

**THE EFFECTS OF LABOUR RIGHTS PRACTICES ON EMPLOYEES' JOB  
PERFORMANCE IN TANZANIA: A CASE OF VOCATIONAL TRAINING  
CENTRES IN DODOMA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN  
RESOURCE MANAGEMENT  
DEPARTMENT OF LEADERSHIP AND GOVERNANCE  
THE OPEN UNIVERSITY OF TANZANIA**

**2021**

**CERTIFICATION**

The undersigned do certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a Dissertation titled: **“The Effects of Labour Rights Practices on Employees’ Job Performance in Tanzania: A Case of Vocational Training Centres in Dodoma”**, in partial fulfilment of the requirements for the degree of the Master of Human Resource Management (MHRM) of the Open University of Tanzania.



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Date

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.....

Signature

.....

Date

## DEDICATION

This work is dedicated to my late Mother, **Rose Lotasarwaki** and my Father, **Simon Ole Sikoi**, for laying down the cornerstone of my intellectual ability and inspired me to attain my current level of education.

## **ACKNOWLEDGMENT**

I thank the Almighty God for His Mercies, Kindness and guidance for bringing me this far.

My greatest appreciation goes to my Supervisor Dr. Haule, C.B.M. for his constructive criticism, suggestions, contributions, directions and for his patience and encouragement towards the realization of this work. May the Almighty God bless you and your family abundantly.

I am, also, indebted to my family, my beloved Wife Happyness Lai, my daughters Glory, Grace and Great-love for their physical and moral support during my study. Their love and kindness meant a lot in the journey to attain the much, needed award.

I thank my only Brother Engineer Olais, my only sister in Law Dr. Sophia John Laiser (PhD), my Sisters Elice, Joyce, Einoth, Hellen, Wema and Upendo for their support and encouragement during this turbulence journey to realize my dreams

Many thanks go to all respondents and authorities in the Vocational Training Centres where the data collection process was done. Their co-operation helped the research process to be a successful.

My sincere heartfelt gratitude and appreciation is conferred to the entire University lecturers and staff as well as fellow students for their help in one way or the other. Their presence really meant a lot towards reaching this end.

## **ABSTRACT**

This study assessed the effects of labour rights practices on employees' job performance, a case of Dodoma Municipal. The study used a total of 102 respondents out of which 98 were employees and 4 Principals of the four selected private Vocational Training Centres (VTCs) in Dodoma Municipal. The VTCs included: TRACDI, Don Bosco, St. Gabriel and Dodoma VTC. The study employed a case study design as well as qualitative and quantitative approaches. The primary data were collected via questionnaires and interviews, where the secondary data were collected using documentary analysis. The quantitative data were analysed using the Statistical Package for Social Sciences (SPSS) software and the qualitative data were analysed using content analysis. The research findings revealed that at VTCs, employees are to freely join trade unions hence abiding to both local and International enactments on labour rights. It was found that freedom of association and collective bargaining enhances performance of both employees and organization. It was, further, found that wages are paid promptly on monthly basis as well as compensating any extra work done on overtime basis. Also, the study revealed that wages, which are reasonably fair, raise employees' performance. The study found the total compliance of employers on working hours and that they do work 8 hours per day in each of 5 days a week or 6 days in a week. There was no basis for judgement on the effect of working hours on performance. Lastly, the research findings found that employees in VTCs in Dodoma have their working contract with fair term and conditions that enhance employees' and Organization performance.

**Keywords:** Labour Rights, Employer and Employee Job Performance

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## **LIST OF ABBREVIATIONS**

CHODAWU	Conservation, Hotels, Domestic and Allied Workers Union
ELRA	Employment and Labour Relations Act
ILO	International Labour Organization
IRDP	Institute of Rural Development Planning
LIA	Labour Institution Act
MSE	Micro and Small Enterprises
NAFTA	North America Free Trade Agreement
PPI	Positive Peace Index
RVTS	Regional Vocational Training and Service Centre
TPAWU	Tanzania Plantation and Agricultural Union
URT	United Republic of Tanzania
VETA	Vocational Education and Training Authority
VET	Vocational Education Training
TRACID	Tanzania Research and Career Development Institute
VTC	Vocational Training Centre

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 An Overview**

Vocational Training Centers (VTCs) are usually seen as one of the strategic tool in the process of economic development and employment hub for which most of people of whatever education level can rely to earn a living. The success of these institutions depends much on how their employees perform their work to attain the optimal level. Employees in VTCs are expected to meet both demands of the production market as well as to fulfill training needs of men and women who join to seek skills, knowledge and expertise for employment purposes. To be able to promptly fulfill their duties their working environment need to be conducive hence motivate them to perform at the required level. One of the tenets of working conditions, which may affect their performance, is the labour rights practice in their work places. The extent to which labour rights have been practiced critical role in employees' performance.

This study, therefore, assesses the effects of labour rights practices on employees' performance in Vocational Training Centres in Tanzania, a case of Dodoma Municipal. It focuses on the four basic labour rights namely; freedom of association and collective bargaining; wages; working hours and employment contract (employment security). The extents to which these labour rights have been practiced have been assessed against employees' performance.

#### **1.2 Background of the Study**

Labour rights consume various promises to the employees' life. As Manby (2012) observed the importance of labour rights practices on employees' performance helps

the respect for human rights and prohibition against discrimination based on race, gender, religion, language or ethnic background and will not discriminate based on ideology, creed or political opinion. All human beings are entitled to several rights such as (mention a few of them) and the right to work among them. Labour right practices are important and the human rights organizations have been urges for it for every human individual (Bair & Dickson, 2014; Woodiwiss, 2005).

Labour rights practices prohibit any form of forced labour or child labour under the minimum age permissible by law. Also, labour rights awareness will supports international efforts to exclude and abolish such child labour and endeavours to realize this ideal. To adhere to the protection of employees' rights prescribed by international treaties, law, collective labour agreement and other agreements between the employer and employees. Similarly, labour rights awareness promotes “the creation of an environment where employees and the employer can cooperate to achieve the corporate objectives” (Compa, 2003).

Further-more ILO stipulates;“ all workers irrespective of their origin or gender are entitled to decent work including fair wages, 8-hours standard working time, equals treatment with regard to social protection, social bargaining and dialogue”(ILO, 2017. P.39). The right to work is associated with several other rights in which workers are entitled to such as right too, so as to make them work in a comfortable environment and hence results to good job performance. Researchers have tried to look on the standards governing labour matters and each came up with views depending on the place the research is undertaken (Henry & Rosen-bunch, 2011).

Policies for labour standards are very important and hence should be laid down in the constitution or any authority governing labour matters in a country. In México, workers' rights came to the international forefront, when the United States of America (USA), Canadian and Mexican governments signed the North American Free Trade Agreement (NAFTA), where, supporters assured the contract would make new jobs and advanced pays for Mexican workers. Furthermore, Article 123 of Mexican constitution guarantee workers the rights to organize, the right to bargain, the right to strike, the right to work eight hours a day, overtime payment, profit sharing, paid maternity leave, just cause for dismissal and other social benefits and protections. However, the implementation of these rights has yet to be put into effect (Compa, 2003).

On the Africa context, Dube (2013), points out that, days after Positive Peace Index (PPI) rankings named Botswana the best governed country in Africa, the International Labour Organization (ILO) has graded the country among the top 10 violators of workers' rights in the world" (p.10). Though authorities lay down legislations to govern employees in workplaces yet their rights are violated in some places. This scenario leads employees to work beyond their rights that induce by legislation scenery.

In Tanzania milieu, employees take the right to work in a harmless working setting and they are entitled to several rights in their working places. The 1977 constitution of the United Republic of Tanzania provides the right to work in article 22 and this applies to all people. People with disability employed in Tanzania have the right to get working tools and services and to access safe environment in the work place

(Aldersey, 2012). They are entitled to a right to a salary that is legally recognized minimum wage pertinent in Tanzania. This suggests that all employed people with disabilities are to be paid their salary, which is not less than the minimum wage, and are fully entitled to equal remuneration. According to Mandesi (2011) this basic principle of equal remuneration for work with equal price exclusive of discrimination of any kind should be firmly practical to establish remuneration for employees with disabilities in Tanzania.

Since time immemorial, labour rights have been discussed and efforts have been made to put these rights into effect, however, the concern is on whether employees are aware of these labour laws, their practices and how they influence their job performance. The United Republic of Tanzania Employment and Labour Relations Act 2004 and United Republic of Tanzania Labour Institution Act 2004 are central to govern the working conditions of employees. The Employment and Labour Relations Act provide fundamental rights or standards in which workers are entitled to and these include minimum working hours, leave, right to association and several others. Despite the presence of these labour laws and rights Acts, there is still a doubt whether labour practices in Tanzania affects employees' performance or not.

### **1.3 Statement of the Research Problem**

The Employment and Labour Relations Act, of the United Republic of Tanzania 2004 provides a bundle of employees' rights to be observed by employers. This suggests that employees in any sector should be treated fairly and employers have a role to play in enhancing viable labour practices. Though the legislations have been laid down for workers' rights yet employers do not comply with the requirements of such

legislations because of various reasons including avoiding labour costs such as maternity leave, medical and leave costs. Laying down the legislations for labour matters is not just enough but rather the extent to which employers comply with the labour standards stipulated in the Act.

Several studies have been carried out on this subject matter of inquiry, but literature shows that more efforts needed to be done in terms of research in this area. Workers' rights continue to be violated despite of the existence of labour laws in the country (Kerega, 2018). Thus, the existence of this challenge in many working environments supports the need for a study of this nature.

Therefore, due to facts that worker needs to be treated fairly basing on labour rights, this study has focused on the effects of labour rights practices on employees' performance. This will be done in Dodoma Municipal's selected Vocational Training Centres namely: TRACDI, Don Bosco, St. Gabriel and Dodoma VTC as little is known on the problem at hand.

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

The general objective of the study is to assess the effects of labour rights practices on employees' performance in Tanzania; with a critical focus on Vocational Training Centres in Dodoma Municipal.

### **1.4.2 Specific Objectives**

The following specific objectives guided this study:

- (i) To assess the extent to which freedom of association and collective bargaining influence employees' performance.

- (ii) To find out how the level of living wage earned by employees enhances job performance.
- (iii) To examine the influence of working hours on job performance.
- (iv) To measure the degree to which the nature of employment contract and terms therein enhances employees' performance.

### **1.5 Research Questions**

This study focuses on the following questions:

- (i) To what extent does freedom of association and collective bargaining influence employees' performance?
- (ii) How do the levels of living wage earned by employees enhance job performance?
- (iii) How do working hours affect employees' performance?
- (iv) What degree does nature of contract and terms therein enhance job performance?

### **1.6 Significance of the Study**

The employees' performance is crucial in helping Organizations attain their business goals. This will be possible if they are well motivated to work and their labour rights are well observed and provided within the National and International laws and regulations. This study was done to assess the labour rights practices in selected cases of Vocational Training Centres (VTCs) in Dodoma Municipal and how they affect performance. The study findings are expected to offer hypothetical and empirical understandings and understanding which will help policy makers, employers, Government and other stakeholders to deal with issues on Labour Rights with full

confidence to enhance not only employees' performance but raise organization productivity also. The findings of this study are further expected to enlightening the policy makers to review and improve the current policies on the use of remuneration based on the recommendations from this study. Not only that but also employers through the findings of this study would be expected to be in a position to refine their operational processes and procedures in dealing with employees in the manner which make them to comply with labour laws and regulations. This would also improve workers and employers relationships with full understanding of the laws and hence be aware of what they are entitled to under the both local and International enactments.

### **1.7 Scope of the Study**

This study is conducted Dodoma Municipal. The study used four Vocational Training Centres which all were privately owned. The study assessed the labour rights practices basing on the four basic labour rights such as; freedom of association and collective bargaining, wages, working hours and/or employment contract (employment security).

