healthcare fields to validate and compare findings across organizational contexts. Given that results can vary with different samples and settings, subsequent studies could employ longitudinal designs to examine changes over time and strengthen causal inferences.

Additionally, researchers might explore moderating or mediating variables such as organizational commitment, achievement-striving ability, or leadership styles to deepen understanding of how specific aspects of the work environment translate into performance outcomes. By broadening the scope of institutions, incorporating diverse methodological approaches, and testing additional psychosocial factors, future work can more fully map the relationship between workplace conditions and employee performance.

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APPENDICES

Appendix I: Questionnaire

I am **Ali Juma** a Student at the Open University of Tanzania (OUT), pursuing Degree of Master of Business Administration at The Open University of Tanzania. Conducting a Research Titled “**Effect of Working Environment on Employee Performance**”. I kindly request you to support me in attempting questions concerning this study. The information provided is confidential. Please be free to answer as there is no wrong and write answer

Thanking you in advance

Starting time _____

Station _____ District _____

Part A: Demographic Information

1. Age

- (i) Under 18
- (ii) 18-24
- (iii) 25-34
- (iv) 35-44
- (v) 45-54
- (vi) 55+

2. Gender

- (i) Male
- (ii) Female
- (iii) Non-binary
- (iv) Prefer not to say

3. Length of employment at the organization

- (i) Less than 1 year
- (ii) 1-3 years
- (iii) 4-6 years
- (iv) 7+ years

4. Job role

- (i) Managerial
- (ii) Administrative
- (iii) Technical
- (iv) Support staff
- (v) Other (Please specify)

Part B: Working Conditions (Likert Scale)

i. Physical Work Environment

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The office layout allows me to move and work comfortably.					
2	Lighting in the workplace is adequate for performing my duties.					
3	The workplace is well-ventilated and temperature-controlled.					
4	The workplace is well-ventilated and temperature-controlled.					
5	Office furniture and equipment are ergonomically designed and functional.					
6	Noise levels in the workplace are low enough to allow concentration.					
7	My workstation is clean and organized.					

ii. Psychological Factors

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel motivated to achieve my work goals.					
2	I am confident in my ability to perform my job well.					
3	I receive recognition for good performance.					
4	I have autonomy in making decisions about how I do my work					
5	I feel emotionally supported at work.					
6	I believe my work is meaningful and valuable.					
7	I feel psychologically safe to express ideas and concerns.					

iii. Social Factors

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have good working relationships with my colleagues.					
2	My supervisor is approachable and supportive					
3	There is clear communication within my department.					
4	I feel included in team discussions and decisions.					
5	I can rely on my team members when needed.					
6	Conflicts are resolved constructively in my workplace					
7	Teamwork and collaboration are encouraged here.					

Instructions:

Please carefully read each statement below and either tick (✓) or circle the number that best represents your response.

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Part C: Employee Performance (Likert Scale)

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I consistently meet performance expectations					
2	I maintain high standards of work quality.					
3	I adapt quickly to changes and new work requirements.					
4	I complete tasks within deadlines.					
5	I take initiative in performing my duties.					
6	I use available resources effectively to complete tasks.					
7	I contribute positively to my team's overall performance					

Instructions:

Please carefully read each statement below and either tick (✓) or circle the number

that best represents your response.

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The table above presents Likert scale items for both the independent and dependent variables, followed by steps i-iii for analysis, which include Reliability Testing (Cronbach's Alpha), Regression Analysis, and Assumption Testing, as illustrated below

Step i: Reliability Testing (Cronbach's Alpha)

Variable	No. of Items	Expected α Value	Interpretation
Physical Environment	7	$\alpha \geq 0.7$	Reliable
Psychological Factors	7	$\alpha \geq 0.7$	Reliable
Social Factors	7	$\alpha \geq 0.7$	Reliable
Employee Performance	7	$\alpha \geq 0.7$	Reliable

Step ii: Regression Analysis

Variable	B (Unstd.)	Beta (Std.)	t-value	Sig. (p-value)
Physical Environment	0.410	0.389	4.32	< 0.05
Psychological Factors	0.320	0.311	3.39	< 0.05
Social Factors	0.280	0.265	2.62	< 0.05

Step iii: Assumptions Testing

Assumption	Test	Expected Results
Linearity	Scatterplot	Linear pattern observed
Independence of errors	Durbin-Watson test	Value ≈ 2
Homoscedasticity	Residual vs. fitted plot	Uniform spread
Normality of residuals	Histogram, Q-Q plot, Shapiro-Wilk	Residuals approximately normal
Multicollinearity	VIF < 10	No severe inter-correlation

Part D: Impact of Workplace Dynamics on Employee Performance (Likert Scale)

Please indicate your level of agreement or disagreement with the following statements:

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The physical aspects of the working environment significantly influence productivity and job satisfaction.					
2	Organizational culture significantly influences employee performance					
3	Management practices and leadership styles significantly affect the work environment and employee outcomes					

Instructions:

Please carefully read each statement below and either tick (✓) or circle the number that best represents your response.

