THE INFLUENCE OF GENDER BASED VIOLENCE ON EMPLOYEES'
PERFORMANCE AT WORK PLACE IN TANZANIA. CASE STUDY OF
GOODWILL (TANZANIA) CERAMIC CO. LTD

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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2023

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for examination by the Open University of Tanzania a dissertation titled: **"The Influence of Gender Based Violence on Employees' Performance at Workplace in Tanzania. Case Study of Goodwill (Tanzania) Ceramic Co. Ltd"** in partial fulfilment of the requirement for the Degree of Master of Human Resources Management.

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Dr. Bahati Mbilinyi

(Supervisor)

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Date

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DECLARATION

I, **Jovitha Matungwa Mulima**, declare that the work presented in this dissertation is original. It has not been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as original mine. It is hereby presented in partial fulfilment of the requirement for the Master's Degree in Human Resource Management (MHRM) of the Open University of Tanzania.

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Signature

…………………………………..

Date

DEDICATION

I would like to dedicate this report to my mom Justina Felix, my son Kiangi, my house girl Scola and all employees whose experience Gender Based Violence in their workplace especially at Goodwill (Tanzania) Ceramic Company, Ltd.

AKNOWLEDGEMENT

On completion of this work, first of all, I would like to thank almighty God who gave me health and the opportunity to complete this report.

Secondly, special thanks to my supervisor Dr. Bahati Mbilinyi for close supervision, advice, collection and guidance during preparations and writing this report. I would like to express my sincere thanks for her tolerance and great support all the time. Not only that but also, I thank all social workers dealing with gender violence issues from Mkuranga District, without them, I could hardly have accomplished my research process.

Thirdly, special thanks to all family members starting with my mom Justina Felix, my husband G. Kaluse, my young sister Diana S, my daughters (Husna, Highlight & Gift) and my son Kiangi for their support and encouragement. Also, special regards should be extended to special thanks and appreciation to my boss Mr. P.T. Mashimbi, my mentor Tuzo Mwichande, and Samwel. K and all friends who gave their input in this study. I thank them and all who have not been mentioned here for their support assistance and encouragement which enabled me to complete my dissertation.

ABSTRACT

This study investigates the influence of gender-based violence on employees' performance at workplace in Tanzania. The objectives of the study were to examine: the effect of physical violence on employees' performance; the effect of emotional (psychological) violence on employees' performance and the effect of institutional (organizational) violence on employees' performance. The study employed a descriptive research design by involving 81 employees from Goodwill Ceramic Limited who were sampled using a simple random sampling technique. Thereafter, inferential statistics were used to test the relationship between the independent variables (Physical, emotional and institutional violence) and employees' performance. The findings of the study indicated that the majority of the respondents strongly agreed that they were intimidated and physically assaulted at the workplace. In addition, findings revealed that respondents strongly agreed that they were sometimes beaten at the workplace. This caused many of the respondents to be worried about physical violence at the workplace. The findings also showed that the majority of the respondents indicate that physical violence affects employee's performance at their workplace. Nevertheless, the findings direct that many of the respondents strongly disagree on effectiveness of the procedures in reporting physical violence actions at a workplace which leads to some employees who are victimized by physical violence failing to report these events to their employers, the police, and other recognized authorities. Based on the research findings it is concluded that, some of the employees were beaten at a workplace which caused many of them to be worried about physical violence at the workplace. Moreover, the findings concluded that many of the employees were disrespected by authority at the workplace. Therefore, the study recommends that companies should a make system which is more effective and efficient in highly dynamic environments in addressing of all form of physical violence at the workplace.

Key words: *Gender Based Violence, Physical Violence, Emotional Violence, Institutional Violence*

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndromes
DRC	Democratic Republic of Congo
EAC	East African community
EGM	Expert Group Meeting
ELRA	Employment and Labour Relations Act
GBV	Gender Based Violence
GBVH	Gender Based Violence and Harassment
HIV	Human Infections Virus
ILO	International Labour Organization
IFC	International Finance Corporation
LTD	Limited
MOHCDGEC	Ministry of Health, Community Development, Gender, Elderly and
SADC	Southern Africa Development Cooperation
TAWLA	Tanzania Women Lawyers Association
VAC	Violence Against Children
VAW	Violence Against Women
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 General Introduction

The introductory part is organized into ten parts namely: background to the research problem, statement of the research problem, the general and specific objectives of the study, research questions, significance of the study, scope of the study and outline of the study.

1.2 Background to the Research Problem

Globally, GBV is a Universal concept with a cross-cutting effect on every sphere of human life. The World Health Organization (WHO) in its 2005 multi-country study reported the ever- partnered human's lifetime prevalence of physical violence to rank between 13-61 percent; while Sexual violence ranked between 6-59 percent; and for both sexual and physical violence the ranking scaled between 15-71 percent (Graff, 2021).

In Europe, the practice of Gender-Based Violence in a work environment has particularities that can behave as facilitators of these behaviours, which interact with the personal characteristics of those who exercise or receive violence and with characteristics of the socio-occupational environment they are located in (Roman, 2017). This Gender-Based Violence threatens the physical and psychological integrity of the workers, causing severe consequences for their physical and mental health. These consequences include stress, mild and moderate forms of anxiety and depression.