### **1.8 Limitations of the Study**

Limited financial resources faced the study. This has made the researcher to minimize the research area and the sample to be used. Also, during interview sessions, some of responses were seen to be somehow biased. To get out of this trap, the researcher tried as much as possible to make comparison of responses from one respondent to the other. Also, responses from other instruments in with same questions were used for reference.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

This chapter provides the views of relevant literatures on the research problem at hand. The study involves reviewing articles, journals, thesis, dissertations and various documents to establish the research gap that this study intends to fill. The chapter begins by providing the conceptual definitions followed by the theoretical framework of this study, which provided theories, and models on labour rights practices and performance. The chapter, also, gives empirical studies from which research gap to be filled was established. Finally, the Conceptual framework for which this study is based was given.

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

##### **2.2.1 Labour Rights**

The concept of *Labour right* has a broad issues attached to it; however, it can be defined simply as the protection and respect of human life in the workplace and the right to work itself (Yemi & Segun, 2013). Some components of labour rights include job safety; collective bargaining and equal pay for equal work among them. Workers rights in Qatar include; 8 working hours and in-case of extra hours employees should be paid, vacations and holidays such as annual leave, sick leave, maternity leave, paid annual leave, safe and healthy work environment (Ali, 2009).

In Tanzania, The United Republic of Tanzania Employment and Labour Relations Act (2004) lays down the rights in which employees are entitled to in the course of their

employment and these include the right to minimum working hours, leave, right to join trade unions, right to strike, right to be informed of their rights, right not to be discriminated as well as the right to work in a safe environment.

The agenda to improve the condition of workers is important if then benefit of both workers and recipients of domestic services are to be maintained. Tayah (2016) observed improving the employment conditions, skills training and recognition of domestic workers which including migrant domestic workers seems or benefit both the workers and the recipients of local and care packages. Caracciolo, Henry and Rosenbusch (2011), added that, domestic workers should be recognized and valued as regular workers. This is by giving them equal treatment irrespective of their status or gender.

However, migrant domestic are also human beings rather than economic units and therefore they have the rights based on gender sensitive approach which will surely ensure the social unity and societies well being (Caracciolo et.al, 2011). All these support the idea that workers in spite of what they do are entitled to rights in their workplace. This study focuses on the rights laid out in the United Republic of Tanzania Employment and Labour relations Act 2004, as it is a body that governs labour matters in Tanzania.

### **2.2.2 Employee**

An employee is an individual to whom his/her performance is controlled by his/her employer and that he/she provides service to only one employer (Muhl, 2002). According to United Republic of Tanzania Employment and Labour Relations Act

(2004) Section 4, an employee is defined as an individual who:(a) has entered into a contract of employment or (b) has entered in any other contract under which (i) the individual undertakes to work personally for the other party to the contract and (ii) the other party is not a client or customer of any profession, business or undertaking carried on by the individual or (iii) is deemed to be an employee by the Minister under section 98(3).

An employer endeavour depends on the employees expertise, which bring to the job package when hired to perform subservient employee contributes labour expertise to an endeavour of an employer and is usually hired to perform specific duties, which are packaged into a job (Du Toit, 1996). They offer their labour power to the employer in exchange of wages and salaries. In this study, an employee was regarded as any person who has entered into the contract of employment with TRACDI, Don Bosco, St. Gabriel and Dodoma VTC.

### **2.2.3 Employer**

The Employment and Labour Relations Act 2004 Section 4, defines an employer as any person including the Government and an executive agency, who employs an employee. Employers might be private or public organizations and they always offer wages and salary to employees in exchange of employees' labour. Employers play a great role in maintaining peace and harmony at workplaces and this happens when they exercise their powers according to employment standards that are set by the government. In this study, TRACDI, Don Bosco, St. Gabriel and Dodoma VTC are regarded as employers.

#### **2.2.4 Job Performance**

Job performance consist of activities that transforms materials into goods and facilities produced by the organization to allow efficient functioning of organization before proclaiming fulfilment of the requirements of the contract between the employer and employee (Motowidlo et.al, 1997). Besides, Sonnentay and Frese (2001) asserted that job performance is an individuals' efficiency with which he/she performs activities which contributes to the organizations. In this study, job performance is regarded as the ability of employees to perform tasks before them. Therefore, this study considers job performance as the ability of employees in TRACDI, Don Bosco, St. Gabriel and Dodoma VTC to perform their daily activities, which contributes to meeting the objectives of these institutions.

### **2.3 Theoretical Frameworks of the Study**

#### **2.3.1 Trade and Labour Standards Theory**

Dehejia and Samy (2002), in the study about trade and labour standards: theory, new empirical evidence and policy implications, argued that, labour international standards' theories and linking are fairly rare. Dehejia and Samy (2004. p. 1987) observed "the classic early studies for instance by Johnson (1969) and Brecher (1974a and b) considered minimum wages and their welfare implications". However, in their study Dehejia and Samy (2004) did not reflect other international recognized labour standards, which may include but not limited to number of working hours, the autonomy from forced labour and becoming a member of a trade union.

Dehejia and Samy (2004. p.186)built ... a dynamic model in which the standard directly raises labour costs and is perceived as a non pecuniary 'wage' by workers and

uses this to demonstrate a natural tendency towards convergence between high and low standard countries as latter catch up with the former through capital accumulation and growth.

From this theory, the researcher tried to find out the link between international trade and labour standards where concluded that less theoretical work linking the two matters are done. Similarly, the theory relates to this study as they both focus on looking unto the relationship between the labour standards and the performance of people. Dehejia and Samy (2002) assert that if employees are aware of their labour rights or labour standards, which are set for them; it might have an impact on their performance in the organizations they are working. Not only to the working organization or institution but also to the economy of the country and international as well. In this study, before discussing each labour right it was important to know whether employees were aware if they knew the particular labour right. From this, it was easier to go on discussing the extent to which the particular labour rights were executed at the work place.

### **2.3.2 Performance Theory**

According to Taylor (2016), performance theory underlies that individual accountability stand as sole a idea in work and building organisational consciousness. Organizations need individual who highly perform their roles and committed to work to meet their goals like releasing products and all other services to encounter competitive benefits. Where, a source of satisfaction is accomplishment of works and standards of performing at higher level to enhance self-autonomy and ownership.

However, dissatisfaction and personal failure may result from low performance and less achievement of the goals.

Moreover, others recognize performance within organizations as financial and other benefits (Sinn, 2003). These definitions specify performance as a chief catalyst for future occupational development in the labour market. Although, high performers might be promoted more easily as compared to low performers (Vickers, Croucher, Stumbitz, & Quinlan, 2003).

Further, performance is in itself a multi-dimensional concept as Sonnenag and Frese, (2001) give meaning of other performances like, ask performance as an individual's ability with which he or she performs activities, which contribute to the organization where the contribution can be either direct example in the case of production workers or indirect example in the case of managers or staff personnel.

Furthermore, performance can be looked into basing on different perspectives and these include an individual differences perspective, which searches for individual characteristics; such as general mental ability, personality as, sources for variation in performance. It is a situational perspective focuses on situational aspects as facilitators and impediments for performance, and a performance regulation perspective describes the performance process(Sonnentag, 2002).

Sonnentag and Frese (2001) argued that individual performance is dynamic and the variability of their performances reflects learning processes in terms of long-term changes, temporary changes in performance and individual performance changes as a

result of learning. Studies such as Hatayama (2018), Lisakafu (2014), Serrano (2013), and Deakin (2009) in different capacities:

*... Showed that performance initially increases with increasing time spent in a specific job and later reaches a plateau. Moreover, the processes underlying performance change over time. During early phases of skill acquisition, performance relies largely on 'controlled processing', the availability of declarative knowledge and the optimal allocation of limited attention resources, whereas later in the skill acquisition process, performance largely relies on automatic processing, procedural knowledge, and psychomotor abilities.*

Murphy (1989) differentiated the process of new workers in the field of employment that is showing the changes between transition and maintenance stage of work performance for novice. The workers need to maintain the skills needed for worker performance to build work culture for the performance to automatic. Murphy insist that the skills and knowledge is remount during transition stage and it is not that important during maintenance stage because things are expected to happen naturally and automatically.

Changes in work performance are differentiated with individuals basing on timeframe and work experience. This is because performance changes as the time changes, it is kind of dynamic and not static with individuals. Different authors who worked in this area observed that, individuals usually are different due to various aspects including the way one communicate to one another or oneself interaction (Hofmann et.al, 1992, Ployhard & Hakel, 1998; Zickar & Slaughter, 1999). These authors therefore observed that there is no uniform performance development of individual in timeframe; this is because there are psycho-physiological states, which may differ from one individual to another. Working experiences, working conditions (disturbances of the Circadian

rhythm) exposure to stress and fatigue results may result to lower performance although is not case to all situations (Kahneman, 1973). The theory relates to this study as it focuses on the performance of employees as a dynamic issue, which involves knowledge and learning. The knowledge may include what employees know about their work as well as the standards that govern their work as well as the experience they have in their work.

#### **2.4 Employees' Awareness on the Labour Rights**

The labour rights, which are laid down in legislations, are meant to regulate the employer employee relationship at work places. Thus, it is important for employees to have knowledge on these rights and all regulations governing labour matters. In Malaysia, a study held by Singh and Augustine (2007), which stared at the level of awareness on employment rights among women in Sarawak, found that the level of awareness among female workers on their legal employment rights at the workplace is moderate. The study also found that employers in service organizations in Sarawak met the minimal requirement of the Sarawak labour Ordinance, particularly in relation to protection of employment for female workers such as paid maternity leave. Employers are bound by the regulations set by government but yet employees are seen to be not much knowledgeable of their employment labour rights. The study supports the importance of women to know their labour rights as it will help them determine whether they are treated at par with men at work place or not and if not then they have a right to file a complaint against the employer.

Furthermore, a study carried out in Zambia, Uganda, Tanzania and Kenya pointed out those female workers in horticulture plantations lack training on their employment

rights (English, 2007). Workers in all of these countries who are not permanent employed have very few or no employment benefits in addition to their wages. Labour right awareness in light of this, non-permanent workers lack typical employment benefits including maternity leave, paid annual leave, set working hours, overtime pay, sick pay, access to social security schemes, medical benefits, housing allowances, the right to join a union, breaks and payment during public holidays (English, 2007). As these employees lack training on their employment rights, employers infringes some of their rights and they don't have power to demand them.

## **2.5 Employees' Labour Rights and Prospects in Tanzania**

Tanzania has many international and regional country supplies on human and employees' rights as well as approved numerous ILO fundamental Conventions. According to Kerega (2018), in 1998 Tanzania approved the minimum age for agreement on Admission to Employment, while Freedom of Association and the Protection of the Right to Organize Convention (No. 87) and Collective Bargaining Convention (No. 98) were ratified in 2000 and 1963 respectively (URT, 2013). The ILO Convention on Elimination of the Worst Forms of Child Labour was ratified in 2001 (ibid). The fundamental Conventions are incorporated in the country's labour laws, which also contain other provisions on workers' rights.

According to Ackson (n.d), the fundamental employees' rights and protections are contained in Employment and Labour Relations Act (ELRA) No. 6 of 2004 and include, among others, child labour, forced labour, discrimination as well as freedom of association. Child law do not allow children who are under fourteen (14) years of age to be employed although the law permits these children to be given light work that

do not harm them in any way e. g physical health, mental development, or infringe child's right in any way (Kerega, 2018).

According to ELRA (2004) section 5, the child (under 18 years) is not allowed to work in a mine, factory or on a ship as a crew or in agriculture where work conditions may be hazardous. In the same Act, discrimination on various grounds such as religion, nationality, gender, colour, political opinion, race, pregnancy or HIV/AIDS is also prohibited.

The Employment and Labour Relations Act and the Labour Institutions Act of 2004 provide for relaxation of labour standards including working conditions such as freedom of association and collective bargaining, wages, working hours, payment of remuneration and leave in favour of competition and productivity. In addition to that, the law requires employers to promote equal opportunities for men and women in the work places by adopting relevant employment policies and practices. Freedom of association, which is also guaranteed by law, has been a constitutional right even before the adoption of the ILO Declaration on the Fundamental Principles and Rights at Work in 1998 (URT, 2013). Numerous Trade Unions have been formed in the country mostly under the umbrella of the Trade Union Congress of Tanzania (TUCTA). The TUCTA constitution also guarantees the right to work and fair remuneration and forbids discrimination in employment on various grounds.

