



EXAMINING THE ROLE OF PHYSICAL ENVIRONMENT ON LABOUR MOBILITY IN DODOMA HIGH COURT IN TANZANIA

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Abstract:

This study examined the role of the physical environment in influencing labor mobility at Dodoma High Court, Tanzania, employing a cross-sectional research design. A total of 142 employees were surveyed using structured questionnaires, while 10 management personnel participated in semi-structured interviews. Descriptive statistics revealed that accessibility to essential tools and equipment received the highest mean score ($M = 3.84$, $SD = 1.195$), indicating that employees perceived the workplace as well-equipped. Safety measures were rated positively ($M = 2.99$, $SD = 1.148$), suggesting a secure environment. Office layout and space for collaborative work received moderate scores ($M = 2.68$, $SD = 1.151$; $M = 2.68$, $SD = 1.133$). Content analysis of management interviews confirmed these findings, highlighting the importance of investing in physical workspace improvements to enhance job satisfaction and reduce labor mobility. The study concludes that a well-maintained physical environment positively impacts employee retention, suggesting that organizations like the Dodoma High Court should prioritize safety, access to resources, and collaborative workspace design to mitigate labor mobility. This research provides a basis for policy improvements and organizational strategies that focus on optimizing the physical work environment to retain employees.

Keywords:

Physical Environment, Labour Mobility, Dodoma High Court, Performance of Employees

1. Introduction

Labour mobility, a critical factor for workforce efficiency and career progression, is influenced by various determinants, including economic, social, and environmental factors. Among these, the physical environment has emerged as a crucial aspect shaping the movement of labor, particularly in professional sectors such as the judiciary. Globally, research has underscored the significant role that physical working conditions play in influencing employee satisfaction, retention, and the overall mobility of labor (Smith, 2022). As organizations strive to maintain a competitive edge, the importance of creating conducive physical environments to attract and retain skilled labor cannot be overstated (Johnson et al., 2023). This is especially relevant in judicial institutions where the nature of work demands not only intellectual rigor but also a comfortable and functional working space.

Across continents, the physical environment in the workplace has been linked to various outcomes related to labor mobility. In Europe, a study by Williams and Brown (2021) indicated that employees are more likely to remain in or move between jobs depending on the quality of their physical workspace. Factors such as lighting, air quality, office layout, and ergonomic furniture were found to have a direct impact on worker satisfaction and productivity, which in turn influenced their decision to stay or seek employment elsewhere. Similarly, in North America, the relationship between physical environment and labor mobility has been extensively studied, with researchers highlighting the importance of modern, well-equipped workspaces in retaining top talent and reducing turnover rates (Adams & Lee, 2022).

In Asia, labor mobility is significantly influenced by the quality of the working environment, particularly in highly competitive sectors like technology and finance. A study conducted by Zhang et al. (2020) in China found that the physical environment, including aspects such as office aesthetics and access to natural light, plays a pivotal role in employee decisions to stay with a company or move to a competitor. Furthermore, the study noted that organizations that invest in creating appealing and functional workspaces tend to experience lower turnover rates and

higher levels of employee loyalty. This suggests that across diverse geographical regions, the physical environment remains a key factor in shaping labor mobility.

Africa presents a unique context in examining the role of the physical environment on labor mobility. In many African countries, the lack of adequate infrastructure and poor working conditions have been cited as major reasons for high labor turnover, particularly in the public sector (Ogunyemi & Adebayo, 2023). A study conducted in Nigeria found that many employees in public institutions, including the judiciary, are often dissatisfied with their working conditions, leading to increased mobility, particularly to private sector jobs with better amenities and infrastructure (Okoro & Eze, 2022). In South Africa, government efforts to improve workplace conditions have been shown to positively impact employee retention, particularly in critical sectors such as healthcare and education (Mthembu & Mahlangu, 2021).

When focusing on Tanzania, the issue of the physical environment in workplaces has garnered increasing attention, particularly in the public sector. Studies indicate that the physical working conditions in many government offices, including the judiciary, are suboptimal, often leading to dissatisfaction among employees and increased mobility (Muganda et al., 2021). Research by Komba and Moshi (2022) highlighted that poor infrastructure, inadequate office space, and lack of essential facilities such as air conditioning and proper lighting contribute to the dissatisfaction of judicial officers and staff, which affects their performance and mobility. Moreover, it has been observed that in regions such as Dodoma, where rapid urbanization and government decentralization efforts have taken place, the issue of physical working conditions is particularly pressing (Tenga, 2023).

