

**ASSESSING THE IMPACTS OF PHYSICAL WORKING ENVIRONMENT  
ON EMPLOYEES' PERFORMANCE IN PUBLIC SERVICE: THE CASE OF  
BARIADI DISTRICT COUNCIL IN TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN  
RESOURCES MANAGEMENT  
DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND  
MANAGEMENT  
THE OPEN UNIVERSITY OF TANZANIA**

**2025**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for an acceptance by the Open University of Tanzania a dissertation titled: “*Assessing the Impacts of Physical Working Environment on Employees’ Performance in Public Service: The Case of Bariadi District Council in Tanzania,*” in partial fulfillment of the requirements for the award of the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

.....

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Date

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I, **Barnabas Mahena**, 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 fulfillment of the requirement for the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

.....

Signature

.....

Date

**DEDICATION**

I dedicate this work to my parents, the late Pius Mathew Mahena Mbawa (Father) and Rehema John Milinga (Mother) for their strong efforts, encouragement, love, and wisdom in making me prosper in the academic arena. I also dedicate this dissertation to my lovely wife Auleria Simon Chawala, and my children Jacqueline, Fausta, Faustina, and Faustino for their support, love, and prayers for the whole time of my study.

## **ACKNOWLEDGEMENT**

Thanks, and praise to Almighty God for the strength and health gave me to make this work to be productive and successful.

I would like to express my sincere gratitude to Dr. Saganga Kapaya (supervisor) for his continuous support, tireless efforts, motivation, patience, and enthusiasm. His guidance helped me to accomplish this work. I also express my appreciation to the DED and all employees of Bariadi District Council for their strong support that made me fulfill this work.

Notably, I recognize and send my thankfulness to Hassan Hussein Malimungu, Mr. Aloyce Charles Nkondola, Maro Mtatiro Msami, and other colleagues who spent their time and resources that helped me in the accomplishment of this work.

## ABSTRACT

This study was carried out to assess the impacts of the physical working environment on employees' performance. Four objectives were formulated in this study namely; to examine the effects of safety and security measures on employees' performance, to examine the effects of workspace design and layout on employees' performance to examine the effects of temperature and ventilation on employees' performance, and to examine the effects of amenities and facilities on employees' performance. Positivism philosophy was adopted in this study to which quantitative approach is appropriate in making analysis. The Population of this study was about 1948 employees, and closed-ended questionnaires with five-level scales ranging from strongly agree to strongly disagree were distributed to 487 respondents with the use of simple random sampling technique. Researcher applied stratified sampling to select samples from five categories namely administrators, health staff, teachers, educational officers, and other employees. Descriptive statistical techniques and ordinal logistic regression were used to analyze data collected from the field. Generally, the results of this study revealed that, the physical working environment have positive impact on employees' performance. The management should initiate strategies for improving physical working environment that will improve employees' and the organization's performance. All research variables including safety and security measures, workspace design and layout, temperature and ventilation and, amenities and facilities were significant positive predictors of employees' performance.

**Keywords:** *Physical Working Environment, Employee Performance and Public Service*

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**LIST OF ABBREVIATIONS**

AC	Air Conditioner
AF	Amenities and Facilities
CCTV	Closed-Circuit Television
DC	District Council
DED	District Executive Director
EP	Employees' Performance
FFARS	Facility Financial Accounting and Reporting System
LGAs	Local Government Authorities
OSHA	Occupational Safety and Health Authority
PEPMIS	Public Employee Performance Management Information System
PIPMIS	Public Institution Performance Management Information System
PMO	Prime Minister's Office
PO	President's Office
PSMGG	Public Service Management and Good Governance
RALG	Regional Administration and Local Government
SPSS	Statistical Package for Social Sciences
SS	Safety and Security Measures
TV	Temperature and Ventilation
WDL	Workspace Design and Layout

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Problem**

Employees' performance is extremely important for any organization as it ultimately leads to company's success. In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee's physical working environment that impact greatly on their level of motivation and performance. The physical working environment that is set in place impacts employee's morale, productivity and engagement both positively and negatively. According to Dorgan (1994), most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance. Also, in the words of Croome (1997), various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity. Mwbex (2010) described that, closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office, allow employees a greater amount of privacy than an open plan office layout. They have the chance to work in peace and quiet, keeping them focused on the tasks in hand without getting overtly distracted by what their colleagues are doing.

Naharuddin and Sadegi (2013) investigated the factors affecting the performance of employees at Miyazu Malaysia and found that employee performance is strongly

influenced by job aids and physical working environments. There is no doubt that the physical work environment greatly influences employee performance.

Law & Guo (2015) postulated that, technological advancements have resulted in tremendous improvements in modern economy and lifestyles and at the same time, it has led to an increased competition among organizations.

According to Masadeh et al. (2016), suitable physical working conditions should be established for the employees to carry out their responsibilities by fully utilizing their potentials and at the same time delivering quality service to the customers/clients.

Block (2016) postulated that, in order to survive, a business needs to pay attention to the performance of its employees and create a work environment that allows them to utilize their best talents. Such work environment should be suitable and friendly for employees to carry out their duties. This show how physical working environment elements are potential for improving the performance of employees and organization at large.

Riyanto, Sutrisino & Ali (2017) concluded that, a companies should provide good motivation and give more attention for achievement to employees as well as providing a working environment that can support employee performance. Many organizations concentrate on monetary rewards as a motivating tool and forget to improve working conditions at the workplace and subsequently resulting to the poor performance of employees. This current study tried to show how physical working environment are important to employees' performance.

Rahmi et al (2018) reported that, physical working conditions have a significant effect on the employees' work performance, which affects employee productivity in Central Java and the Special Region of Yogyakarta, Indonesia. This show the benefit of improving working conditions including physical elements at the workplace because if they are not well improved leads to negative outcomes from the employees in terms of performance (employees may fail to meet expectations).

Matsuo (2019) demonstrated that, job performance is realized when an individual is able to successfully achieve the task assigned to him/her under subject to less constraints at the work place. Physical working environment plays an important role towards the employees' performance and therefore, organizations should reconsider working conditions at the workplace for a better organization performance as a whole.

Kaushik (2021), postulated that, most people spend their lives within indoor environments, which greatly influence their mental status, actions, abilities, and performance. A better outcomes and increased productivity are assumed to be the result of better workplace environment. Better physical environment of the office boosts the employees and ultimately improves their productivity.

Shaari et al. (2022), stated that various literatures pertaining to the study of multiple offices and office buildings indicated that factors such as dissatisfaction, cluttered workplaces, and the physical environment play a major role in the loss of employees' productivity.

According to Neendoor (2023), in the 1990s the factors of the work environment had changed due to the changes in several factors such as the social environment, information technology, and the flexible ways of organizing work processes. When employees are physically and emotionally fit increase their desire to work and create better performance to the employees. This study was intended to show how employees from Bariadi DC perceived about their working conditions and helped researcher to come up with proper recommendations that will helps the employer to improve those working conditions and hence stimulate employee's performance.

Whitney (2023), also described that a proper workplace environment helps reduce the number of absenteeism, promotes collaboration, improves engagement and growth, supports better well-being, and thus can increase the employees' performance. Therefore, satisfied workers lead to satisfied customers/clients. Physical working environment should be taken into consideration to allow employees perform better.

Taiwo (2010) concluded that, how the working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization.

Bankole Akanji Rafiu et al (2017) suggested that, an ergonomic compliant chair that are rotational and have adjustable height of 38-54cm which allows sufficient leg space and the ability to flex the knees by 90 degrees with a backrest of 50cm be provided for employees of tertiary institutions.

Kafyeta (2015), conducted a study on the factors influencing employees' job satisfaction in public organizations in Tanzania: A Case of Tanzania Electric Supply Company (TANESCO) in Dar es Salaam. The study determines the factors that influence job satisfaction in public organizations in Tanzania, using TANESCO as a case study. The objective of the study is to determine the factors which influence employees' job satisfaction at work places. The findings show that most of employees were not satisfied with their jobs. The factors observed are satisfaction from job incentives, employees training and development, physical working environment, leadership, the extent of employees' involvement in decision making, fairness and equality of employees in promotion, and managers leadership.

Kitila (2017) assessed the effects of workplace environments on workers' performance and productivity in Tanzania. The findings revealed that the components of physical workplace environments such as furniture and work facilities affected 71.7% of workers' performance and productivity of Micro and Small Enterprise in Dar es Salaam. Office layout and space, quality air, and ventilation and lightning also have a greater contribution toward increasing Micro and Small Enterprise workers' performance and productivity.

Bushiri C. P. (2017) examined the impact of working environment on employees' performance in Institute of Finance Management in Dar Es Salaam concluded that, physical factors could directly influence employee performance, comfort, concentration, safety, satisfaction, morale, health, and emotions.

Abeid (2015) conducted a study aimed at investigating the workplace environment of Tanzania's Micro and Small Enterprises. The study findings showed that employees' performances were affected by several factors from their working environments. These included a lack of proper furniture, insufficient light, excessive noise, poorly designed working centers, insufficient working tools or facilities, lack of safety gears, and high-temperature environment. All these factors played a vital role as they greatly affected employee's performance.

The African Union Extraordinary Summit held at Ouagadougou, September 2004 on Employment and Poverty Alleviation in Africa overwhelmingly endorsed the ILO's Decent Work Agenda with an emphasis on the creation of quality jobs. The Government of the United Republic of Tanzania supports this pan-African call for the integration of employment growth and improved quality of work, as reflected in its National Strategy for Growth and Reduction of Poverty 2005–2010 and its National Employment Policy of 2008.

Bad physical working conditions create an atmosphere that affects the productivity of the employees negatively. That means, unproductive employees tend to be lazy and de-motivating, which slows down the organization's progress. Hence, maintaining a favorable work environment at offices or even flexible workspaces has proven beneficial for both the organization and the employees in the long run. The research on physical working conditions of organizations in emerging economies is still inadequate.

Literatures that highlighted the impacts of the physical working environment on employees' performance in public service, particularly at Bariadi District Council is insufficient. A limited information explaining the impacts of the physical working environment on employees' performance in public service raised the need for further research that contributed the generation of knowledge to the existing problem.

## **1.2 Statement of the Problem**

The physical workplace environment is the most critical factor in keeping an employee satisfied in today's business world. The aim of this study is to discover the impact of the physical work environment on employees' performances. This study focused on examining current work environment in organizations and to analyze employee performances in that environment. Today's workplace is different, diverse, and constantly changing.

Opperman (2002) stated that, working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. The working environment also includes policies, rules, culture, resources, working relationships, work location, internal and external environmental factors, all of which influence the ways that employee perform their job functions.

According to Humphries (2005) and Veitch et al (2004), a large number of physical work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preferred by users are highly

significant to their productivity and performance. Those features are lighting, ventilation rates, access to natural light and acoustic environment.

Bankole Akanji Rafiu, Aremo Michael & Oderinde Kunle M. (2017) on their study about the influence of physical work environment on employees' performance in selected Tertiary Institutions in Lagos State recommended that, office environments should be designed to accommodate the varying tasks and the specific needs of the workforce and considering the impact that furniture may have on musculoskeletal disorders, which are found to be largely responsible for work related absence.

According to Abun et al. (2021), more attention should be paid to identifying and dealing with the working environment because when employees have negative perceptions of their environment they sometimes suffer from chronic stress.

Christabella (2014) in her research concluded that, it is the responsibilities of the organization to provide friendly physical working environment which will influence employees to work comfortable and perform their job.

The physical working environment in most of organizations and industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety and security measures like personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee's performance.

The problem identified which made to undergo this research is based on the physical working environment which mostly affect employees' performance. This resulted to the lack of enough offices, furniture, facilities and poor office design for employees to do their work effectively. Through this study, the employer gets to know how the physical working environment impacts greatly the employees' level of motivation and performance. Employee morale is often interrelated when it comes to productivity in the working environment.