In recent years, many African countries have increasingly taken into account the effects of Gender Based Violence on workers' well-being and productivity in their

labour and employment provisions (Kilu, 2017). A growing number of countries have introduced leave, whether paid or unpaid, for workers who are victims of Gender Based Violence (*Ibid*). South Africa has included a legal framework to eliminate Gender-Based Violence in employment and occupation. However, it has been criticized for excluding all pregnant women from the workplace, regardless of the type of activity they were carrying out (Abdul Aziz & Moussa, 2016). Additionally, data collected in 2019, noted that many African countries have legislation and policies that fail to establish clear criminal penalties for Gender Based Violence at the workplace. Whilst, other African countries limit women's ability to work in the same industries as men (Benya, 2020).

In Nigeria, GBV remains a challenge that significantly constrains employee's autonomy and prospects at the workplace. Previous studies reported that GBV is an important public health problem in Nigeria (Okolo and Okolo, 2018). For instance, World Bank (2019) reported that about 52.1% of women indicated that Gender Based Violence incidence is high at the workplace, while 63.3% had experienced Gender Based Violence at one time or the other. The high prevalence of GBV in Nigeria has been attributed to a culture of silence, cultural values, and practices (*Ibid*).

Likewise, sub-regional bodies such as the Southern Africa Development Corporation (SADC) and East African Community (EAC) of which Tanzania is a part of, have adopted several gender related instruments. Those include the SADC Protocol on Gender and Development of 1997; and the Addendum to the 1997 Declaration on Gender and Development by SADC Heads of States or Government of 1998 (Tanzania Women Lawyers Association (TAWLA) (2014).

The Articles 4 and 20 of the said SADC Protocol of 1997 require states to enact and implement legislative and other measures to eliminate all practices that negatively affect the rights of women and men (Human Development Trust (HDT) (2011). Article 20 requires states to ensure that perpetrators of GBV are tried by a court of competent jurisdiction (Ibid). Moreover, Article 21 of the same Protocol calls for the states to ensure that laws on GBV provide for the comprehensive testing, treatment and care of survivors of sexual offences, which shall include; emergency contraception, ready access to post- exposure prophylaxis at all health facilities to reduce the risk of contracting HIV, and preventing the onset of sexually transmitted infections. On the other hand, Article 11 of the said Addendum to the 1997 Declaration calls for the establishment of the special counseling services, and legal and police units to provide dedicated and sensitive services to survivors of GBV (Scott *et* al, 2013).

Moreover, to ensure that cases of GBV are conducted in a gender -sensitive environment. These should also be set in workplace, and in particular, in manufacturing industries. For instance, the government of Malawi has taken important actions to address gender-based violence (GBV) at workplace by recognizing its detrimental impact on the workforce of Malawi and the progress of the countrys economy (Settergren and Sapuwa, 2015). However, the situation of Gender Based Violence is still a serious public problem affecting millions of employees at the workplace each year in the country as an outcome of the Department of Gender Affairs of the Ministry of Gender and Social Welfare (MoGSW) to coordinates the national GBV by establishing mechanisms for gender policy formulation, coordination, monitoring and evaluation of the implementation of

gender development policy, gender mainstreaming programs and plans.

In Tanzania, the Employment and Labour Relations Act (ELRA), 2004 makes provisions for core labour rights and establishes basic employment standards. Specific to GBV issues in the workplace, ELRA prohibits discrimination on the basis of one's sex or gender role in Sections 7(1), (4) and (5), 20 and 33. Moreover, Section 7 of the law prohibits direct and indirect discrimination in the workplace including discrimination based on sex, gender, pregnancy, marital status, disability, HIV/AIDS and age (MOHCDGEC, 2017). In addition, other GBV in workplace related issues addressed in this law include; i) prohibition of harassment which is regarded as part of the discrimination (Section 7(5)); ii) prohibition of night work for pregnant women under certain circumstances (Section 20); and iii) guarantees of the maternity leave as a right for pregnant women and mothers. Fathers have also a right to paternity leave for three days (Section 33).

Tanzanian laws regarding GBV in workplace are relatively quiet progressive. However, there is a wide discrepancy between legislation and actions in local industries, as law enforcement and workers' tendency to remain silent have hindered national efforts to reduce GBV. The problem is that GBV continues to be highly prevalent in local industries in Tanzania despite efforts in legal and policy interventions at the national level (Plan *et* al., 2008). Also, there is no specific enabling document to guide both employers and employees on appropriate boundaries to know when the line is crossed between the execution of duties and persecution (TAWLA, 2014). Furthermore, there is no guideline for employers to adhere to while preparing the mitigate plan to guide them on how to maintain minimum standards for both men and women (*Ibid*). Despite these, there are few

studies which concerned with what is actually happening in local industries with GBV issues. Noting to this, there is a need to assess what is actually happening on issues of gender-based violence at the workplace in Tanzania and in a special way, to assess GBV in manufacturing industries.

1.3 Statement of the Research Problem

The GBV is both a global and national (Tanzania) human rights concern. Numerous researches on the subject matter have consistently shown that GBV occurs in all cultures although the intensity and type of violence may differ from one culture, social class, level of education and geographical location to another. Gender-based violence in the workplace can prevent workers and businesses from reaching their full potential. GBV has an impact on the physical and mental health of those who experience it and affects their lives and performance at work. As a result, GBV can also have negative implications for businesses and their investors. Moreover, at the national level, Tanzania has enacted laws and formulated policies to reduce the incidence of GBV especially in the workplace. Such laws and policies include the Employment and Labor Relations Act, 2004, Enforcement of Basic Rights and Duties Act, Cap. 3, Probate and Administration of Estates Act, Cap. 352, Rights of Persons with Disabilities Act, 2010 and Criminal Procedure Act, Cap. 20.