According to Kerega (2018), the employees' Labour Rights for the mainland Tanzania are regulated by: Employment and Labour Relations Act (ELRA) No. 6 of 2004, Labour Institutions Act (LIA) No.7 of 2004, Workers Compensation Act of 2008, and

Occupational and Health Act of 2003. He adds that, in case of Zanzibar, the employees' Labour Rights are regulated by: Employment Relations Act of 2005, Workers Compensation Act of 2005, and Occupational and Health Act of 2005.

The essence of ratifying ILO standards and the prevalent laws enactments aimed, primarily, at ensuring that employees' labour rights are protected through implementation of the provisions destined for that purpose; employees' rights are respected and complied with by employers in work places as well as making sure industrial disagreements are achieved over protection and deference for employees' rights and harmonious labour relations and practices are promoted for the smooth running of industrial activities (ILO, 2009). Also, the labour standards and laws enhance employees' participation in Organizational performance through creativity and hard work while at the same time improving their standard of living.

## **2.6 Employees' Labour Rights Challenges**

The protection of employees' rights has been facing various challenges. A good standard is in the private sectors, the challenges such as "poor working conditions, anti-union practices and discrimination against union members, unfair remuneration and termination of employment, absence of internal complaints handling mechanisms, exposure to physical risks and unfriendly infrastructure to vulnerable groups such as workers with disabilities and domestic workers" have been noted (Africanus, 2018).

According to LO/FTF Council (2016) the Tanzanian Mining and Construction Workers' Union (TAMICO) have reported more than 120 cases of unfair termination for arbitration hearing. Also, (Africanus, 2018. p.7) mentions "none-existence of

Trade Unions in certain economic sectors, lack of employment contracts to some employees and prevalence of child labour” as other challenges in employment sectors. The job insecurity and low wages, as Page (2016) notes, are the outstanding challenges notable in employment sectors especially in private sector. According to NBS (2015), other industrial sectors are not able to deliver enough employment posts in which provides only one fifth of formal employment because of focusing on capital intensive and resource based industries which have a low rate of job creation.

According to Kerega (2013), child labour is still prevalent besides prohibition. NBS (2016) carried out a survey which shows different forms of child labor from various sectors which may include but not limited to domestic work and mining industries to children aged 5 to 17 years that carries about 29%, not only those but also gender inequalities continues to be handicapped in the labour market Where, Also, Africanus (2018) observed that although unemployment rate is higher for women, they are paid lower by 63 percent as compared to their counterpart men.

Further, some working environments are hazardous or dangerous in terms physical well being of the workers. As Levine (1999) observed that, in places like beaches, open grounds, and rivers, serious harmful disposable waste such as chemicals bottles, needles, plastic bags. Krumm and Kharas (2004) add, “That unchecked or untreated discharges of chemicals into water supplies can harm agricultural production health status and limit productivity.” (p. 115).

## **2.7 Employees’ Performance**

Mike (2013) pointed out that assessing performance of employees in educational higher learning in third world countries has always been a difficult task as there is too

much academic freedom. In his study which was done in the context of Edu KN higher education institution; found that performance measurement is problematic as academic and administrative staffs have much freedom. Therefore, concluded that employees' performance will be determined through constant reminder to Heads of the Units who are held accountable for the underperformance of their subordinates.

However, performance management involves systematic planning, monitoring, rating, developing as well as rewarding. Employees should be aware that they need to perform their job successfully and establish their expectations in performance plans, where their performance elements of the employees tell what they have to do and they standards tells them how well they should perform. OPM.GOV. (n.d) identified the following elements as “developing elements and standards that are understandable, measurable, attainable, fair, and challenging is vital to the effectiveness of the performance appraisal” (p. 1) among employees.

## **2.8 The Impact of Labour Rights on Employees' Performance**

Cane and Kritzer (2010) pointed out “that unregulated markets were, on the whole, competitive, maintained that labour regulation was an exogenous source of inefficiencies, leading to unemployment and slowing down growth” (p. 326). However, Deakin (2009) diverged that, employment regulations might protect employees to increase productivity through training and encouraging innovation on interaction of legal rules and regulations with national, regional and harmonized institutions in terms of capital, marketing and productions. Therefore these authors are of the opinions that labour rights and employment regulations have to also train

employees to interact the legal rules in such a way that workers morale in work increases productivity.

Furthermore, big and formal economy industries are likely to have low production unlike small and informal economy. As International Labour Conference (2015) found that people working in micro and small enterprises termed as the informal economy are growing faster with bulk of new employment chances as compared to large and formal industries. The majority of employees in these small and informal sectors are poor and Rinehart observed that their benefits as workers are not observed neither attended in any way leave alone the working condition and living condition of workers. This may be a result of poor implementation of the rights and standards of workers in their premises.

However, majority of employees in micro and small lacks awareness of the employees' rights. As Bright et al. (2019) states that lack of awareness for employees 'rights in micro and small economy enterprises lead to lack of labour rights and benefits. Rinehart insisted these employees might have involved in contract labour, family labour and apprenticeship among others. Rinehart insists these kinds of workers are mostly found in developing countries and rarely ever invisible in national statistics and beyond the reach of regulatory, which are designed for larger enterprises.

Various working condition may have different effects on human life in different endeavours force people to plan differently on their working condition. These effects may differ from one group of people to another, to bring dynamic structure in cultural norms to address poor working conditions and are to harsh for women than their

counterpart men (Bright et al., 2019). As a result of the different working conditions and different factors, it is difficult to design a common method to improve their employment conditions as explained by (Artuso & McLarney, 2015) .

It is therefore, hard to design the strategies the best strategy that would advance the working conditions of the workers due to the relation of hidden workers' rights including other factors within MSE/IE (Rinehart, 2004). Thus, improving the working condition of women and men requires a better understanding of the strategies that promote change management in the informal economy. These authors suggest that through these strategies the workers would raise their living standards and influence self-satisfactory towards their work conditions.

Bell and Newitt (2010) relating decent work with poverty reduction. They found that, in a surprise that many people in the developing countries are already employed. But, many of these people are employed in the formal economy and in these formal economy there low income and uncertain. Therefore, reducing poverty in such situation is not a matter of increasing economy and add more employment opportunity rather it is by making quality and many jobs opportunities so that the poverty reduces itself. It is with this basis that, poverty will be reduced if people work hard and working hard goes along with providing people with good working conditions that is putting into consideration desirable labour standards.

Flexibility of working time helps workers to perform as they could schedule their activities and perform them without any interference. Golden (2012) pointed out that, there are public policies in working time as follows, number is the National standards

and regulations which have two subsections; subsection one is that that where working hours are commonly known by all sectors of the economy and the other one is that of individualization where working hours is customized by individuals. That is the individuals have that right to request and the right to refuse to work on certain programmes. However employees cannot demand what they do not know hence it is important for them to be aware of these rights.

Furthermore, Bell and Newitt (2010) insisted on an agenda International Labour organization (ILO) developed which focuses on 'decent work'. This agenda is developed to insist on the employment's rights that are supplemented with workers protection. This agenda also emphasises on fairness of available chances in employment for both men and female. ILO understand 'decent work' in the following point of view as independent and mutually reinforcing, access to productive employment and income opportunities. That all workers have the right at work and all sort of reference to the core labour standards, protections socially and the right to talk with others. Hence, reduction of poverty requires involvement of people in a decent job.

The study by Howse (1999) insisted that;

...The interrelationship between trade policy and labour rights is among the most contentious issues that the world trading system faces today. Many critics of free trade have argued that it is unfair that producers in the developed industrial world should have to compete with imports from countries with very low wage rates and poor labour standards.

He argued that the attention is more focussed on the international challenges in getting the compliance over some minimum standards, which are the ‘core’ fundamental of labour rights. These international human standards are accepted worldwide and reflect international norms. Howse (1999) complies with Bell and Newitt (2010) as they all points out that reduction of poverty as well as increase of production results from decent jobs, which goes along with high labour standards.

The “International Labour Conference adopted the Declaration on Fundamental Principles and Rights at Work” (ILO, 2008. p. 23). This declaration repeated the international commitment to “respect, promote and to realize in good faith” the workers' rights and the employers’ freedom of association towards effective right to collective bargaining (CEACR, 2019).

This is supported well by Ahmad *et.al*; (2007) who argue that the labour “laws are necessary to prevent millions of workers from being exploited and to create decent jobs” (p.76 ). This idea is inevitable in case of better economic outcomes. In addition to that, they pointed out that in India the labour laws that are enclosed by several numbers of Acts setting the minimum standards for workers’ wages, benefits, workers welfare and health and safety provision among others (ILO, 2009). In most countries, there are Acts with the labour standards that are to be put into effect in work environment.

Similarly, a report for Legal and Human Rights Centre by Saleh and Hamad (2009) showed that the right to work comprise of availability of decent work, fair payment, and the right to join trade unions, security of lease among others. Any worker, despite

of where he/she works is entitled to these rights. Moreover, constitution of Tanzania 1977 provides guarantee to some of the significant labour rights as protected in various international human rights tools (International Labour Office & Bureau for Workers' Activities, 2012). However, most workers still face challenges in attaining their rights at their workplaces and these challenges influence negatively the productivity in their works in terms of job performance.

According to Solis (2011) all workers have the right to a safe work place. The Occupational Safety and Healthy Act 1970 was introduced to inhibit workers from being splayed or otherwise injured at work and it necessitates companies to offer their workers with conducive working conditions free from all sorts of risks if not dangers. Workers require a safe environment for them to perform their activities well. The Conservation, Hotels, Domestic and Allied Workers Union (CHODAWU) which is a union for protecting and safe-guarding decent work for domestic workers did an analysis of the Labour laws and recommended in their study that the United Republic of Tanzania Employment and Labour Relations Act, 2004 to provide the employment standards and to amend where necessary in order to enable local employees with the access to various facilities which guaranteeing them with 'decent work'. The domestic workers will therefore have equal rights as any other employee around the world.

The United Republic of Tanzania Employment and Labour Relations Act, 2004 has laid down the provisions with the standards that should be taken into consideration by both employers in the course of employment and this include hours of work, remuneration, leave, terms of termination and other incidents of termination (PART III: Employment Standards). These standards are meant to maintain the relationship

between the employers and employees in the work places and give workers a comfortable working environment, motivates workers as well as giving them satisfaction on their performance. The opposite of this will lead to poor performance of employees as a result of un-productivity of the organizations.

## **2.9 The Empirical Studies on the Effects of Labour Rights Practices on Performance**

Several studies have been done on the labour rights practices and performance. For example, Umar (2014) did a study to analyse and assess the effect of wages to the employee's work motivation; the effect of wages to the employee's job satisfaction and the effect of work motivation to the employee's performance in manufacturing industry in Makassar Industrial Area. The population of the study were 20 executive workers as drawn from 300 workers through random selection technique. The model used for data analysis in this study was Structural Equation Modelling (SEM). The results of the findings revealed that, work motivation, wages, and workers' job satisfaction is significantly influenced by the employees' performance. As a result, workers' job satisfaction provides with positive motivation towards the work.

Further, Golden (2011) in the study, which sought to examine the link between different aspects of working time and productivity and sustainable performance. The study particularly assessed the effect of working hours over productivity and how flexibility and innovation in working time affect the performance in productivity. The findings of this study showed that there is no significant relationship between increase working hours and higher productivity. Therefore, it appears that the shorter the working hours the higher the performance. Also, for the employers with considerable

flexible working schedules for their workers in terms of working time are likely to recruit more staff and more retention of the existing workers for cost effective of the enterprise.

Furthermore, Sterkenburg (2019) recently conducted a study, which sought to examine the effect of Chief Executive Officer (CEO) on workers employment contracts on job security and performance during 2007 financial crises. The study used a different data collection tool, which required employment agreement for CEOs of S and P of 500 firms in office at the start of the financial crisis.

The findings of the study found that, the CEO employment contracts with long duration had a greater job security during the financial crisis as measured by CEO turnover rates compared to CEOs with relatively short employment contract. However, the study findings revealed that, the CEO with long employment contract, performed worse during financial crisis as compared to CEO with short employment contract. The study recommends longer CEO employment contract to change their type of job security because it may obstinate CEO incentives.