This study is aimed to examine the impact of physical working environment on employees' performance at the Bariadi District Council. The result of this study is beneficial to Management of Bariadi District Council because the management is in position of ensuring well-designed physical working environments are put in a place so as to accelerate performance of employees working there. This research study is relevant to the situation of Bariadi District Council as had investigated physical environment dimensions like safety and security measures, workspace design and layout, temperature and ventilation as well as amenities and facilities for better improvement of employees' performance.

As a result, it is important to conduct research about the impact of the physical work environment on employees' performance specifically in public service, Bariadi District Council as a case study.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The main objective of the research study was to ascertain how the physical working

environment affects the performance of employees in public service, specifically at Bariadi District Council.

### **1.3.2 Specific Objectives**

The specific objectives of this study were:

- (i) To examine the effects of safety and security measures on employees' performance.
- (ii) To examine the effects of workspace design and layout on employees' performance.
- (iii) To examine the effects of temperature and ventilation on employees' performance.
- (iv) To examine the effects of amenities and facilities on employees' performance.

### **1.4 Research Questions**

Specifically, this study addressed the following four research questions, namely as:

- (i) What are the effects of safety and security measures on employees' performance?
- (ii) What are the effects of workspace design and layout on the performance of employees?
- (iii) What are the effects of temperature and ventilation on employees' performance?
- (iv) What are the effects of amenities and facilities on employees' performance?

### **1.5 Significance of the Study**

The findings of this study are expected to pave the means for public service especially Bariadi District Council to accept the variables of employees' physical working environment and their impacts on employees' performance. Such an acceptance can be utilized to improve the working conditions of employees.

The results of this study can help employees to improve their performance, increase productivity, and help employers understand more about the factors affecting employees' performance in the workplace.

Also, the findings of this study are expected to provide and add knowledge and measures to policy makers on initiating and focusing on strategies for improving physical working environments that help employees to perform better.

### **1.6 Scope of the Study**

The focus of this study was on employees of Bariadi DC where workers from the Human Resource and Administration Department, Pre-Primary and Primary Education Department, Secondary Education Department, Health Department and other Departments were involved in this study.

### **1.7 Organizational of the Study**

This dissertation has a total of five chapters. Chapter one is the introduction, which comprises the background of the problem, statement of the problem, research objectives, research questions, significance of the study, and scope of the study.

Chapter two presents a literature review which is subdivided into subtopics like the definition of key terms of this study, relevant theories guiding the study, empirical literature which describes how other researchers argued about variables of this study, Conceptual framework of this study and research gap have been shown in chapter two.

Chapter three involves research methodology. This chapter involves aspects like research philosophy, research design, sampling techniques/designs, study area, data collection methods, data analysis methods used, validity of the study, reliability of the study and ethical consideration. Chapter four is for findings/results and discussion, and chapter five is for summary of findings, implication of the findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter encompasses a literature review on the impacts of physical working environment on employees' performance whereby the key terms were identified and defined. This chapter highlights the theoretical and empirical literature that guided this study. Also, this chapter involves the identified gap in the research, conceptual and theoretical framework underpins this study.

#### **2.2 Definition of Key Terms**

##### **2.2.1 Physical Working Environment**

Agbozo, Owosu, Haedoafia & Atakorah (2017) defined physical working environment as the setting where the job is done. It includes offices, equipment, technological infrastructures, and other physical elements. The dimensions of the physical working environment involve various elements such as workspace layout and design, lighting, temperature, ventilation, noise levels and acoustics, ergonomics physical comfort, and safety and security measures.

##### **2.2.2 Employee Performance**

According to Rachmaliya & Effendy (2017), employee performance is defined as the level of success of employees in carrying out their duties and responsibilities. Employee performance is key in determining the achievement of organizational goals. Therefore, organizations look for ways to motivate their employees to give their best performance on the job.

## **2.3 Theoretical Literature Review**

### **2.3.1 Herzberg's Two-Factor Theory/ Motivator-Hygiene**

Two-Factor Theory of Motivation was developed by Fredrick Herzberg, an American Psychologist in 1959. This theory is also known as Motivation -Hygiene Theory. Two factors Theory of Motivation states that the factors giving raise to job satisfaction are distinct from the factors that lead to job dissatisfaction. Motivator-Hygiene emanated from a study among accounts and engineers to determine what makes an individual feel good or bad about their job, Saif et al, (2012). Therefore, job satisfaction and job dissatisfaction acted independently of each other. According to Fredrick Herzberg, there are two groups of factors.

The First group of factors is called Motivators or satisfiers. Motivators are the factors that give positive satisfaction to the employees and are typically intrinsic to the job. Motivators or satisfiers include recognition, which implies an acknowledgement of the existence, work done, and accomplishments of the employee. Work itself implies meaningfulness of the work in a manner that, the work itself should be interesting, challenging and have high degree of autonomy for the employees to perform;

Responsibility which involves the ownership of the work and having control over resources by the employee; Advancement and personal growth involves promotional opportunities, training, and development. Achievement which involves accomplishment and fulfillment of employee expectations from the organization she/he is working. Motivators or satisfiers according to Herzberg stimulate

employees to exert more effort to the higher performance and hence achieve organizational goals.

The second group of factors is known as Hygiene or Dissatisfaction avoidance. These are the factors that do not give positive satisfaction although dissatisfaction results from their absence. Essentially, hygiene factors are needed to ensure an employee is not dissatisfied. Hygiene factors according to Fredrick Herzberg include salary, status, job security, fringe benefits, company policy, and administration, working conditions, and personal relations like coworkers' relations, and relationship between supervisors and subordinates.

It is important to take note that, these factors cannot create satisfaction but, unless preventive measure is taken, they can cause dissatisfaction. Hygiene factors are typically extrinsic; they can have an immediate (short-term) effect on the employee's performance. Such immediate outcomes imposed by the hygiene factors are more likely to bring little commitment, engagement, and ownership of work done by the employees. Motivators increase the commitment of an employee in carrying out duties and result in the higher performance of an organization. Both hygiene factors and motivators have a part to play in the behaviors of employees in the organization.

The motivating factors relate to those that are inherent to the work and motivate employees intrinsically by yielding positive satisfaction. The hygiene factors, on the other hand, are those that are essential for employees' existence at the workplace and do not necessarily lead to satisfaction in the long term. Golshan et al., (2011:12)

assert that organizations are increasingly applying Herzberg's theory to create opportunities for personal growth, enrichment, and recognition among their employees. Employees should be promoted after completing certain stages of their career and should receive recognition for special achievements- for example, when they produce exceptional results in their subject areas; on a more basic level, they should also be given the responsibility to determine how to handle tasks that relate to their jobs.

The Two-factor theory has however drawn its share of criticism. Golshan et al. (2011) point out that it fails to distinguish between physical and psychological aspects and precisely explain what motivators are and how they differ from hygiene factors; it also fails to express the degrees of satisfaction and dissatisfaction as a measure instead of using numbers. Another criticism leveled against it is that it makes assumptions that every individual reacts in the same way in a similar situation.

### **2.3.2 Goal Setting Theory**

The goal-setting theory had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy also need to be given to providing relevant performance incentives, managing processes, providing adequate resources, and workplace training.

It is also advised that to drive the organization to peak performance managers and supervisors must put out front the human face of their organization. Principle here is human-to-human interaction through providing individualized support and encouragement to every employee, Salaman et al (2005).

Abbas and Yaqoob (2009) stated that, employee performance is a major multidimensional construct aimed at achieving results and has a strong link with the planned goals of an organization. Performance is the key multi-character factor intended to attain outcomes, which has a major connection with the planned objectives of the organization, Sabir et al. (2012). Employees' goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory, and motivating employees to give them a sense of pride and purpose in what they do. How the working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization, Taiwo (2010).

#### **2.4 Empirical Literature Review**

There are different empirical studies on the relationship between the physical working environment and employees' performance in public service. The empirical studies provide diverse negative and positive findings. The following are empirical studies showing how the physical working environment affects employees' performance in public service in developed, and developing countries including Tanzania.

#### **2.4.1 Safety and Security Measures on Employees' Performance**

Sitohang (2020) assessed the effect of work environment on employee performance in Indonesia. The research method used by researcher was qualitative and sampling technique used was a random sampling technique. Data collection tools used were questionnaire, interview and library research. The data analysis technique applied were simple linear regression, and correlation. The main findings of the study revealed that the influence of the physical work environment on employee performance has a positive and significant impact on employees in carrying out their duties. Then, researcher concluded that the work environment must be able to create good working conditions which will greatly affect employee performance and work environment needs to be maintained cleanliness, tidiness, comfort in order to provide work motivation for employees so that employee performance increases. Sitohang's study is typically related to current study of interest in terms of title of study, variables used and even the data collection method used (questionnaire with the use of Likert Scale) and data analysis technique (regression analysis).

On the other hand, the study of Ramli (2019) examined the relationship between work environment, job satisfaction, and employee performance in Jarkata. Questionnaire method was used to collect data from the field. Data analysis uses Structural Equation Modeling (SEM) by utilizing the Partial Least Square (PLS) tool. The findings realized that clean, safe, conducive, and comfortable physical working environment conditions can be a supporting factor to provide comfort and relaxation for employees because working environment is one of the factors that can affect employees' job satisfaction for achieving company goals. From the

investigation done, it is demonstrated that the work environment (included physical work environment) has positive effect toward the job satisfaction and employee's performance, and job satisfaction do have a positive involvement on the employee's performance. This empirical study also relates to the current study through variables used to guide research activity and even general concept of the research title. The variable's indicators explained by these empirical studies on safety and security measures were too general, not enough to rationalize current study and those studies were not conducted at Bariadi DC. This made researcher to conduct this current study while including all potential variable's indicator (physical working environment) like safety gears, availability and quality of latrine, modern security system at workplace and even the availability of safety plan and security policy in public service, a case study at Bariadi DC.

#### **2.4.2 Workspace Design and Layout on Employees' Performance**

The physical work environment contributes to both the functional and aesthetic aspects; the office's interior design and ambiance enhance employee skills and demand higher output.

Bankole Akanji Rafiu, Aremo Michael & Oderinde Kunle M. (2017) conducted study which examined the joint and relative influence of physical work environment on employees' performance in selected Tertiary Institutions in Lagos State. A descriptive survey research and questionnaire were used to collect data from 364 respondents and linear regression was used to analyze data by the researcher. The findings revealed that, office space was found to be the strongest predictor of

employees' performance in the selected tertiary institutions. They also concluded that, office environments should be designed to accommodate the varying tasks and the specific needs of the workforce and considering the impact that furniture may have on musculoskeletal disorders, which are found to be largely responsible for work related absence. This empirical study relates to new current study in some ways like general concept of research title, method used to collect data and even data analysis technique.

Oswald, (2012) conducted a study aimed at determining the effects of the work environment on the performance of reproductive and child health care providers in Tarime District. Data was collected using closed and open-ended questionnaires. Linear regression with help of SPSS version 15 was used to analyze the collected data. The results revealed that, there is a positive significant relationship between performance of the Reproductive and Child Health providers (employees) and the working environments elements such as the presence of office buildings, availability of drugs and availability of equipment. He concluded that, an absence of office building, drugs, equipment can affect the performance of the employees. Therefore, the physical component of the working environment has the strongest effect on the performance level of employees. Also, this empirical study relates to new current study method used to collect data and data analysis technique. Oswald' study was only focused on Health providers (employees) who also included as sample in new current study and other groups of employees obtained through stratified sampling technique.

New current study tried to accomplish other issues not included in above mentioned empirical studies. Those issues are resting rooms available at workplace, coffee/tea rooms at workplace and breastfeeding rooms available at workplace. Also, current study intended to add knowledge on how office design and quality of the office affect employees' performance in public service definitely at Bariadi District Council.