It is worth noting that the Tanzanian government has made strides towards eradicating GBV incidents. Despite this fact, GBV continues to be prevalent in Tanzania's workplace, especially in local manufacturing industries (TAWLA, 2014). There is a wide discrepancy between legislation and actions in local

industries due to low law enforcement. The GBV situation can seem to be satisfactory in Tanzania because there are few cases reported. This can be due to either there being few studies done in the workplace or there being no research done in local manufacturing industries on the GBV issues. Also, workers developed a tendency to remain silent because they are not asked what is going on in their workplace (TAWLA, 2014). Noting, there is a need to investigate what is happening on issues of gender-based violence at workplace in Tanzania and in a special way, to assess GBV in local manufacturing industries.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to investigate the effect of gender-based violence on employees' performance at workplace in the local manufacturing industry.

1.5 Specific Objectives

  i. To examine the effect of physical violence on employees' performance

 ii. To examine the effect of emotional (psychological) violence on employees' performance

iii. To examine the effect of institutional (organizational) violence on employees' performance.

1.6 Research Questions

  i. What is the effect of physical violence on employee's performance?

ii. How Emotional (psychological) violence affect employees' performance?

iii. What is the effect of institutional (organizational) violence on employees' performance?

1.7 Significance of the Study

The study is expected to be of much value to several areas as follows:

This study will contribute to the body of knowledge about Gender- Based Violence by updating already available information since the study includes current statistics which are unavailable in other previous studies. Thereafter, other researchers may use the findings of the study as a point of reference for further research. It is also additional literature on the assessment of Gender Based Violence at Workplace in Tanzania which is currently very scanty.

The findings of this study will inform the government and administrators by providing information to policymakers that will enable appropriate measures to eradicate gender-based violence at the workplace. Moreover, the outcome of the study will be useful to identify innovative options and institutional arrangements that would serve as input for policymakers in formulating policies to ensure that, they will quickly address the affected areas at the workplace.

Moreover, this study aims to contribute a policy development at a national level, especially with entry points for responses and prevention in the world of work, to enhance knowledge sharing of good practices on eliminating gender-based violence and to promote relative key ILO messages, including the 2009 ILC conclusions.

Furthermore, this study is more significant and beneficial to local manufacturing industries and also to all other sectors and institutions to make awareness

employers and employees to understand the effects of Gender-Based Violence and actions to be taken to mitigate it.

1.8 Scope of the Study

The study is confined to investigating the influence of gender-based violence on employees' performance at the workplace in Tanzania. In addition, the study was conducted in Mkuranga District, involving employees of Goodwill Ceramic Limited focusing on their perceptions of how and extent to gender-based violence persists in their workplace. Moreover, the study covered the information of different employees from different departments and sections in fulfillment of the objective of the study.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one presents the introduction, background of the study, statement of the problem, general objective and specific objectives, research questions, the significance of the study, limitation and delimitation of the study, conceptual framework, and operational definitions of key terms as well as the organization of the study. Chapter two presents a review of relevant literature. Chapter three consists of research methodology while data presentation and discussion are presented in chapter four. Finally, chapter five presents a summary, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of the definition of the concept, a review of supporting theories and the underlying assumptions, empirical analysis or studies, a conceptual framework and a knowledge gap to be filled.

2.2 Definition of the Key Concepts

2.2.1 Gender

Gender refers to the roles and responsibilities between men and women that are created in our families, our societies and our cultures (World Bank, 2014). Moreover, the concept of gender can be explained based on expectations held about the characteristics, aptitudes and likely behaviors of both women and men such as femininity and masculinity (Akter *et* al., 2017). In the context of this study, gender can be defined as socially constructed roles, attributes and activities which determine what is expected or valued among employees at a workplace.

2.2.2 Violence

A precise definition of violence requires four elements such as intentional, unwanted, non-essential and harmful (Hamby, 2017). For that reason, violence is a behaviour that is intentional, unwanted nonessential and harmful. Moreover, violence can also be explained as any act which results in or is likely to result in physical, sexual, or psychological harm or suffering to individual including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in

public or private life (Kaphle *et* al, 2015). The study adopted a definition of Kaphle *et* al (2015) by defining violence as behavior involving strength of emotion or physical force intended to threaten, intimidate, disrespect, hurt, or harm employees at the workplace.

2.2.3 Gender Based Violence

Gender-based violence is a phenomenon deeply rooted in gender inequality and continues to be one of the most notable human rights violations within all societies (Arango *et* al, 2016). Gender-based violence can be defined as violence directed against a person because of their gender (*Ibid*). Moreover, Gender-Based violence can also be explained as harmful acts directed at an individual based on their gender (Gevers *et* al., 2013). In this study, Gender Based Violence is violence that is directed against a person at a workplace based on their gender or sex. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, bullying, intimidation and other deprivations of rights.

2.3 Theoretical Review

The theory was developed by Brantingham & Brantingham around the late 1970s and explores the interactions of offenders with their physical and social environments that influence offenders with their physical and social environments that influence offenders' choices of targets (Eck & Weisburd, 1995). This study used the criminal opportunities theory such as the lifestyle or exposure theory and the routine activity theory. Meier and Miethe (1994) suggested in their work on victimization theories that these were more sophisticated theories. In addition, the

theory suggests that offenders make rational choices and thus choose targets that offer a high reward with little effort and risk.

