

**EFFECTS OF WORKPLACE ENVIRONMENT ON WORKERS
PERFORMANCE AND PRODUCTIVITY IN TANZANIA:
A CASE OF SELECTED MICRO AND SMALL ENTERPRISES (MSE'S) IN
DAR ES SALAAM**

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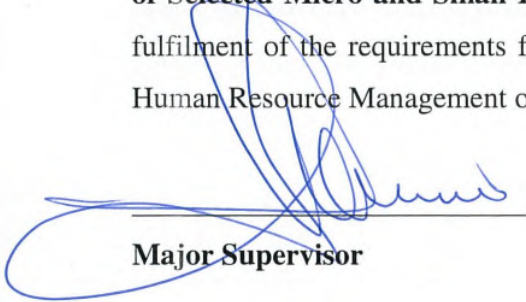
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**A Dissertation Submitted in Partial Fulfilment of the Requirements for the
Degree of Master of Science in Human Resources Management
(MSc. HRM) of Mzumbe University**

2017

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled; **Effects of Workplace Environment on Workers Performance and Productivity in Tanzania; The Case of Selected Micro and Small Enterprise's (MSE's) in Dar Es Salaam**, in partial fulfilment of the requirements for the award of the degree of Master of Science in Human Resource Management of Mzumbe University.



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ACKNOWLEDGEMENT

First and foremost I am grateful to the Almighty God for the abundantly and healthy life he has granted to me.

This study has been successful due to assistance and contribution of many people, whom without their moral and material support, the whole process of the study would have been so difficult.

I extend my sincerely appreciation to Dr. Emmanuel Chao for his tireless guidance, encouragement, support, commitment and advice that led to the completion of this report. I acknowledge time and moral support from my employer Tanzania Ports Authority and Mzumbe University Staff. My special thanks to all research assistants who assisted me in data collection.

Lastly, I sincerely appreciate my family, particularly my lovely husband Mr. Stephen Tumbo, my beloved children Kayla, Jadon and Jasiel, friends and relatives for their continuous support and understanding throughout my study.

DEDICATION

To my late parents Mr Timothy Kitila and Mrs Joyce Mlongwa, May the Almighty Lord rest your souls in eternal peace.

LIST OF ABBREVIATIONS AND ACRONYMS

BEST	:	Business Environment Strengthening for Tanzania
GDP	:	Gross Domestic Product
ILO	:	International Labour Organization
MSE's	:	Micro and Small Enterprises
RCH	:	Reproductive and Child Health
REPOA	:	Research on Poverty Alleviation
SIDO	:	Small Industries Development Organization
SME's	:	Small and Medium Enterprises
TANTRADE	:	Tanzania Trade Development Authority
TBS	:	Tanzania Bureau of Standard
URT	:	United Republic of Tanzania
VETA	:	Vocational Educational and Training Authority
WMA	:	Weights and Measures Agency

ABSTRACT

This study was focused on effects of workplace environment on workers performance and productivity in Tanzania. The main objective of this study was to investigate the effects of workplace environment on workers performance and productivity in Tanzania and specific objectives of this study were to identify effects of physical workplace environment on Micro and Small Enterprises workers performance and productivity, to analyse the influence of workplace communication on Micro and Small Enterprises workers performance and productivity.

Despite of existence of many Micro and Small Enterprises in Tanzania, the study adopted a case study design; selected manufacturing and services Micro and Small Enterprises in three municipals in Dar es Salaam, which are Kinondoni, Ilala and Temeke. The study used non-probability sampling techniques to collect data that were analysed qualitative and quantitative techniques.

The study findings revealed that the components of physical workplace environments such as furniture and work facilities/tools affect 71.7% of workers performance and productivity of MSE's in Dar es Salaam. Office layout and space, quality air and ventilation and lightning also have greater contribution toward increasing MSE's workers performance and productivity. It also revealed that effective organization communication contribute 57.6%and supervisor support increase workers performance and productivity in MSE's by 54.1%.It is recommended that provision of financial incentives, training and government support towards enhancing Micro and Small Enterprises' workplace environment would increase workers performance and productivity.

TABLE OF CONTENTS

CHAIRPERSON, CAMPUS COLLEGE BOARD.....	i
DECLARATION	ii
AND.....	ii
COPYRIGHT	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
LIST OF ABBREVIATIONS AND ACRONYMS	v
ABSTRACT	vi
LIST OF TABLES.....	xi
LIST OF FIGURES	xii
CHAPTER ONE	1
1.1 Background of the problem	1
1.2 Statement of the problem	2
1.3 Objectives of the study	3
1.3.1 Main research objective.....	3
1.3.2 Specific Objectives	3
1.4 Main Research Question.....	4
1.4.1 Research Questions	4
1.5 Significance of the study	4
1.6 Scope of Study.....	5
1.7 Organization of the study	5
1.8 Limitation of the Study.....	5
1.9 Delimitation of the study	6
CHAPTER TWO	7
LITERATURE REVIEW.....	7
2.1 Introduction.	7

2.2 Theoretical Literature Review.....	7
2.2.1 Overview Concept of Workplace Environment	10
2.2.2 Physical workplace environment.....	11
2.2.3 Work place Communication.....	13
2.2.4 The concept of employee's performance	14
2.2.5 Influence of physical environment on employees' performance.....	14
2.2.6 Supervisor support	17
2.2.7 Workplace environment and productivity	18
2.2.8 Overview Concept of MSE's.....	18
2.2.9 Challenges facing MSEs	19
2.3 Empirical Literature Reviews	20
2.3.1 Empirical studies from Tanzania	20
2.3.2 Empirical studies from other countries	21
2.4 Research Gap	22
2.5 Conceptual Frame Work	23
CHAPTER THREE.....	25
RESEARCH METHODOLOGY.....	25
3.1 Introduction	25
3.2 The Research Design	25
3.3 Study Area.....	25
3.4 Study Population.....	26
3.5 Sample Size and sampling techniques	26
3.5.1 Sampling Techniques	27
3.6. Data sources and types.....	27
3.6.1 Primary Data Collection Methods	28
3.6.2 Secondary Data Collection Method	29
3.7 Validity and Reliability.....	30
3.7.1 Validity.....	30

3.7.2 Reliability	30
3.8 Data Management and Analysis	31
3.8.1 Data Management	31
CHAPTER FOUR.....	32
PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION.....	32
4.1 Introduction	32
4.2 Presentations of Findings and Data analysis.....	32
4.2.1 Response Rate.....	32
4.2.2 Surveyed MSE's in Dar es Salaam	33
4.2.3 Demographic Data	34
4.2.4 Gender of Respondents	34
4.2.5 Age of Respondents	35
4.2.4 Workers work experience in MSE's	36
4.2.5 Distribution of the respondent by education level	36
4.3 The effects of physical workplace environment on MSE's workers' performance and productivity.....	37
4.4 The influence of workplace communication on MSE's workers' performance and productivity.....	47
4.5 Influence of supervisor support on MSE's employees performance and productivity	49
CHAPTER FIVE	54
5.1 Introduction	54
5.2 Summary of the Study.....	54
5.3 Conclusion and Recommendation	55
5.3.1 Conclusion.....	55
5.3.2 Recommendation	56
5.4 Suggested Area for Further Study.....	57
REFERENCES	58
APPENDICES.....	62

LIST OF TABLES

Table 3. 1: The Sample Size and Sampling Techniques Used.....	27
Table 4. 1: Response Rate of Respondents	33
Table 4. 2: Summary of MSE's firms surveyed.....	33
Table 4. 3: Gender of Respondents.....	35
Table 4. 4: Age group respondents	35
Table 4. 5: Respondents working experience.....	36
Table 4. 6: The distribution of the respondent by education level	37
Table 4. 7: Effects of physical workplace environment on MSE's performance.....	37
Table 4. 8: The influence of workplace communication on MSE's workers.....	47
Table 4. 9: Influence of supervisor support on MSE's performance.....	49
Table 4. 10: Measures to improve MSE's workplace environment	51

LIST OF FIGURES

Figure 4. 1: Hand woodcraft at Mwenge handcraft village working	39
Figure 4. 2: Weldingoperator at Gerezani, Ilala operating with improper	40
Figure 4. 3: Wood handcraft at Mwenge handcraft village working	42
Figure 4. 4: Owners of furniture manufacture SME's display their products	43
Figure 4. 5: Present of wastes at furniture workshops Keko industrial area.....	44
Figure 4. 6: Poor waste management and poor air quality at Mwenge	45
Figure 4. 7: Work environment with absence of light at Mwenge handcraft	46

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Background of the problem

Today's organizations are influenced by a rapidly changing business environment and intense competition among organizations. Physical and mental abilities of the employees are set when they are working in an environment that suit and fit them well. People are then in an optimum situation for learning, working and achieving targets without distracting their health. Therefore the management has to create a work environment which people in the organization could work in a peace environment, eventually increase performance, productivity and profitability. Work environment especially the physical environment such as quality air, lighting, noise level, temperature level, accessibility of work tools, office furniture complements positive the performance behaviour of the employees (Chandan, 2006).

Lopez (2001) eluded that, the most important factor for attracting, retaining and motivating employees is to ensure that they are working in a conducive environment. Therefore organization may consider employees as most valuable assets and rank them high in the organization if their workplace environment is friendly. Inferior working areas or stations, imperfect office furniture, improper fire emergencies, unsuitable standard of safety measures and personal protective tools, poor ventilation and unsuitable air quality all together may affect performance of individual employee in an organization and when employees are subjected to work environment that are dangerously open to occupational diseases may affect their performance and eventually productivity of the organization decrease (Chandrasekhar, 2011).

Workplace environment can be effective if the performance outcome may be reached by management (Mike, 2010) and (Shikdar, 2002). It is further explained that workplace environment involves system, process of executing work, structure, tools and facilities or condition in an area where employees perform their duties and that affect positively or negatively performance of an employee (Opperman, 2002). Distraction of work place may cut employees productivity by as much as (90%) and

or may increase errors by (27%). Among those distractions, noise is noted as the most leading cause of employees' distraction factor at work place, which results into reduction of productivity and job related stress. Natural light, quality air and ventilation are very important to workers' productivity. It showed that percentage of productivity in a company may increase from (3%) up to (18%) if day lighting system would be taken into consideration (Chandrasekhar, 2011).