The Dodoma High Court, being a critical institution in the administration of justice in Tanzania, has not been immune to these challenges. As the seat of government, Dodoma has witnessed significant infrastructural development in recent years, but the judiciary, like many other sectors, continues to grapple with challenges related to the physical working environment. Research conducted by Mathew and Katoma (2021) found that judicial officers in the Dodoma High Court often experience issues related to overcrowded offices, poor ventilation, and inadequate office furniture, all of which contribute to a less-than-optimal working environment. These conditions not only affect the performance of the court staff but also have implications for labor mobility, as employees seek better working conditions elsewhere.

Despite efforts by the Tanzanian government to improve working conditions across various sectors, the judiciary, particularly in regions such as Dodoma, continues to face significant challenges. A report by the Tanzanian Judiciary (2023) acknowledged that while strides have been made in modernizing court infrastructure, many courts, including the Dodoma High Court, still require substantial investment in their physical environment to meet the needs of their employees. This has raised concerns about the ability of the judiciary to retain skilled workers and prevent the migration of talent to other sectors or regions where working conditions are better.

While extensive research has been conducted on the impact of physical environments on labor mobility globally and across various sectors, there is a noticeable gap in studies focusing specifically on the judiciary, particularly within the African context. In Tanzania, much of the existing research has concentrated on the physical working conditions in sectors such as healthcare, education, and local government authorities (Mgimba, 2022). However, the judiciary, which plays a pivotal role in the administration of justice and the upholding of the rule of law, has not been given the same level of attention, especially regarding how its physical environment impacts labor mobility.

Furthermore, studies that do exist often focus on the broader public sector without delving into the unique challenges faced by judicial institutions such as the Dodoma High Court. For instance, Komba and Moshi (2022) provided a general overview of the working conditions in Tanzanian government offices but did not specifically address the judiciary's needs. This gap in the literature highlights the need for focused research on how the physical environment within the judiciary impacts labor mobility, particularly in regions like Dodoma, where the government is attempting to decentralize its operations.

This study aims to fill this gap by examining the role of the physical environment on labor mobility in the Dodoma High Court in Tanzania. The study will provide insights into how factors such as office space, ventilation, lighting, and ergonomic furniture influence the movement of judicial officers and staff within and outside the judiciary. By focusing on the Dodoma High Court, this research seeks to contribute to a better understanding of how improving the physical environment can enhance employee satisfaction, reduce turnover, and ultimately improve the efficiency of the judiciary in Tanzania.

2. Literature review

2.1 Theoretical literature review

This study is hinged on the Job Characteristics Model (JCM). The Job Characteristics Model developed by Hackman and Oldham in the 1970s. The JCM theory is rooted in the belief that specific job characteristics significantly impact employees' motivation, satisfaction, and ultimately their propensity to stay or leave an organization (Fried & Ferris, 1987).

The JCM posits five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. The theory assumes that jobs enriched with these characteristics lead to higher levels of internal motivation among employees. Skill variety refers to the diversity and range of skills required in a job, while task identity focuses on the extent to which a job involves completing a whole and identifiable piece of work. Task significance highlights the job's impact on others or the organization as a whole. Autonomy signifies the degree of freedom and independence employees have in scheduling their work and making decisions. Feedback reflects the extent to which employees receive direct and clear information about the effectiveness of their performance (Ali et al., 2020).

The strength of the JCM lies in its emphasis on the design and structure of jobs as determinants of employee motivation and satisfaction. It provides a framework for understanding how specific job characteristics influence individuals' attitudes and behaviors within the workplace. By focusing on the elements that make jobs meaningful and fulfilling, the JCM offers guidance on how organizations can design roles to enhance employee engagement and retention (Wall et al., 1978).

However, the JCM has certain weaknesses. It may not comprehensively address the influence of broader environmental factors, such as social interactions and supervisor support, which can significantly impact employees' decisions regarding labor mobility. Additionally, the theory might not directly consider external factors beyond the job itself, such as organizational culture or external job opportunities, which could also influence employees' decisions to stay or leave (Fried & Ferris, 1987; Wall et al., 1978).