### **2.4.3 Temperature and Ventilation on Employees' Performance**

Complaints about air conditions and heating in offices are common. It is either too hot or too cold. However, both the employer and the person who "manages or controls" a workplace have a duty of care under the Occupational Health and Safety Act (2004) to provide as far as practicable, a working environment that is safe and without health risk and therefore should be doing something about unsatisfactory air conditioning or heating. The employer also must monitor conditions at the workplace. Temperatures vary drastically throughout the day.

It is not only temperatures that affect how people feel, but also the humidity levels and air movement. There are no regulations specifying standards for minimum temperature in the working place, humidity or airflow. The Code of Workplace Amenities and Environment Act (2001) workplace buildings need to be capable of maintaining a temperature that is too high or too low and can contribute to fatigue, heat illness, and cold-related medical condition. It was recommended that industrial social workers should advocate with management to create a conducive workplace environment and good communication network that attracts, keeps, and motivates its

workforce for healthy living and improved productivity and guarantees employees, enthusiastic employers, and sustenance of the organization.

Al-Omari & Okasheh (2017) conducted a study to investigate the influence of work environment on job performance in Jordan. This study employed a cross-sectional survey (questionnaire) to collect data. The collected data was then analyzed using (SPSS, Version 22). Findings revealed that the situational constraints constituted of factors such as noise, office furniture, ventilation and light, are the major work environment conditions that have negative impact on job performance and should gain more attention. Also, the findings revealed that, 60.0% of respondents feel that their work environment is thermally comfortable, while the other 44.0% relate the discomforts to cold temperature as they always must maximize the amount of clothing once they arrive at work (during cold weather). About ventilation and indoor air quality the findings shown that, 76.0% of respondents feel that their work environment has an adequate ventilation. Researchers concluded that, employers should take initiatives to motivate employees by improving their work environment. Research title, data collection methods and data analysis technique relate to new current study in some ways. Researcher in a current study intended to relate and add knowledge from what is known on mentioned empirical studies and what is actually now is happening on employees' performance in public service, Bariadi DC as a case study.

#### **2.4.4 Amenities and Facilities on Employees' Performance**

Kitila (2017) assessed the effects of workplace environments on workers'

performance and productivity in Tanzania: A case of selected Micro and Small Enterprises (MSE's) in Dar es salaam. Questionnaires (both structured questionnaires and unstructured) and interviews were used in data collection. Both qualitative and quantitative techniques were used to analyze data collected. The study's findings revealed that the components of physical workplace environments such as furniture and work facilities or tools affected 71.7% of workers' performance and productivity of Micro and Small Enterprise in Dar es Salaam. Researcher concluded that, many MSE's operate under poor and unsuitable physical workplace environment.

Groen, Brenda et al (2019) assessed the impact of employee satisfaction with facilities on self-assessed productivity support. Data were collected through the work environment diagnostic tool WODI toolkit (Online questionnaires for employees). The data included responses from 25,947 respondents and 191 organizations that have been analyzed by stepwise multiple-regression analyses. Findings revealed that in total of 38% of the variation of office employees' satisfaction with support of productivity can be explained by employee satisfaction with facilities, the organization, current work processes and personal- and job-related characteristics. The findings confirmed that employee satisfaction with facilities correlates significantly with perceived productivity support.

Parveen, S., Sohail, M. M., Naeem, F., Azhar, Z., & Khan, S. H. (2012) investigated the impact of office facilities and workplace milieu on employees' performance in Sargodha University. Data were collected by the use of a survey questionnaire where 150 participants were selected. Regression analysis including Chi-square and

Gamma test were applied to interpret the findings of study. Analysis and interpretation of the data have empirically demonstrated that infrastructure at workplace had no significant impact on employee's performance.

New current study tried to compare what is known from these empirical studies and how the findings are relevant to public service especially Bariadi DC. Also, tried to accomplish other issues not included in above mentioned empirical researches.

These are like technological infrastructures (computers, printers, scanners and photocopier machines), telephone services, internet services and coffee/tea and other soft drinks available at workplace. Also, current study intended to show how amenities and facilities have impact on employees' performance in public service.

## **2.5 Research Gap**

As above stated, this study aimed to ascertain how the physical working environment affects the performance of employees in public service specifically Bariadi District Council. Masalu (2019) conducted on the impact of the physical working environment on employees' performance, and the diversity studies' findings maintained that there is a direct relationship between the working environment in general and employee performance in public service.

The solution to employees' poor environment has been integrated with an idea of inducing into the organization's culture the practice that regulating workload against an organization performance. Therefore, organization must find a way and take control of the two fairly. Factors like commitment of the management and the

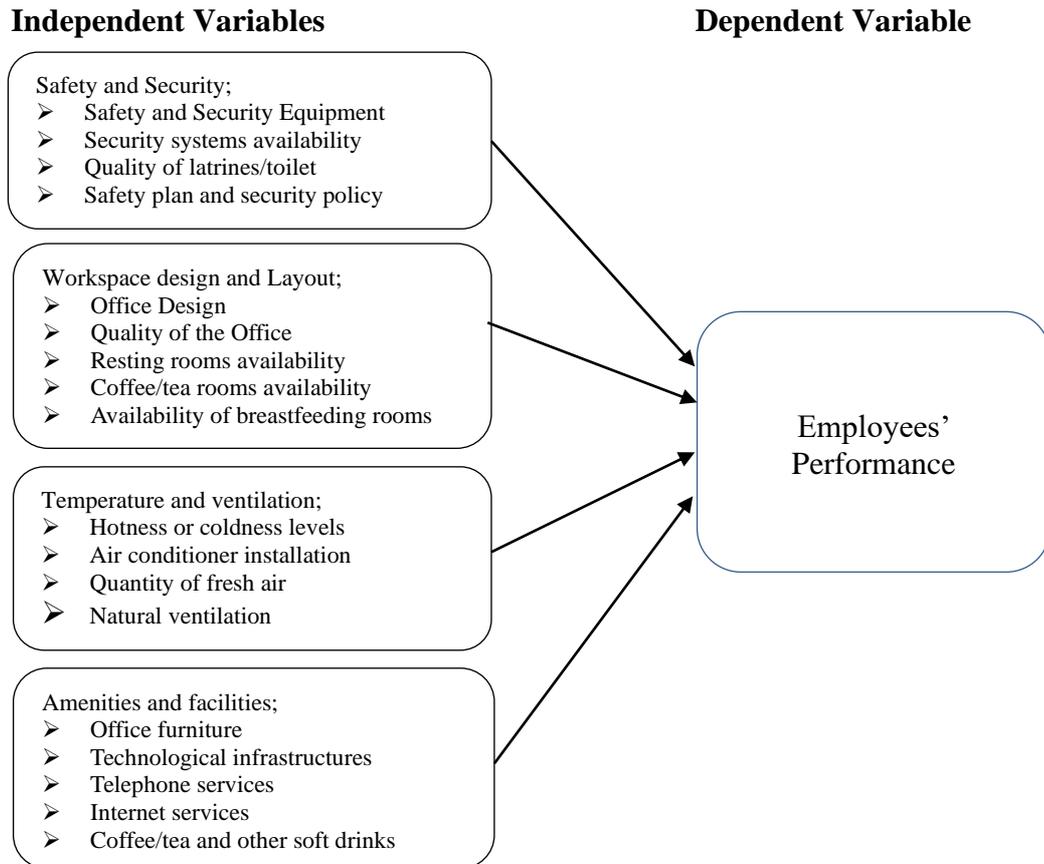
employees, benefits for retirement, employees' job security, and as well as financial issues have direct effects on working performance, Khan (2014), Wambui (2012) and Severine (2013).

Nevertheless, the physical working environment aspect has not been well addressed by previous studies when focusing on the perception of safety and security measures, workspace design and layout, temperature and ventilation as well as amenities and facilities as important dimensions of employees' performance and challenges to the organization productivity and studies were not conducted at the Bariadi District Council.

Therefore, this study intended to assess the impacts of the physical working environment on employees' performance in public service by taking Bariadi District Council as a case study.

## **2.6 Conceptual Framework**

Based on the objectives of the study, theoretical and empirical review as shown above, the following is the conceptual framework of this study.



**Figure 2.1: Conceptual framework of the study**

Source: Developed from the literature Review (2019)

There are considerable factors that are termed independent variables, which are generally called physical working environment dimensions, which include safety and security measures, workspace design and layout, temperature and ventilation, amenities and facilities. Employees' performance in this study acts as a dependent variable because it depends on the physical working environment. The general objective of this research was to ascertain how the physical working environment of the organization affects the performance of employees at Bariadi District Council. The recommendations on the final results/findings can help to improve employees and organizations' performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter comprises the research philosophy, research approach, research design, study population, study area, sampling techniques, and sample size. It also contains variables and measurement procedures, data collection methods and finally data processing and analysis methods.

#### **3.2 Research Philosophy**

Research Philosophy is a basic set of beliefs that guide action. It offers a framework comprising an accepted set of theories, methods, and ways of defining phenomena. However, research philosophy entails the perceptions from the group of researchers on what constitutes good research, Saunders et al., (2019). In this study, the positivism approach was applied as it involved testing a developed hypothesis with a large sample size (about 487) of the employees of the Bariadi District Council. The positivism approach was adopted because it is designed for quantitative research that uses existing theory to test the newly developed hypothesis with a large sample and confirm the generalization of the theory.

#### **3.3 Research Design**

Kumar Ranjit, (2005) defines research design as a basic plan that guides the type of information to be collected, the source of data, and the phase of analysis of the research project. Bryman, (2008) discusses that research design provides a

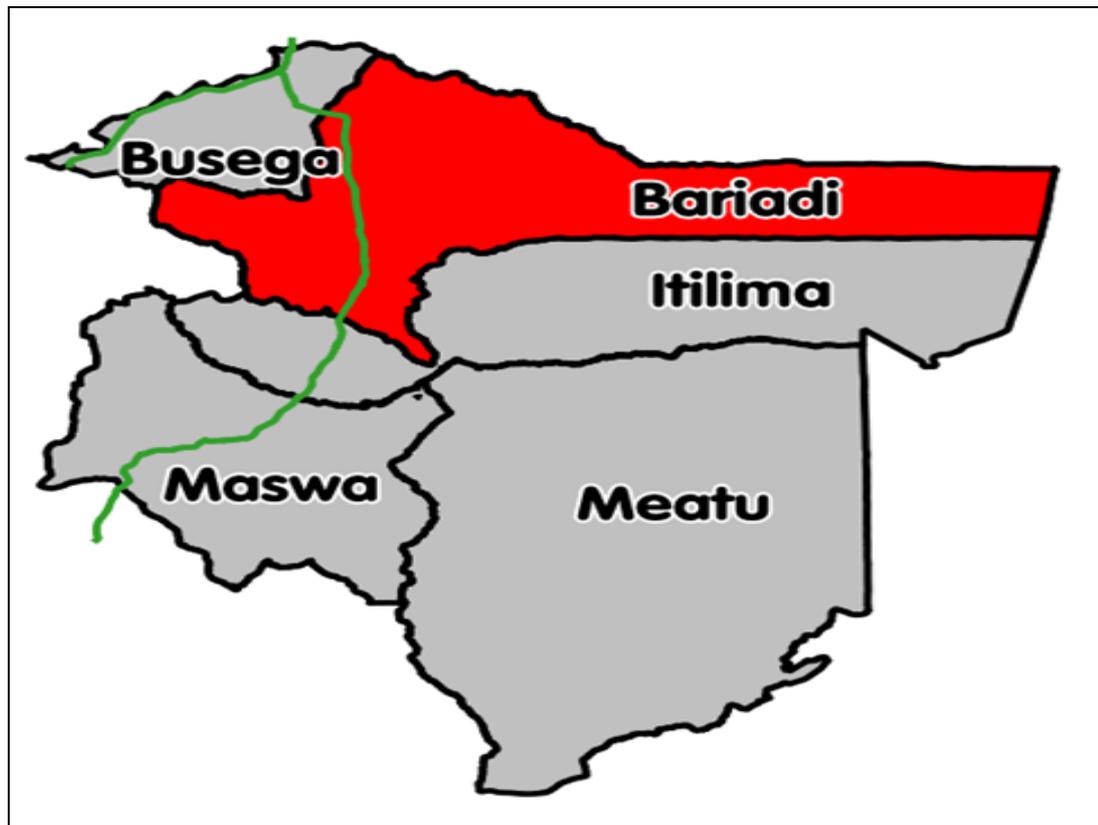
framework for the collection and analysis of data. Data were collected through the use of a questionnaire method. The descriptive design with simple random sampling and stratified sampling procedures were applied. Descriptive statistics such as frequency, and ordinal logistic regression were used in this study.