Moreover, Kitila (2017) conducted a study to assess the effect of workplace environment on workers job performance and productivity in Tanzania. The study, which, adopted a case study design focused on selected cases of micro and small enterprises in Dar Es Salaam. The study findings revealed that, the physical working environments, which may include but not limited to furniture and all other working facilities may affect workers' performance and productivity of MSE's in Dar es Salaam.

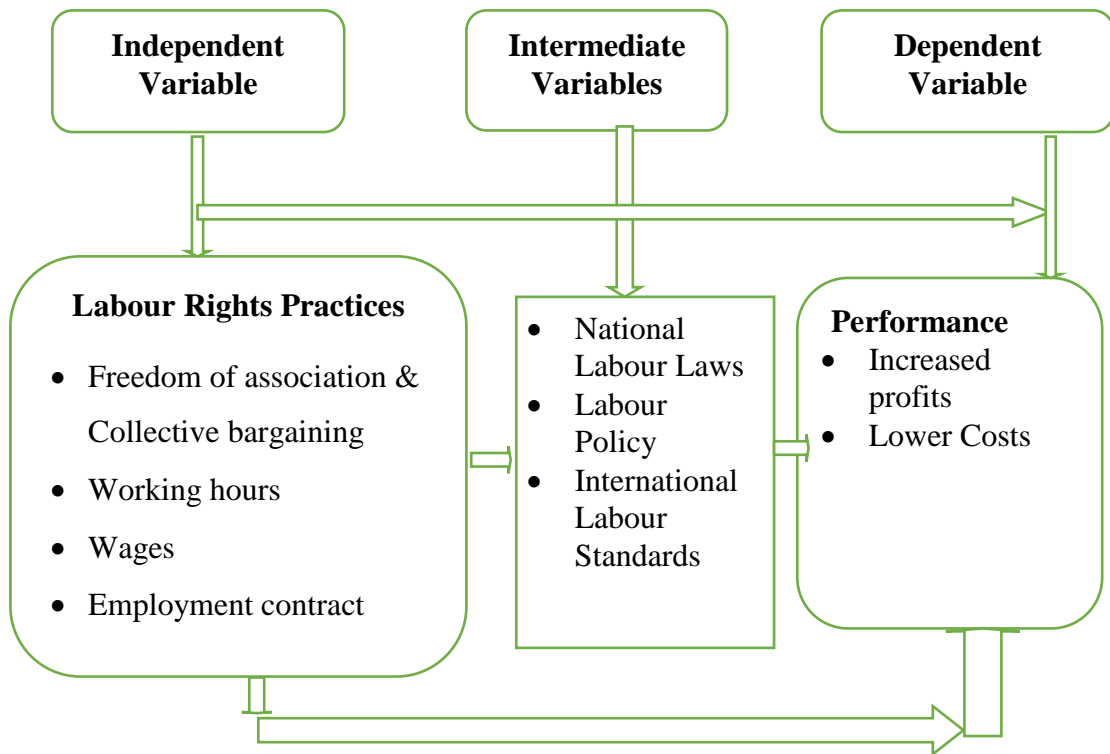
The arrangement of the office and space for ventilation of fresh air and lightning also have greater contribution toward increasing MSE's workers' performance and productivity. Other factors, which increase employee's performance were found to be the effective organization communication and supervisor support. The study recommends that provision of financial incentives, training and government support towards enhancing Micro and Small Enterprises' workplace environment would increase workers performance and productivity.

### **2.10 Research Gap**

The theoretical and empirical studies reviewed have tried to address the issues on labour rights and employees performance promptly. These literatures tried to establish the performance criteria in various work settings in various places in Tanzania and elsewhere around the Globe. However, they have not dealt with the issue of labour rights practices and their effects on employees' performance in Dodoma Municipal, particularly in Vocational Training Centres, which are privately owned. This study, therefore, got to fill in such gap in research.

### **2.11 Conceptual Framework**

The conceptual framework explains the relationship between labour rights practices and employees performance. In the conceptual framework, as it is stipulated based on the literature that, if there is better labour rights practices which ultimately offers them better working conditions, job satisfaction, motivation as well as offering better employees' welfare and reduces employees discriminations, will lead to high performance as illustrated in the Figure 2.1.



**Figure 2.1: Conceptual Framework**

Source: Authors' Own Construct (2019)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology used in this study, where it outlines research tools, study design, describes the area, of study, and the sampling techniques. The chapter, also, presents the data collection techniques, units of inquiry, data analysis plan and ethical procedures.

#### **3.2 Area of the Study**

This study was done in Dodoma Municipal. It is bordered to the East and South by Chamwino District and to the North and West by Bahi District. According to national censor of 2012, Dodoma Municipal has a population of about 410, 956 people out of which 211,469 are women and 199,687 are men. The economic activities in the district, which are both formal and informal in nature, include: commerce and industries, agriculture, small-scale production and service provision. The area is chosen due to the possibility of getting the required data at a reasonable cost of time and fund as the researcher has been living and working in the region for about three years now.

#### **3.3 Study Design**

This study adopted a case study research design. The researchers used a case study design for in-depth assessment of the effects of labour rights practices on employee's job performance in Dodoma region at VETA (Babbie, 2004). The method simplified the flexibility of qualitative data collection for the study (Mugenda & Mugenda,

2003). The case study, as Msabila and Nalaila (2013) noted as a holistic empirical, is a holistic realistic investigation used by the researcher to gain an in – depth understanding of labour rights practices on employees job performance in its real context of Dodoma region at VETA. However, due to the method being biased in terms of data collection and analysis, the approach was likely to reflect the bias since the researcher was the primary instrument of the research design (Schoch, 2020, Yin, 2018).

Although, the primary approach of the study was qualitative, which was used with the aim of sharing the theoretical assumptions of interpretative paradigm basing on the notion of social security, which is believed to be created and maintained in employment sector; quantitative approach was also used to accurately attempts to describe, decode and interpret the effects of labour rights practices on employees job performance as appeared in its normal social context (Daniel, 2016; Msabila & Nalaila, 2013).

### **3.4 Population of the Study and Sample Size**

#### **3.4.1 Study Population**

This study constitutes a population with all the required characteristics such as college principals and employees. About 151 (97.4%) employees and 4 (02.6%) principals were the participants in this study, who make a total of 155 participants with similar characteristics, which are the interest to the researcher (Yount, 2006). The principals and the employees are from the four VTCs, which included TRACDI, Don Bosco, St. Gabriel, and Dodoma VTC. This study's participants have similar characteristics to be

study and data were analysed to examine the effects of labour rights on job performance.

**Table 3.1: Population of the Study**

<b>Centre</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
TRACID	27	22	<b>49</b>
DON BOSCO	51	13	<b>64</b>
ST. GABRIEL	14	07	<b>21</b>
DODOMA VTC	08	09	<b>17</b>
<b>Total</b>	<b>100</b>	<b>51</b>	<b>151</b>

Source: Research Findings (2019)

### **3.4.2 The Sample Size**

According to Mugo (2020) the sample population in this study was a limited part of statistical population whose properties were studied and the researcher was able to get information of the whole population about the effect of labour rights practices for job performance in the region. Mugo (2020) continued arguing that, it is hard for the researcher to study a large population and therefore it was easy for the researcher to study and analyses the variables that have to be assessed simultaneously and heterogeneously. However, “there is no sample which is best; any sample is acceptable depending on the nature of the study” (p.2). This population of 155 participants assisted in the analysis of the impact of labour rights on job performance in the four VETs centres.

As pointed by Mugo and Ramadhani (2010), the sample size in this qualitative research approach depended on what the researcher wanted to examine and the purpose of this inquiry to be useful and to have reliability on what is to be done

practically depending on the time and resources available. This study, therefore, included a total number of 111 calculated as below:

The following formula was applied to calculate the sample for a total population available (151 employees):

$$n = \frac{N}{1 + N(x)^2} \dots\dots\dots(1)$$

Where by  $n$  = Sample size,

$N$  = Total population 151

$x$  = Precision (5%)

Upon inserting the figures above, you obtain the sample  $n = 110$ . Then since each centre had its own population, it was important to calculate sample basing on the population each centre had (on proportional basis).

i.e Centre sample = [centre population/total population] x Total sample

Thus, for TRACDI sample =  $(49/151) \times 110 = 37$

For Don Bosco, sample =  $(64/151) \times 110 = 47$

For St. Gabriel, sample =  $(21/151) \times 110 = 15$

For Dodoma VTC, sample =  $(17/151) \times 110 = 12$

This makes a total of 111 samples for employees in all centres. When adding 4 principals of the VTCs, the grand total sample becomes 115.

### 3.5 Sampling Procedures

Purposive and stratified sampling techniques were used in this study. Purposive sampling is said to entails the method in which the respondent is chosen due to its

unique characteristics which cannot be found from other participants (Yin, 2018). Whereas, stratified random sampling techniques is used to select respondents from their groups/strata/levels or divisions of interest and each group or each element/respondent has an equal chance to be selected to represent a large population. Purposive sampling was used in sampling the 04 Principals of all Training Centres.

The stratified random sampling method was used to sample 111 employees from their respective working centre where each centre was regarded as a separate stratum. In each centre the employee were located a special number which is written on a piece of paper then folded and put in the box and one of the employees asked to pick a specified number. The picked number who had specific names were approached and given questionnaires to fill for data collection.

**Table 3.2: Sample Distribution for the Study (Employees)**

<b>CENTRE</b>	<b>POPULATION</b>	<b>SAMPLE</b>
TRACDI	<b>49</b>	<b>37</b>
DON BOSCO	<b>64</b>	<b>47</b>
St. GABRIEL	<b>21</b>	<b>15</b>
DODOMA VTC	<b>17</b>	<b>12</b>
<b>TOTAL</b>	<b>151(100%)</b>	<b>111(73.5%)</b>

Source: Research Findings (2019)

However, during data collection, three questionnaires were not returned. Thus, the sample of 98 employees, which is about 88.3% of the total sample population, was used in analysis and discussion. This is a reasonable sample for generalization.

### **3.6 Data collection Techniques**

This study used the following data collection techniques questionnaire, interview, and document review framework.

#### **3.6.1 Primary Data**

The primary data collection methods were questionnaires and interviews.

##### **Questionnaire**

The questionnaires were used for primary data collection from the employees of the four training centres. Questionnaires were used to collect information as the requirement of the objectives prescribed in chapter one. Questionnaires were used to collect huge information from the employees of the four training centres, thus a suitable for this study (White, 1999). The questionnaire employed open –ended and closed questions, which removed all ambiguities and therefore the participants relaxed and interested in answering the questions.

##### **Interview**

The interview process was used to obtain data from the principals of the four training centres. The interview were set to obtain oral information from the respondents through face to face interaction between both the researcher and the principals for gathering facts to add on information collected from questionnaires (Hurd, 2020). The principals clarified most of the issues, which seemed unclear as the researcher to probe and ask more questions towards the concepts that were particularly important (Frankel and Wallen, 1993). Although, the interview seemed to influence biasness on the side of the researcher, time consuming and difficulties in its interpretations, it is

the method that is suitable in exploring the participant's views and attitudes on their working benefits.

### **3.6.2 Documentary Review**

Documents were reviewed to obtain secondary data. The secondary data involved the process examining and analysing important documents such as staff attendance, employment records together with various articles about labour rights and its impact on job performance (Best and Kahn, 1998). The data collected from these documents supplemented the other data collected from interviews and questionnaires.

### **3.7 Analysis of the Data**

The data collected was both quantitative and qualitative. Quantitative data were analysed basing on research objectives using Statistical Packages for Social Sciences (SPSS). The use of SPSS enabled the interpretation of analysis of the data, where the researcher was able to tabulate the frequencies, and percentages. While qualitative were analysed through content analysis and also basing all arguments on the research objectives and questions in order to unpack the effects of labour rights practices on employees job performance.

### **3.8 Ethical Consideration**

This study adhered the ethics required for data collection. The researcher obtained a clearance letter from Directorate of Postgraduate Studies of the Open University of Tanzania. Thereafter, the researcher obtained the letter of permission for data collection from the Regional Administrative Secretary (RAS) in Dodoma region. Where the letter of permission from RAS helped the researcher to ask for the authority

and participants' consent from each centre for data collection. The researcher ensured the participants' confidentiality and the information given were kept with encrypted password in a computer and used for this research only.