Despite its limitations, the JCM theory remains relevant to this study as it provides a structured framework for evaluating specific job characteristics, such as those related to the physical environment, social environment, and supervisor support in the context of labor mobility at Dodoma High Court. By examining the role of these job-related factors on employee motivation and satisfaction, the JCM can offer insights into how these dimensions contribute to labor mobility within the institution, complementing the study's objectives and guiding potential interventions to enhance the working environment and reduce turnover.

2.2 Empirical review

In America, a study of Chattu et al., (2023) assessed the role of the physical environment on labour mobility in the USA. The study conducted a comprehensive analysis of various urban and rural areas across the country, highlighting that proximity to green spaces and accessible public amenities significantly correlated with increased labor mobility. Smith emphasized that cities with well-connected public transportation systems, combined with green spaces such as parks and recreational areas, tended to attract a larger workforce.

In Asia, the study of Tabassum et al., (2021) which evaluated the correlation between physical workspace elements and employee performance and turnover intentions in Pakistan show a significant influence of various physical office environment factors on both employee performance and their inclination to leave the organization. Educators can leverage these findings to enhance their teaching methods by incorporating realistic insights, while students can gain an understanding of how workplace conditions impact performance and the decision to stay or leave an organization, providing valuable insights for their future professional endeavors.

Moreover, in Sub Saharan Africa, a study conducted by Asegid et al., (2020) in Ethiopia investigated the impact of physical environment on labour mobility. The research focused on several regions within Sub-Saharan Africa, particularly Ethiopia revealing that access to basic infrastructure, such as roads and electricity, played a pivotal role in determining labor mobility. Areas with improved infrastructure exhibited higher rates of workforce mobility, as they provided better opportunities for employment and economic growth. This study highlighted the critical link between infrastructure development and labor mobility in Sub-Saharan Africa.

Moreover, in East Africa, a study conducted by Miring'u, (2018) on the impact of the physical environment on labour mobility among teachers in public tertiary institutions in Kenya validated all hypotheses tested, revealing significant relationships among the various drivers influencing labor mobility intentions. Notably, the research

highlighted the paramount importance of the work environment as the most influential factor shaping teachers' intentions to move occupationally. It suggested that institution managers and board members prioritize fair human resource practices and implement participative management approaches to elevate teacher morale and potentially reduce attrition rates. Moreover, the study's broader implications urged scholars to apply similar variables across different industries to explore potential variations in effects, while also recommending that the Ministry of Education take heed of the highlighted issues to foster a more motivated teaching workforce.

In Tanzania, Moroni, (2016) conducted a study focusing on the impact of the physical working environment on teacher turnover within public primary schools in Sengerema district, Mwanza highlighted several issues, such as insufficient desks for students, overcrowded classrooms, and a shortage of office furniture for teachers. The study also revealed an average annual turnover of approximately 1 to 10 teachers per school moving to other institutions within or outside the district, with some leaving the teaching profession altogether.

In Tanzania, another relevant study by Mwita and Mrope (2022) examined the impact of the physical work environment on employee retention and turnover in public health institutions in Dar es Salaam. The study highlighted that poor working conditions, including inadequate office space, insufficient medical equipment, and poor sanitation facilities, were significant contributors to employee dissatisfaction, which ultimately led to higher turnover rates. The research found that employees working in well-maintained and adequately resourced environments were more likely to stay, while those in poorly maintained facilities had a higher propensity to seek employment elsewhere. The study recommended that improving physical infrastructure and ensuring better maintenance of facilities could play a crucial role in reducing turnover and increasing employee retention in the public sector, especially in health institutions.

3. Methodology

3.1 Research Design and Sampling

The study adopted a cross-sectional research design, allowing data collection to occur at a specific point in time, providing a snapshot of the current conditions at the Dodoma High Court. This design is suitable for assessing the influence of the physical environment on labor mobility as it enables the exploration of relationships between variables without manipulating the study environment. Purposive sampling was used to target 10 management personnel, selected due to their key roles in the organization and their information-rich positions, which were expected to offer valuable insights into the court's operational dynamics. Simultaneously, a simple random sampling method was employed to select 142 employees, ensuring that each individual had an equal chance of being included in the study. This approach enhanced the representativeness of the sample and minimized bias, allowing for a more comprehensive understanding of the impact of the physical environment on labor mobility across different employee levels within the institution.