Suitable work environments usually increase quality of performance and therefore reduce unnecessary or additional efforts of supervision thus help to achieve a rate of intended objectives. The current challenge of the management all over the world is to ensure that employees are producing at maximum capacity by ensuring that they work in a good and favourable environment (Opperman, 2002). Like any other development country, Tanzania is in line with the recently International Labour Organization (ILO) agenda that give a special importance a work place environment. In recognition of the importance of the MSE's, the government of Tanzania has put in place different programmes such as SIDO, BEST, Presidential Trust Fund, Small and Medium Enterprises development policy in order to create enabling environment to address sources of the constraints facing the sector. According to (URT, 2003) many MSE's in Tanzania are facing number of problems despite introduction of different programmes and policies. The complexity of these problems caused by disadvantages of their sizes and perceptions into improving the living of people. Also many MSE's lack formal setting up of the business, supportive business environment and technical skills.

1.2 Statement of the problem

Workplace environment in many MSE's are unhealthy (URT, 2003). However the issues of workplace environment and its impact to MSE's performance and productivity seem to be complex despite of the fact that good workplace environment has a positive contribution in increasing productivity. Personal or individual performance has been a confusing factor in many companies all over the world. It stimulates a deal of doing more research in the field of management sectors, occupational safety, healthy, attitude and organizational psychology. This is because

most of them characterized by poor office furniture, poor workstations, poor ventilations, excess noises and unsafe protective gears (Lopez, 2011).

In Tanzania, both service and manufacturing Micro and Small Enterprises (MSE's) have greater contribution for the growth and development of the nation, specifically in employment creation, income generation, poverty alleviation and as base for industrial development (URT, 2003). MSEs estimated to contribute TZS 6.9 trillion or about 27% of the country's GDP. Different studies highlight a number of challenges, which includes unfavourable legal regulatory framework, undeveloped infrastructure or business development services. Other constraints include inadequate business training, anti-entrepreneurial culture, ineffective and poorly coordinated institutional support framework and limited access of SME's to finance (URT, 2012) and (REPOA, 2008). Despite introduction of different programmes and policies to overcome complexity of these SME's problems, this sector facing a number of challenges that hinder its contribution in bringing socio - economic development, therefore the study aim to investigate effect of workplace environment into employee performance and productivity.

1.3 Objectives of the study

1.3.1 Main research objective

The main objective of this study is to investigate the effect of workplace environment on workers performance and productivity in Tanzania.

1.3.2 Specific Objectives

- i. To identify effects of physical workplace environment on MSE's employees' performance and productivity.
- ii. To analyse the influence of workplace communication on MSE's employees' performance and productivity.
- iii. To investigate the influence of supervisor on MSE's employees' performance and productivity
- iv. To suggest measures to be taken to improve MSE's workplace environment.

1.4 Main Research Question

To what extent workplace environment affect workers performance and productivity at MSE's?

1.4.1 Research Questions

- i. What are the effects of physical workplace environment MSE's employees' performance and productivity?
- ii. What is the influence of workplace communication on MSE's employees' performance and productivity?
- iii. What is the influence of supervisors' support on MSE's employees' performance and productivity?
- iv. What measure could be taken to improve workplace environment in MSE's?

1.5 Significance of the study

The study finding is of greater benefits to MSE's (owner and workers), other organizations (both public and private) and policy makers as it aimed to provide information in relation to the effects of workplace environment on workers' performance and productivity.

The greater attention based on both services and manufacturing MSE's simply because most of MSE's in Tanzania operate in poor workplace environments which are characterized by improper furniture, insufficient working tools or facilities, lack of safety gears and unregulated temperature. Therefore the study aimed at explaining the situation and suggests measures to overcome MSE's difficulties which relate to physical workplace environment.

For public and private organization the study findings are of relevance to Human Resources Managers and other senior officials specifically toward improvement of workers workplace environment which large focus on increase workers performance and productivity. In academic field, finding of the study aimed on bringing the gap in knowledge and also it serves as background information for future research on the same topic.

1.6 Scope of Study

An attractive and supportive workplace environment provide conditions that enable employees' to perform effectively and efficiently, making the best use of their knowledge, skills, competences and available resources in order to provide high quality of organizations' service.

Regardless of workplace environment being important factor towards increasing workers' morale and productivity in both public and private sector both large and small enterprises, for the case of this study the emphasis is on selected Micro and small enterprises which are found in Dar es Salaam.

The focus on MSE's is based on the fact that most of them operate in poor workplace environment due to limited capital, shortage of skilled personnel, inadequate working facilities and other physical resources. Also the study considers potentiality of the sector specifically for employment creation and contribution to nation's development. Therefore focus on effect of MSE's workplace environment to employees' productivity is of useful to both MSE's owners and policy makers and Tanzania as the nations toward achievement of sustainable development.

1.7 Organization of the study

This study organized in five chapters, chapter one covers the background of the study, statement of the problem, research objectives, research questions, significance of the study, scope of the study and organization of the study, chapter two cover literature review. Chapter three cover research methodologies, chapter four covers data analysis, presentation and interpretation, and chapter five cover summary of the finding, discussions, conclusions and recommendations

1.8 Limitation of the Study

In completion of this study, the short coming among others was in the design and the execution of this research work lied on the scarcity of resources in the form of finances. The research incurred costs in stationeries and payment of research assistants, and other logistics and other materials needed for the dissertation work. Limited time due to tiny university time schedule for dissertation time deadline as

well as the fact that the study conducted while the researcher was supposed to be attending work duties and family matters. However the researcher overcame the limitations by making a small budget for the study and adjusted the time schedule which enabled her to complete.

1.9 Delimitation of the study

To ensure an effective research is carried out the researcher had to overcome time constraints. To overcome time constraint the researcher dedicated more time to the study that include asking for early leaves from office so that data could be collected and the researcher to have an ample time to prepare the research report. At times the researcher had to work till overnight on the research report.

This study was self-financed by the researcher who at times found it difficult to obtain financial resources necessary to support effective research report writing. To overcome the financial constraints the researcher had to allocate more finances from the monthly salary to support stationery and communication cost during the time of the research.

To overcome resistance from respondents who were unwilling to fill the questionnaire and possible deliberate or un-deliberate loss of the questionnaires the researcher mainly adopted self-administered method where respondents filled the questions after a diligent and persuasive rationale of the study presented to them by the researcher.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

This chapter consists of theoretical review, empirical review and conceptual framework. In this chapter researcher review existing literature as published in different books, articles, websites and other studies that helped the researcher to conceptualize the topic under study and to establish relationship between variable.

2.2 Theoretical Literature Review.

In this section the researcher reviews different theories in relation to the study. The main theories relating to study are motivation theories. Motivation is one of the forces that lead to performance. It is defined as the desire to achieve a goal or a certain performance level, leading to goal-directed behavior. Performance is a function of the interaction between an individual's motivation, ability, and environment. When refers to someone as being motivated, means that the person is trying hard to accomplish a certain task. Motivation is clearly important if someone is to perform well; however, it is not sufficient. Ability or having the skills and knowledge required to perform the job is also important and is sometimes the key determinant of effectiveness. Finally, environmental factors such as having the resources, information, and support one needs to perform well are critical to determine performance. At different times, one of these three factors may be the key to high performance. Motivation theories would be explained in two categories: need-based theories and process theories of motivation. (Cite a book). They include the following:

Goal setting Theory; in 1968, Edwin Locke proposed a theory which suggested that an individual goal established by an employee play an important role in motivating for superior performance. This theory is called goal setting theory. The theory emphasizes the importance of involving employees in goal setting as a way of ensuring ownership, clarify role expectations, and as the basis for regular performance feedback.

The theory focuses on the human side of the organization as the main factor to drive and achieve optimum performance in an organization. Through this theory managers and supervisors are advised to put upfront the human face of the organization. This calls for efforts and energy to be directed towards providing relevant incentives to enhance performance, managing processes, providing adequate resources and workplace training.

At the centre of this theory is the human-to-human interaction, including individualized support and encouragement to each and every team member (Salaman et al., 2005).

One of the major multidimensional constructs to achieve results and with strong link with planned goals and objectives in any organization is employees' performance (Abbas and Yaqoob, 2009) and (Sabir et al., 2012).

The theory places strong emphasis on the conduciveness of the work environment, together with motivation and incentive geared towards giving employees a sense of pride and purpose in what they do as the main factor behind employees' goal achievement. This considers factors such as how the workplace environment is designed and utilized, as this does not only affect how employees' feel, but also on their performance, commitment, and in the creation of organizational culture (Taiwo, 2009).

Expectancy Theory; the theory classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as consequence of personal expectations. Victor Vroom has a reputation as a scholar with the widely accepted explanation of motivation through his expectancy theory. The theory argues that employee's strength of tendency to act in a specific way is dependent of the strength of an expectation that the act will result to a given outcome, and the attractiveness of the outcome to the individual involved rendering it simple.

According to the theory, an employee can be motivated to perform better when there is belief and conviction that the better the performance will result to good

performance appraisal and realization of personal goal in form of some reward in future events. The theory focuses on three things: reward and personal goal relationship; efforts and performance relationship and performance and reward relationship. (Salaman et al., 2005).

The hypothesis governing the theory is that individuals adjust their behaviour in the organization based on anticipated satisfaction of valued goals that they have set. Therefore, under this theory in order for employees to perform is by aligning their workplace goals and values with the organization's mission and vision as the main way of creating and maintaining high levels of motivations amongst employees. This in-turn lead to higher productivity, improve employee's performance, encourage team work, and build a positive attitude and culture to handle difficult and challenging times (Salaman et al., 2005).

Frederick Herzberg's Theory: this theory by Herzberg put workplace factors at the centre of job satisfaction, and the absence of the same does not lead to dissatisfaction but rather no satisfaction. These factors that motivate people can change over their lifetime but "respect for me as a person" would remain on the top of motivating factors at any one point in time in life. This theory distinguishes between motivators such as challenging work, recognition, and responsibility that account for positive satisfaction, with hygiene factors such as status, job security, salary and fringe benefits that do not motivate when present, but causes demonization when absent.

The theory is sometimes being referred to as the "Motivators Hygiene Theory" and/or "The Dual Structure Theory". The theorist defined four basic states that could occur, which includes: high motivation/ high hygiene that is perfect state of happy, and motivated employees; high motivation/ low hygiene that refers to motivated employees who love the work but have lots of complaints; low motivation/ high hygiene that refers to bored employees punishing a clock for a pay; and low motivation/ low hygiene that refers to total mess of bored and unhappy employees.