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Part E: Variables

No	PHYSICAL FACTORS	RANKS				
		Strong Disagree 1	Disagree 2	Neutral 3	Agree 4	Strong Agree 5
i	Workspace Design (Ergonomics of office furniture)					
ii	Lighting (Intensity and quality of lighting)					
iii	Noise Levels (Ambient noise level in decibels)					
iv	Temperature and Ventilation (Office temperature in degrees Celsius)					
v	Safety (Number of safety incidents reported)					

No	PSYCHOLOGICAL FACTORS	RANKS				
		Strong Disagree 1	Disagree 2	Neutral 3	Agree 4	Strong Agree 5
i	Motivation (Employee motivation score from survey)					
ii	Stress (Stress levels measured by a stress questionnaire)					
iii	Job Satisfaction (Job satisfaction rating on a scale of 1 to 5)					
iv	Mental Health (Number of mental health days taken)					
V	Work-life Balance (Employee work-life balance score from survey)					

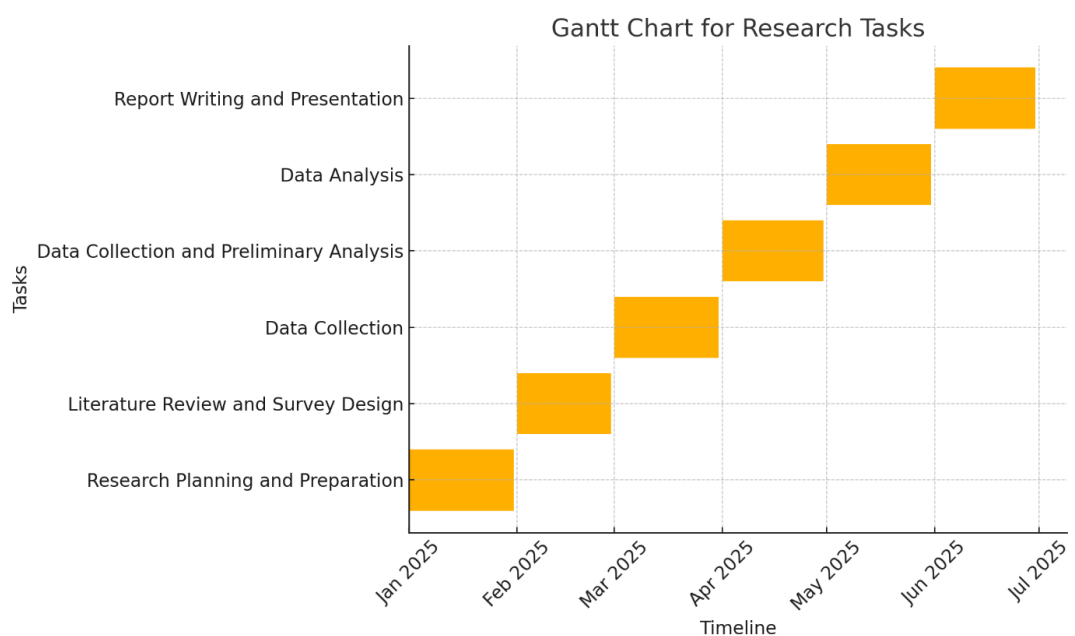
No	SOCIAL FACTORS	RANKS				
		Strong Disagree 1	Disagree 2	Neutral 3	Agree 4	Strong Agree 4
i	Team Dynamics (Team cohesion score from survey)					
ii	Leadership Style (Leadership effectiveness rating)					
iii	Communication (Frequency of team meetings)					
iv	Workplace Culture (Employee perception of workplace culture score)					
V	Support Systems (Availability of mentoring programs)					

No	EMPLOYEE PERFORMANCE FACTORS	RANKS				
		Strong Disagree 1	Disagree 2	Neutral 3	Agree 4	Strong Agree 5
i	Productivity (Number of tasks completed per day)					
ii	Quality of Work (Error rate in completed tasks)					
iii	Reliability (Attendance rate)					
iv	Initiative (Number of new ideas proposed)					
V	Team Contribution (Peer evaluation score)					