The theory assumes that people vary in the likelihood of experiencing victimization because they differ in the activities they perform. The lifestyle or exposure theory tries to explain differences in victimization risks by focusing on differences in lifestyle, which could be routine daily activities, work or leisure activities. These lifestyles are said to explain the differences in exposure to dangerous times, and others. Moreover, victimization is generally considered to be an interaction between the offender and the victim. From the victim's perspective, characteristics that could influence the likelihood of becoming a victim of workplace violence are based on the situation the victim is in (including to what extent they are in contact with possible offenders) or on the individual victim and how they interact with possible offenders (Bitter and Messinger, 1980).

Hindering and colleagues elaborate upon various demographic characteristics that may influence people" risk of victimization indirectly (Bitter and Messinger, 1980). Because of shared expectations or structural constraints socio- demographic characteristics such as gender, age or race may affect people's lifestyle and thus their risk of victimization (Meier and Miethe, 1994). The routine activity theory adds that routine activity influences the convergence in time and space of three important elements; a motivated offender, a suitable target and the absence of a capable guardian (*Ibid*).

Although originally the routine activity theory has been developed to explain differences in crime rates instead of victimization risks, this theory has been applied across units of analysis including victimization (Brantingham &

Brantingham, 1970). The lifestyle or exposure theory and routine activity theory have similarities (Meier and Miethe, 1994). In both theories the main focus is on the opportunity to become a victim, provided by their activities and lifestyle, instead of the personal motivations of offenders to commit a crime, situational characteristics that could be related to the victimization of professionals are characteristics related to time and place of people's activities such as the type of work they do, how often, when and where they work and the type of citizens they work with (*Ibid*).

Therefore, this theory is more related to this study because any violent act or threat of violence directed towards a person at work or on duty falls on crimes. Workplace violence can range from threatening language to homicide and can be perpetrated by co-workers, supervisors, customers, clients, patients, intimate partners and any other person who commits or threatens to commit a violent act at the workplace. Nevertheless, this theory suggested that all staffs are victims or offenders of gender-based violence at the workplace especially physically, economically, emotionally and psychologically, this means that employers can be affected economically due to low productivity since the employees are physically, emotionally and psychologically affected due to gender-based violence.

2.4 Empirical Literature Review

2.4.1 The Effect of Physical Violence on Employees' Performance

Rasool, et al., (2020) conducted a study on sustainable work performance: the roles of workplace violence and occupational stress. A survey employing a 48-item questionnaire using a 5-point Likert scale (ranging from 1, strongly disagree, to 5,

strongly agree) was utilized. The survey gathered data from 15 hospitals situated near Karachi, Lahore, and Islamabad in Pakistan. The participants of this study were doctors, nurses, and paramedical staff, and a total of 500 questionnaires were distributed among them. Ultimately, 345 usable questionnaires were returned, yielding a response rate of 69%. To examine both direct and indirect effects, partial least squares structural equation modeling was employed. The study's outcomes indicate that workplace violence detrimentally impacts sustainable work performance in both direct and indirect manners. The conclusions of this study are as follows: Firstly, instances of harassment diminish employee morale consistently, thereby reducing work performance. Secondly, workplace mobbing leads to decreased productivity, heightened levels of stress, anxiety, depression, and irritability, as well as increased instances of low work engagement, work absences, and work destruction. Thirdly, ostracism in the workplace reduces motivation among both employees and organizations, ultimately lowering work efficiency. Work performance is compromised due to workplace stalking, creating a negative image and fostering a toxic atmosphere among colleagues and peers. Additionally, occupational stress is perceived as a stigma among employees facing stress in the workplace. In summary, it can be inferred that content and healthy employees are more likely to be productive. Therefore, organizations should strive to establish a culture that enables employees to thrive and perform at their best.

Lin et al., (2015) studied on workplace violence and job performance among community healthcare workers in China: The mediator role of quality of life. A sum of 1404 healthcare professionals was selected using the random cluster sampling method from Community Health Centers situated in Guangzhou and Shenzhen. They

self-administered the workplace violence scale, job performance scale, and quality of life scale (SF-36). An analysis of the relationship between these factors was conducted using the structural equation model in Amos 17.0. Findings revealed that 51.64% of the participants reported experiencing workplace violence. The study highlighted a negative correlation between workplace violence and both job performance and quality of life. Conversely, a positive relationship was observed between job performance and quality of life. Through path analysis, it was observed that the overall impact ($\beta = -0.243$) of workplace violence on job performance consisted of a direct effect ($\beta = -0.113$) and an indirect effect ($\beta = -0.130$), which was mediated by the quality of life. Conclusively, workplace violence appears to be widespread among community healthcare workers in China and has adverse effects on their job performance and quality of life. The study suggests that enhancing the quality of life may serve as an effective means to mitigate the detrimental impact of workplace violence on job performance. In 2019, an IFC study with nine of the largest companies in the Solomon Islands found that bullying and sexual harassment negatively impacted employee health and well-being, including through increased levels of anxiety. These negative impacts led to employees taking time off work and working more slowly (IFC, 2019). Workers also reduced concentration, which posed safety risks for themselves and other employees. SoITuna, a tuna processing facility in the Solomon Islands, worked with IFC to implement initiatives to reduce bullying and sexual harassment. For example, it trained a team of first responders in how to handle disclosures of violence at work, strengthened grievance procedures and implemented a respectful workplace policy to address sexual harassment and bullying. These initiatives have had positive benefits for the company. This includes

reducing absenteeism from an average of 18 percent to 15 percent and this result in the increase productivity (*Ibid*).