Herzberg's theory concluded that people would strive to achieve 'hygiene' needs because they need them to be happy, but once they are satisfied its effects wears off, and therefore the satisfaction achieved by hygiene needs is only temporary therefore

they are not only motivated by addressing hygiene needs. The theory also emphasized that Management must be sure to provide sufficient hygiene factors while at the same time addressing the real motivators that enable them to reach for and satisfy their achievement, advancement, and development needs, that represent a far deeper level of meaning and fulfilment.

2.2.1 Overview Concept of Workplace Environment

On average workplace environment consumes a (33%) of human's life (CCC, 2003). This makes the environment that we work in to be of crucial importance. This constitutes the environment in man's surrounding which he manipulates for his existence. If not properly managed it can be a source of hazards that may render it unfit and unsafe and in-turn lead to lowering the productivity of employees. Therefore, the workplace entails an environment in which the worker performs his/her work.

An effective workplace is an environment where results and impact can be achieved as expected by the management (Mike, 2010; Shikdar 2002). In its entirety, workplace environment comprises of the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employees activities and performance (Kohun, 1992).

(Opperman, 2002) described workplace environment as a composite made up of three major sub-environments, which includes: technical environment; human environment; and organizational environment.

Technical environment creates elements that enable employees to perform their respective responsibilities and activities. It consists of tools, equipment, technological infrastructure, and other physical and technical elements.

The human environment refers to peers, clients, suppliers, agents and other contractors with whom the employees relate with, work with and interact with in teams, and working groups, the leadership and management.

Organization environment include systems, practices, procedure, values and philosophies. It is designed in such a way that it encourages informal interactions at

workplace, and avails enhanced opportunities to share knowledge and exchange ideas. This is a basis to attain maximum productivity. This is one area of work environment that the management has control over.

In measurement system where people are rewarded on quantity, renders workers with little or no interest to help those workers who are trying to improve quality. Thus, organizational environment influences employee's productivity. To a large extent employees' performance is dependent on the willingness and openness of the employees in doing their job (Stup, 2003).

To ensure standard performance, employers need to ensure that employees perform their tasks in-line with the set timeline, and delivers the outcomes and impact intended in-line with organizational goals. Employer's supervision and monitoring of the work performed by employees is crucial in ensuring that the employees perform and delivers the outcomes intended, and in-case of any shortcoming provide the necessary assistance and support needed by employees. Moreover, a reward system based on performance of employees is crucial in order to keep the employees motivated in performing their tasks.

However, there are several factors to be considered while assessing employee's performance. The factors include: physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, rewards for good or bad system, standard operating procedures, knowledge, skills and attitude. Satisfaction level of employees or negative overall performance of employees can be influenced by the work environment (Stup, 2003).

2.2.2 Physical workplace environment

(Spector, 1998) defines work environment as the physical and social conditions where tasks are performed. Physical workplace environment can be defined as an area in an organization that is being arranged so that the goal of the company could be achieved, and has direct impact on the productivity, health, safety, comfort, job satisfaction, and morale of people within it.

Amongst important factors to be considered in the work environment include: building design and age; workstation setup, workplace layout; furniture and equipment designs; space; ventilation; temperature; lighting; noise; radiation; vibration; and air quality. The extent employees consider themselves being satisfied or not with the conditions of their physical workplace environment equates to physical work environment satisfaction. In organization's efforts to improve employee efficiency and productivity, the physical work environment plays a very important role in improving employee's efficiency and productivity.

Studies have indicated that architectural designs affects the way people behave if it happens that the designers have created conditions that can hinder, discourage, guide, support or enhance users' behaviour. The physical work environment can render certain people as fit or misfit to the environment of the workplace.

Physical work environment is also referred to as ergonomic workplace, whereby a person can be fit or misfit. By having the ergonomic physical workplace environment may help the organization's employees from not getting the nerve injury (Cooper and Viswesvaran, 2005).

When factors of physical workplace environment are improved, then performance and productivity improved as well. The factors being referred to here are such as floor configurations, lightings, furniture layout, and office layout (Brill et al., 1994). To facilitate employees not to be stressed in their efforts to get the job done, the elements of the physical environment need to be proper. The physical elements of workplace play a very crucial role in developing teamwork spirit, networks, and relationship amongst employees at workplace. This can lead to employee's performance to increase from 5% to 10% depending on the actual improvement in the physical workplace design (Mc Coy, et al., 2005).

Another scholar identified two elements of the physical environment as elements that are responsible for the comfort and morale of employees to enable them perform their jobs better. Those elements being referred to be office layout plan; and the office comfort (Brill, 1990).

2.2.3 Work place Communication

Communication is the process that involves activities between the sender and the receiver, when the sender wants to deliver a particular message to the receiver. Communication creates a bridge between individuals, organizations, and between individuals and organizations (Femi, 2014). Communication is defined as a process that involves expressing, listening and understanding.

Hierarchical correspondence is how much data about the occupation is transmitted between the association and its individuals, and amongst the individuals from the association (Price, 1997). As per the Canadian Centre for Communication (2003), one of the key elements for achievement and polished methodology in associations is compelling work environment communication.

When it comes to disseminate the goals of the enterprise, effective communication becomes very handy. Effective communication can enable employees to utilize competencies and skills they possess to enable them to exhibit work behaviours that are appropriate and relevant to the performance at the job.

Effective communication in organizations is more likely to minimize problems with completing the daily procedures, and minimizes the risk of improper occurrence and will generate a stronger morale and a more positive attitude towards work. This is enhanced further when employees communicate effectively with each other, which in turn leads to increased productivity as a result of effective communication, and less complains by employees, instead focusing on getting the job done (Quilan, 2001). Effective communication leads to saving in time by eradicating the need for clarifying unnecessary confusions, and alternatively is used to increase the productivity for the organization (Fleming and Larder, 1999).

Moreover, effective communication makes workplace environment more fun and enjoyable, with less anxiety and conflicts amongst co-workers, and in turn increase positive attitude towards work and hence increased productivity (Makin, 2006).

2.2.4 The concept of employee's performance

(Stup, 2003) is of the view that employee's performance is influenced by the willingness and openness of an employee in doing his/her job. The higher the employee's willingness and openness in doing his/her job, the higher is the employee's performance and productivity. Persons' ability to perform, also including the opportunity and willing to perform well are the main determinants of employee's performance. The internal drive of the employee in allocating as much efforts towards getting the job done is the true meaning of willingness of the employee to perform the given tasks. (Stup, 2003) went a step further that by identifying a number of factors that he is considering to be central for the success of employee's performance. The factors are; physical work environment, meaningful work, equipment, performance expectation, feedback on performance, reward for good or bad system, knowledge, skills, attitude and standard operating procedures.

For standard performance to be achieved, employers need to ensure that scheduled employees' tasks are on track at all times to achieve the organization goal and/or target. This involves close monitoring of employees and affording them with the necessary technical assistance and support needed to improve on their performance. A reward system should be implemented in-line with these efforts and focus on the performance of the employees, as part of the motivation scheme for employees in order for them to perform and deliver more on their tasks.

2.2.5 Influence of physical environment on employees' performance

There are number of factors that affect employee's performance and productivity at workplace. However, when it comes to physical environment the following factors have huge impact on employee's performance and productivity:

Office furniture; office furniture consists of chairs, desks, filing cabinets, shelves, drawers, and tables. Office furniture serves specific ergonomic purposes in the workplace. It is therefore important to ensure that the intended ergonomics provide the required level of comfort and avoid stress and injury (Shikdar, 2002). The different components of office furniture serve different purposes in ensuring productivity and the efficiency of the employees.

Ergonomics of the office are crucial in ensuring that employees work with them for the entire time that they are in office. It incidences that where the ergonomics are uncomfortable and not user friendly to the employees, they risk hampering the working style and efficiency of employees considerably, and in turn affecting the overall organizations performance and efficiency.

Moreover, non-ergonomic office furniture also has potential risks that could lead to health problems to employees, and in turn impacting adversely on the productivity and performance of the organization.

One of the functions of the ergonomic office furniture is to ensure that each employee bonds well and in a friendly way with office furniture around him/her physical workspace. These include items such as: chairs, desks, computers, and filling cabinets. The alignment and even environmental factors are crucial.

Employee's efficiency and performance is likely to be affected if she/he is uncomfortable as a result of any reason(s). Employee's comfort is enhanced and level of motivation sustained when all factors surrounding the employee are ergonomically correct, and in turn leading to an employee giving his/her best at the job.

Based on the crucial importance of ergonomics in employees efficiency and performance, of late organizations consult, and even employ ergonomics experts to design and advise organizations on how to improve office ergonomics include design and choice of furniture that are most suitable to make ergonomics of a work place better.

Air quality; air quality is an important factor in workplace and has significant impact in employee's performance and productivity. Air quality can be broken down into four main elements of air quality, which are: humidity, temperature, ventilation, and cleanliness. Poor air quality has significant health implications to employees. This includes respiratory tract infections, headaches, and/or fatigue which if persists for long periods of time impacts negatively on the productivity and performance of employees. High temperatures also impacts negatively on the productivity and

performance of employees. It is the main cause of lethargy and tiredness resulting from increased body temperatures but the other side low temperature lead to cooler heat and shivering.

As much as humidity may not be our direct problem, it increases our susceptibility to high temperature levels as evaporation of body sweat is blocked. On the other side low levels impacts our ability to breathe and swallow without discomfort resulting from our mouths and nose becoming dry due to the increased level of evaporation in the surrounding environment.

A room or building that is clean, with enough ventilation, right temperature, and adequate humidity is what is considered to be a comfortable work environment.

A room or building with too little humidity may cause magnetic tapes and disks to become sticky in the process of operation, where as too much humidity on the other hand causes condensation of electronic parts in equipment that could lead to short circuiting.

Noise is an element of physical the work environment with significant impact on employee's productivity.

Noise is an element of physical the work environment with significant impact on employee's productivity. Too much noise especially from sounds originating from equipment, tools, and people's conversations could become a stumbling block to workers as they concentrate on their jobs, and therefore consequently lowering their productivity.

However, studies indicate that it is difficult for employees to deliver good performance in a silent environment. This is based on the fact that if properly managed sound can generate a healthy background that could assist employees to concentrate and accomplish their work. Therefore, noise can influence employee's productivity and performance both in positive and negative ways. A good example is how properly coordinated instrumental background music can help employees

working in the claims department to tackle claims from some impatient customers by being more relaxed in solving the customer problem.