3.2. Participants

The sample size for the study consisted of 142 employees for the collection of quantitative data, ensuring a statistically significant and representative dataset reflective of the workforce at the Dodoma High Court. This substantial sample allowed for a broad analysis of the impact of the physical environment on labor mobility. In addition to the quantitative approach, qualitative data was also collected to gain deeper insights into the specific dynamics influencing labor mobility. For this purpose, 10 management personnel were selected using the saturation point method, where data collection continued until no new information emerged. This approach ensured that the perspectives from management were thoroughly explored, providing a well-rounded understanding of the issue from both employee and managerial viewpoints. The combination of these methods facilitated a comprehensive analysis of the factors affecting labor mobility at the Dodoma High Court.

3.3. Data Collection Instruments

Data collection for the study employed both quantitative and qualitative methods to ensure a comprehensive understanding of the impact of the physical environment on labor mobility at the Dodoma High Court. A structured questionnaire was administered to 142 employees, covering various aspects such as workspace conditions, job satisfaction, and factors influencing their decisions to stay or move. The questionnaire consisted of closed-ended questions to facilitate quantitative analysis and was designed to capture key variables related to the study's objectives.

For qualitative insights, semi-structured interviews were conducted with 10 management personnel. These interviews allowed for more in-depth discussions on the organizational challenges and opportunities regarding labor mobility, focusing on management perspectives about the influence of the physical environment on employee retention. This mixed-method approach enabled the study to gather both broad, quantifiable data and detailed, context-specific information.

3.4. Data Analysis

Data analysis for the study utilized both descriptive statistics and content analysis to interpret the quantitative and qualitative data, respectively. For the quantitative data collected through questionnaires from 142 employees, descriptive statistics were employed to summarize and describe the key variables. This included measures such as frequencies, percentages, means, and standard deviations to assess trends in responses regarding the physical environment, job satisfaction, and labor mobility. These statistics provided a clear overview of the general perceptions and experiences of the employees regarding their workplace conditions.

For the qualitative data obtained from the semi-structured interviews with 10 management personnel, content analysis was used. This method involved transcribing the interview data, followed by coding and categorizing the responses into themes related to the study's objectives. The content analysis helped identify recurring patterns, insights, and managerial viewpoints on how the physical environment influences labor mobility. Together, these analytical techniques provided a comprehensive understanding of the issue from both employee and management perspectives.

4. Results and discussion

4.1 Descriptive Results

Descriptive statistics were conducted to assess the role of the physical environment on labour mobility in Dodoma High Court, as outlined in Table 4. The findings are presented in descending order of mean scores, from the highest to the lowest. The statement receiving the highest mean score ($M = 3.84$, $SD = 1.195$) pertains to the accessibility and condition of essential tools and equipment for job tasks. This result indicates that participants perceive the workplace as providing easy access to the necessary resources and maintaining them in good working condition. Following closely, the statement regarding safety measures in the workplace ($M = 2.99$, $SD = 1.148$) received positive responses, suggesting that employees feel the environment promotes a secure atmosphere. Additionally, participants reported moderate scores for the office layout fostering collaborative work practices ($M = 2.68$, $SD = 1.151$) and the office space accommodating team needs ($M = 2.68$, $SD = 1.133$).

These findings collectively highlight the crucial role of a well-equipped and safe physical environment in influencing labour mobility. The positive correlations between higher mean scores and elements such as accessible tools, safety measures, and efficient office layout underscore the significance of a conducive workplace in reducing factors that might prompt employees to consider changing roles or workplaces. A workspace that provides necessary tools, ensures safety, and fosters collaborative practices contributes to a positive and supportive work environment, potentially lowering the likelihood of employees seeking alternative employment. Recognizing the impact of a good physical environment on labour mobility emphasizes the importance of investing in and maintaining workplace conditions that enhance job satisfaction and overall employee retention within Dodoma High Court.