### **3.4 Population of the Study Area**

According to Adeniyi et al. (2014), the research population is the total set of observations from which a sample is drawn. The Population of the study is a group of people from which a study draws its sample for the data collection. The population for the study was about 1 948 employees from Bariadi District Council.

### **3.5 Study Area**

This study was conducted at Bariadi District Council. Bariadi District is among five districts found in the northern part of Tanzania in the Simiyu region. Other districts are Maswa, Meatu, Itilima, and Busega. Bariadi District Council was selected for this study because little or no research on the same topic has been conducted in the area. Thus, the researcher has taken this as the gap to conduct this study in this area. Also, a choice was made based on the researcher's easy accessibility to the data required for this study.



**Figure 3.1: The study area map**

Source: Bariadi District Council (2023)

### **3.6 Sampling Techniques and Sample Size**

#### **3.6.1 Stratified Sampling**

Stratified sampling is a sampling technique whereby samples are selected from different groups/categories sharing the same characteristics within the total population of the study. That means population of the study was divided into smaller groups and samples were drawn from subgroups. Researcher used this technique to select samples from five categories namely administrators, teachers, educational officers, health employees and other employees. The selection of employees into samples were shown below.

The total population of this study was about 1 948 employees from different categories as Teachers N=1 492; Educational Officers N=31; Administrators N=109; Health Employees N=240; Other Employees N=76. The sample size was based on Roscoe's (1975) rule of thumb for estimating sample size in four times in statistical distributions considered.

That means: If, 1=100%

What is 1/4 of the total population?

$$1 = 1948$$

1/4= q. which is:  $1 \times q = 1/4 \times 1948 = 487$ . Therefore, 487 respondents were the sample size of the study.

**Table 3.1: Sample composition of the study**

<b>Participants</b>	<b>Target Population Size</b>	<b>Sample Size</b>
Educational Officers	31	8
Teachers	1 492	373
Administrators	109	27
Health Staffs	240	60
Other Employees	76	19
<b>Total</b>	<b>1948</b>	<b>487</b>

Source: Researcher (2024)

### **3.6.2 Random Sampling**

Kombo and Tromp (2006) defined random sampling as a process of selecting a sample in such a way that all individuals in the defined population have an equal and independent chance of being included in the sample. Simple random sampling intends to avoid any kind of bias in selecting a sample. In selecting a sample within every category of teachers, administrators, educational officers, health staff and other employees simple random sampling was employed.

### **3.7 Variables and Measurement Procedures**

Physical work environment factors like safety and security, workspace design and layout, temperature, and ventilation as well as amenities and facilities, stand as independent variables and were measured by using five Likert scale ranging from 1(Strongly Agree) to 5 (Strongly Disagree) and employees' performance stand as the dependent variable was measured by using Likert scale ranging1 (Strongly Agree) to 5 (Strongly Disagree).

### **3.8 Data Collection Methods**

#### **3.8.1 Primary Data**

According to Kothari (2004) the primary data are those, which are collected afresh and for the first time, and thus happen to be original. The primary data for this study were collected from the respondents through questionnaire method.

#### **3.8.2 Questionnaires**

A questionnaire consists of several questions printed or typed in a definite order on a form or set of forms. The respondents have to answer the questions on their own, Kothari, (2004). In this study, the set of closed-ended questions were prepared by the researcher and distributed to the prospective respondents who were the employees of Bariadi District Council categorized as administrators, education officers, health employees, teachers, and other employees. Enough time was given to the respondents to fill in answers to the asked questions. This enabled the researcher to obtain data about the study from the field.

### **3.9 Data Presentation and Analysis**

After the fieldwork the researcher edited and counterchecked for completion of the questionnaire to identify items that might not have been responded to. Each research question has been analyzed to ascertain the achievement of the stated objectives. Descriptive statistics and ordinal logistic regression methods were used to analyze the collected data from the field. The data was coded and keyed into a computer in a codebook for analysis using the Statistical Package for Social Sciences (SPSS) version 27.

#### **3.9.1 Ordinal Logistic Regression**

Ordinal logistic regression is a type of regression analysis technique used to determine causal-results relationship of independent variables with dependent variable. Researcher deployed this technique to analyze the impacts of physical working environment on employee's performance because the assumptions of ordinal logistic regression were met. Those assumptions were dependent variable measured on an ordinal level, goodness -of- fit statistic, test of parallel line, and variables should not be normally distributed (non-normality).

#### **3.9.2 Validity and Reliability of the study**

##### **3.9.2.1 Validity of the Study**

Validity involves determining the quality of data collecting tools or procedures that are able to measure what it is supposed to be measured (Kombo and Tromp, 2006). Questionnaires used had a good quality and came up with anticipated results, which shows the impact of physical working environment on employees' performance at

Bariadi DC. Table 3.2 show that questionnaire (as research instrument used) for every independent variable was valid because research tool was able to measure what was supposed to be measured. The results from the Table 3.2 below revealed that significance value obtained by the Sig. (2-tailed) was 0.000 and the critical value (R table) for Pearson's Correlation Coefficient was 0.0911.

Therefore;

- (i) If  $\text{sig.} < 0.05$  or if the obtained value/loading factor  $> 0.0911$ , means the statement/instrument/question is valid
- (ii) If  $\text{sig.} > 0.05$  or if the obtained value/loading factor  $< 0.0911$ , means the statement/instrument/question is not valid

Table 3.2 shows that, all the statements, the corrected item-total correlation is above 0.0911, meaning that all items used to collect data were valid.

**Table 3.2: Validity test results**

<b>No.</b>	<b>Statement Item</b>	<b>Number of Respondents (N)</b>	<b>Sig. (2-tailed)</b>	<b>Obtained Value/Loading Factor (R value)</b>	<b>Critical Value (R table)</b>	<b>Remarks</b>
1	Comfortability with a safety equipment	463	0.000	0.736	0.0911	Valid
2	Availability of security systems like CCTV at the workplace	463	0.000	0.47	0.0911	Valid
3	Comfortability with the quality of latrines/ toilets	463	0.000	0.671	0.0911	Valid
4	Availability of safety plan and security policy	463	0.000	0.741	0.0911	Valid
5	Comfortability with office design	463	0.000	0.784	0.0911	Valid
6	Comfortable with the quality of the offices	463	0.000	0.808	0.0911	Valid
7	Resting room availability	463	0.000	0.64	0.0911	Valid
8	Availability of tea/coffee room at the workplace	463	0.000	0.674	0.0911	Valid
9	Availability of breast-feeding room at the workplace	463	0.000	0.501	0.0911	Valid
10	Comfortability with temperature	463	0.000	0.74	0.0911	Valid
11	Degree of hotness and coldness	463	0.000	0.406	0.0911	Valid
12	Air conditioner installation at the workplace	463	0.000	0.513	0.0911	Valid
13	Quantity of fresh air at workplace	463	0.000	0.758	0.0911	Valid

No.	Statement Item	Number of Respondents (N)	Sig. (2-tailed)	Obtained Value/Loading Factor (R value)	Critical Value (R table)	Remarks
14	Comfortability with natural ventilation (through open doors and windows) workplace	463	0.000	0.728	0.0911	Valid
15	Availability of furniture	463	0.000	0.568	0.0911	Valid
16	Availability of technological infrastructures like computers, printers, scanners and photocopy machines at workplace	463	0.000	0.576	0.0911	Valid
17	Telephone service availability	463	0.000	0.619	0.0911	Valid
18	Internet service availability	463	0.000	0.699	0.0911	Valid
19	Provision of tea/coffee and other soft drinks at the workplace	463	0.000	0.522	0.0911	Valid
20	Much time used to accomplish a small amount	463	0.000	0.702	0.0911	Valid
21	Decreased in productivity due to uncondusive physical working environment	463	0.000	0.794	0.0911	Valid
22	Lower quality of services to the clients	463	0.000	0.717	0.0911	Valid
23	Increased financial burden to the employees	463	0.000	0.796	0.0911	Valid

Source: Researcher (2024)

### 3.9.2.2 Reliability of the Study

Reliability focuses on the consistency and accuracy of the results. That means the results should not change when using the same procedures and the same instrument. Cronbach's Alpha Coefficient was used by the researcher to determine the reliability of the study. Therefore, the results from Table 3.3 indicated that research instrument used by the researcher has a good reliability because, Cronbach's Alpha Coefficient for all variables was greater than 0.70 which is an acceptable value.

**Table 3.3: Reliability statistics**

No.	Variable	No. of Indicator Items	Cronbach's Alpha	Remarks
1	Safety and Security Measures	4	0.715	Reliable
2	Workspace Design and Layout	5	0.841	Reliable
3	Temperature and Ventilation	5	0.71	Reliable
4	Amenities and Facilities	5	0.731	Reliable
5	Employee Performance	4	0.743	Reliable

Source: Researcher (2024)

### 3.10 Ethical Consideration

Ethics is typically associated with morality and concern matters of right and wrong (Babbie 2007). This study considered the principles and roles that a researcher observed before conducting the research such as informed consent, confidentiality, and privacy of the respondents. The researcher obtained a permit from the Open University of Tanzania and Bariadi DC to collect data from the area of study.

## CHAPTER FOUR

### FINDINGS/RESULTS AND DISCUSSION

#### 4.1 Overview

This chapter covers the result of the study, which was obtained through quantitative analysis with the help of Statistical Package for Social Sciences (SPSS) version 27. Also, a discussion of the findings has been shown in this chapter. A total of 487 employees were selected as a sample from an overall population of 1 948 employees from Bariadi DC and 487 questionnaires were printed and distributed to the intended respondents. However, the researcher succeeded to collect a total of 463 (95.07%) of questionnaires from the respondents and 24 (4.93%) of respondents did not return the fully filled questionnaires.

#### 4.2 Demographic Characteristics of the Respondents

The demographic characteristics of this study involved aspects like gender of the respondents, age of the respondents, educational level of the respondents and working experiences of the respondents participated in this study.

**Table 4.1: Demographic characteristics of the respondents**

Variable	Category	Frequency	Percent
Sex	Male	312	67.4%
	Female	151	32.6%
Age group	30 or less	119	25.7%
	31-35	184	39.7%
	36-45	117	25.3%
	46-55	43	9.3%
Educational Level	Certificate	195	42.1%
	Diploma	144	31.1%
	Bachelor	111	24.0%
	Postgraduate	13	2.8%
Working experience	Less than 10 years	289	62.4%
	More than 10 years	174	37.6%

Source: Researcher (2024)

#### **4.2.1 Gender of the Respondents**

In this study, respondents were required to indicate their gender while attempting questions given by the researcher through questionnaire forms. Table 4.1 shows that about 67.4% of respondents were males, and 32.6% of respondents were females who generally answered the questionnaires distributed by the researcher.