Lighting; natural and artificial lights are the two options of lighting available to workplaces. Natural light is available as a free resource that enters the office through window or skylight, whereas artificial light is the one originating from man-made sources of lighting that is mainly designed and produced by manufacturing. A poor lighting system regardless of the source/ type can result into unwanted reflections, glare and shadows in the workplace environment that can cause discomfort and distraction and can interfere with the performance of visual tasks. This may lead to reduction in employee's performance as well as productivity, especially if it includes tasks that involve reading which if allowed to continue in these circumstance may lead to serious vision problems, and in turn may cause eyestrain, headache or fatigue. Moreover, while adequate lighting could be helpful to some workers in performing their tasks and in executing their roles, low lighting may cause depression in some people.

It is important to administrators and office managers to ensure that they take into account the lighting requirements.

2.2.6 Supervisor support

Supervisor support is crucial to guide employees in performing their tasks in a productive and efficient way. The interpersonal role of supervisors is crucial in encouraging positive relations and increase self-esteem and confidence in employees. Employers have a responsibility to ensure that skilled and experienced employees are available to help other employees in executing their roles and responsibilities and to perform better in their current role and develop their careers further (Chandrasekar, 2011).

The author contended that time and material assets ought to be accessible to workers empowering them to perform to the best of their capacity. Singular workloads and authoritative framework and procedure don't upset representatives from applying set up abilities or from rehearsing recently learned aptitudes in this manner the

representatives ought to be given chance to apply. The workplace is set up with the goal that formats guides, models, agendas and others such working environment helps are promptly accessible to minimize mistake rates and client disappointment. (Chandrasekar, 2011) continue to demonstrate that, the most critical workplace components influencing exchange of preparing are thought to be a talk with the director on the utilization of new taking in the chief's inclusion of nature with the preparation and positive input from the manager.

2.2.7 Workplace environment and productivity

(Uzee, 1999) contend that, throughout the years numerous associations have been attempting new outlines and procedures to develop office structures which can expand profitability and pull in more workers. Numerous creators have noticed that, the physical design of the working environment, alongside effective administration procedure, is assuming a noteworthy part in boosting representatives' efficiency and enhancing association execution.

(Chandrasekar, 2011) characterizes that; profitability is the expanded utilitarian and association execution, including quality. It is a proportion to quantify how well an association or individual, industry, nation changes over info assets, for example, works, materials as well as machines into products and administrations. For this situation, we are thinking about execution increment as when there is less truancy, less worker leaving early and less breaks; while in a production line setting, increment in execution can be measured by the quantity of units created per representative every hour.

2.2.8 Overview Concept of MSE's

Micro Enterprise is hardly a new concept. Most of these enterprise develop for the purpose of earn little for a living or create additional earning by owning personal business. In context of Tanzania micro and small enterprises have been grown well soon after 1980's due to many reasons such as international requirement of International Monetary Fund (IMF) and World Bank policies and conditions for receiving new loans. In Tanzania, micro enterprises are those engaging up to four (4)

or five (5) people, in most cases family members and employing capital amounting up to Tanzania shillings five million (5). The majority of micro enterprises fall under the informal sector and estimated that about 1/3 of GDP originated from MSE's sector (URT, 2003).

Small enterprises are mostly formalized undertakings engaging between five (5) and forty nine (49) employees or with capital investment from Tanzania shillings five million (5) to two hundred (200) million. Medium enterprises employ between fifty (50) to ninety nine (99) people or use capital investment from two hundred (200) million to eight hundred (800) million (URT, 2003).

The concept of SME's is relative and dynamic and it is because mostly depends largely on a country's level of development. There is no universal definition of SME's that is widely accepted as the definition. The definition of SME's differed from one country to another but is often based on employment, assets or a combination of both. SME's have been defined against various criteria such as the value of assets employed and the use of energy. The number of employees is considered to be an appropriate measure of SME's because of the differences in organizational structure. This is illustrated in the table below (URT, 2003).

Table 2. 1: Categories of MSE's and SMEs Development in Tanzania

Category	Employees	Capital Investment
Micro Enterprises	1 to 5	Up to 5million
Small Enterprises	5 to 49	Above 5 million to 200 million
Medium Enterprises	50 to 99	200 million to 800 million
Large Enterprises	More than 100	More than 800 million

Source:(URT, 2003) Small and Medium Development Policy

2.2.9 Challenges facing MSEs

However, the (URT, 2003) mentioned that, MSE's are confronted with unique problems including heavy costs of compliance resulting from their size and poor support from the government to attract MSE's as they are doing to foreign investors.

Other constraints include insufficient working premises and limited access to finance for growth, business development services namely services related to entrepreneurship, shortage of business training and marketing techniques and lack use of technology development resulted to use of low skills.

Information is undeveloped and not readily unavailable to SME's as well as appreciation from such services. They can hardly afford to pay the services. Institutions and association supporting SME's are weak, fragmented and uncoordinated partly due to lack of clear guidance and policy for the development of the development of the sector (URT, 2003).

2.3 Empirical Literature Reviews

In this section researcher reviewed the work done by other researcher that relate to the topic under investigation. It basically aims at relating theoretical literature review with finding of other researchers.

2.3.1 Empirical studies from Tanzania

Abeid, (2015), conducted a study aimed on investigates the workplace environment of Tanzania Micro and Small Enterprise. The study findings show that, many workplace environments are effected by a number of factors. These include lack of proper furniture, insufficient light, excessive noise, poorly designed work centres, insufficient working tools/facilities, lack of safety gears and high temperature environment. All these factors play a vital role as they greatly affect employee's performance.

Bushiri, (2014) assess the impact of workplace environment on employees' performance at the Finance Management in Dar es Salaam. The study finding revealed that, workplace environment plays a vital role in motivating employees to perform their assigned job. The study also revealed that employees will improve their performance and productivity greatly if the workplace problems are identified. Therefore it is the responsibilities of the organization to provide friendly workplace

environment that will influence employees to work comfortable and perform their responsibilities.

Oswald, (2012) conduct a study aimed on determination of the effect of work environment on the performance of reproductive and child health care providers in Tarime district. The result reveals that, there is a positive significant relationship between performance of the Reproductive and Child Health provider and the work environment elements; such as presence of office building, availability of drugs and availability of equipment. These results indicate that, the physical component of the work environment have the strongest effect on the performance level of employees. Element such as level of distraction noise, work interaction and privacy are not considered important by the Reproductive and Child Health workers.

2.3.2 Empirical studies from other countries

Ajala, (2012) conducted a study aimed on analysing the influence of workplace environment on workers welfare and productivity in government parastatals of Ondo state, Nigeria. The findings of the study revealed that, workplace features such as sufficient light, absence of noise, proper ventilation, layout arrangement and good communication network at workplace have effect on worker's welfare, healthy, morale, efficiency, and productivity. It was recommended that, industrial social workers should advocate with management to create a conducive workplace environment and good communication network that will attract, keep, and motivate its workforce for healthy living and improved productivity and guarantee employees, enthusiastic employers and sustenance of the organization.

(Marpady and Singhe, 2012) investigate the dimension of workplace environment in terms of physical as well as behavioural components. It has proved that, workplace environment plays a vital role in motivating employees to perform their assigned work. Money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high performance becoming increasingly important in today's competitive organizational environments. The study also revealed that, employees will improve

their performance if the problems identified and tackled by the management. Those problems were flexibility of furniture, work noise distraction, manager's interpersonal relationship with subordinates, and their work life balance.

Chandrasekhar (2011), investigates the workplace environment and its impact on organizational performance in public sector organizations. The study finding show that workplace environment plays a vital role in motivating employees' performance. Managers and supervisors need to be comfortable with the whole scope of workplace environment factors that influence employee motivation. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance back. Time and energy will also need to be given to providing relevant performance incentives, managing process, providing adequate resources and workplace coaching.

Shikdar and Sawaqed (2003), conducted a research on workers' health and occupational and safety issues in the Sultanate of Oman. Findings of their study indicated that, poor environment condition especially noise, unsuitable furniture and high temperature are very common situation in workplace environment. They also found out that, complaints about fatigue, back pain, headache and related muscular skeletal disorders were very common. All those problems together greatly affects employees' performance and they need to be addressed properly.

It is evidently observed from the empirical findings stated above that a good workplace environment plays a very fundamental role towards increasing performance and productivity of workers in general.

2.4 Research Gap

From theoretical and empirical literature review, the study appreciates some works which were done by other researchers in relation to the effects of workplace environment on workers performance and productivity. For examples Abeid (2015) conducted a study aimed on 'investigating the Workplace Environment of Tanzania Micro and Small Enterprises'. Oswald (2012), conducted a study aimed on

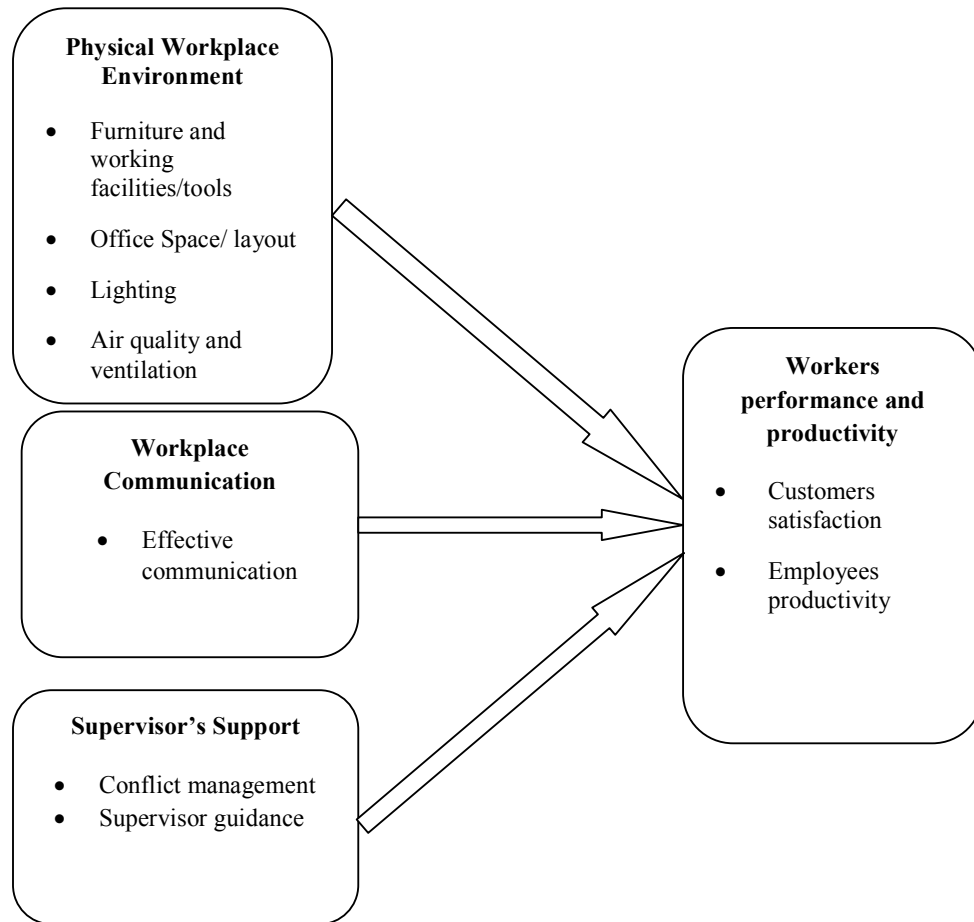
determination of the ‘effect of workplace environment on the performance of reproductive and child health care providers in Tarime district’ and others such as (Bushiri, 2014), (Ajala, 2012), (Marpady and Singhe, 2012) to mention a few.