### **3.9 Validity and Reliability**

The validity of the study is seen as strength, and it is used to determine and suggest whether the findings of this study measured what it was supposed to measure from the participants and the researchers' point of view (Kail & Cavanaugh, 2019). In addition to that Golafshani (2003) pointed out that; validity defines how correct are the findings of the study are according to measurements taken and stability of the instruments used in data collection.

Whereby, reliability measured the extent of consistent of the instruments over a period of time to yield the same results on the representation of the population of the study (Boslaugh, 2012). The instruments therefore yielded the expected results where the researcher employed data triangulation from various sources, which included workers, administration, and methodical triangulation by the use of interview, questionnaires and documentary review. The researcher also used member-checking method to ensure that the findings are accurate when reciprocating the findings back for the participants to partially evaluate their consistency, (Creswell, 2003).

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the findings obtained from the objectives of the study as prescribed in chapter one. The primary data were collected through questionnaires and interview while secondary data were collected through document analysis. Qualitative and quantitative data were collected from the participants accordingly. The data were both analysed using SPSS for percentages and frequencies and quantitative data were analysed using content analysis.

The study was motivated by the fact that despite the role Vocational training Centres in enhancing economic growth and job creation as well as the well-being of the people, little has been known on the labour rights practices and the effects of the same on employees' performance. This can be evidence from the wide empirical evidence gap noted. Thus, it becomes important to examine its effect on employees' performance of their labour rights practices VTCs.

The general objective of the study was to assess the effects of labour rights practices on employees' performance in Tanzania, a case of Vocational Training Centres in Dodoma Municipal. The study had four specific objectives and their respective research questions. The study focused on the four labour rights, which include: freedom of association and collective bargaining, living wages, working hours and employment contract (employment security). These labour rights were assessed and tried to determine how they affect performance. This chapter four, therefore, presents

the research findings, descriptions of the data, observations, interpretations of the findings analysis and discussion.

This chapter provides respondents' demographic characteristics, and the results of the findings following the specific objectives in chapter one. The findings about labour rights practices effects on work performance in Tanzania, with a focus on selected Vocational Training Centres in Dodoma Municipal.

#### **4.2 Demographic Characteristics of Respondents**

This study used a total of 102 respondents from four selected Vocational Training Centres in Dodoma Municipal. Out of these, 98 (98.08%) respondents were employees and only 4 (3.9%) were principals of the four Vocational Training Centres. Out of 98 employees respondents, 38 (38.8%) were male respondents whereas 60 (61.2%) were female respondents. The 4 principals were all male respondents. This shows that in VTCs, there is equal opportunity employment philosophies were both female and males are significantly employed.

**Table 4.1: The Gender of Respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	38	38.8
Female	60	61.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

The age of respondents varied significantly from age below 25 years to the age above 55 years.

**Table 4.2: Age of Respondent**

	<b>Frequency</b>	<b>Percent</b>
Below 25 years	5	5.1
25-35 years	31	31.6
36-45 years	23	23.5
46-55 years	29	29.6
Above 55 years	10	10.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings

In the table above (table 4.2), it can be observed that, the respondents below 25 years of age were 5 (5.1%), those whose age ranges between 25 to 35 years inclusive were 31 (31.6%) and a total of 23 (23.5%) respondents has age ranging from 36 to 45 years inclusive. Also, the respondents in the age group 46 to 55 years were 29 (29.6%) whereas; those above 55 years were 10 (10.2%). The results show that, Vocational Training Centres comprise of almost all age groups, but with youth category dominating.

Accordingly, the employee respondents had a mixture of single and married ones with few of those who are either widower or widowers. The results show that of 98 employee who participated in the study, 37 (37.8%) of them were single whereas 52 (53.17%) respondents were married and only 9 (9.2%) were widow / widowers.

**Table 4.3: Marital Status of Respondent**

	<b>Frequency</b>	<b>Percent</b>
Single	37	37.8
Married	52	53.1
Widow/Widowers	9	9.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

Consequently, the respondents of the study had attained different levels of education from advance level secondary education to the university level. The research findings show that 5 (5.1%) of all respondents have advanced secondary education, 28 (28.6%) have certificates level of education, 46 (46.9%) of all of respondents had attained their diploma level of education, while 15 (15.3%) of respondents had attained first degree in various fields and only 4 (4.1%) had their Master degree level.

**Table 4.4: Level of Education of Respondents**

<b>Advanced Level</b>	<b>Frequency</b>	<b>Percent</b>
Secondary education	5	5.1
Certificate	28	28.6
Diploma	46	46.9
Degree	15	15.3
Masters	4	4.1
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

Finally, the study findings revealed that the employees had varies work experience, in terms of number of years one served. The results of the findings show that the popular of respondents had worked foe below 5 years. These where 42 (42.9%), whereas those who worked for 5 to 10 years inclusive were 19 (19.4%) and 14 (14.3%) of them had worked for 11 to 15 years.

Also, the findings show that 13(13.3%) had worked for 16 to 20 years and only 10 (10.2%) of the respondents had worked more than 20 years. This indicates that more than half of them have good experience in work settings, hence have knowledge about work rights practices in their working stations.

**Table 4.5: Respondents' Working Experience**

	<b>Frequency</b>	<b>Percent</b>
Below 5 years	42	42.9
5-10 years	19	19.4
11-15 years	14	14.3
16-20 years	13	13.3
Above 20 years	10	10.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019).

#### **4.3.1 The Effects of Freedom of Association and Collective Bargaining on Performance**

The first specific objective was to assess the effects of freedom of association and collective bargaining on employee performance. The respective research question was to what extent the freedom of association does and collective bargaining affects employees' performance? From these, it was first found that more than half of respondents were least aware of labour rights at their work.

This was revealed when respondent to the question which required to knowing the extent to which they were aware of labour rights in which 5 (5.1%) of all respondents stated that they were not aware of labour rights, 55 (56.1%) them stated that they were least aware, while 38 (38.8%) stated to be well aware of the labour rights. This indicates that the human resources department and/or administration department and workers associations do not do their best to enhance employees' awareness on their labour rights.

**Table 4.6: The Extent of Awareness of Employment Rights at Work**

	Frequency	Percent
Not aware	5	5.1
Least aware	55	56.1
Well aware	38	38.8
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

Consequently, it was revealed that even the employment rights which are written in the employment and relations' act of 2004 was not well known by good number of employees. When respondents responding to the questions, which required to knowing whether employees are aware of employment rights as given in the employment and relations act of 2004, 38 (38.8%) agreed whereas 60 (61.2%) of them disagreed.

**Table 4.7: Awareness of Employment Rights as Stipulated in the Employment and Relation act of 2004**

	Frequency	Percent
Yes	38	38.8
No	60	61.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019).

However, the research findings show that in particular, employees are aware and known for sure the meaning of freedom of association and collective bargaining. The responses obtained as a result of the question which required to state whether they understand the meaning of freedom of association and collective bargaining show that, 85 (86.7%) of all respondents known the meaning of the term and are aware of it

as the labour rights, while only 13 (13.3%) of them negatively responded to the question. According to Wilshaw *et al.* (2013), the freedom of association and collective bargaining are to be well known to employees as they are enabling rights and have the possibility to promote and realize decent condition at work. The ILO conventions 87 and 98 place the freedom of association and collective bargaining among the fundamental rights of ILO.

**Table 4.8: Understanding the Meaning of Freedom of Associations**

	Frequency	Percent
Yes	85	86.7
No	13	13.3
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019).

Furthermore, his research findings revealed that, the Vocation Training Centres in Dodoma Municipal allow employees to join trade Union in an effort to enhance and abide to the labour rights how. This was revealed from responses of the question, which wanted to know whether their employers allow them to join trade unions. The results show that 89 (90.8%) respondents positively responded to the question whereas only 9 (9.2%) of them negatively responded to the questions.

According to Miller (2012), all workers across the World have the right to join a trade Union of their choice so as to obtain power to bargain collectively with their employers. Thus these rights need to be included in employers' codes of conducts. Wilshaw *et al.* (2013) add, that, there are advantages to both employees and employers when employees join trade union. The advantages of the trade union

include; enabling better dispute resolution which minimizes conflicts at work stations; they minimize disruption and hence raise productivity; they increase worker satisfaction and cooperation, as well as allowing for mutually agreed mechanisms for introducing and achieving support for changes in the work place.

**Table 4.9: Responses on Whether Employees are allowed to join the Trade Union Associations**

	<b>Frequency</b>	<b>Percent</b>
Yes	89	90.8
No	9	9.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2013)

The study found that there is a general agreement among respondents that, employers (VTCs) provides them with a forum to speak out their problems at their work places. Also, employers recognize and commit themselves to labour standards on freedom of association and collective bargaining. The responses on the questions which required to knowing the extent to which respondents agree or disagree that employers recognized hence commits to abide to labour standards on freedom of association and collective bargaining show that 14 (14.3%) of them strongly agree, 75 (76.5%) just agree whereas only 9 (9.2%) of them indicated that they were not sure. This reveals that most of VTCs in Dodoma Municipal lawfully abide to the employment and relations Act 2004.

The Act cap 243, section 9 (1) asserts that:

*“Every employee shall have the right to form and join a trade union and to participate in the lawful activities of the trade union”*

Thus, employers need to abide to the law so as to avoid necessary penalties, which may fall upon them, shall they go against it.

**Table 4.10: The Employers Recognize and Commit to the Labour Standards on Freedom of Association and Collective Bargaining**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	14	14.3
Agree	75	76.5
Not sure	9	9.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

Finally, the research findings show that the freedom of association and collective bargaining increases employees' motivations towards work, through which performance increases. Respondents revealed when asked about the extent agreement or disagreement on whether the freedom of association and collective bargaining raises employees motivation and hence performance increases, 8 (8.2%) of them strongly agreed, whereas 80 (81.6%) agreed and 10 (10.2%) of them were not sure on the question. This concur to the results by Hirsch (1997) who found that freedom of association and collective bargaining provides employees with collective voice to seek for the fair grounds on various working matters. The study show that despite the advantages of the collective voice for employees the positive effects of freedom or association and collective bargaining have been overshadowed by the associations rent seeking behaviour. On contrary, Larocha (2013) found that freedom of association and collective bargaining has no impact on work place performance. Other studies such as Morishima and Copping (1991) notes that the freedom of association and collective bargaining have negative effect on the firm performance.

**Table 4.11: Freedom of Association and Collective Bargaining Increases  
Workers Morale Hence Performance Increases**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	8	8.2
Agree	80	81.6
Not sure	10	10.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

#### **4.3.2 The Effects of Wages on Performance**

The second specific objective was to find out the extent to which the level of wage earned by employees' affects their performance the respective research question was to what extent the level of wage earned by employees affects their performance? From these, it was found that the majority of the employees in Vocational training Centres are aware that wages payable is one of their key labour rights. The responses obtained when responding to the question, which required to knowing if they are aware that the living wages is one of the key labour rights show that 94 (94.9%) of all respondents responded positively to the question, whereas only 4 (4.1) of them negatively responded to the questions.

One of the reasons for someone being the employee or a labourer of a certain firm or institution is to earn an income in the form of wages or compensation (Gunawan & Amalia, 2015). This show that wage is an important aspect of any working setting which employees are most aware of. The wages earned need to fulfil, basic life necessities such as food, clothing and housing. It follows, therefore that, employers need to put more considerations on the basic requirements employees needs when setting the amount of wage paid to them (Kanzunnudin, 2007).

**Table 4.12: Awareness that Wage is One of the Key Labour Rights in Employment Standards**

	<b>Frequency</b>	<b>Percent</b>
Yes	94	95.9
No	4	4.1
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019).

The study finding reveals, further, that the wage is paid on monthly system. When respondents responding to the question which required the understanding on the way wage is paid, 5 (5.1%) stated that the receive payment on daily basis, whereas 93 (94.9%) respondent stated to be paid on monthly basis. The monthly payment system is common in most of work settings in Tanzania especially for those who are employed on contractual labour basis. The daily payments are common for part - times and day workers in most cases.