The World Health Organization according to the Global status report on violence prevention 2014 (Goldsmith, and Beresford, 2018). estimates that one out of three women suffer from violence and this is the leading cause of death among women aged 16-44 years. Domestic violence affects women in all societies of the world regardless of age or social status but it has its most harmful effects on ethnic minorities, migrants and the poor, on account of existing social inequalities (*Ibid*).

The Australian Safe at Work project provided a methodology for surveys that have been carried out in Australia, Canada, the Philippines, Tukey and the United Kingdom. The surveys point to the importance of measures to respond to domestic violence in the workplace because it impacts on victim's health and well-being, attendance at work productivity and security. In particular, women who suffer domestic violence may be harassed by their husbands or partner at work, raising safety issues for themselves and their colleagues. In Australia and Canada, among other countries, trade unions have negotiated agreements to give victims of domestic violence entitlements to leave (Wagnera *et* al. 2012: Baird *et* al. 2014).

2.4.2 The Effect of Emotional (psychological) Violence on Employees' Performance

Çetin Danacı and Kuzu (2020) conducted a study exploring how psychological violence affects the perceptions of performance among preschool teachers. The study involved 698 teachers (647 female and 51 male) employed in public preschools. To collect data, the researchers utilized the Mobbing Scale developed by Yaman (2009)

and the Teachers' Perception of Performance Scale developed by Özözen Danacı (2009).

During the data analysis, the researchers examined the correlations between teachers' levels of psychological violence and their self-assessment of performance and management skills. The study's findings indicated a significant negative correlation between psychological violence and work performance. The ultimate goal, based on the study's outcomes, was to foster an educational environment free from psychological violence, aiming to deliver an enhanced service.

AMIRI (2023) conducted research on foreign employees' performance in the Istanbul private sector, communication, and psychological violence. Based on both quantitative and qualitative methods, the suggested study used an exploratory descriptive and correlation research design. The study used a questionnaire survey to gather data from 100 foreign workers at private enterprises in Istanbul. The study's findings indicate that psychological aggression has a significant impact on both the creativity and service quality provided by employees. The acquired results also enable us to validate the premise that employee creativity is generally impacted by the level of violence.

Globally, gender-based violence has been a problem since time immemorial. Efforts have been made by putting in place United Nations declarations on the rights of women and domesticated in municipal laws and policies but the said problem has never ended (WHO, 2013). The level of Gender Based Violence is not the same around the world; its intensity differs from country to country. In developed countries, strict laws and policies have managed to reduce the problem to a great

extent but in developing countries like Africa and Asia the story has been painted in black and white meaning that the problem is still high (Hatoss, 2010).

In the Democratic Republic of Congo (DRC), the research found that beer promotion girls hired by Heineken Beer Company to boost sales were sexually harassed by customers and staff of Bra Lima, the Congolese subsidiary of the Heineken (Neville *et* al, 2019). As a result of an ensuing sexual harassment scandal, several partners suspended cooperation with Heineken, including the Dutch ASN bank and removed all financial involvement (*Ibid*).   Moreover, according to the World Bank's database on Women, Business and the Law (2018), 59 countries have no laws on sexual harassment in the workplace. However, many countries do not have at least some Gender Based Violence harassment (GBVH) legislation in place which is relevant to the private sector.

2.4.3 The Effect of Institutional (organizational) Violence on Employees' Performance

The World Health Organization according to the Global status report on violence prevention 2014 (Goldsmith, and Beresford, 2018). estimates that one out of three women suffers from violence and this is the leading cause of death among women aged 16-44 years. Domestic violence affects women in all societies of the world regardless of age or social status but it has its most harmful effects on ethnic minorities, migrants and the poor, on account of existing social inequalities (*Ibid*).

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Workplace sexual harassment and violence have a significant impact on women's physical and mental health, undermining their well-being and confidence and resulting in a working environment based on fear. In the worst cases rape and sexual violence in the workplace, in dormitories attached to the workplace and in travel to and from the workplace, also pose risks for women in contracting HIV/AIDS and other sexually transmitted diseases (Bryant, 2018).

Gender- based violence has cost to employers, whether it takes place in the workplace, in public places or the home. According to the United Nations, it can impact the workplace through decreased productivity increased absenteeism health and safety risks, and increased healthcare costs for the employer (Carla and Jacqueline 2021). In some countries, companies can be liable for damages if they have not taken adequate measures to address GBVH and protect their workers, local communities and service users. In terms of sexual harassment at work, around 70 percent of countries will have such laws in place (*Ibid*).

A study by Barton (2008) examines that, despite the high prevalence of violence, formal support services for survivors are inadequate. Although there is growing awareness of GBV and increased efforts at a policy level to address the issue, survivors 'access to health, psychosocial and legal services remain limited. For

example, there are few known shelters for survivors in Tanzania and these are predominantly located in Dar Es Salaam. Moreover, an overall shortage for trained medical professionals in the country has implications for the availability of Gender Based Violence specific care. Formal support services for survivors are limited outside Dar es Salaam particularly in rural areas (Plan et al 2008).