Although most of these empirical studies focus on the effect of workplace environment on employee performance, none of them have systematic assess the effects workplace environment on workers performance and productivity in Tanzania, specifically focus on selected MSE’s both service provider and manufacture MSE’s hence the study is needed for bridging the gap in knowledge.

2.5 Conceptual Frame Work

The conceptual framework guide this research based on the effects of workplace environment on workers performance and productivity in Tanzania. The independent variables include workplace environmental factors comprise physical environment such as furniture and working facilities/tools, office space/layout, lighting, air quality and ventilations, workplace communication includes effective communication and supervisors support whereby conflict management and supervisor guidance while dependent variable is performance and productivity which measured in term of customer satisfaction and employees’ productivity.

Figure 2.1 Show the Conceptual Frame Work



Source: Researcher Conceptualization (2016)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents research methodology used in the study. It is the process of used to collect information for the purpose of making decision. Those descriptions of research methodology include research design, study area, study populations, sample size and sampling techniques, data sources and data type, data validity and reliability, data management and analysis.

3.2 The Research Design

Generally, is the way a researcher makes overall techniques and strategies by combining them all those different elements of the study and stick them together and completely making sense. The study used a case study as the research design to describe effects of workplace environment on workers' performance and productivity in Tanzania and used a selected Micro and Small Enterprises (MSE's) in Dar es Salaam. (Adam and Kamuzora, 2008) define that, a case study research design is an intensive description and analysis of a single situation. (Ndunguru, 2007) continue to comment that, a case study is a unit under intensive investigation which involve in depth study.

The selection of case study was based on the fact it is the best for obtaining extensive and deeper understanding of the research been investigated. It is characterized by a thorough study of a unit over a range of variables but always maintaining the unitary nature of the unity of inquiry. Thus the validity of findings in such studies is relevant to the case under investigation and that generalization is limited (Ndunguru, 2007).

3.3 Study Area

Despite of existence of many MSE's in different parts of Tanzania which operate at different workplace environment; however for the case of this study the focus was on both selected service and manufacturing MSE's in selected parts Dar es Salaam city which include Mwenge Hand Craft Village at Kinondoni, furniture manufacturing at

Keko industrial area at Temeke, metal manufacturing at Gerezani area at Ilala and service providers that are food vendors at Karume area at Ilala.

The selection of the city based on the fact that it presents the large population of MSE's which account a number of environmental challenges in their work place. For example permanent working station, poor or lack of social services in mostly working area, lack of electrical power, inefficient, ineffective and weakly organization of institutional support framework and limited access of SME's to fund hinder these enterprises to growth (Adam and Kamuzora, 2008). Hence focus on Dar es salaam as the case study assisted both MSE's owners, policy makers and other stake holder in creation good workplace environment for MSE's business to growth due to its potentiality in contribute to the national economy.

3.4 Study Population

The study population includes selected MSE's in Dar es Salaam both service and manufacturing owners and workers and some customers. A study population is a focal group from whom the researcher wanted to learn something. It is the totality of all the objects and subjects that meet the requirements of a specific situation. An accessible population described as all the cases that meet the criteria and accessible for the study (Adam and Kamuzora, 2008)

3.5 Sample Size and sampling techniques

The study used a sample of ninety (90) respondents in which data were collected from MSE's owners, workers and other stakeholders (customers of MSE's products). The selection of sample considered the issue of time and financial constrain. This is because it was difficult to obtain a comprehensive list of MSE's in all three municipals that are Kinondoni, Ilala and Temeke. However, researcher assumed that a sample of 90 MSE's would be reasonable and therefore efforts were made to obtain at least thirty (30) respondents from each municipality through which the researcher managed to get eighty five (85) respondents.

3.5.1 Sampling Techniques

The study used a non-probability sampling techniques whereby purposive or judgmental, convenience or accidental and simple randomly sampling techniques used. The researcher chosen purposive or judgmental because it gave a room to include or exclude elements which believed that would be able to deliver the required data. (Corbetta, 2003) continue to comment that, although a non-probability approach considered the chances of each person to be included in the sample, the major criteria for including a person in a sample is possession of expertise or experience about a problem under investigation.

A purposive approach is appropriate to a small scale and in-depth studies (Ndunguru, 2007). The researcher used purposive sampling to collect data form MSE's owners and workers. On the side of convenience sampling the researcher used this technique to collect data from MSE's customers that were presented and willing to answer researcher questions.

Table 3. 1: The Sample Size and Sampling Techniques Used.

Key Stakeholders	Number of respondents(Frequencies)	Sampling techniques
MSE's owners	22	Convenience Sampling/Purposive
MSE's workers	48	Purposive sampling
Customers and other stakeholders	15	Convenience sampling and simple randomly sampling

Source: Field survey (2016)

3.6. Data sources and types

(Yain, 2003) argued that, case studies can receive information from different six sources. Those sources are reviewed documents, reviewed archival records, questionnaires, interviews, direct observation and participant observation. For the case of this study the primary data gathered through documentary review, questionnaire and interviews directly from respondents MSE's owners, workers and customers from different MSE's in Dar es Salaam. The secondary data collected

form indirect sources, such as textbooks, articles, websites and other documents form MSE's source of information as well as from various public source.

3.6.1 Primary Data Collection Methods

The study used both structured questionnaires and unstructured questionnaires and interviews as the techniques for primary data collection. (Kothari, 2004) explained that, primary data is the first information brought together from the source at the first time. It is that first-hand information obtained from the source for a research. This could be in the form of an interview, questionnaire, records written and kept by people involved in or who bear witness to an events.

3.6.1.1 Questionnaire

This study used structured questionnaire to collect primary data. Researcher prepared questionnaires which are systematically based on research questions and divided them into two sections. The first part of the questionnaires which is section 'A' captured the personal information of the respondents, while the second 'B' carried out research questions information that aims to bring under discussion.

Questionnaires circulated to respondents concerned with a request to participate to answer the questions provided and to return the given questionnaire to the researcher. The questionnaire given to respondent were consists with various number of questions which were printed in a set of forms. Respondents were expected to read all questions and write down by reply in a space meant for the purpose in the questionnaire and respondents were answer the question by them. The open ended questionnaires with ranking and tick one box to all respondent for the study. The reason is to give a wide scope of expressing also were given time to answer. Both English and Swahili used. Primary data were collected using semi structured questionnaires through the drop and pick method in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form

3.6.1.2 Interview

(Kothari, 2004) comments that, the researcher shall use both structured and unstructured interview questions that involve face to face contact with the

respondents. For the case of this study, a researcher used both structured interview questions and in- depth unstructured interview questions to MSE's owners, workers and some of customers.

The researcher preferred this method of data collection because it is direct contact between a researcher and respondents. Interview questions were both in English and Kiswahili language, therefore this method was helpful to a researcher to translate questions to respondents in an event where English language was not understood therefore it solved a language barrier.

Also the method was useful because it made easier for respondents to ask questions in a situation where they did not understand so that they got a clear clarification that helped the researcher to get intended information.

3.6.2 Secondary Data Collection Method

Documentary review method used by the researcher to collect secondary data. This method helped the researcher to gain general knowledge towards MSE's. It is very important method because a researcher would get crucial information about the investigation phenomenon. Secondary data collection method is used for both specific and reasons or purposes and for cognitive purposes. Examples of secondary data collection methods are newspapers, letters, other research studies, books as well as websites (Corbetta, 2003). (Saunders et al., 2003) continue to argue that, the use of secondary data collection method rescue an extra use of time and fund for researchers. It allows the researchers to analyses larger data sets and gave out a set of circumstances that make it possible to reflect about theoretical ambition of achieving, analysing and interpreting data.

For the case of this study, different numbers of documents were analysed from MSE's owners in relation to the number of employees, capital and asset own. The review of various secondary source of information enabled the researcher to understanding different theory and other empirical studies which are in line with the study.

Data applied in the study were collected and stored at VETA, SIDO, TANTRADE, TBS and Municipalities (Ilala, Kinondoni and Temeke) this enable their stakeholder to acquire information about SMEs registration, performance and status of these companies. These include reports from 2013 up to 2015, articles, and also journals. Strength to adopt this approach involved use of few resources particularly time whereby it was easy to access these secondary data at VETA, SIDO, TANTRADE, TBS and Municipal (Ilala, Kinondoni and Temeke) and acquire reports from 2013 up to 2015, data collected were reliable and trusted because they were cross checked relatively easily by stakeholders and were more accurate than primary data.

3.7 Validity and Reliability

3.7.1 Validity

Validity and reliability are the two important data quality control measures in research. Data validity is a way of controlling quality of data in a scientific investigation. When physical and or statistical control is put in place in such that research measurement process produces accurate data is now so called research validity (Ndunguru, 2007). Some other authors suggested that validity of research is produced as an elimination of faults of the research findings. For the case of this study the researcher used triangulation strategy to strengthen data validity. Data triangulation is a process of employing more than one method to collect information (Smith and Morrow, 1996). The researcher collected primary data by using different data collection tools like interviews both structured, unstructured and questionnaire. Documentary reviews have been done for purpose of collecting secondary data.

3.7.2 Reliability

Reliability refers to the question of whether a measuring instruments or process can produce the same results if successively employed by different researchers (Ndunguru, 2007). It is the extent to which a measure is giving consistence and stable results in a measuring process.

3.8 Data Management and Analysis

Data Management and analysis is an important step in research. The researcher stated how the data inspected, collected, analysed and program used in the analysis. This ensured correctness and reliability of the findings.