#### **4.2.2 Age of the Respondents**

Age was also an important demographic aspect to the respondents as were supposed to indicate their ages starting from 30 or less to the maximum age of 55 years. Table 4.1 reveals that the highest percentage (39.7%) of the respondents for this study were in the age group of 31-35. Respondents with the age group of 30 years or less were about 25.7% followed by the 36-45 age group with 25.3% and the lowest age group is 46-55 which constitutes only 9.3% of the respondents.

#### **4.2.3 Educational Level of the Respondents**

Respondents were asked to indicate their levels of education via questionnaires distributed to them by the researcher. This aspect was potential because it helped the researcher to know the level of understanding of the respondents. Table 4.1 above illustrates that about 195(42.1%) of the respondents were certificate holders, which was the highest percentage, compared to other levels of education. Diploma holders were on the second list with 144(31.1%) followed by Bachelor holders with a total of 111(24.0%) and lastly, postgraduate level of education was only 13(2.8%) of all respondents.

#### **4.2.4 Working Experience of the Respondents**

It is a very crucial aspect for finding out the impacts of the physical working environment on employees' performance at Bariadi DC. Respondents were required to indicate their experiences by choosing either less than 10 years or more than 10 years of working experience. Table 4.1 portrays that respondents with less than 10 years of working experience were 62.4% and the respondents with more than 10 years of working experience were only 37.6%.

#### **4.2.5 Distribution of the Respondents**

Respondents for this study were distributed into five categories namely Teachers from both Pre-Primary and Primary Education, and Secondary Education Departments, Administrators which involved employees from the Human resources and Administration Department, Health staffs from Health, Social Welfare, and Nutrition Services, Educational Officers from both Pre-Primary and Primary Education, and Secondary Education Departments.

Category of other employees involved employees from other departments not mentioned in above categories and included Community Development, Agriculture, Livestock and Fisheries, Finance and Accounts Unit, Legal Services Unit, Internal Audit Unit, Government Communication Unit, Information Communication Technology Unit, Procurement Management Unit, Natural Resources and Environment Conservation Unit, Infrastructure, Rural and Urban Development, and Business and Industries Department. The table 4.2 shows the distribution of the respondents.

**Table 4.2: Distribution of the Respondents**

<b>Respondents</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Teacher	354	76.5	76.5
Administrator	27	5.8	82.3
Health Staff	55	11.9	94.2
Educational Officer	8	1.7	95.9
Other Employees	19	4.1	100.0
<b>Total</b>	<b>463</b>	<b>100.0</b>	

Source: Researcher (2024)

Table 4.2 demonstrates that teachers make the highest number of respondents about 76.5% followed by health staff with 11.9%. Administrators, other employees, and educational officers composed of 5.8%, 4.1%, and 1.7% of respondents respectively. These respondents were drawn from a total population of 1 948 employees from Bariadi DC.

### **4.3 Findings/Results**

The general objective of this study was to assess the impacts of the physical working environment on employees' performance. To achieve this main objective, the researcher developed four specific objectives, which were to examine the effects of safety and security measures on employees' performance, to examine the effects of workspace design and layout on employees' performance, to examine the effects of temperature and ventilation on employees' performance and to examine the effects of amenities and facilities on employees' performance. Data analysis was based on these objectives where different variables were developed by researcher, and responses were shown by every respondent to every variable through questionnaires distributed to them.

### **4.3.1 To Examine the effects of Safety and Security Measures on Employees' Performance**

For this research objective, the researcher developed research questions and analysis of this objective shown on Table 4.3.

**Table 4.3: Safety and security measures**

Variable	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Comfortability with a safety and security equipment	53	11.4%	96	20.7%	93	20.1%	118	25.5%	103	22.2%
Availability of security systems like CCTV at the workplace	3	0.6%	12	2.6%	28	6.0%	150	32.4%	270	58.3%
Comfortability with the quality of latrines/ toilets	78	16.8%	163	35.2%	127	27.4%	44	9.5%	51	11.0%
Availability of safety plan and security policy	45	9.7%	146	31.5%	107	23.1%	91	19.7%	74	16.0%

Source: Researcher (2024)

#### **4.3.1.1 Comfortability with Safety and Security Equipment**

Table 4.3 demonstrates that about 53(11.4%) and 96(20.7%) strongly agreed and agreed respectively with the comfortability of safety and security equipment available at their workplace while 93(20.1%) showed neutral responses. About 118(25.5%) of respondents disagreed and 103(22.2%) strongly disagreed that they were not comfortable with safety gears and security equipment provided by the employer and has an effect on their performances.

#### **4.3.1.2 Availability of Security Systems like CCTV**

Respondents were asked to show their reactions to the availability of security systems like CCTV to monitor incomings and outgoings at the workplace. Their responses were shown on Table 4.3 above which illustrates that majority of respondents about 58.3% strongly disagreed with the availability of security systems like CCTV at the workplace. Also, 32.4% of employees disagreed with this security system available at the workplace. Respondents with neutral reactions were about 6.0%. Lastly, employees who agreed and strongly agreed were about 2.6% and 0.6% respectively.

#### **4.3.1.3 Comfortability with the Quality of Latrines/Toilets**

This is an item of safety and security, and it has an impact on employees' performance. Employees included in sample were asked to portray their comfortability with the quality of latrines/toilets.

The results from Table 4.3 signifies that 16.8% and 32.2% of respondents strongly agreed and agreed respectively with the present situation of toilets at their workplace, and 27.4% were in neutral position about the comfortability of toilets. About 9.5% and 11.0% of employees disagreed and strongly disagreed respectively on comfortability of toilets at their workplace.

#### **4.3.1.4 Availability of Safety and Security Policy**

Safety and security policy was considered and has an impact on employees' because employees feel secured if this policy is adhered to by the employer at the workplace.

Table 4.3 shows that 9.7% of employees strongly agreed, and 31.5% respondents agreed that the employer observed safety and security policy at the workplace and 23.1% employees indicated neutral reactions. Disagree and strongly disagreed reactions were shown by 19.7% and 16.0% employees respectively.

#### **4.3.2 To Examine the effects of Workspace Design and Layout on Employees' Performance**

It was the second objective of this study. The researcher developed some questions relating to workspace design and layout to seek out respondents' replies. An analysis of their responses was based on various aspects associated with workspace design and layout and is shown in the Table 4.4.

**Table 4.4: Workspace design and layout**

Variable	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Office design	61	13.2%	122	26.3%	138	29.8%	81	17.5%	61	13.2%
Comfortable with the quality of the offices	56	12.1%	143	30.9%	126	27.2%	82	17.7%	56	12.1%
Resting room availability	18	3.9%	22	4.8%	42	9.1%	187	40.4%	194	41.9%
Availability of tea/coffee rooms at the workplace	24	5.2%	50	10.8%	54	11.7%	154	33.3%	181	39.1%
Availability of breastfeeding rooms at the workplace	4	0.9%	14	3.0%	17	3.7%	148	32.0%	280	60.5%

Source: Researcher (2024)

#### **4.3.2.1 Office Design**

Office design was considered one of the factors that affect employees' performance. Respondents were asked to indicate the mode in which their offices are designed. Table 4.4 indicates that 29.8% of respondents were neutral in their responses toward office design, and 13.2% and 26.3% strongly agreed and agreed respectively with this variable. About 17.5% disagreed and 13.2% strongly disagreed with the way offices were designed.

#### **4.3.2.2 Comfortability with the Quality of the Offices**

Table 4.4 shows that 12.1% of employees strongly agreed and 30.9 respondents agreed with the quality of the offices. About 27.2% shown neutral responses, 17.7% respondents disagreed with the quality of the offices, and 12.1% respondents strongly disagreed with the quality of offices.

#### **4.3.2.3 Availability of Resting Rooms**

From the table above (Table 4.4) 194(41.9%) employees strongly disagreed with the availability of resting rooms at the workplace, 187(40.4%) respondents disagreed and 42(9.1%) indicated neutral responses. About 22(4.8%) and 18(3.9) of respondents agreed and strongly agreed respectively.

#### **4.3.2.4 Availability of Tea/Coffee Rooms**

Respondents were asked to indicate whether tea/coffee rooms are available or not at their workplaces. Results of their responses are shown by Table 4.4. Results show that about 39.1% of respondents strongly disagreed and 33.3% disagreed with the

availability of tea rooms at the workplaces. Respondents with neutral responses were 11.7%. Some of the employees who agreed and strongly agreed with this aspect were about 10.8% and 5.2% respectively.

#### **4.3.2.5 Availability of Breastfeeding Rooms**

Table 4.4 shows the responses of the employees who replied on an aspect of breastfeeding rooms' availability at their workplaces. Result depicts that 60.5% of respondents strongly disagreed with the availability of breast-feeding rooms at their workplaces. About 32.0% of employees disagreed and only 3.7% showed neutral responses. Respondents who agreed and strongly agreed were about 3.0% and 0.9% respectively.

#### **4.3.3 Examine the effects of Temperature and Ventilation on Employees' Performance**

In this research objective, the researcher intended to know how temperature and ventilation have an impact on employees' performance. Respondents were supposed to show their reactions to various issues asked which were typically related to temperature and ventilation at their workplaces.

**Table 4.5: Temperature and ventilation**

Variable	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Degree of hotness and coldness	22	4.8%	98	21.2%	253	54.6%	70	15.1%	20	4.3%
Air conditioner installation at the workplace	7	1.5%	25	5.4%	23	5.0%	149	32.2%	259	55.9%
Quantity of fresh air at the workplace	82	17.7%	126	27.2%	126	27.2%	66	14.3%	63	13.6%
Comfortability with natural ventilation	116	25.1%	166	35.9%	91	19.7%	50	10.8%	40	8.6%

Source: Researcher (2024)

#### **4.3.3.1 Degree of Hotness or Coldness**

Table 4.5 reveals that 4.8% and 21.2% of respondents strongly agreed and agreed respectively that they felt too hot or cold depending on weather conditions. About 54.6% showed neutral responses, 15.1% disagreed and 4.3% of respondents strongly disagreed that they didn't feel too hot or cold at their workplace.

#### **4.3.3.2 Air Conditioner Installation**

Table 4.5 displays that about 55.9% and 32.2% of employees strongly disagreed and disagreed respectively that air conditioners were not installed at their workplaces. About 5.0% of respondents showed neutral responses, 5.4% agreed, and 1.5% of employees strongly agreed with this issue (air conditioner installation).

#### **4.3.3.3 Quantity of Fresh Air at the Workplace**

Table 4.5 shows that 17.7% of respondents strongly agreed that the quantity of fresh air was sufficient, 27.2% agreed with this aspect and 27.2% shown neutral reactions. About 14.3% and 13.6% disagreed and strongly disagreed respectively that they were not happy with the quantity of fresh air makes.

#### **4.3.3.4 Comfortability with Natural Ventilation**

During the study, respondents were asked to show how their offices are ventilated to allow flow of fresh air from outside.

Table 4.5 above reveals that about 25.1% of respondents strongly agreed that they were comfortable with natural ventilation in their offices. About 35.9% agreed while

19.7% of respondents showed neutral responses about natural ventilation. About 10.8% and 8.6% of respondents disagreed and strongly disagreed respectively.

#### **4.3.4 To examine the effects of Amenities and Facilities on Employees' Performance**

This was a fourth objective of this study. Respondents were asked to provide answers on questions asked by researcher. Those questions were relating to this objective.