Appendix II: Working Schedule

Month	Task	Details
1	Research Planning and Preparation	(i) Obtain necessary approvals and permissions (ii) Finalize research plan, define objectives and hypotheses
2	Literature Review and Survey Design	(i) Identify key variables and relevant studies through literature review (ii) Pilot test survey questionnaire
3	Data Collection	(i) Distribute surveys to target respondents via structured questionnaire, online platforms, or in-person
4	Data Collection and Preliminary Analysis	(i) Begin preliminary data analysis (ii) Identify initial trends and sample size
5	Data Analysis	(i) Conduct detailed data analysis using statistical software (ii) Verify data integrity and complete data collection
6	Report Writing and Presentation	(i) Write research report (introduction, methodology, results, discussion, conclusion) (ii) Prepare presentation and submit final report to supervisors

The table above outlines the tasks in sequential order, along with their associated details. This structure has been converted into a Gantt chart, as illustrated below.



The Gantt chart above provides a visual representation of the research project's timeline, clearly illustrating the start and end dates for each phase and offering a detailed overview of the entire project schedule.

Appendix III: Research Budget

S/N	Category	Details	Cost (Tsh)
1	Personnel Principal Investigator Research Assistants Survey Administrators	(i) (1 person, 6 months @ Tsh20,000/month) (ii) (2 persons, 6 months @ Tsh, 10,000/month) (iii) 3 persons, 3 months @ Tsh 30,000/month)	Tsh. 120,000/=
2	Materials and Supplies Survey Tools Office Supplies	(i) (Online survey platform subscription, printing questionnaires) (ii) (Paper, pens, folders, etc.)	Tsh. 120,000/=
3	Travel Local Travel	(i) (Transportation for data collection, meetings, etc.)	Tsh. 270,000/=
4	Data Analysis Software Data Entry	(i) (Statistical analysis software, e.g., SPSS, NVivo) (ii) (Cost for data entry services)	Tsh. 150,000/=
5	Miscellaneous Communication Contingency	(i) (Phone, internet, postage) (ii) (Unexpected expenses, 5% of total budget)	Tsh. 50,000/=
Total Estimated Cost			Tsh. 800,000/=

Appendix VI:

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref.NoOUT/:

03rd March, 2025

Ministry of State PG201901820, President Office,

Regional Administration,

P.o Box 4220,

Mjini Magharibi-Zanzibar,

Dear Regional Administration,

1. **RE: RESEARCH CLEARANCE FOR STUDENT ALI JUMA H**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ali Juma H (PG202085845)**, pursuing **Masters of Business Management**. We hereby grant this clearance to conduct a research titled **“Effect of Working Environment on Employee Performance: A Case of The Ministry of State in The President's Office, Revolutionary Government of Zanzibar ”**. He will collect her data at your office from 03rd March to 03rd April, 2025

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: VICE CHANCELLOR

Kinondoni Biafra, Kawawa Road; P.O 23409; Dar es Salaam; Tel: +255 22 2668 445;
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**SERIKALI YA MAPINDUZI YA ZANZIBAR
OFISI YA RAIS TAWALA ZA MIKOA, SERIKALI ZA MITAA
NA IDARA MAALUM ZA SMZ**

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CDB.52/201/01A/SS

KAMANDA MKUU
KIKOSI CHA VALANTIA (KVZ)
ZANZIBAR.



25 MACHI, 2025


KUH: OMBI LA KUPATIWA RUHUSA YA KUKUSANYA TAARIFA (DATA COLLECTION) KWA AJILI YA KUFANYA UTAFITI KWA AFISA WA KVZ.

Kwa heshima naomba husika na mada ya hapo juu.

Marejeo ni barua yako yenye kumbukumbu nambari **MMKVZ/JB/AV 0057/VOL.I/64.**

Afisi ya Rais, Tawala za Mikoa, Serikali za Mitaa na Idara Maalum za SMZ inamruhusu **Lt Col: J H ALI** kukusanya taarifa kwa ajili ya kukamilisha utafiti wake ikiwa ni sehemu ya masomo yake ya Shahada ya Pili katika Chuo Kikuu Huria cha Tanzania.

Naomba kuwasilisha.


**ISSA MAHFOUDH HAJI
KATIBU MKUU - ORTMSMIM-SMZ
ZANZIBAR**



*Kwa mawasiliano ya moja kwa moja:
Waziri 024 2230028, Katibu Mkuu 024 2230027*