3.8.1 Data Management

Data Management is an administrative process by which the required data is acquired, validated, stored, protected and processed and by which its accessibility, reliability and timeliness is ensured to satisfy the needs of the data users. In this study data collected both qualitatively and quantitatively. After collection, they were edited and summarized to reduce errors that occurred in collection process.

The exercise involved careful scrutiny and checks of the complete questionnaire not only to ensure that they all filled but also to detect errors and omission so as to ensure consistency with other facts gathered. Immediately after the interview session, proper notes about the responses obtained were compiled to avoid the possibility of forgetting. Data collected arranged to accelerate the analysis stage.

3.8.2 Data Analysis

The researcher used presented the finding by using statistical procedures and models such as tables and percentages, which then used to summarize the results in order to draw conclusions. Because the research study used both qualitative and quantitative analysis techniques, descriptive statistical techniques mainly frequencies and percentages presented the findings.

Also researcher used Microsoft word and excels to analyse both primary and secondary data. With the use of these packages the researcher was able to analyse information from the findings quickly. The analysis was guided by research objectives and research questions.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter covers analysis and interpretation of various data collected through used of questionnaires, interview and secondary source as per objectives of the study. The study aimed to investigate effects of workplace environment on workers' performance and productivity in Tanzania specifically focused on selected MSE's workers in Dar es Salaam.

The study objectives include to determine effects of physical workplace environment on MSE's workers performance and productivity, to analyse the influence of workplace communication on MSE's workers performance and productivity, to investigate the influence of supervisor support on MSE's workers performance and productivity and the last objective aimed on suggesting measures to be taken to improve MSE's workplace environment.

4.2 Presentations of Findings and Data analysis

4.2.1 Response Rate

The study was conducted by using both interviews and questionnaire to collect primary data. Out of 90 respondents only 85 (94.4%) respondents replied to both questionnaire and interview. Researcher distributed sixty five (65) questionnaires in which sixty (60) questionnaires (92.3%) were filled and returned while five (5) out of them (5.6%) were not responded. Similarly interview technique was used for collecting primary data. The researcher conducted a successful interview with twenty five (25) respondents from different MSE's.

For more explanation, the study response rate presented in the form of table as it is shown below;

Table 4. 1: Response Rate of Respondents

Response Rate	No. of Response (Frequency)	Response in Percentages
Expected response	90	100%
Actual respondents	85	94.4%
Not responded	5	5.6 %

Source; Analysed data, (2016).

From the table 4.1 study finding, it gives evidence that respondents were willing to participate in the study. This is due to high response rate of 94.4%. Also high response is the sign of high quality study. This is supported by (Aday, 1996) who comments that, higher response rates assure more accurate survey results.

4.2.2 Surveyed MSE's in Dar es Salaam

Researcher surveyed selected handcrafts MSE's, wood and furniture manufacturing MSE's, metal manufacturing MSE's and food vendors in different parts of the Dar es Salaam in which data were collected. The findings are summarized in the table below;

Table 4. 2: Summary of MSE's firms surveyed

Types of MSE's visited	No. of respondents(Frequency)	Percentages
Handcraft MSE's	18	21.0 %
Metal manufacturing MSE's	24	28.0 %
Wood and furniture manufacturing MSE's	28	33.0 %
Food vendors MSE's	15	18.0 %
Total	85	100 %

Source:Analysed data, (2016)

The study findings show that out of 85 respondents, 18 (21%) were involved in handcraft MSE's activities, 24 (28%) were involved in metal manufacturing activities, 28 (33%) involved in wood and furniture manufacturing MSE's and 15 (18%) were employed or involved as food vendors. Majority of respondents were

involved in wood and furniture manufacturing, metal manufacturing activities and handcraft activities.

4.2.3 Demographic Data

The researcher found it is important to find out extensive information of respondents since it provides basis under which the study can fairly produce relevant information. This helped to classify the different results according to their knowledge and responses. This section looked at gender of the respondents, age, education level and experience or year of working in a firm.

4.2.4 Gender of Respondents

The study involved gender distribution of respondents in order to answer the questionnaires provided as shown on the table.

Table 4. 3: Gender of Respondents

Gender	No. of Respondents (Frequency)	(%) of Respondents
Male	44	51.8 %
Female	41	48.2 %
Total	85	100%

Source; Analysed data, (2016)

From the table 4.3 above, the study found that the male respondents were 44 (51.8%) while female respondents were 41 (48.2%). From the findings evidenced that majority of respondents were male. However the difference between respondents is minor which implies that the study was not gender biased.

4.2.5 Age of Respondents

The study aimed to seek out the distribution of the respondents by age group. This is for general information and is not a direct objective of the study. The findings are presented in the table below;

Table 4. 4: Age group respondents

Age group	No. of respondents (Frequency)	Percentage (%)
18 - 29	14	16.5%
30 - 41	25	29.4 %
42 - 53	34	40.0%
54 - above	12	14.1 %
Total	85	100 %

Source:Analysed data, (2016)

From the table 4.4 above the study found out that most respondents are aged group between 42 to 53 years 34 (40.0%) followed by age between 30 to 41 years 25 (29.4%). Other age groups were 18 to 29 years 14 (16.5%) and aged 54 and above 12

(14.1%). This gave the implication that the majority of the study respondents have adequate experience in matters concern working environment in their respective work places.

4.2.4 Workers work experience in MSE's

The study aimed to find out number of years of respondents working in MSE's. This is for general information and is not a direct objective of the study. The results are shown in table below;

Table 4. 5: Respondents working experience

Years of service	No. of respondents (Frequency)	Percentage of respondents
1 – 5 years	15	17.6%
6 – 10 years	46	54.2%
11 and above years	24	28.2%
Total	85	100 %

Source:Analysed data, (2016).

From the table 4.5, the study revealed that 15 (17.6%) of respondents have 1 to 5 years of working experience, 46 (54.2%) of the study respondents have experience about 6 to 10 years while the rest of respondents that is 24 (28.2%) have working experience of more than 11 years. From the study findings there is evidence that respondents have enough knowledge on their working place environment and its effects on their performance of daily activities.

4.2.5 Distribution of the respondent by education level

The study sought to find out education level of respondents. This is for general information and not a direct objective of the study. The outcome are shown in table 4.6 below

Table 4. 6: The distribution of the respondent by education level

Education level	No. of respondents (Frequency)	Percentage of respondents
Primary education	51	60 %
Secondary education	27	31.8 %
Other qualifications	7	8.2 %
Total	85	100 %

Source: Analysed data, (2016).

From table 4.6 above the findings indicate that 51 (60%) of respondents have primary education, 27 (31.8%) of the respondents have secondary education while the rest of the respondents 7 (8.2%) have other qualifications such as diploma, degree, FTC, VETA certificates). Based on the study findings it implies that majority of workers and MSE's owners have primary and secondary education.

4.3 The effects of physical workplace environment on MSE's workers' performance and productivity.

The study sought to find out the effects of physical workplace environment on MSE's workers' performance and productivity. The respondents were required to argue on the listed physical workplace environment factors affect workers' performance and productivity. The findings of the study presented in the table 4.7 below as follows;

Table 4. 7: Effects of physical workplace environment on MSE's performance

Factors	Strongly Agree	Agree	Disagree	Strongly disagree
A	19 (22.3%)	42 (49.4 %)	14 (16.5%)	10 (11.8%)
B	23(27.1%)	40 (47.1%)	10 (11.8 %)	12 (14%)
C	17 (20%)	43 (50.6%)	21 (24.7%)	4 (4.7%)
D	39 (46 %)	29 (34%)	10 (11.8)	7 (8.2 %)

Source:Analysed data, (2016)

Key:

- A. Furniture and working facilities/tools at workplace support workers' performance and productivity
- B. Officespace and layout at workplace increase performance and productivity,
- C. Availability of enough lights affect workers performance and productivity
- D. Quality air and ventilation at workplace affects workers' performance and productivity.

From table 4.7 the study findings show that is 61 (71.7%) of the respondents strongly agree and agree that furniture and working facilities/tools in a working place support workers' performance and productivity, while the rest of respondents that is 24 (28.3%) disagree and strongly disagree with the statement. 63 (74.2%) of the study respondents were strong agree/agree that availability of enough space and layout at workplace increase workers' performance and productivity while the rest of respondents 22 (25.8%) disagree/ strongly disagree with the statement.

60 (70.6%) of the study respondents strongly agree/agree that availability of enough light at workplace affect workers' performance and productivity while the rest of respondents 25 (29.4%) of the respondents strong disagree/disagree with the statement. 68 (80 %) of the study respondents strong agree/agree that availability of enough ventilation and moderate room temperature increase workers' performance and productivity while rest of the respondents 17 (20%) strongly disagree/disagree with the statement. The findings are more elaborated and discussed as follows;

Furniture and working facilities/tools; Many respondents 61 (71.7%) strongly agree and agree that furniture and work facilities at workplace have greater role toward increasing workers' performance and productivity. For example during data collecting respondents at Mwenge wood handcraft village complained that they are working in a very hard situation and poor environment.

One of the respondent said that *I have been working for fifteen (15) years now, using stools instead of comfortable seat and now I am suffering from severe backache. I don't have gloves and sometimes I get injured by knives during sculpturing. I see*

myself fail to meet a number of sculptures I used to make in six months back. Because of severe backache I use a lots of time to produce one sculpture.

Figure 4. 1: Hand woodcraft at Mwenge handcraft village working with poor working facilities/tools



Source: Analysed data, (2016).

Metal welding operators at Gerezani, Ilala complained that, their supervisors do not consider their working facilities. They do not have masks to protect themselves from welding fumes or any injuries related in inhalation of toxic fumes or skin burns. During electric welding processes they do not use safety goggles, hand shield, or and helmets equipped with suitable filter glass to protect against the intense ultraviolet and infrared rays. One of the respondents explained that,

“As you can see we are operating on an open space; if other operators doing electric welding process all this area screened with arc and rays that when reflect glasses or metal may cause eye injury”

They further explained that their performance and productivity are affected by improper and unsuitable furniture related to their activities. They worked without working equipment's such as protective clothes, gloves, masks, chairs, tables, and others which are of useful in doing their responsibilities affects their performance.

Figure 4. 2: Weldingoperator at Gerezani, Ilala operating with improper working facilities.