According to the review done by TAWLA (2014), they found that due to a lack of effective referral and coordination mechanisms between the police force (investigators); DPP office (prosecutors); and other criminal justice service providers, a lot of Gender Based Violence cases are lost along the way. TAWLA suggests that to achieve a conviction the investigation and prosecutorial organs mentioned above need to be able to appreciate the circumstances and appraise the evidence competent to the required standard of proof, help to procure the prosecution witness to be available and if necessary, arrange for their protection, this is still offered in outstanding public profile cases (*Ibid*).

Moreover, the VAC survey of 2009 showed that only about 1 out of 5 girls and 1 out of 10 boys seek the services after their experience of sexual abuse. Of those, only 1 in 10 girls and 1 in 25 boys who experienced sexual violence received services. About 16% of girls and boys would like additional services, including counseling and Police or welfare support (URT, 2011).

2.5 Conceptual Framework

Conceptual Framework (CFW) provides the basis of the research problem by showing the interlink age of variables in the study (Kumar, 2011). In this study, the conceptual framework provides a clear overview of the assessment of Gender

Based Violence in the workplace. This framework will be useful to this study as it aims at showing the relationship between the effect of physical, emotional and institutional (Organizational) violence on employees' performance at a workplace. Modification to this framework has been done on adaptation strategies.

In reference to Figure 2.1 on variables, it is assumed that assessment of Gender Based Violence at a workplace can also be determined by indicators such as intimidation, physical assaults, anger- related incidences at a workplace, trauma, sulking, social isolation, complaints of unfair treatment, sabotage, vandalism, making inappropriate statement and other effects. The sole assumption of the conceptual framework relies on, the assessment of Gender Based Violence in workplace and its consequences to victims (workers) which undermined their confidence and puts workers at risk of underperformance in their activities. See

Figure 2.1 for more illustration.
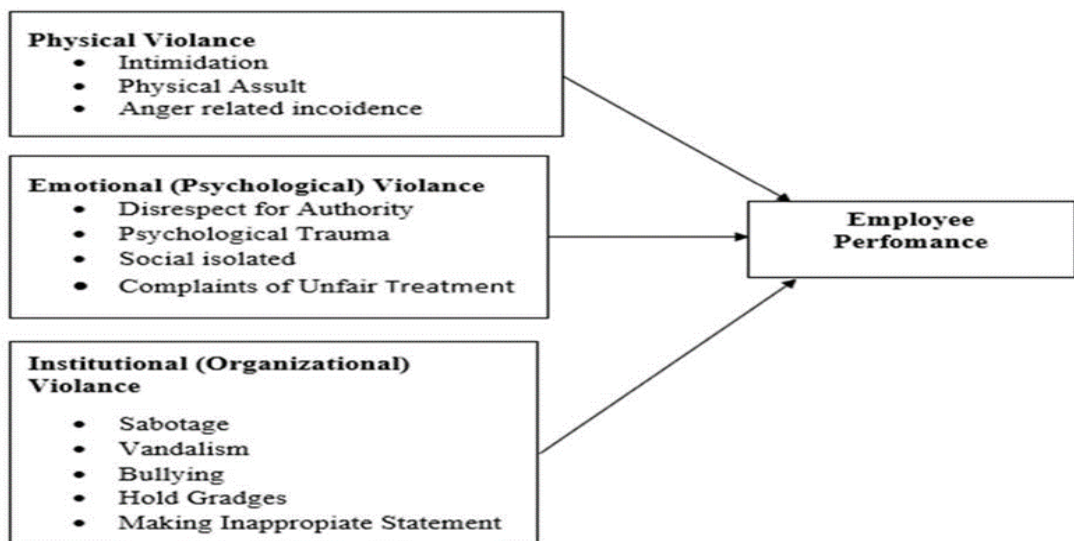
Figure 2 1: Conceptual Framework

Source: Researcher own constructs

2.6 Knowledge Gap

The literature has shown that Gender Based Violence is one of the obstacles to performance of employees in a workplace in the world (Gladden, 2013; Mingott, 2015), since, many employees remained abused and mistreated at their workplaces regardless the existence of systems to protect their rights. However, the extent GBV has affected employee performance is not well known. Many countries with high rates of violence have struggled to reduce the rate of GBV over the years. This remains an issue, as many employees are still victimized and harmed in multiple ways at the workplace (UNDP, 2019). Thereafter, this study puts much attention on the assessment of Gender Based Violence in workplace in Tanzania using a case study of Goodwill (Tanzania) Ceramic Co. Ltd.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter outlines the methods and techniques which were employed to conduct the study as well as the justification for their use. In addition, the chapter is divided into ten subsections: research design, description and justification for the study area, sample size and sampling techniques, sources of data, methods of data collection, data analysis, data quality control such as validity and reliability and ethical issues consideration.

3.2 Research Paradigm

This study adopted the positivism philosophy in a quest to investigate the determinants of continuity of local contracting companies in Ruvuma. In the words of Wilson (2010), positivism research philosophy can be defined as the philosophy which guides the researches that attempts to gain understanding on a phenomenon through only the factual and trustworthy inquisitions. This suggests that positivism studies depend on quantifiable observations that lead to statistical analyses without provisions for human interests, opinions or biasness within the study. Thus, it was decided that this study adopts the positivism philosophy as it subjects itself to quantitative research, focusing on a viewpoint that the researcher needs to concentrate only on facts and data that can be analyzed numerically (Crowther and Lancaster, 2008).