Table 1: The role of physical environment on labour mobility in Dodoma high court (n = 142)

Statement	Minimum	Maximum	Mean	Std. Deviation
The office layout in our workspace encourages collaborative work practices and efficient interactions among colleagues.	1	5	2.68	1.151
The available office space adequately	1	4	2.68	1.133

accommodates our team's needs for performing tasks comfortably and efficiently.				
Essential tools and equipment required for our job tasks are easily accessible and in good working condition.	1	5	3.84	1.195
The workspace's lighting and ventilation contribute to a comfortable and conducive environment for work tasks.	1	5	2.75	1.188
The workplace environment ensures safety measures are in place, promoting a secure atmosphere for employees.	1	5	2.99	1.148

Source: Field Data (2024)

The quantitative findings from the study, revealing the significance of a well-equipped and safe physical environment in influencing labor mobility at Dodoma High Court, resonate with the qualitative insights gathered through interviews with management personnel. The numerical data, indicating a positive correlation between elements of the physical environment and reduced labor mobility, aligns with the qualitative perspectives shared by one human resource officer who emphasized,

“The physical environment within an organization plays a vital role in shaping the employee experience and influencing labor mobility. By creating a comfortable, collaborative, flexible, and safe workspace, organizations can enhance job satisfaction, retention, and productivity, ultimately reducing turnover and retaining top talent” (Human Resource Officer – 01, 23th Feb 2024)

This convergence between quantitative and qualitative data underscores the critical importance of a supportive physical environment in fostering positive employee experiences and, consequently, contributing to organizational stability by mitigating labor mobility challenges.

The qualitative insights obtained from another management personnel further reinforce the significance of the physical environment in influencing labor mobility at Dodoma High Court. This individual emphasized,

“The absence of secure and protective environment for employee interests is motivating them to request transfers” (Deputy Registrar – 01, 3rd March, 2024)

This sentiment underscores the impact of workplace security and employee well-being on individuals' decisions to seek alternative employment opportunities. It aligns with the quantitative findings that highlight the role of safety measures in the physical environment as a significant factor in reducing the likelihood of labor mobility. The convergence between this qualitative perspective and the numerical data strengthens the overall understanding of the critical relationship between the physical environment, employee satisfaction, and the organizational challenge of labor mobility within Dodoma High Court.

4.2 Discussion

The findings of this study, which highlight the significant role of the physical environment in influencing labor mobility at Dodoma High Court, align with several studies from different regions globally. For instance, in the United States, Chattu et al. (2023) assessed the impact of the physical environment on labor mobility across various urban and rural areas. The study emphasized that proximity to green spaces and accessible public amenities significantly correlated with increased labor mobility. Cities with well-connected public transportation systems, alongside parks and recreational areas, tended to attract a larger workforce. This finding complements the current study, as it highlights the importance of workplace accessibility and essential infrastructure, such as tools and equipment, in reducing labor mobility. Both studies underscore how a well-structured physical environment can

serve as a determinant for workforce retention, emphasizing the universal need for conducive and accessible workplaces to reduce labor mobility.

Similarly, the study by Tabassum et al. (2021) in Pakistan evaluated the correlation between physical workspace elements and employee performance and turnover intentions. The research revealed that various physical office environment factors, such as lighting, ventilation, and available office space, significantly influenced both employee performance and their inclination to leave the organization. The findings of the current study mirror those of Tabassum et al., as it also revealed that the office layout and safety measures contribute to employees' decisions to remain in or leave their current roles. In both studies, a well-maintained and supportive physical workspace was highlighted as a critical factor in reducing turnover and promoting job satisfaction. This further supports the argument that improving physical workplace conditions can be a crucial strategy for organizations to retain employees and reduce labor mobility.

In Sub-Saharan Africa, the study by Asegid et al. (2020) in Ethiopia also provides relevant insights. Asegid's research focused on the impact of infrastructure, such as roads and electricity, on labor mobility across different regions. The study found that regions with better infrastructure witnessed higher labor mobility due to the improved economic opportunities available to workers. This complements the findings from Dodoma High Court, where the availability of essential tools and a well-maintained physical environment were found to positively influence labor mobility. The emphasis on infrastructure development in both studies highlights the interconnectedness of workplace conditions and external infrastructure in shaping workforce stability, making the physical environment a key factor in determining employee mobility across different contexts.

In East Africa, Miring'u (2018) conducted a study on labor mobility among teachers in public tertiary institutions in Kenya, revealing that the physical work environment played a critical role in influencing teachers' intentions to move. The study emphasized that fair human resource practices, participative management, and conducive workplace environments were essential in reducing attrition rates. Similarly, the current study at Dodoma High Court found that safety measures and collaborative workspaces significantly contributed to employees' decisions to stay or leave. Miring'u's research reinforces the importance of a positive and safe work environment as a primary driver of labor mobility across sectors, supporting the notion that workplace improvements can reduce mobility across different professions.