Source:Analysed data, (2016)

These findings demonstrate that having good furniture and work facilities have the highest significance into workers performance and productivity. It assures good health for workers. Better working tools/facilities at workplace will help to prevent job related stress, injuries and accidents. Good furniture will help to reduce fatigue. The findings of this study correspond with findings of Abeid (2015), on the study of investigating the workplace environment in manufacturing Micro and Small Enterprises in Tanzania. The study findings revealed that inadequate and improper working facilities and handling equipment's affect workers performance and productivity. Similarly, (Marpady and Singhe, 2014) findings emphasized that,

availability of furniture and other tools at workplace have a greater impact on organization performance.

The findings of this study are also supported by findings of (Hameed, 2009) who found that, there is a positive relationship between office furniture and workers performance and productivity in Banking Organizations of Abbottabad, Pakistan. It further explained that the office furniture should be in line with the workers requirements since they tend to have impact on their performance.

Office space and layout; the office which have enough space for their employees to work comfortable increase workers' morally in doing their jobs. This was revealed by majority of the study respondents whereby 63 (74.2%) strongly agree and agree that office layout and space availability at work place increase performance and productivity. However, most of the study respondents were not happy with their office layout and space. Respondents at Mwenge handcraft village complained that, work space limitations for both productions and storage is a limiting factor for their performance and production capacity. (See figure 4.3 and 4.4)

Figure 4. 3: Wood handcraft at Mwenge handcraft village working on a narrow space.



Source: Analysed data, (2016).

Also interviewed respondents who are working at wood furniture manufacturing at Kinondoni and Keko explained that, they are facing a challenge of limited space for displaying and storing of their furniture products thus hinder production. They are forced to display all products they made openly around the production areas (see figure 4.3)

Figure 4. 4: Owners of furniture manufacture SME's display their products along the road at Mwenge.



Source: Analysed data, (2016).

The study findings correspond with findings of (Hughes, 2007) which revealed that, nine out of ten workers believed that a workspace quality affects the attitudes of employees and increases their productivity.

Also these study findings in line with findings of (Miller, 2005), in the University of Florida emphasized the value of comfortable office environment; the campaign contended that a work friendly office environment helps the employees attain mental peace and wisdom, instead of mental pressure and fatigue. It was further argued that minimal turnovers are expected if organizations genuinely and sufficiently care for their employees.

Furthermore, (Miller, 2005) also reached to the conclusion that the provision of stimulating work environment ought to a priority of good managers, since leads to increased productivity and utilization of a human resources in the company.

Figure 4. 5: Present of wastes at furniture workshops Keko industrial area



Source: Analysed data, (2016).

Availability of quality air and ventilations; Most of MSE's respondents argued that, quality air had greater role toward working performance. The study findings show that 68 (80%) of the study respondents strong agree/agree that availability of quality air at work place affects workers performance and productivity. This is partly contributed by poor waste management and disposal practises and lack of protective gears. Most of respondents at Mwenge hand craft village explained that they do not get enough air because both their working stations and shops concentrated in small spaces and poor ventilated (see figure 4.6)

Figure 4. 6: Poor waste management and poor air quality at Mwenge handcraft village



Source:Analysed data, (2016).

Availability of enough light and ventilation; the study findings show that 60 (70.6%) of respondents at different places where MSE's operate recognize a role of light in their workplace toward performance of their activities. It is found that, most of the work stations at these MSE's depend on natural light which limits to work at the evening. Respondents demonstrated that, depending on natural light it results to work discomfort and the outcome is reduction of the speed of production (see figure 4.7).

Figure 4. 7: Work environment with absence of light at Mwenge handcraft village



Source: Analysed data, (2016).

The study findings in line with the findings of (Sarode and Shirsath, 2014) which found that, an adequate lighting system, noise, colour, as well as air quality can impact employees both physically and psychologically; healthy problem may arise such as headaches resulted from poor lighting system and unnecessary noise. Respiratory problems and fatigue may also occur as consequences of poor air quality. These findings also match with findings of (Ajala, 2012) who explained that, a quality lighting programme would boost productivity and performance, reduce fatigue and eye strain and therefore assure good health for worker hence increasing organizational productivity. A better lighting at the workplace helped to prevent accidents, help workers improve eye- hand coordination and thereby improve productivity and lower rejection rate. The company also realizes intangible benefits that associated with, better employee morale and reduce accident rates

4.4 The influence of workplace communication on MSE's workers' performance and productivity.

Communication is very important element of any organization. Activities in any organization have a great opportunity to meet targets at very low costs when and if effective communication has been given consideration. This study intended to measure respondents' views of the influence of work place communication on MSE's workers towards accomplishment of their task and productivity. The study findings presented in table 4.8 as follows;

Table 4. 8: The influence of workplace communication on MSE's workers performance and productivity

Influence of communication	Organization performance and productivity			
Response	High	Moderate	Low	Total
Effective communication	49(57.6%)	19 (22.4 %)	17 (20%)	85 (100%)

Source:Analysed data, (2016).

From the table 4.8, the study findings show that about 49 (57.6%) of the respondents insisted that effective communication have high contribution toward organization performance and productivity, 19 (22.4%) of the respondents commented that effective organization communication influence MSE's workers performance at moderate rate while the rest of the respondents 17 (20%) argued that effective communication influence low extent of performance of workers at MSE's. Generally majority of respondents argued that effective communication influence workers' performance and productivity in MSE's.

The interviewed respondents of some MSE's explained that, exchange of ideas and techniques between their supervisors on how to perform their job well, increase working efficiency and quality of product produced. For example some metal welding operators at Kinondoni explained that improvements of their products are much associated with corporation they have with their supervisors. They learn different art designs within themselves and from supervisors.

Similarly some respondents of furniture manufacturing at Keko explained that they are normally working as a team, exchanging ideas and involved in decision making thus, helped to increase innovation, performance and productivity. This study finding is supported by (Chen, 2011) who revealed a positive relationship between organizational communication, commitment and job performance.

The findings are in line with the view of (Tayerson, 2012) who confirmed that effective workplace communication helps organization to select and tailor their programmes and policies to meet the specific needs of their employees. By meeting the needs of employees their morale are boosted. This help to stabilize psychologically and emotionally therefore help them to perform effectively and efficiently at workplace and increase productivity. Furthermore it was founded that good communication network helps to develop better relationship among employees which help to perform their roles successfully.

Also the finding is in line with findings of (Quilan, 2001) who explained that, when employees communicate effectively with each other, productivity will increase because effective communication means less complains and more get to be done. It removes confusion and free up wasted time that would have been otherwise spent on explanation or argument.

Furthermore, this finding in line with (Femi, 2014) findings that revealed that, effective communication creates mutual understanding between management and workers, which then helps in building humble relationship between both parties in the organizations. It further revealed that poor communication affect workers performance. Therefore organization should regularly articulate its policies, goals and objectives to workers to improve work performance. Thus communication is a means through which the task and resources needed to carry out an assignment, the roles and duties and expected results are made known to the subordinates which make work easier for better performance.

The finding of this study also in line with (Bushiri,2014) who found that communication between employees promotes trust and loyalty among themselves and encourages better team work. Good relationship shows that there is good communication system at workplace which resulted in high employees' performance.

4.5 Influence of supervisor support on MSE's employees performance and productivity

The study sought to find respondents views on the influence of supervisor support on MSE's workers' performance and productivity and the table below shows the results;

Table 4. 9: Influence of supervisor support on MSE's performance and productivity

Level of workers' supervisor support	Workers' performance and productivity			
	High	Moderate	Low	Total
High level of support	46 (54.1%)	35 (41.2%)	4 (4.7%)	85 (100%)
Moderate support	39 (45.9%)	44 (51.8%)	2 (2.4%)	85 (100%)
No/low support	5 (5.9%)	27 (31.8%)	53 (62.4%)	85 (100%)

Source: Analysed data, (2016).

The study findings as illustrated in table 4.9 indicates that, there is a positive correlation between level of workers supervisor support and workers performance and productivity on MSE's. 46 (54.1%) of respondents highly agreed that, high level of supervisor support on MSE's influence workers to perform high and increase productivity. 44 (51.8%) of respondents accepted that, a moderate supervisor level of support on MSE's lead to moderate workers performance and productivity, while 53 (62.4%) of respondents agreed that with no or low support of supervisor of workers on MSE's leads to low workers' performance and productivity.

Some of interviewed respondents in handcraft MSEs explained that their performance increase because of good supervision and support received from their supervisors. They further explained that they always sharing work ideas with their

supervisors in designing for purpose of increasing quality and attractiveness of their hand crafts products.

On the side of metal manufacturing MSE's respondents explained that, improvement in their works resulted from close and good support received from their workshop supervisors. They further explained that normally their supervisors set quality parameters to be followed and provide the necessary technical and moral support while at the same time monitor the progress of the work to ensure that there are no deviations of set parameters.

The findings of this study corresponded with (Bushiri, 2014) who argued that, employee relationship with supervisor contributes on job performance because a supervisor act as advocate for employees by gathering and distributing the resources needed by employees that provide positive encouragement for a job well done. As the working environment factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance.

The findings of this study also supported by (Lim and Johnston, 2002) indicated that, the supervisor's involvement and discussion with employees on the use of new learning or familiarity with the training and positive feedback to the employees gave the most important humble feelings on work environment.

4.6 Measures to improve MSE's workplace environment

The study sought to find respondents views on measures to improve MSE's workers workplace environment. The respondents were interviewed on the following factors;

Table 4. 10: Measures to improve MSE's workplace environment

Measure for improve MSE's workplace environment	Agree	Disagree
Financial incentives	62 (72.9%)	23 (27.1%)
Training	58 (68.2%)	27 (31.8%)
Government support	72 (84.7%)	13 (15.1%)

Source:Analysed data, (2016)

From the table 4.10 above, the study findings show that 62 (72.9%) of the respondents agreed that MSE's workplace environment could improve through provisional of financial incentives while 23 (27.1%) disagreed with the statement. 58 (68.2%) of the respondents agreed that MSE's workplace environment could improve by provisional of training to workers and owners while 27 (31.8%) of the responded disagree with the statement. 72 (84.7%) of the study respondents agreed that MSE's workplace environment could improve though receiving support from government while 13 (15.1%) of the responded disagree with the statement. From the findings above it revealed that financial incentives, training together with government support would improve MSE's workplace environment. Findings are more elaborated as follows;

Financial incentives; provisional of funds to MSE's is one of the most strategy for increasing MSE's production. 62 (72.9%) of the study respondents agreed that, the provisional of financial incentives to MSE's would improve their workplace environment. Respondents claimed that, they are not in a position to expand their production capacity of furniture and area of production due to limited capital and storage. This partly influenced by poor financing market for MSE's. Some of handcraft MSE's owners explained that they are not comfortable with their workplace environment which is characterized by presence of inadequate workplace and a shortage of storage area. This is because they cannot expand because their income is low and therefore they need financial support.