**Table 4.13: The Remuneration Payment System**

	<b>Frequency</b>	<b>Percent</b>
Daily	5	5.1
Monthly	93	94.9
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

Also, it was found that in most cases the payment of wages is done in monetary form. The results obtained when responding to the question which required to knowing whether remuneration is paid in monetary form or in other forms, show that 83 (84.7%) of all respondents stated to be paid in monetary forms, while 15 (15.3%) of them stated that they are paid in other forms. The employment and labour relations

Act, 2004, section 27 (1), provides the form for which wage can be paid. According to the Act an employer shall pay to an employee's any monetary remuneration to which the employee is entitled during working hours at the place of work on the agreed pay day in cash unless the employee agrees otherwise, in which case the payment shall be made either by cheque or direct deposit into an account designated by employee in writing.

**Table 4.14: Responses on Whether Remuneration is Paid in Monetary Non – Monetary Form**

	<b>Frequency</b>	<b>Percent</b>
Yes	83	84.7
No	15	15.3
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

During interview sessions with principals of the Vocational Training centres, it was found that monthly salaries are deposited to the employees' bank accounts. The cash payments are those on extra duty basis, which can easily be managed by Bursar. In some cases cheques are issued to employees for various payments.

*“...to minimize the risks of holding huge amount of cash, it was decided that monthly salaries are paid direct to employees bank accounts. The part-time workers are paid in cash or cheque”* they stated.

Moreover, the study has found that the wages paid at the Vocational training Centres are reasonably adequate to meet employees' basic needs and their families. This was revealed by respondents when responding to the research question which wanted them to say whether or not the employers ensures that wages are sufficient enough to meet the basic needs of employers and their families. The research findings show that 22

(22.4%) of the respondents strongly agree that the wage paid sufficiently meet their basic needs and 37 (37.8%) of them just agree on the statement. This makes a total of 59 (60.20 respondents who agree that the wage is sufficiently enough to meet the basic needs. However, some of the respondents disagreed on the statement that the wage is enough in which 10(10.2%) respondents strongly disagreed and 14 (14.3%) just disagree, whereas 15(15.3%) of all respondents were not sure whether the wage is sufficient or not.

**Table 4.15: Wages Paid are Sufficient to Meet Basic Needs**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	22	22.4
Agree	37	37.8
Not sure	15	15.3
Disagree	14	14.3
Strongly disagree	10	10.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

On the same issue, the principals were of the opinion that, the wage payment relies on the minimum salary scale set by the government. This implies that the payment of wages depends on the Government scales set as per laws and regulations. On top of that, wage payment depends on the experience and expertise of a particular employee. Those with high experience and with exceptional expertise receive high sum of wages than others.

*“.... Most of VTCs pay wages according to salary scales set by the Government. These are standard scales we believe they can meet employees basic needs. However, in some cases, wages to some employees are extremely high due to their experience and their distinguishing expertise. Thus, to make sure you hold one of such kind, you have to pay him/her highly”. (Interview with the VTC Principal on 23 May 2019); they insisted.*

The employees with greater experience and expertise are the key to form's productivity thus to pay them high becomes a strategy aiming at contributing towards viability of the unit of work, realization of the vision and mission, as well as for the achieving of the targets of work (Umar, 2012). The payment of wages becomes effective and meaningful if it is linked the real performance of the employees (Gunawan & Amalia, 2015).

Although the wage payment is based on the salary scale set by the Government, there is a room for employees to bargain with VTCs authorities in determining wage and other working conditions. This is especially when a new employee is recruited as well as when a certain tender has come along to do business with outsiders beyond normal work. The research findings show that 5(5.1%) respondents strongly agree that in determining wages and working conditions, employer bargains collectively with employees associations in accordance with national systems of collective bargaining. Also, the research findings show that 74 (75.5%) of respondents just agrees on the statement, while 9 (9.2%) are not sure. On the same issue, 5 (5.1%) respondents strongly disagree whereas the same number just disagrees.

**Table 4.16: In Determining Wages Employer Bargains Collectively with Employees**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	5	5.1
Agree	74	75.5
Not sure	9	9.2
Disagree	5	5.1
Strongly disagree	5	5.1
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

However, there is a general consensus that when employees are paid reasonably of wages as basic labours right it motivates them to perform better at a reasonable level. Knowing what it takes to be paid a certain sum as wages especially when payment of the same is linked to performance, there is high possibility of employee to put more efforts in work so as to attain the required remuneration. When responding to the question which required the respondents to state the extent to which they agree or disagree whether the awareness on wages as a labour right enhances performance, 5 (5.1%) of all respondents strongly agreed, 74 (75.5%) of them just agreed, whereas 5 (5.1%) were not sure whether awareness of wage have impact on employees performance or not and 14 (14.3%) disagreed. According to Nayak and Patra (2013) employees' performance and wages has a positive correlation. The study adds that employees' performance can be influenced by factors other than wages. These factors may be non-monetary in nature.

**Table 4.17: Wages Raise Employees' Performance**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	5	5.1
Agree	74	75.5
Not sure	5	5.1
Disagree	14	14.3
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

In addition to the above results, the study by Umar (2014) show that the higher wages paid to workers improves their performance. The work done for wages provides employees with the feeling that they are responsible for hard work to make work better through being creative and innovative in their work settings. The wage payment

done in form of cash in kind benefits, social security and other incentives improves employees' performance (Umar, 2014).

According to Noe (2002), one of the factors affecting employees' performance is strategic wage remuneration, which is good enough to motivate employees to devote their energy and time efficiently for Organizations' performance. As stated earlier, the effective wage will be that which is linked to the performance significantly. The wage paid should enhance job satisfaction of employees. The higher is the perceived job satisfaction of employees, the higher the performance (Umar, 2014).

#### **4.3.3 The Effects of Working Hours on Performance**

The third specific objective was to examine the extent to which working hours enhance employees' performance. The respective research question was, "to what extent working hours enhance employees' performance? From these, it was found that a reasonable number of employees are aware of working hours as one of the labour rights to be observed at work places. When responding to the question which required to knowing whether they are aware of working hours as one of the labour rights, 51(52.0%) of all respondent positively responded to the question while 47(48.0%) of them negatively responded to the question.

**Table 4.18: Awareness that Working Hours is One of the Key Labour Right in Employment Standards**

	<b>Frequency</b>	<b>Percent</b>
Yes	51	52.0
No	47	48.0
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

The research went on probing out the working hours VTCs employees work per day. The research findings show that 73 (74.5%) of respondent stated that they work 8 hours per day, 15(15.3%) of them stated 9 hours, whereas 5(5.1%) of the respondents stated 10 working hours and the same number stated 12 working hours per day. According to ILO (2007), about 22% of the global work force or an estimate of 614.2 million workers, are working “excessively” long hours, which is more than 48 hours a week. This implies that the study revealed almost the same on this ILO observation.

**Table 4.19: Working Hours Per Day**

	<b>Frequency</b>	<b>Percent</b>
8 hours	73	74.5
9 hours	15	15.3
10 hours	5	5.1
12 hours	5	5.1
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

In Tanzania context the Employment and labour Relations act 2004; section 19(2) states that:“

*...the maximum number of ordinary days or hours that an employee may be Permitted or required to work are; six days in a week; 45 hours in any week and 09 hours in any day”* (Ackson, 2004, p. 34).

The labour practices in Tanzania employment settings of which the researcher works in also, is eight hours per day. This implies that the research findings have revealed exactly the normal working practices in terms of working hours.

Furthermore, the research findings show that in most cases, employees in Vocational Training Centres work 5 days in a week, with some working for 6 days. This was

revealed when responding to the question, which required to knowing the number of days employees are working in a week. From the research findings, 55(56.1%) of respondents stated that they work 5 days in a week, while 43(43.9%) of them stated to work 6 days in a week. In case above, no any law or regulations violated as per employment and labour relations act 2004, section 19(2). This is to say that VTCs are in total compliance with the law and regulations of labour practices.

**Table 4.20: Number of Days Entitled to work in a Week**

	<b>Frequency</b>	<b>Percent</b>
5 days	55	56.1
6 days	43	43.9
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

In addition to that, the research findings show that employees work to extra hours beyond normal work hours as per labour laws and regulations. In the responses to answer the question, which required to knowing whether they work extra hours beyond normal work hours, 53(54.1%) respondents positively responded to the question, whereas 45(45.9%) of them negatively responded to the question. The extra work hours may be due to ones failure to complete his/her own piece work which one has to complete before the set deadline or as a result of agreement between employees and management due to the nature of activities available against deadlines.

**Table 4.21: Responses on Working Extra Hours beyond Normal Working Hours**

	<b>Frequency</b>	<b>Percent</b>
Yes	53	54.1
No	45	45.9
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

According to the Employment and Labour Relations Act 2004, section 19(3) states that:

*“...an employer shall not require or permit an employee to work overtime excepting accordance with an agreement and should not be more than 50 overtime hours in any four week cycle” (Ackson, 2004, p.37).*

This is to say that, even if employer makes an agreement with employees to work overtime, the extra hours to be used for work should be limited to 50 hours in a Month. This provides employees with some of times to have rest so as to be able to use their energy at a reasonable power.

When responding to the question, which required to knowing whether their employees work extra hours beyond normal working hours and the modality of the same, the principals stated that the act of doing extra hours depends on various circumstances. They said that, other employees who have certain work to be done in a limited time and are accompanied by deadlines at the same time, it is their sole responsibility they opt to work extra hours to accomplish their work. However they showed that in some cases extra hours come as the task force to accomplish a certain work available to meet customer's deadlines.

In this employees are paid extra for that.

*“...they sometimes do extra hours beyond normal hours. However, this depends on circumstance one being that an employee wants to complete his/her own responsibility to meet the deadline, he/she opts to work extra hours and even work in weekends and public holidays. But sometimes task force may come under the way the management agrees with employed to do extra hours and one paid accordingly”.* (Ackson, 2004. P. 38) they stated.

Accordingly, employees agreed that their employers compensate them for overtime. Employees when responding to what extent they agree or disagree that the employers compensate workers for overtime in accordance with laws and regulations showed this in responses. In this, 4 (4.1%) strongly agreed, 89(90.8%) agreed and 5(5.1%) were not sure. The Employment and Labour Relations Act, 2004 section 19(5) states that, employers shall pay an employee not less than one and one half times the employee's basic wage for any overtime worked. The Principals proved this positively.

**Table 4.22: Employer Compensate Workers for Overtime**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	4	4.1
Agree	89	90.8
Not sure	5	5.1
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

It was, further, revealed that, 67(68.4%) of respondents were aware that they are supported to be paid one and one half of their basic wage, and have and confirmed positively to it, whereas 31(31.6%) negatively responded to the question.

**Table 4.23: Awareness that Employees have to be Paid One and one Half of Salary for each Overtime**

	<b>Frequency</b>	<b>Percent</b>
Yes	67	68.4
No	31	31.6
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

Finally, it was found that the respondent had mixed feeling about the effect of working time on performance. This was revealed by the respondents when responding to the question which required to knowing whether the working hours have effects on performance or not. From this, 10 (10.2%) of respondents strongly agree, 38(38.8%) just agreed whereas 5(5.1%) of them were not sure, while 40(40.8%) of them disagreed and 5(5.1 %) of all respondents strongly disagreed. From this, it can be seen that the total respondents who agreed were 48 (49.0%) and those who disagreed were 45(45.9%). This show that although those who agree on the statement seem to be many than those who disagree, the difference is not significant to make any judgment.

**Table 4.24: Working Hours Affects Performance**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	10	10.2
Agree	38	38.8
Not sure	5	5.1
Disagree	40	40.8
Strongly disagree	5	5.1
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Finding (2019)

However, the study by Golden's (2012) show that, shorter working hours are associated with higher performance as well as enhancing employee's health. Once an employee is healthier, he or she can attend his/her duties promptly such that labour costs and restrain can be reduced. The reasonable working hours as Hurst *et al.* (2005) notes, with a good basic salary, mean employee will be less tired, hence become less vulnerable to accidents or illness as a result improve performance. The reasonable working hours raise employee's satisfaction, productivity and quality. This helps to

minimize labour turnover; so that highly skilled employees are retained and become more innovative and loyal to the Organization, hence improve performance (ibid).