**Table 4.6: Amenities and facilities**

Variable	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Office furniture availability	29	6.3%	90	19.4%	149	32.2%	104	22.5%	91	19.7%
Availability of technological infrastructures	44	9.5%	60	13.0%	73	15.8%	123	26.6%	163	35.2%
Availability Telephone services at the workplace	41	8.9%	57	12.3%	64	13.8%	136	29.4%	165	35.6%
Availability of Internet services at the workplace	31	6.7%	93	20.1%	79	17.1%	115	24.8%	145	31.3%
Provision of tea/coffee and other soft drinks at the workplace	17	3.7%	52	11.2%	63	13.6%	152	32.8%	179	38.7%

Source: Researcher (2024)

#### **4.3.4.1 Availability of Office Furniture**

Office furniture like chairs, tables, and cabinets were also an important aspect in this study. Responses about the availability of office furniture from respondents shown by Table 4.6. Table 4.6 demonstrates that 6.3% of employees strongly agreed on adequate availability of furniture at their offices and 19.4% agreed with that. However, about 32.2% of respondents were neutral in their reactions. Other respondents of about 22.5% and 19.7% disagreed and strongly disagreed respectively with the available furniture at their offices.

#### **4.3.4.2 Availability of Technological Infrastructures**

Technological infrastructures like computers, printers, scanners, and photocopiers are also aspects in this study. Table 4.6 depicts that 9.5% of respondents strongly agreed and 13.0% agreed that they were provided with adequate technological infrastructures at their workplaces. About 15.8% their responses were neutral while 26.6% and 35.2% of respondents disagreed and strongly disagreed respectively that they were not provided with inadequate technological infrastructures.

#### **4.3.4.3 Telephone Services at the Workplace**

Employees are required to be provided with telephone services to allow them to communicate with the clients they working with. Respondents were asked if they are provided with this service at their workplaces. Table 4.6 above illustrates that 35.6% of respondents strongly disagreed that they were not provided with telephone services at their workplaces. About 29.4% disagreed on this and 13.8% showed

neutral responses. About 12.3% and 8.9% of respondents agreed and strongly agreed respectively on this.

#### **4.3.4.4 Internet Services at the Workplace**

The researcher asked employees to indicate responses on how internet services are provided at their workplace. Table 4.6 above portrays that about 20.1% and 6.7% of respondents respectively agreed and strongly agreed that they are provided with internet services while executing their duties. About 17.1% of employees showed neutral responses, and 24.8% disagreed on this and about 31.3% strongly disagreed on the availability of internet services at their workplaces.

#### **4.3.4.5 Provision of Tea/Coffee and other Soft Drinks**

Table 4.6 shows that 3.7% of respondents strongly agreed that they were provided tea/coffee and other soft drinks by their employer at the workplace, about 11.2% agreed on this while 13.6% showed neutral responses. About 32.8% disagreed and 38.7% strongly disagreed that they were not provided with tea/coffee and other soft drinks at the workplace.

### **4.4 Impacts of Unconducive Physical Working Environment**

Respondents were asked to indicate how physical working affects their performance.

Table 4.7 show their responses.

**Table 4.7: Impacts of uncondusive physical working environment**

Variable	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Much time used to accomplish a small amount of job	47	10.2%	156	33.7%	146	31.5%	84	18.1%	30	6.5%
Decreased in productivity	55	11.9%	177	38.2%	104	22.5%	92	19.9%	35	7.6%
Lower quality of services to the clients	62	13.4%	118	25.5%	114	24.6%	116	25.1%	53	11.4%
Increased financial burden to the employees	78	16.8%	168	36.3%	110	23.8%	75	16.2%	32	6.9%

Source: Researcher (2024)

#### **4.4.1 Much Time Used to Accomplish a Small Amount of Job**

Table 4.7 defines that about 10.4% of respondents strongly agreed and 33.5% agreed that they spent much time accomplishing small amount of job due to an uncondusive physical working environment. 31.5% produced neutral responses on this, 18.1% disagreed on this and 6.5% strongly disagreed that they were not spending much accomplishing small amount of job due to the uncondusive physical working environment.

#### **4.4.2 Decreased in Productivity**

Table 4.7 portrays that about 11.9% strongly agreed and 38.2% greed that their productivity decreased because the physical working environment at the workplace was not condusive. However, 22.5% of respondents were neutrally reacted on this. About 19.9%) and 7.6% disagreed and strongly disagreed respectively.

#### **4.4.3 Lower quality of services to the clients**

Table 4.7 depicts that 13.4% and 25.2% of respondents strongly agreed and agreed respectively. About 24.6% showed neutral responses, 25.1% of respondents disagreed and 11.4% strongly disagreed that they did not provide lower services to the clients due to the uncondusive physical environment.

#### **4.4.4 Increased Financial Burden to the Employees**

Table 4.7 show that 16.8% of respondents strongly agreed and 36.3% agreed that they increased financial problem due to uncondusive physical working environment

at the workplace. About 23.8% of respondents were neutrally reacted on this, 16.2% and 6.9% disagreed and strongly disagreed respectively.

#### **4.5 Causal-Results Relationship of Physical Working Environment with Employees' Performance**

Researcher used ordinal logistic analysis to assess the strength of relationship between physical working environment and employees' performance. Ordinal logistic regression analysis requires meeting some assumptions for the purpose of verifying the results of the analysis. This regression met all possible assumptions including dependent variable measured on an ordinal level, goodness -of- fit statistic, test of parallel line, and variables should not be normally distributed (non-normality). The dependent variable was ordered as high, moderate, and low. Other remained assumptions were checked and tested.

##### **4.5.1 Assumptions of Ordinal Logistic Regression**

###### **4.5.1.1 Goodness -of- fit Statistic**

Goodness -of-fit helps to determine whether the model adequately describe the data. If a p-value is not significant (i.e.  $p \geq 0.05$ ) indicates that there is poor fit, and if the p-value is significant (i.e.  $p \leq 0.05$ ) means that there is good fit. Table 4.8 below describes that person chi-square test  $\{x^2(826) = 28.769, p = .003\}$  and the deviance test  $\{x^2(826) = 48.168, p = .003\}$  both were significant. These results suggested that model adequately fit the data because the p-value was less than 0.05 (i.e.  $p \leq 0.05$ ).

**Table 4.8: Goodness -of- fit statistic**

	<b>Chi-Square</b>	<b>df</b>	<b>Sig.</b>
Pearson	28.769	826	.003
Deviance	48.168	826	.003

Source: Researcher (2024)

#### 4.5.1.2 Test of Parallel Lines

This test describes that the effects of the predictor variables are the same across the levels of the dependent variable for the null hypothesis. If a p-value is statistically non-significant (i.e.  $p \geq 0.05$ ) means that this assumption is not violated for ordinal logistic regression and vice versa is true (i.e.  $p \leq 0.05$  means violates this assumption). Table 4.9 show that test did not violate this assumption, and therefore ordinal logistic regression was an appropriate model because p- value was 0.072 (i.e.  $p \geq 0.05$ ).

**Table 4.9: Test of parallel lines**

<b>Model</b>	<b>-2 Log Likelihood</b>	<b>Chi-Square</b>	<b>df</b>	<b>Sig.</b>
Null Hypothesis	953.487			
General	944.892	8.594	4	0.072

Source: Researcher (2024)

#### 4.5.1.3 Test of Normality

This assumption demands the p-value in Kolmogorov-Smirnov<sup>a</sup>/Shapiro-Wilk to be statistically non-significant (i.e.  $p \geq 0.05$ ). The test revealed that (Table 4.10) the p-value of all independent variables (datasets) in Kolmogorov-Smirnov<sup>a</sup> was less than 0.05 ( $p \leq 0.05$ ). This implies that independent variables were not normally distributed, so researcher opted to use ordinal logistic regression.

**Table 4.10: Test of normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EP		463	0.000	0.803	463	0.000
SS	0.115	463	0.000	0.975	463	0.000
WDL	0.063	463	0.000	0.981	463	0.000
TV	0.075	463	0.000	0.989	463	0.002
AF	0.076	463	0.000	0.981	463	0.000

Source: Researcher (2024)

#### 4.5.2 Ordinal Logistic Regression Analysis

**Table 4.11: Parameter estimates**

Variable		Estimate	Std. Error	Wald	df	Sig.
Threshold	[EP= 1.00]	81.526	11.347	51.622	1	0.000
	[EP = 2.00]	108.939	15.161	51.633	1	0.000
	SS	6.773	1.058	40.965	1	0.000
Location	WDL	6.439	1.016	40.199	1	0.000
	TV	7.571	1.113	46.293	1	0.000
	AF	6.610	1.002	43.510	1	0.000

Source: Researcher (2024)

The results from Table 4.11 show that;

For every one unit increase in safety and security measures (SS), there was a predicted increase of 6.773 in the log odds of being on a higher level on employees' performance. Safety and security measures were a significant positive predictor of employees' performance.

For every one unit increase in workspace design and layout (WDL), there was a predicted increase of 6.439 in the log odds of being on a higher level on employees' performance. Workspace design and layout was a significant positive predictor of employees' performance.

For every one unit increase in temperature and ventilation (TV), there was a predicted increase of 7.571 in the log odds of being on a higher level on employees' performance. Temperature and ventilation were a significant positive predictor of employees' performance.

For every one unit increase in amenities and facilities (AF), there was a predicted increase of 6.610 in the log odds of being on a higher level on employees' performance. Amenities and facilities were a significant positive predictor of employees' performance.

#### **4.6 Discussion of the Findings**

Based on the analysis above, the results/findings of the study were discussed in this part. The purpose of this study was to assess the impacts of physical working environment on employees' performance.

##### **4.6.1 Examining the effects of Safety and Security Measures on Employees' Performance**

The findings show that 47.7% of employees were not comfortable with the safety and security measures taken by the employer. Employees perform better if they are provided with safety equipment because they feel protected while performing their duties. Through this finding, it is obvious employees are performing below the expected level due to a lack of comfortability with the safety and security measures. This has also been proved by findings that 35.6% of employees who were not even aware of safety and security policies existing in the organization. This shows how an organization has little concern about safety measures as an important aspect.

The quality of latrines was also taken into account in the findings, which show that about 20.5% of employees were not comfortable with its quality. This affects employees' performance negatively because they spend much time finding a quality toilet elsewhere outside their workplaces instead of carrying out their duties. The organization needs to build a quality latrine to prevent unnecessary employees' movement, ensuring employees' health and hence better performance. Meanwhile, the results show that about 90.7% of respondents stated that their workplaces are not secured by security systems like CCTV to monitor incomings and outgoings. This creates stress and anxiety to employees on their properties like cars, motorcycles, and alike which in turn reduces their performance level because instead of concentrating on work they are worrying about their properties. The organization (Bariadi DC) is required to apply modern security systems like installing CCTV cameras to all workstations around the district rather than depending only on security staff guarding the entrance. This can help to prevent vandalism, to monitor staff behaviours and ensure the safety to employees.

These findings were supported by Hafeez and Mansoor (2019) who revealed that, employees need an attractive, peaceful and cooperative working environment in order to achieve higher performance levels. Also, the study of Ramli (2019) supported the findings of the researcher who realized that clean, safe, conducive, and comfortable physical working environment conditions can be a supporting factor to provide comfort and relaxation for employees because working environment is one of the factors that can affect employees' job satisfaction for achieving company goals.

#### **4.6.2 Examining the Effects of Workspace Design and Layout on Employees' Performance**

The findings show that about 30.7% were not happy with the design of their offices. Probably their offices are too small, which makes it difficult to arrange their furniture like chairs, tables and cabinets in different ways (employees become static in their sitting) something, which causes tiredness and decreased employee productivity. Offices should be designed in such a way that they allow confidentiality, free from distraction or noise to clients/employees while seeking/delivering services. Also, offices are supposed to be of high quality in terms of light, floor, color, ceiling, and alike.