3.3 Research Approach

Since this study employed positivism research philosophy, it was inevitably necessary that it chooses the quantitative research approach. This is because quantitative researches produce data that can be objectively analysed numerically and clearly communicated through statistics and numbers (Bhandari, 2022). Moreover, quantitative approach to research is exceptional when a study aims at examining the relationships between the dependent variable and independent variables (Chatterjee, 2011).

3.4 Research Design

Research design ensures that research entails outlined plans and assumptions for data collection and analysis. Saunders *et* al (2019) further suggest ign that research design indicates how tools gathered data and how data analysed and interpreted. The study in attempting to solve the research question employed descriptive research design.

This design was essential as it assists the study by providing new insights and understanding on how to answer the research question. Since a descriptive research design was used to show the relationship between variables from questionnaires which were designed for employers and employees in a workplace to give an insight on the assessment of Gender Based Violence at a Workplace.

Nevertheless, the rationale for this was to obtain statistical, quantitative results from a sample that comes from the answers to survey questionnaires. The design fits exactly with the study because it allows a researcher to determine and report things exactly the way they are. The objective is encoded to allow relevant data collection

and sufficient for the problem under study. Emphasize is on describing rather than on judging or interpreting. The descriptive method is important because was efficient in the expenditure of effort, time and money.

3.3 Study Population

A study population can be explained as the total number of units from which data can potentially be collected. These units may be individuals, events, organizations or art facts (Kumar, 2016). The population of the study involved all workers from Goodwill (Tanzania) Ceramic Co. Ltd which has a total of 1500 employees who were identified by using sample size, and units where relevant information was obtained. Moreover, employees from different departments were involved to provide significant information in the study. They were classified as follows Factory (1300), HR and administration (100), Quality control (50), IT (23), Risk control (15) and Finance (12) and making the total number of 1500 employees of Goodwill (Tanzania) Ceramic Co. Ltd.

3.3 Description and Justification for the Study Area

The research was conducted at Mkuranga District in Coast Region (Pwani). The area was sufficient enough to represent other manufacturing industries and other organizations as well because is acceptable in terms of industries, accommodation and availability of a place for research. Mkuranga District is the among seven districts of the Coast Region (Pwani) in Tanzania which was established in 1995. It is bordered to the north by Dar as Salaam, to the east by the Indian Ocean, to the south by Kibiti District and the west by Kisarawe District. It is an area of 2,432

square kilometers. The population of Mkuranga District is about 252,837 according to the 2012 Population and Housing Census. The population is getting more advanced and demanding better services.

3.3.2 Justification for the Selection of Study Area

This study was conducted at Goodwill (Tanzania) Ceramic Co. Ltd in Mkuranga District. Since, gender-based violence threatens the physical and psychological integrity of the many workers in Mkuranga District (TAMWA, 2019). Moreover, the criteria for the selection of an area were due to the presence of many challenges related to gender-based violence encountered by many workers in the workplace.
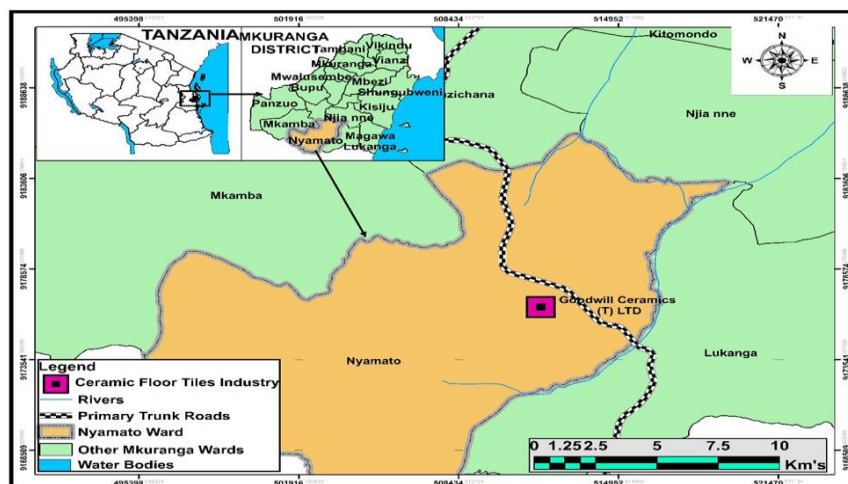
Figure 3.1: Location of Study Area (Mkuranga District

Source: Cartographer (UDISM) (2021).

3.4 Sample Size and Sampling Technique/Procedure

The sample is a group of people or events used from a selected population. Sample size refers to the number of sampling units that are to be included in the sample. In

addition, the sample size was determined by using the formula developed by Yamane (1967) whereby a level of precision of 10% will be used. This formula is as follows:

Thus; $\mathbf{n} = \dfrac{\mathbf{N}}{\mathbf{1+N\ (e)^2}}$

Where; **n**= Sample Size

N= Population size

e= Acceptable error restriction (it could be 0.10, 0.05 or 0.01) for this study, the acceptable error restriction will be 0.10.

URT (2020) reported the total number of employees of Goodwill (Tanzania) Ceramic Co. Ltd in Mkuranga District is 1500. Therefore, the sample size was calculated as follows;

Thus; $\mathbf{n} = \dfrac{\mathbf{N}}{\mathbf{1+N\ (e)^2}}$

$n = \dfrac{1500}{1+1500(0.10)^2}$

n= **93.75**

Therefore, the sample size for the study was **94** respondents from **1500** employees.