The study findings are in harmony with (URT, 2012) which indicated that, limited financial support correlate highly with failure of MSE's in Tanzania. The study findings correspond with (Vahlhaus, Macaranas, 2005) findings which revealed that, improving SME's access to finance is very crucial factor which determine the paramount importance of the MSE's future. Access of fund helped those micro enterprises to produce more and in good quality. It also helps them to adopt good technology and modern marketing system that enhance to expand their investment. Poor financial support resulted to poor environment management and low expansion of business.

Training; today's with the era of globalization and free market economy business firms (both Micro, small and large) are in stiff competition. However the success of the business depends on the quality human resources they have; that is their knowledge and skills. Training of employees becomes a very important competitive tool towards attaining competitive advantage.

Based on the study findings majority of the study respondents 58 (68.2%) agreed that training to workers gave greater contribution toward improvement of workplace environment and performance in general. Trained workers avoid unnecessary accidents because they are familiar with safety measures hence reduce accidents at workplaces.

These findings are in harmony with those of European Agency for Safety and Health at Work (2009), which commented poor workplace environment conditions, inadequate resources to superintend workplace environment on MSE's business, clearly caused by limited knowledge. MSE's owners do not consider the importance of training and provision of safety measures at workplace because they fear the running costs which are always so high but ignoring the facts that trained workers could reduce accidents, damages and increase production.

Furthermore, these findings are supported with URT (2012) which showed that (72%) of rapid growth of MSE's in Tanzania faced inadequate knowledge and skills required for business something which hinders future ability to expand its workforce and generate large profit of MSE's.

Government support; the provision of support to MSE's by the government could improve workplace environment of the MSE's. The majority of study respondents 72(84.7%) agreed that MSE's workplace environment would improve if and when get support from the government. The interviewed respondents explained that government is responsible to set regulatory framework concerned with conducive workplace environment on MSE's and make follow up on implementing them. This would increase MSE's workers performance more hence increase productivity.

This finding of the study is supported by (Yahya and Mutarubukwa, 2015) findings which revealed that, the government through its organizations like Small Industries Development Organization (SIDO), Tanzania Bureau of Standard (TBS), TANTRADE and others public institutions provide various training and technical assistance to MSE's for purpose of enhancing their performance.

For example SIDO, provide training to owners and workers of MSE's in different field such as in food processes, business administration, simple use of technology, entrepreneurship and energy. On the other hand, TBS train them to do good packaging processes which always make them to improve the quality of products thus the process helped to meet acceptable standards, while Weights and Measures Agency (WMA) emphasizes on having correct measurement of products and TANTRADE provides practical training in goods export.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter make up the final chapter of the study. It also contains conclusion and recommendations of for further study.

5.2 Summary of the Study

The study mainly focused on investigation of the effects of workplace environment on workers performance and productivity in Tanzania. Questionnaires and interviews were used to collect primary data while reviewing various documents helped to get secondary data for the study.

The study specifically focused on to determine effect of physical workplace environment on MSE's workers performance and productivity, to analyse the influence of workplace communication on MSE's employee performance and productivity, to investigate influence of supervisor support on MSE's workers performance and productivity, performance and productivity and to suggest measures to be taken to improve MSE's workplace environment.

The first objective focused to determine the effects of physical workplace environment on MSE's workers performance and productivity. The findings of the study revealed that, components of physical workplace environments like furniture, work facilities, office layout and office space, quality air and lightning have greater contribution toward increasing MSE's workers performance and productivity. However the study findings show that, most of MSE's lacked conducive physical workplace environment components resulted into low performance and productivity of workers in their respectively firms.

Second objective focused on analysing influence of workplace communication on MSE's workers performance and productivity. The study findings show that effective communication influence workers performance and productivity in MSE'. Most of the respondents appreciate their supervisors and they were happy with their

organization level of communication. They commented that their performance tend to increase due to well organization of communication system within their workplace.

The third objective focused on investigation of the influence of supervisor support on MSE's workers performance and productivity. The study findings revealed that supervisors support has positive effects towards increasing of the MSE's workers performance and productivity. Most of the respondents explained that they received good support from their supervisors which helped them to improve their job performance.

The fourth study objective focused on suggestion of ways or measures for improving MSE's workplace environment. The study findings revealed that provisional of financial support, training and receiving of support from the government through its agents like SIDO, VETA, TBS, TANTRADE and other institutions would improve the workplace environment of MSE's hence increase performance and productivity.

5.3 Conclusion and Recommendation

In this section, the researcher make conclusion and provide out a recommendations based on research findings.

5.3.1 Conclusion

Based on findings of this study which with regard to an effect of workplace environment on workers performance and productivity in selected MSE's in Tanzania the following conclusion drawn;

- i. With regard to the effect of physical workplace environment on MSE's workers performance and productivity the study findings revealed that the components of physical workplace environments like furniture and work facilities and tools, office layout and space and quality air and lighting have greater contribution toward increasing MSE's workers performance and productivity to the ranges of between 60% to 68%. However many MSE's operate under poor and unsuitable physical workplace environment.

- ii. On the side of influence of workplace communication to MSE's workers performance and productivity, the study revealed that effective organization communication has high influence of up to 49% on workers performance and productivity in MSE's. It observed that the increased of workers performance depended on the effectiveness of communication in their respectively MSE's.
- iii. With regard of influence of supervisor support on MSE's workers performance and productivity, the study findings revealed that high level of supervisor support increase performance of MSE's workers by 54%. Most of MSE's workers argued that their performance is largely linked with their supervisor support.
- iv. In relation to the measures to improve MSE's work place environment the study findings revealed that MSE's workplace environment can be improved through provision of government support (85%), financial incentives (73%) and training (68%) that are in-line with creation of good and quality workplace environment.

5.3.2 Recommendation

There is a need to improve MSE's workers performance and productivity by ensures that their physical workplace environment are favourable to business and thus would support workers to perform their responsibilities effectively and in an efficiently manner. This could be achieved by ensuring the availability of required facilities such as tools, furniture, ensuring there are transferring of knowledge through proper training in production and marketing of their products as well as on how to manage well their environment.

Furthermore it is recommended that, availability of quality air and lighting in a workplace have positive effect in production and performance of workers. Also government should support them by proving financial assistance for supporting improvement of their work places, proving and ensuring implementation of legal frame work, regulations and ensuring that there is availability of enough areas for them to perform their activities.

The effective organization communication should be considered in order to improve performance and productivity of workers. Communication between workers themselves and their supervisors would create sense of unity, learning and improvement of work performance hence resulting into high productivity. Therefore owners and supervisors in MSE's should make sure that they promote effective communication with their workers as well as workers themselves.

The study also highlighted the role of supervisor support towards MSE's workers performance. It recommended that effective supervisor support resulted into increasing firms' performance. Therefore supervisors and owners in the enterprises should work together assisting and supporting workers to perform their responsibilities well.

The study further recommending that, mostly of MSE's in Tanzania failed to operate due to a number of challenges including poor and un-conducive workplace environment, poor government support and lack of enough finances to support. Therefore provisional of financial and government support create favourable workplace environment hence increase workers performance and productivity.

5.4 Suggested Area for Further Study

The study focused on investigation of the effects of workplace environment on workers performance and productivity in Tanzania. Based on the empirical review most of the studies were based on the formal organizations. However few studies have been done in Tanzania thus the researcher call for further studies to be undertaken in Tanzania for generalization of the findings of this study. The researcher also recommends further studies on work environment on organizational performance in Tanzania private sectors as well as public sector.

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APPENDICES

My name is Edna TimotyKitila, I am a student pursuing a Master's of Science in Human Resource Management of Mzumbe University (MSC - HRM). I am carrying a research titled "The Effects of Workplace environment on Workers Performance and Productivity in Tanzania; A case of selected Micro and Small Enterprises (MSE's) in Dar esSalaamas a partial fulfilment of the award of Masters of Science in Human Resource Management.

Please I request you to respond to the questions given below. The information you offer will be confidential. The researcher will not disclose the identity of the respondents under any circumstances.

SECTION A: General information

1. Gender.

- a. Male ☐
- b. Female ☐

2. Your age bracket (Tick whichever appropriate)

- a. 30 or less
- b. 31 to 40 years ☐
- c. 41 to 50 years ☐
- d. 50 and above ☐

3. Education background

- a. University education ☐
- b. Secondary education ☐
- c. Primary education ☐
- d. None of the above ☐
- e. Others please specify

4. Years in Service

- a. Less than 3 years ☐
- b. 4 to 7 years ☐
- c. 8 to 10 ☐
- d. 11 years and above ☐

Section B: About Enterprises

5. Name of the Business.....
6. Location.....
7. When was the business established?
8. What is the form of your business?
 - a) Sole proprietorship ()
 - b) Joint venture ()
 - c) Family owned ()
9. Number of workers working in the enterprise.....

Section C: About Research Objective

10. Physical Work Environment

(SA –Strong Agree, A-Agree, SD- Strong Disagree)

The firm have enough working furniture	SA	A	D	SD
The presence of working tools influences your performance at your workplace environment				
There is enough light in the working room				
Moderate room temperature/ventilation				
The noise existence at working place have negative effect employee performance				
The office is devoid of unnecessary noise				

11. Workplace Communication

(SA –Strong Agree, A-Agree, SD- Strong Disagree)

The Level of Effective Communication	SA	A	D	SD
Open and free communication from your supervisor assist in increasing job correctivenees and performance				
I normally involved I decision making, planning and provide opinions				
There is strong relationship between effective communication and employee performance				
I work according to top level instruction and receive feed back				

12. Social Workplace environment

(SA –Strong Agree, A-Agree, SD- Strong Disagree)

I am receive support from supervisor	SA	A	D	SD
I have good relationship with other employee				
I am normally interact with my fellows employees				

**13. How would you describe relationship with other workers in your
Organization?**

- a. Good ()
- b. Bad ()

**14. Do you share and corporate with your colleagues to matters concerns
your
Work?If yes to what extent?**

.....

**15. Do you think the workplace environment at this organization influence
you to work comfortable and perform well?**

.....

**16. What will be your recommendation about the workplace environment to
enhance job performance?**

.....