The findings show that 29.8% of respondents were not comfortable with the quality of the offices. Sometimes too much artificial light causes migraines to employees to the point of dizziness, which in turn affects employees' performance. This has been shown by 50.1% of respondents who stated that their productivity decreased due to the low quality of their offices. An organization can utilize dimmer switches to avoid migraines caused by flickering fluorescent lights, good floor design, and good wall colors to mitigate these troublesome for better performance.

The findings also show that about 82.3% of respondents stated that resting rooms were not available at their workplace. Nowadays, resting room in the workplace is very important because employees get a break from the daily routine to free their minds, foster team spirit, and manage stress when they return to work, the brain and body are given a break, which may lead to creativity, productivity and improves

employees' health by reducing back pain and neck pain and hence better performance. Resting rooms should be furnished by good furniture.

The results show that 72.4% of employees said that they didn't have tea/coffee rooms at their workplace. This implies that every employee makes his/her own arrangement for a time and place for taking tea/coffee, which allow employees to spend much time on tea/coffee, and hence reduced productivity. The organization (Bariadi DC) is required to reserve a specific room for tea/coffee where all staffs meet there and this may increase employee harmonization, engagement, and teamwork which in turn leads to better performance for employees. Other findings demonstrated that 92.4% of respondents said that they don't have breast-feeding rooms at their workplaces.

Unfortunately, female employees with infants are working with much mental stress due to the fact that their children are far away from them while they need intensive care from their mothers and this may affect their performance. The organization needs to have at least one room for childcare at the workplace which will enable female employees to take care of their children at the workplace and this may come up in better performance because employees feel recognized as part and parcel of the organization and hence, more engagement and high morale. These findings are consistency with the findings of Al-Omari & Okasheh (2017) who discovered that, the physical design and layout of the workspace greatly influence how the workers carry out their duties.

### **4.6.3 Examining the Effects of Temperature and Ventilation on Employees' Performance**

Temperature and ventilation have an impact on the performance of the employees because employees' health needs to be quite good and comfortable to render services at the optimal level. The findings show that about 25.9% of employees said that they felt too hot or too cold at the workplace. This may affect their performance negatively because in summer season or winter season with high-temperature levels or coldness level, employees become depressed which may affect performance. This can be solved by installing AC at the workplace. Still, the organization has little concern about AC installation habits, this has been verified by findings that show about 88.1% of respondents said that they didn't have an air conditioner at their workplace, so it is difficult to regulate hotness or coldness level. From the findings, about 27.9% of employees postulated that the quantity of fresh air at the workplace was not enough.

This implies that, it is probably some employees are suffering from respiratory problems and suffocations, something which is not good for their health and has an adverse impact on their performance. The results also show that 19.4% of employees said that they were not comfortable with ventilation (that means, either windows or doors do not allow the passage of enough fresh air from the outside the building). The organization (Bariadi DC) should make renovations to existing buildings specifically to enlarge windows. The findings are supported by Parveen, S., Sohail, M. M., Naeem, F., Azhar, Z., & Khan, S. H. (2012), who concluded that about 58.7% of the respondents were strongly agreed with the thinking that good room

temperature increase their work performance. Also, the findings are supported by Roelofsen (2002), who said that the most significant indoor environmental factor is room temperature. Heating and air conditioning system directly effect on employees' productivity.

#### **4.6.4 Examining the Effects of Amenities and Facilities on Employees' Performance**

The results show that 42.1% of employees stated that office furniture is not available/enough at their offices. This implies that there is a great deficit of furniture like chairs, desks, and cabinets to many offices at Bariadi DC.

Therefore, it becomes difficult to provide services adequately to the clients. This has been verified by 38.9% of respondents who postulated that they provided a lower quality service to the clients due to inadequate availability of office furniture. The organization is required to procure enough and modernized office furniture for all workstations especially those found in remote areas like schools, dispensaries, and village/ward executives' offices that will make employees feel comfortable.

The findings show that about 61.8% of respondents said that the available technological infrastructures at the workplace were not enough and adequate. Technological infrastructures like computers, scanners, printers, and photocopier machines are necessary facilities nowadays for the performance of the employees. This implies that employees may fail to perform their duties effectively and this has been evidenced by 43.8% who said that they used too much time to accomplish small

amount of job. Probably in some cases employees used to type, print, scan and photocopy their official documents to private vendors (vendors providing stationary services) which is more likely leads to leakage of confidential information and even employees pay a lot of money to process those documents. An organization (Bariadi DC) is required to ensure that all workstations are fully supplied with desktops or laptops, printers, scanners, and photocopier machines to simply the execution of duties to the employees.

The findings still show that 56.2% of employees postulated that an internet service wasn't available at their workplaces. Employees do use their private internet bundles to send documents or information to different places if they are required to do so by their supervisors. This made them to use a lot of money to buy bundles for official activities, this lowers their performance because if they don't have money for internet bundles, they fail to send information or documents and hence fail to meet the deadline. There are a lot of management information systems nowadays which requires Internet access and the execution of employees' duties depends on those systems, but employees find some difficulties in using those developed systems due to the lack of Internet access at their workplaces. This was also proved by 53.1% of employees who said that they incurred costs in accessing internet services.

Therefore, the management of the organization should ensure Internet connectivity to all workstations that will allow easy access to Internet to all employees and motivate employees for better performance. Exchange of official information among employees, between employees and their supervisors is typically potential for the

performance of an organization. Unfortunately, about 65.0% of respondents from the findings said that they were not provided with telephone services at their workplace. This implies that most workstations in Bariadi DC do not have official telephone addresses rather employees, and even supervisors use their private mobile services.

This may affect the flow of important information if happen those supervisors are away from the office or switched off their mobile phones, which leads to delays of information, and much pressure to the employees at the time implementing their duties and increased financial burden to the employees. It is advised that all workstations within the organization should be provided with telephone services to facilitate the flow of information among employees and their supervisors.

The findings also show that about 71.5% of employees at Bariadi DC were not provided tea/coffee at the workplace. This implies that employees use their means to obtain breakfast, which may affect their performance because employees spend much time to take breakfast outside their workplace. An organization is advised to provide tea/coffee and snacks to employees to reduce the time to be used for taking tea/coffee elsewhere.

The findings of the researcher are supported by Abeid (2015) who showed that, employees' performances were affected by several factors from their working environments. These included a lack of proper furniture, insufficient light, excessive noise, poorly designed working centers, insufficient working tools or facilities, lack

of safety gears, and high-temperature environment. All these factors played a vital role as they greatly affected employee's performance.

#### **4.6.5 Causal-Effects Relationship of Physical Working Environment with Employees' Performance**

The findings from the ordinal logistic regression analysis revealed that, workspace design and layout was a significant positive predictor ( $p < 0.05$ ) of employees' performance. This implies that, an increase units of workspace design and layout may increase the performance of the employees at the workplace specifically at Bariadi DC.

Also, the results of the regression revealed that other independent variables of this study including safety and security measures, temperature and ventilation, amenities and facilities had positive effects on employees' performance. However, such effects were significant because  $p \leq 0.05$ . For instance, safety and security measures, workspace design and layout had a p-value of 0.000, temperature and ventilation had a p-value of 0.000 and, amenities and facilities had a p-value of 0.000. Therefore, every unit increase in these variables there is positive increase of employees' performance at Bariadi DC.

The findings of this study are supported by Rahmi et al (2018) reported in their previous with description that, physical working conditions have a significant effect on the employees' work performance. Supported by Humphries (2005) and Veitch et al (2004) who concluded that, physical work environment features are highly

significant to their productivity and performance. Those features are lighting, ventilation rates, access to natural light and acoustic environment. Also, the study of Sitohang (2020) supports the findings of this study who revealed that the influence of the physical work environment on employee performance has a positive and significant impact on employees in carrying out their duties.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Overview**

The purpose of this chapter is to summarize study findings, describe the implications of the findings, making conclusion, recommendations, limitations of the study, and suggesting areas for further research.

#### **5.2 Summary of the Study Findings**

Every one unit increase of safety and security measures can lead to higher employees' performance by 6.77. The results of indicator variables revealed that 90.7% of respondents postulated that they do not have modern security system like CCTV in their workplaces. Meanwhile, about 47.7% were not comfortable with safety gears available at their workplaces. Also, about 36.6% of employees working at Baraiadi DC were not aware with safety and security policies. Therefore, there is positive relationship between safety and security measures with employees' performance.

Indicator variables for workspace design and layout revealed that 30% and 29.8% were not happy with offices design and quality of the office respectively. Meanwhile, about 82.3% and 72.4% of respondents illustrated that they did not have resting rooms and tea/coffee rooms at their workplaces respectively. Analysis show that every one unit increase in workspace design and layout, there was a predicted increase of 6.439 in the chance of being on a higher performance of employees.

There was a significant positive impact of temperature and ventilation on employees' performance. This has been shown by an analysis which revealed that every one unit increase of temperature and ventilation, there was a predicted increase of 7.571 on employees' performance. Also, results shows that air conditioners were not installed at the workplace by almost 88.1%.

About 42.1% of respondents reacted that office furniture were not enough and inadequate availability of technological infrastructures by 61.8%. Also, about 56.2% and 65.0% of employees replied that they had inadequacy internet and telephone services respectively. Amenities like coffee/tea and other soft drinks were no provided to employees by 71.5%. There was a significant positive relationship between amenities/facilities and employees' performance such that, every one unit increase of amenities and facilities, there was a predicted increase of 6.61 on employees' performance.

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

The findings of this study have critical Implications for Policy Makers, for the Institution involved in this study (Bariadi DC) and even for Academics.

#### **5.3.1 Implications for Policy Makers**

Policy makers are supposed to crosscheck all physical working environment and its impact on employees' performance. Policy makers are required to make emphasis on existing guidelines and formulating new ones that will help to improve safety and security at the workplaces and improving work facilities and amenities at the

workplaces. Also, new workspace design and layout should be established by policy makers which will include having breast feeding rooms at work premises, resting rooms, tea/coffee rooms and good office design specifically to Local Government Authorities (LGAs). Policy Makers should understand that physical working environment have substantive impact on employees' performance, so every action they take should critically be re-evaluated on timely basis to measure the accuracy and suitability of the established policies. Also, policy makers should come up with special campaign that will direct or demand LGAs and other public institutions to take care and make improvements on physical working environment.

### **5.3.2 Implications for the Institution Concerned (Bariadi District Council)**

The findings revealed that there was a significant positive impact of physical working environment on employees' performance. This implies that, Bariadi District Council is required to initiate proper strategies that will help to improve physical working environment which in turn can lead to a higher employees' performance. More emphasises should be on safety and security measures (safety and security equipment, security systems availability, quality of latrines/toilet, safety plan and security policy), workspace design and layout (office design, quality of the Office, resting rooms availability, coffee/tea rooms availability and availability of breastfeeding rooms), temperature and ventilation (hotness or coldness levels, Air conditioner installation, quantity of fresh air and natural ventilation), amenities and facilities (office furniture, technological infrastructures, telephone services, internet services, coffee/tea and other soft drinks). Generally, for every one unit increase of

all independent variables (including its variables' indicators) by Bariadi DC there were predicted positive increase on employees' performance to higher levels.

### **5.3.3 Implications for Academics**

Academically, the findings of this study can be used to develop theory. The performance of employees in organization can be triggered by different factors/motives. However, many organizations have little concern on physical working environment as a driving force for employees' performance. Basing on the results of this study, theory can be developed under an assumption that, "keeping other factors driving employees' performance constant, physical working environment has significant positive impact on employees' performance". Therefore, the developed theory should alert organizations to be attentive on issues like workspace design and layout, safety and security measures, temperature and ventilation, amenities and facilities and other items of physical working environment. Also, indicative variables of physical working environment like office design, quality of the office, resting rooms availability, coffee/tea rooms availability and availability of breastfeeding rooms, hotness or coldness levels, air conditioner installation, quantity of fresh air, natural ventilation, office furniture, technological infrastructures, telephone services, internet services and alike should not be left behind for the purpose of making a developed theory to be more relevant.