According to Croucher *et al*, (2013), longer working hours and extra hours have negative effects on employee's performance. In addition Certe *et al*, (2011) assert that a 1% increase in working hours decreases labour performance by nearly 0.9%. Excessive and longer working hours lead to poor employee health; reduce efficiency and high rates of accidents, which result in high employee turnover (Seo, 2011). On contrary, voluntary overtime led to employee satisfaction while involuntary overtime increase level of fatigue and lower employee satisfaction, hence poor performance (Croucher *et al*, 2013).

#### **4.3.4 The Effects of Employment Contract on Performance**

The fourth research objective was to assess the effects of employment contract on employees' performance and its corresponding research question was to what extent does employment contract affects performance? First of all, the research findings show that most of employees in VTCs are aware of employee contracts as one of the basic labour rights. This was revealed when respondent replied to the question, which required to knowing whether or not they were aware that employment contract is one of the basic rights of employment. The responses show that 56(57.1%) of all respondent are aware of contract labour to be one of the labour right where as 42(42.9%) were not aware. The issue of employees being aware of labour rights or not depends on the role of trade unions to take their responsibility to train their members on the same as well as human resources department in the respective work centre to educate employees on their rights.

**Table 4.25: Awareness that Employment Contract is One of Labour Rights**

	<b>Frequency</b>	<b>Percent</b>
Yes	56	57.1
No	42	42.9
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

When responding to the question which wanted to know what do they think are the reasons for their employees to provide contracts, 76 (77.6%) of respondents stated that, the employer do so to abide themselves to the legal requirements while 22(22.4%) of them were of the opinion that it is employer culture/ practice to provide contracts to employees. According to Wilshaw and Unger (2013); employment contract is important because, workers can claim entitlements from an employer as well as claiming social welfare entitlements from the government. The contracts help workers to become visible to Organizations' offerings support or help to organize.

**Table 4.26: Reasons for the Provision of Employment Contracts**

	<b>Frequency</b>	<b>Percent</b>
Legal requirement	76	77.6
Employers practice/culture	22	22.4
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

It was, further, found that employees are given written contracts with terms and conditions of employments. This was as a result of responds of the question which required knowing if employees have been given written documents/contract with terms and conditions of employment. The results show that 70(71.4%) of the respondents agreed to have such contracts whereas 28(28.6%) denied of having employment contracts.

**Table 4.27: Responses on Whether Employees Possess a Copy of the Employment Contract**

	<b>Frequency</b>	<b>Percent</b>
Yes	70	71.4
No	28	28.6
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

The Employment and Labour Relations Act, 2004 section 14(1) provides the types of contracts to be given to any employee. According to the Act, There are three types of contracts to be issued to employees, namely:

- (i) A contract for an unspecified period of time.
- (ii) A contract for a specified period of time for professionals and managerial cadre  
and
- (iii) A contract for a specific task

In an interview with Principals, it was found that, in most cases, employees are given contracts for a specified period of time, which, among others, the duties one has to do and other terms and conditions of employment are stipulated.

*“...usually contracts with specified period of time are given with a maximum of three years. In the contract duties and responsibilities are given plus other terms and conditions of employment”* (Ackson, p. 29). They added.

In addition to the above findings, it was, also, found that a reasonable number of employees obtain the opportunity to discuss terms and conditions of employment contract before signing. The research findings to find whether employees get opportunity to discuss terms and condition of employment before signing contract

show that 61 (62.2%) respondents positively responded to the question while 37(37.8%) negatively responded to the question. The room for discussion about employment contract terms and conditions is important and is a demand of the labour law to try to eliminate conflict of mind to the employee. This is according to employment and labour Relations Act, 2004, section 15(2) that requires employee to understand anything written in contracts before one signs.

**Table 4.28: Responses on Whether Employee Discuss Terms of Employment with Employer or Not**

	<b>Frequency</b>	<b>Percent</b>
Yes	61	62.2
No	37	37.8
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

The employment contract with fair term and conditions was said to enhance employee's performance. This was found in the research findings when respondent answered the question which required to knowing the extent to which one agree or disagree that employment contract with fair terms and condition raise performance or not. The results show that, 22 (22.4%) strongly agree, 66 (67.3%) just agree whereas only 10 (10.2%) were not sure. The study by Giuliano *et al.* (2017) shoe that the effect of contract on performance very across sector as well as depending on the nature of contract. The study reveals that Fixed Terms Contract (FTC) enhances performance in labour intensive service sector but the opposite is true in Manufacturing and construction sector. Moreover, Park (2010) adds that, shorter contracts are related to higher agency cost as a result lower firm performance. The vision and energy of

employees with short contract focus to meet short term performance objectives which may not be the vision of the Organization. Vocational Training Centres in Dodoma use, mostly, Fixed Terms Contracts (FTCs), which last for two to three years terms. This may be good for them as they show that it has been almost the culture in their employment system.

**Table 4.29: Employment Contracts Enhances Performance**

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	22	22.4
Agree	66	67.3
Not sure	10	10.2
<b>Total</b>	<b>98</b>	<b>100.0</b>

Source: Research Findings (2019)

#### **4.4 Chapter Summary**

Chapter four has presented the findings of this study, analysis, discussion and interpretation of the findings. The chapter started by providing respondents' demographic characteristics of and then the study findings basing on specific research objectives. The effects of freedom of association and collective bargaining on performance followed by the effects of wages on performance were discussed. The effects of working hours on employees' performance were thoroughly discussed. Finally, the extent to which the employment contracts affect employees' performance was not exceptional. In general, the research findings revealed several issues of labour rights practices and the effects of these on employees' performance. It was found that, to varying degrees, each of the discussed labour rights had some effects on performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter summarises the study conclusions and provided recommendations for which the effects of labour rights practices on performance was assessed. Four of the basic rights were the focus of the study, which are; freedom of association and collective bargaining, wages, working hours and employment contract (Employment Security). The study was done in selected cases of Vocation Training Centres in Dodoma Municipality.

#### **5.2 Summary**

This study assessed the effects of labour rights practices on performance. The study used four selected cases of Vocational Training Centres in Dodoma Municipal. It employed the descriptive research design as well as applying both qualitative and quantitative approaches. The major themes were: Freedom of association and collective bargaining; Wages; Working hours and Employment contracts. The research findings show that most of employees in VTCs were least aware of labour rights at their work places.

However, they were aware of freedom of association and collective bargaining as one of the basic labour rights for any employed. The research findings also revealed that at VTCs, employees are to free join trade unions hence abiding to both local and International enactments on labour rights. It was found that freedom of association and collective bargaining enhances performance of both employees and organization.

On contrary, the documentary analysis as found several literature which do not see any improved performance on the part of Organization through freedom of association and collective bargaining due to cost associated to it such as demand of high salaries which diminish organizations profits. Further, in case of wages, most of employees were aware of wages as their basic rights. Off course, the primary motive of any employee is to earn a living through remuneration and incentives.

The research findings show that wages are paid promptly on monthly basic as well as compensating any extra work done on overtime basis. The wages, which are reasonably fair and are as a result of employee and management collective bargaining are thought to raise employee performance. In case of working hours employees stated that they are aware of working hour as one of the basic labour right and they do work 8 hours per day in each of 5 days a week or 6 days in a week. However, it was found that sometimes employee work on extra have basis on their own accord or by collective bargaining with management in which they are compensated accordingly where necessary.

The study findings, further, revealed that there is no significant difference between those who believe working hours have impact on performance and those who believe that working hours have no impact on performance. Basing on documentary analysis, it was found that shorter working hours are associated with higher employees 'performance which in turn increases the organizations performance. Lastly, the research findings found that most of employees in VTCs in Dodoma have their working contract and are aware that this is the basic labour right. The term and conditions in the contracts were discussed on collective bargaining mode between

employee and management. Finally, the research findings revealed that employee contract with fair term and conditions enhance employees and Organization performance.

### **5.3 Conclusion**

From the introduction of the study, Literature review, research methodology and findings of the study it can generally be concluded that the total compliance to the local and international labour standards raises not only employee performance, but organizations productivity also. It is, therefore the task of organization in collaboration with the government, trade unions as well as International Labour organization and other stakeholders to find the best way possible for which labour rights can be exercised in all work settings to enhance performance. The visible labour practices provide employees with motivation to work hence raises organization productivity performance. Through this employee and organization participates promptly in economic growth income generation and hence fight against poverty. The research findings fulfilled the research objectives and answered the research questions of the study. However, basing on specific objectives, the following specific conclusions are made.

#### **5.3.1 The Effects of Freedom of Association and Collective Bargaining on Performance**

The first specific objective was to assess the effects of freedom of association and collective bargaining on employee performance. The respective research question was to what extent the freedom of association does and collective bargaining affects employees' performance? The research findings show that most of employees in

VTCs were least aware of labour rights at their work places. However, they were aware of freedom of association and collective bargaining as one of the basic labour rights for any employed.

The research findings also revealed that at VTCs, employees are to free join trade unions hence abiding to both local and International enactments on labour rights. It was found that freedom of association and collective bargaining enhances performance of both employees and organization. On contrary, the documentary analysis as found several literature which do not see any improved performance on the part of Organization through freedom of association and collective bargaining due to cost associated to it such as demand of high salaries which diminish organizations profits. It is, therefore, concluded that freedom of association and collective bargaining affects performance of both employees and Organization. The Organizations' management should take this as a challenge, which can be used positively towards raising performance of employees and Organization.

### **5.3.2 The Effects of Wages on Performance**

The second specific objective was to find out the extent to which the level of wage earned by employees affects their performance the respective research question was to what extent the level of wage earned by employees affects their performance? The research findings show that most of employees were aware of wages as their basic rights. This is due to the fact that the primary motive of any employee to seek employment is to earn a living through remuneration and incentives. In addition to that, the researches findings show that wages are paid promptly on monthly basis as well as compensating any extra work done on overtime basis. The wages, which are

reasonably fair and are as a result of employee and management collective bargaining are thought to raise employee performance. It is concluded that, Wages affects performance. It is the task of the Organization to pay a reasonable and fair Wages basing on collective bargaining between employee and Organization and on time if the performance of the employee need to be assured hence raise the overall Organization's performance.

### **5.3.3 The Effects of Working Hours on Performance**

The third specific objective was to examine the extent to which working hours enhance employees' performance. The respective research question was, "to what extent working hours enhance employees' performance? The study findings show that employees are aware of working hour as one of the basic labour rights and they do work 8 hours per day in each of 5 days a week or 6 days in a week. However, it was found that sometimes employees work on extra hour's basis on their own accord or by collective bargaining with management in which they are compensated accordingly where necessary.

The study findings, further, revealed that there is no significant difference between those who believe working hours have impact on performance and those who believe that working hours have no impact on performance. Basing on documentary analysis, it was found that shorter working hours are associated with higher employees' performance which in turn increases the organizations performance. It is concluded that, working hours have effects on performance, hence need to be organized in such a way as to raise individual employee's performance as well as Organization's performance.

### **5.3.4 The Effects of Employment Contract on Performance**

The fourth research objective was to assess the effects of employment contract on employees' performance and its corresponding research question was to what extent does employment contract affects performance? The research findings revealed that most of employees in VTCs in Dodoma have their working contract and are aware that this is the basic labour right. The terms and conditions in the contracts were discussed on collective bargaining mode between employee and management.

Furthermore, the research findings revealed that employee contract with fair term and conditions enhance employees and Organization performance. Basing on the findings above, it can be concluded confidently that employee contract with terms and conditions discussed and agreed mutually by involved parties affects performance. It is the duty of Organization's management and employees to fully abide to agreed terms and conditions promptly so as to achieve the best results.

## **5.4 Recommendations**

Basing on the findings of this study, the following recommendations are made to address several issues on labour rights so as to improve workers/employees performance and organization productivity in Tanzania in general and vocational Training Centres in particular.

- (i) The study finding shows that employees were not reasonably aware of most labour rights in their work settings. To improve their understanding on the same, it is recommended that employers should cooperate with trade unions, government international labour organization and other stake holders to design

training and awareness programmers to employees on labour rights and other underlying issues.