In Tanzania, Moroni (2016) focused on the impact of the physical working environment on teacher turnover in public primary schools in Sengerema District, Mwanza. The study identified challenges such as insufficient desks, overcrowded classrooms, and a lack of office furniture for teachers, which contributed to a high annual turnover rate. Moroni's findings are consistent with those of the current study at Dodoma High Court, where physical workspace conditions, such as the availability of tools and safety measures, were found to be critical in influencing labor mobility. Both studies highlight the need for organizations and institutions to invest in improving the physical environment to promote employee retention and reduce turnover.

Despite the insights provided by these global and regional studies, a significant research gap exists in the context of labor mobility within judicial institutions in Tanzania. Most of the existing literature, such as that of Moroni (2016), has focused on educational settings or broader regional infrastructure issues, leaving a gap in understanding how specific workplace conditions within legal institutions, such as Dodoma High Court, affect labor mobility. This study aims to fill that gap by examining the role of the physical environment in influencing labor mobility specifically within the judicial sector in Tanzania. By focusing on Dodoma High Court, this study provides crucial insights that can inform future efforts to improve workplace conditions and reduce labor mobility in Tanzania's legal institutions.

5. Conclusion, Implications, and the area for further research

5.1 Conclusion

The findings of this study underscore the critical role that the physical environment plays in influencing labor mobility within Dodoma High Court. Elements such as accessibility to essential tools and equipment, safety measures, and office layout were found to significantly impact employees' decisions to remain in their current roles or seek employment elsewhere. A well-maintained and supportive physical workspace, as indicated by the higher mean scores for access to tools and safety measures, contributes positively to employee satisfaction and retention. This conclusion resonates with global and regional research that links a conducive physical environment to lower employee turnover and enhanced workforce stability. Ultimately, this study reveals that creating a safe, resourceful,

and collaborative workspace can effectively reduce labor mobility by addressing key factors that influence employees' job satisfaction and commitment to the organization.

Moreover, the qualitative data reinforced the quantitative findings, with management personnel emphasizing the importance of workplace safety and resources in shaping employees' experiences. These insights highlight the necessity for institutional investment in improving physical working conditions, as the environment not only affects employee productivity but also plays a pivotal role in their decision-making regarding mobility. Without such improvements, organizations risk facing higher rates of employee turnover, which could undermine institutional stability and performance in the long run.

5.2 Implications

The implications of this study for policy and management are significant. First, the findings call for immediate attention to the physical working environment within judicial institutions such as Dodoma High Court. Management should prioritize investing in essential tools, equipment, and office safety measures. Ensuring that employees have easy access to necessary resources and feel safe in their work environment could substantially reduce labor mobility. Institutions should also re-evaluate the design and layout of their workspaces to foster better collaboration and interaction among employees. Such measures can lead to a more satisfied workforce, which is less likely to seek employment elsewhere.

For policymakers, this study highlights the importance of developing national standards and guidelines to improve physical workplace environments across sectors, particularly in government institutions like the judiciary. The insights gained from this study could help shape future policies aimed at enhancing employee retention by improving working conditions. Furthermore, organizations in both public and private sectors should adopt a more holistic approach to employee management, considering both the physical and psychological aspects of the work environment to address labor mobility effectively.

Lastly, the findings suggest that future research should explore labor mobility in different sectors, particularly in under-researched areas such as legal and judicial institutions. By extending the focus to these areas, scholars and practitioners can develop a deeper understanding of how the physical environment shapes employee experiences and informs their decisions to remain or leave an organization. This could provide a more comprehensive framework for addressing labor mobility issues across various industries in Tanzania and beyond.

5.3 Area for Further Research

Future research could explore the long-term effects of continuous physical environment improvements on labor mobility and employee retention, particularly in different types of judicial or governmental institutions across Tanzania. Comparative studies between urban and rural court environments could provide insights into how geographical and infrastructural differences impact employee satisfaction and mobility. Additionally, examining the role of psychological factors, such as workplace stress and employee well-being, in conjunction with the physical environment could provide a more comprehensive understanding of the factors influencing labor mobility. These areas would help refine organizational strategies for enhancing employee retention across various sectors.

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