## **5.4 Conclusion**

From the above findings, it is clear that the impacts of the physical working environment on employees' performance should not be taken as a playful issue by

the organization. The performance of employees in one way another depends on a good physical working environment at the workplace. Aspects of the physical working environment should be considered because they have positive impact on employees' performance rather than considering only monetary rewards as a motivating tool. The findings of this study were based on four variables namely safety and security measures, workspace design and layout, temperature and ventilation as well as facilities and amenities.

Physical working environment variables mentioned above, if they are not critically considered by the employer obviously may lower employees' performance. This has been proved by the researcher's findings via facets like low quality of latrines/toilets, insufficient of safety gear, lack of proper security systems, low awareness of safety and security policy and plans to the employees, low quality of offices, lack of resting rooms, lack of tea/coffee rooms, inadequate availability of temperature controller like AC, buildings are not properly ventilated, inadequate availability of office furniture, supply of printers, scanners, computers and photocopier machines is not adequate, telephone and internet services are not sufficient. All these can affect the performance of employees because employees working at Bariadi DC were not happy with the physical environment situations, and sometimes they feel disvalued by the employer. Some of the negative impacts associated with an uncondusive physical working environment were decreased in employees' productivity, lower quality of services provided by the employees to the clients/customers, employees used too much time to accomplish a small number of duties, accidents, and occupational diseases.

## **5.5 Recommendations**

The main obligation of employees in public service is to render services to the client at an optimal level, and the employer has a duty to ensure that the working environment is favorable and pleasant to employees to carry out their assigned duties. Based on the findings of the study, the management of an organization (Bariadi DC) is supposed to make improvements on different aspects relating to a physical working environment that will trigger healthier performance for the employees. The following recommendations are to be considered for improving employees' performance in the future.

Employers should take serious consideration on safety and security measures to protect employees' health from risks like accidents and disease resulting from poor strategies related to safety and security. Employees should be supplied with adequate safety gear like gloves, masks, boots, fire extinguishers, and first aid products, improving the quality of the toilets/latrines and maintaining its hygiene, protecting employees from intimidations by applying modern security systems and employees should be educated on the policy and plans pertaining safety and security which will help employees to understand how and where to report any discrepancy associated with safety ground that will happen in their workplace.

The Ministry of Regional Administration and Local Government (RALG) that oversees the operations of all Local Government Authorities (LGAs) including Bariadi DC should provide directives that will demand all LGAs within its jurisdiction to have special rooms for breast-feeding to allow mothers to take care of

their children while they are at the workplace, this will help to reduce some stress to breast-feeding mothers. However, breastfeeding mothers are to be monitored and be given a specific time to take care their children to prevent wastage of time and, hence making them perform their assigned duties effectively. To create and improve harmonization among employees and their supervisors, management should allocate rooms for tea/coffee and employers should provide tea to employees to avoid unnecessary wastage of time to take tea outside the workplace or an organization should launch its own canteen for serving its employees.

The Ministry of Regional Administration and Local Government (RALG) and Public Service Management and Good Governance should provide directives to LGAs on internet connectivity campaigns to all workstations around the country including Bariadi DC. This will allow employees to have internet access at their workplaces and will facilitate the performance of duties because many management systems like PEPMIS, PIPMIS, FFARS, and alike require internet access, but most of the employees spend their money to buy internet bundles. However, employees should be monitored on the use of internet services at the workplace because most of employees may use much time to browse social media like Facebook, Instagram, Twitter, TikTok, WhatsApp and other of the same nature instead of carrying out their duties.

Management should focus on the quality of the offices. Employees feel comfortable and deliver good services if they are working in offices with good quality. Furniture of reasonable quality like executive chairs, office chairs, desks, and cabinets should

also be placed in the offices. Management should ensure an adequate supply of computers, printers, scanners, and photocopy machines to all workstations. This will help employees to process and prepare different reports of their work done steadily at the workplace and hence avoid leakage of official documents to an unauthorized people.

Periodic inspections should take place at the workplace. Authority like the Occupational Safety and Health Authority (OSHA) should inspect LGAs for the purpose of alerting them (LGAs) to comply with Occupational Safety and Health Act to protect employees' health and safety and report should be submitted to the prospective ministries like PO- RALG, PO-PSMGG, and PMO- policy, Parliamentary Affairs, Labor, Youth, Employment and Persons with Disability. If an organization (Bariadi DC) is reluctant to comply with, punishment should be imposed according to the prevailing regulations.

A Special committee to deal with the physical working environment at the organization should be established. Members of such established committee should be from every workstation and the main purpose of the committee will be to evaluate, plan, reports, and make suggestions on proper strategies to be implemented to improve the working environment which will leads to better performance to the employees.

Management should ensure proper workspace design and layout while taking some precautions like setting specific time for mother to breastfeed their children at the

designed breastfeeding rooms, monitoring resting rooms to avoid unnecessary wastage of time for employee to rest at those designed resting rooms and ensuring that all employees are taking tea/coffee for the specified time in the designed tea rooms. All these will increase employees' punctuality and hence higher employee performance.

### **5.6 Limitations of the Study**

Respondents' willingness to fill out questionnaires was a challenge to the researcher. This happened due to confidentiality problems for some respondents but the researcher eradicated this hurdle by observing a high level of confidentiality in the information given. The researcher faced the problem of funds shortage associated with printing out questionnaires, traveling, and accommodation costs. The researcher tried to reduce costs by minimizing the number of trips by distributing questionnaires to the respondents while they were at seminars, meetings, and using some supervisors to collect filled questionnaires from other respondents.

### **5.7 Suggestions for Further Research**

This study investigated the impacts of the physical working environment on employees' performance at Bariadi DC. Other researchers will research other areas of study that have an impact to the performance of the employees. Some of the suggested areas for further research are namely as.

- (i) The study on the contribution of public service regulations and other public service circulars to the employees' performance in the public service will also be conducted by other researchers.

- (ii) Research about the impacts of the cost of living on employees' performance in the public service will yield higher potentials to policy makers.
- (iii) Another suggested area for further study will be to examine the relationship between public employee performance management information systems to organizational performance in Tanzania.

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## APPENDICES

### Appendix I: Questionnaire for the participants

#### Objective:

This questionnaire intends to collect information on the examination of the **Impact of Physical Working Environment to Employees' Performance**. This is purely an academic work conducted in partial fulfilment of Master's Degree in Human Resources Management (HRM) of The Open University of Tanzania.

All answers in this work remain as a confidential.

### INTRODUCTION

#### SECTION A: GENERAL INFORMATION

1. Please enter the name of your institution or Category.....
2. Tick your sex
  - i. Male (      )
  - ii. Female (      )
3. What is your age? Tick one box only
  - i. 30 or less (      )
  - ii. 31 – 35 (      )
  - iii. 36 – 45 (      )
  - iv. 46 – 55 (      )
4. Tick your educational level
  - i. Certificate (      )
  - ii. Diploma (      )
  - iii. Bachelor (      )
  - iv. Postgraduate (      )
5. For how many years have you working in your department?
  - i. Less than 10 (      )
  - ii. More than 10 (      )

**SECTION B**

The following items examine the **Impact of Physical Working Environment on Employees' Performance**. Please indicate your agreement or disagreement with the following statements by **ticking (√)** your response using scales:

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

	Variables	1	2	3	4	5
<b>1</b>	<b>Safety and Security</b>					
	Are you comfortable with the safety and security equipment like fire extinguishers, boots, gloves, masks and first Aids products at your workplace?					
	Is your workplace secured by security systems like CCTV to monitor incomings and outgoings?					
	Are you comfortable with the quality of latrines/ toilets at your workplace?					
	Does your organization have a workplace safety plan and security policy?					

	Variables	1	2	3	4	5
<b>2</b>	<b>Workspace design and Layout</b>					
	Is your office well-designed?					
	Are you comfortable with the quality of the offices at your workplace?					
	Is a resting room available at your workplace?					
	Is a tea/coffee room available at your workplace?					
	Is breastfeed room for mothers available at your workplace?					

	Variables	1	2	3	4	5
<b>3</b>	<b>Temperature and Ventilation</b>					
	Do you feel too hot or too cold at your workplace?					
	Is an air conditioner installed at your workplace?					
	Is there a sufficient quantity of fresh air at your workplace?					
	Is there good natural ventilation (through open doors and windows) at your workplace?					

	Variables	1	2	3	4	5
<b>4</b>	<b>Amenities and Facilities</b>					
	Is your office full of furniture?					
	Are technological infrastructures like computers, printers, scanners and photocopy machines available at your workplace?					
	Is Telephone available at your workplace?					
	Is internet service available at your workplace?					
	Are you provided with tea/coffee and other soft drinks at your workplace?					

	Variables	1	2	3	4	5
<b>5</b>	<b>Employees' Performance</b>					
	Does it take much time for you to accomplish a small amount of job due to an uncondusive physical working environment?					
	Is your productivity decreased because of an uncondusive physical working environment?					
	Do you provide a lower quality of services to the clients due to an uncondusive physical working environment?					
	Do you incur cost in accessing internet while performing your duties?					

**Thank you for your cooperation**

**Appendix II: Ethical Documents**

**THE UNITED REPUBLIC OF TANZANIA**  
 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
**THE OPEN UNIVERSITY OF TANZANIA**




**Ref. No OUT/PG201986662** **5<sup>th</sup> October, 2023**

District Executive Director, (DED),  
 Bariadi District Council,  
 P.O.Box 109,  
**SIMIYU.**

Dear Director,

**RE: RESEARCH CLEARANCE FOR MR. BARNABAS MAHENA, REG NO: PG201986662**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> 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 1<sup>st</sup> 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 **Mr. Barnabas Mahena, Reg. No: PG201986662**), pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **“Assessing the Impacts of**

**Physical Working Environment on Employees' Performance in Public Service: The Case of Bariadi District Council in Tanzania**". He will collect his data at your area from 6<sup>th</sup> October to 30<sup>th</sup> November 2023.

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. Magreth S. Bushesha

For: **VICE CHANCELLOR**



JAMHURI YA MUUNGANO WA TANZANIA  
TAWALA ZA MIKOA NA MAMLAKA ZA SERIKALI ZA MITAA  
OFISI YA RAIS  
HALMASHAURI YA WILAYA YA BARIADI  
(Barua zote zijibiwe kwa Mkurugenzi Mtendaji Wilaya)



**Unapojibu tafadhali taja:**

Kumb.Na. BL.26/425/2/18

09/10/2023

Barnabas Mahena,  
S.L.P 109 .  
**BARIADI.**

**YAH: KIBALI CHA KUFANYA UTAFITI**

Tafadhali husika na mada tajwa hapo juu. Pia rejea barua yako Kumb.Na. **OUT/PG201986662** ya tarehe **05/10/2023** iliyohusiana na mada tajwa.

2. Kwa barua hii, ninapenda kukutaarifu kwamba Ofisi hii imetoa kibali cha kufanya utafiti katika Halmashauri ya Wilaya ya Bariadi . Utafiti wako unaohusiana na **"The Impact of Physical Working Environment on employees Performance in Public Service"**.
3. Matokeo ya utafiti utakaofanyika ni kwa ajili ya matumizi ya kitaaluma na si vinginevyo. Aidha utakusanya taarifa za utafiti kuanzia tarehe 6 Oktoba Mpaka November 30.
4. Karibu sana na nakutakia utafiti mwema.

Hassan M. Hussein  
**KNY: MKURUGENZI MTENDAJI (W)**  
**BARIADI**

**Nakala:** The Open University Tanzania,  
S.L.P. 23409,  
**DAR ES SALAAM.**

**KNY MKURUGENZI MTENDAJI (W)**  
**BARIADI**