- (ii) The freedom of association and collective bargaining was found to flourish in VTCs. However, it may be that there are those who are already members of the labour associations and some who are not members of any labour association as membership of any association is on voluntary basis. Following this, it is recommended that employers should devise internal systems for each employee to enjoy the freedom of association and collective bargaining regardless of membership status of employees to trade unions. For example, employers may form workers' council which is free to discuss and address various issues concerning employees and Organizations.
- (iii) It was revealed by the research findings that in setting wages, VTCs use the Government scale which seems to be standard. It is recommended, therefore that, the Government Salary structure should only be a reference point. They should set wages which reflect fairness and as per services supplied by each employee in the production process. Also, the salary should be balanced in such a way that those who occupy the same position with the similar academic credentials should have same wage. Incentive scheme to attract high performer's employees is hereby recommended.
- (iv) The research findings have shown that VTCs comply to labour laws and standards on the working hours. But, it was found that there are employees who work extra hours without getting any extra pay in order to accomplish their tasks. From this, it is recommended that, VTCs management should find any

means possible to motivate such employees by giving them incentives to enhance their personal responsive behaviour. Also, it is recommended that Management should make sure any extra working hour do not exceed the required limit of 50 hours per month as required by the Employment and Labour Relations Act, 2004; Section 19(3).

- (v) The study revealed that VTCs provide contracts with specific period of time, usually two to three years with terms and conditions of employment. Also, it was revealed that there is a room for employees and management to discuss terms and conditions of employment contracts. It is recommended that, the VTCs management should think of issuing permanent employment contracts for those employees who show exemplary performance in their duties as motivation and to keep them loyal.

### **5.5 Areas for Further Research**

This study assessed the effects of labour rights practices on employees' performance in Tanzania; with a focus on four selected cases of Vocational Training Centres in Dodoma Municipal. The emphasis was placed on the four basic labour rights for which each employee deserves in any work setting.

These are: freedom of association and collective bargaining; wages; working hours and employment contracts. The study revealed several issues to be addressed in an effort to raise employees' performance in various employment settings as a result of proper labour rights practices in Tanzania.

This study, therefore, recommends the following areas for further studies:

- (i) The same study is proposed to be done in other VTCs in Dodoma Municipal and the region at large, as only four of private VTCs were used in the study. The same study may be done in Government owned VTCs in Dodoma region as well as other regions in Tanzania.
- (ii) There are many bundles of labour rights to be observed in working settings. This calls for other studies to be done with a focus of other labour rights apart from these four used in this study.

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## APPENDICES

### Appendix 1: Questionnaire for Employees

#### Part A: Respondents Personal Information

Please provide answers to each question below

1. Respondents Age

- (a) Below 25 ( )
- (b) 25 – 35 ( )
- (c) 36 – 45 ( )
- (d) 46 - 55 ( )
- (e) Above 55 ( )

2. What is your level of education? (Tick one)

- (a) Ordinary Level Secondary education ( )
- (b) Advance level Secondary Education ( )
- (c) Certificate ( )
- (d) Diploma ( )
- (e) Degree ( )
- (f) Masters ( )
- (g) Other (s)..... (specify)

3. Gender

- Male ( )      Female ( )

4. Marital Status

- (a) Single ( )
- (b) Married ( )
- (c) Divorced ( )

(d) Widow/Widowers ( )

(e) Cohabiting ( )

5. Working experience

❖ Below 5years ( )

❖ 5-10 ( )

❖ 11-15 years ( )

❖ 16-20 years ( )

❖ Above 20 years ( )

**Part B: Labour Rights Practices**

(a) To what extent are you aware of your employment rights at work

Not Aware ( )

Least Aware ( )

Well Aware ( )

(b) Do you understand the meaning of freedom of association?

Yes ( )

No ( )

(c) Are you aware of your right collective bargaining?

Yes ( )

No ( )

(d) Are you allowed to join the trade union associations?

Yes ( )

No ( )

(e) Do you think there is a need of trade union in your organization?

Yes ( )

No ( )

**Part C: Assessment on Awareness of Employment Rights and Standards:**

- i. Are you aware of any documents that are provided by your employer as proof of written statement of your terms and conditions of employment, which is (employment contract)?

Yes ( )

No ( )

- ii. (a) Do you know and possess a copy of the contract between you and your Employer upon employment?

Yes ( )

No ( )

- (b) If yes, did you have any opportunity to discuss terms of contract with your employer before signing the contract?

Yes ( )

No ( )

- iii. To your opinion why are employment contracts given by the Employer?

• Legal requirement ( )

• Employers practice/culture ( )

• Others ( )

- iv. Are you aware that Remuneration is one of the key areas in employment standards?

Yes ( )

No ( )

v. How is your remuneration paid?

Hourly ( )

Daily ( )

Weekly ( )

Monthly ( )

vi. Are you paid your Remuneration in monetary form?

Yes ( )

No ( )

vii. Are remunerations paid on time as specified by the Law?

Yes ( )

No ( )

viii. (a) Do you know that law requires the employer in every payment of Remuneration to be with a written statement of particulars (Salary slip)?

Yes ( )

No ( )

(b) If Yes, do you yet salary slip after each salary payments”

Yes ( )

No ( )

(c) If No, what do you think is the problem?

ix. Has there been a case where deduction was made from your remuneration by the employer without your consent?

Yes ( )

No ( )

x. Do the following forms of leave provided by your employer?

S/N		YES	NO
1	Annual Leave		
2	Sick Leave		
3	Paternity/Maternity Leave		
4	Compassionate Leave		
5	Study Leave		

xi. Is your leave paid timely?

Yes ( )

No ( )

xii. Are you aware of fair termination as one of the employment standards?

I'm aware ( )

I'm not aware ( )

Xiii (a) Do you know what is meant by fair and unfair termination?

Yes ( )

No ( )

(b) If your response to the above question was "Yes" Briefly explain what do you understand on terms fair and unfair termination.

xiv. What are your working hours per day?

6 Hrs ( )

8 Hrs ( )

9 Hrs ( )

10 Hrs ( )

12 Hrs ( )

xvi. How many days are you entitled to work and you use to work in a week?

5 days ( )

6 Days ( )

7 Days ( )

xvii. (a) Does your contract bind you to work extra hours beyond normal work hours?

Yes ( )

No ( )

Don't know ( )

Sometimes ( )

(b) If yes, how many more hours are you supposed to work extra?

1 Hour ( )

2 Hours ( )

3 Hours ( )

4 Hours and above ( )

5 It depends ( )

(c) How extra work is being compensated?

xix. Are you aware that the employer is supposed to pay you not less than one and a half times your basic wage on overtime?

Yes ( )

No ( )

xx. Are you given 60 minutes break after a continuously working for 5 hours during working days?

Yes ( )

No ( )

If No, briefly explain.....

xxi. Has there been any case of denial of leave requested immediately after a lapse of another leave?

Yes ( )

No ( )

If yes, briefly give reason(s), for denial

xxii. Are you aware of you employment right as stipulated in the employment and Relation act of 2004?

Yes ( )

No ( )

Are you provided with a forum to speak out your problems regarding the treatment in your working environment by employer?

Yes ( )

No ( )

**Part D: To what extent do you agree/disagree on the following statements?**

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
(i) The employer recognizes and commits him/herself to the labour standards on freedom of association and collective bargaining.					
(ii) The employer ensures workers representatives and employees participating in lawful trade union					

activities are adequately protected.					
(iii) The employer allows workers to establish and join representative organizations of their own choosing for purpose of collective bargaining and engage in constructive negotiations either individually or through employer's associations, with such representatives aiming at reaching agreements on terms of and conditions of employment					
(iv) The employer ensures that wages are sufficient to meet the basic needs of the worker and his/her family.					
(v) In determining wages and working conditions, employer bargains collectively with workers or their representatives, in particular trade unions, in accordance with national systems of collective bargaining.					
(vi) The working hours at the work is limited to 8- hours a day or 48 per week as provided by the law, collective agreements or labour standards.					
(v)The employer compensates workers for overtime in accordance					

with laws, regulations or collective agreements.					
(vi)The employer provides stable employment for employees and observe obligations concerning employment stability and social security.					
(vii)The employer ensures that workers have contracts and provides decent working conditions					
(viii)Avoids disguised employment that hides the true legal status to avoid obligations under the law or social security					

### Part E: Labour Rights and Performance

To what extent do you agree or disagree with the following statements

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
1. Freedom of association and collective bargaining increases workers morale hence performance increases.					
2. The salary/wage payable at VETA is					

reasonably good and motivates employees to raise their performance					
3. The working hours at VETA are reasonable and motivate employees to do better their responsibility					
4. The contractual relations at VETA are sufficiently fair and enhances job performance					

**Part F:** Show to what extent you agree or disagree that the following factors cause poor performance in your Organization

<b>Factors</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Not sure</b>	<b>Disagree</b>	<b>Strongly disagree</b>
1. Low and imbalance salary					
2. Poor working environment					
3. Lack of attractive work incentives					
4. Unfair labour practices					
5. Ineffective communication between management and					

employees					
6. Indiscipline among employees					
7. Unfair treatment of employees by management					
8. Failure of management to pay attention to employees personal problems					
9. Lack of transparency in communication					

## **Appendix 2: Interview Schedule for Principals**

### **Introduction**

I am conducting a research about the labour rights and their impact on employees' job performance. I am kindly requesting you to give out your opinions so as to help me accomplish this study.

*All answers given by respondent will be treated confidential.*

### **Personal Details**

Age .....

Occupation.....

Sex.....

### **Questions:**

1. What role does your office play in informing employees of their rights?
2. Are there any policies governing labour matters at your institution?
3. What labour rights are you entitled to as an employee?
4. What are your opinions on the implementation of labour rights at this institution?

## Appendix 3: Student Clearance Form

THE OPEN UNIVERSITY OF TANZANIA

STUDENTS CLEARANCE FORM

Registered Name: SIKI CABRIEL SITTON Reg. No 35-89204 02916  
 Surname First name Middle name  
 Programme MASTER OF HUMAN RESOURCES First Sponsor SELF  
 Full Address P.O. Box 11, LILONGWE ARCHA Citizenship TANZANIAN  
 Telephone: 733 751 80685 E-mail guntelakoi@gmail.com  
 Date of Graduation \_\_\_\_\_ Regional centre DODOMA  
 Sex MALE Date of Birth 02/04/1979

NAME	COMMENTS	SIGNATURE	DATE
Director, Regional Centre	—	<u>[Signature]</u>	<u>11/7/2021</u>
Regional Librarian (TLSE)	<u>- NIL -</u>	<u>[Signature]</u>	<u>01/07/2021</u>
OUTSO	—	<u>[Signature]</u>	<u>08/07/2021</u>
OUT Librarian (Headquarters)	<u>DEAN 7</u>	<u>[Signature]</u>	<u>08/07/2021</u>
Faculty Dean	<u>FACULTY OF BUSINESS MANAGEMENT</u> <u>THE OPEN UNIVERSITY OF TANZANIA</u> <u>P.O. Box 34705 TEL: 255 22 266 7450</u> <u>DARES SALAAM</u>	<u>[Signature]</u>	<u>08/07/2021</u>
Faculty Dean (those belong in two faculties)	—	—	—
Director of ICE (Non-Degree)	—	—	—
DRPS (Postgraduates)	<u>- NIL -</u>	<u>[Signature]</u>	<u>08/07/2021</u>
Directorate of Undergraduate Studies **	—	—	—
Director, Finance & Accounting	<u>NIL</u>	<u>[Signature]</u>	<u>08/07/2021</u>

I certify that the above named student is cleared/ not cleared  
 I recommend that in view of the comments shown above his/her certificate and transcript should be withheld until the  
 debt is recovered/ not be withheld

Signature: [Signature] Date: 8/7/2021  
 Name: DEAN OF STUDENTS  
THE OPEN UNIVERSITY OF TANZANIA  
P.O. Box 34705 DARES SALAAM

DEAN OF STUDENTS

\*\* Submit the student ID to the Director of Undergraduate Studies  
 Note: Submit the filled form to the Director, Examinations Syndicate