The Proportionate Sample Size for each individual from his/her department can be calculated by using the formula: $\mathbf{n^o} = \dfrac{N^o}{N} \times n$

Where:

n° signifies the group sample size; **N**° signifies the group population under study.

n signifies the sample size; and *N* signifies the population under study.

For instance, we can illustrate with the above formula to determine the proportionate sample size for Goodwill (Tanzania) Ceramic Co. Ltd in the population as follow:

Given group population for Goodwill (Tanzania) Ceramic Co. Ltd staff $N^\bullet$ =**1500**.

Therefore Table 3.1 shows the distribution of respondents from each department.

Table 3.1 Distribution of respondents of the Respondents

Department	Group population	Sample size
Factory	1300	81
HR & Administration	100	6
Quality control	50	3
IT	23	2
Risk control	15	1
Finance	12	1
Total	**1500**	**94**

Source: Field Data, 2022

3.4.1 Sampling Technique/Procedure

The study employed a simple random sampling technique. Kumar (2011) defines simple random sampling as the type of sampling which provides an equal chance for every member of the population to be included in the study. Moreover, the study used stratified sampling to identify employees in strata from their department units then simple random sampling was applied in the selection of respondents because it gives an equal opportunity to every individual among respondents who were selected as a sample to avoid biases. The motive behind the selection of this technique was that this technique is good when the population is made up of members of similar characteristics, as the size of the random sample depends on the homogeneity.

3.5 Variables and Measurement Procedures

The study considered three variables such as physical violence, sexual violence and emotional or psychological violence. In addition, the researcher looked at how these

variables affect workers" performance and what actions to be taken to solve the existing problems. Table 3.2 illustrates in detail the measurement of variables of the study.

Table 3.2 Description of Variables of the Study

Variable	Items
Physical Violence	Such as slapping, throwing something at you, pulling your hair, insulting, threatening gestures, shouting, intimidating or pornographic images such as forced sexual intercourse, rape, request for sexual favours or touching or behaving in a way that creates a humiliating or offensive environment
Emotional/psychological	Such as behaviour, unfairly withholding or controlling money.
Institutional/organizational violence	Poor or inadequate care or support (safety and health care), systematic poor practice, poor worksite analysis, inadequate hazard prevention and control.
Employee Performance	Achievement set of priorities among employees, work motivation and productivity, quality of work provided by workers, hours of work, concentration at work, prolonged or frequent employee absenteeism and institutional/organization output.

(Final, 2019)

3.6 Methods of Data Collection

Data collection methods were categorized into two sources such as primary and secondary sources of data moreover; the study used both primary and secondary sources to have enough information to fully explore a topic under investigation. In obtaining primary data, a survey questionnaire was used while secondary data

through a document review was used in revising different articles and journals as well as previous studies which were related to the topic of the research.

3.6.1 Survey Questionnaire

The study used a survey questionnaire as a method for data collection. The survey questionnaire will involve gathering responses to questions from employees of Goodwill (Tanzania) Ceramic Co. Ltd, as it is shown in appendix one. Moreover, data that was gathered consisted of demographic features such as; respondents age, location, sex, level of education and marital status, position and experience. Questions about the influence of Gender Based Violence were formulated on Likert scale that rated from 1-strongly disagrees, 2- Disagree, 3-Neutral, 4-Agree and 5-Strongly agree. Nevertheless, the questions on the influence of Gender Based Violence on employees' performance at workplace sought to know the extent which gender-based violence persist among the workers of the company. The use of survey questionnaires enabled speedy results and wide collection of data from a larger audience within the company. Furthermore, it allowed each respondent (worker) to provide anonymous feedback based on his/her experience. The survey questionnaires consisted of structured questions, semi-structured questions and contingent questions which acted as supplementary questions to provide additional information in structured questions. Survey questionnaires were translated into Swahili language for better communication with respondents who were not eloquent in the English language.

3.6.2 Document review

This refers to a process that involves data collection from both official and unofficial documents. In addition, this method was used to collect data from documents source of information. This study, therefore, reviewed some reports from various kinds of literature from conference papers, previous dissertations on gender-based violence, journals from (TAMWA & TAWLA), the National Bureau of Statistics (NBS), the National Action Plan for Elimination of all forms of gender Violence at the workplace and reports from other recognized sources such as World Banks and REPOA which directly related to the challenges of Gender Based Violence at the workplace.

3.7 Data Analysis

Kombo & Tromp (2006) defined data analysis as an interpretation of collected raw data into useful information. After the collection of data in the field, data will be analyzed quantitatively through the use of SPSS IBM version 20. The researcher first checked the data which was collected in the field for its completeness. In addition, data was categorized and coded for easy processing while an appropriate statistical analysis tool was used. Data which was gathered from the field was analyzed using descriptive and inferential statistics. Descriptive statistics used percentages and frequency tables and the results was presented using frequencies, percentage, tables, and charts to describe major variables on the basis of information which was collected in the study area while inferential statistics was involved in testing the hypotheses.

3.8 Data Quality Control

Saunders *et* al (2009) described validity as an instrument used to measure what is supposed to be measured in the study conducted. A research instrument is valid if it measures what it is supposed to measure, and when the data collected through it accurately represents the respondents 'opinions.

In this study content validity was applied. Content validity ensures that a measure covers the broad range within the concept under study. Literature was revised to get the theoretical knowledge about the content or subject and definitions of concepts that were used before designing the instruments or tools. The assistance of supervisor helped in appraising the instruments, gave recommendations for improvement and verified whether the instruments would be able to address the study objectives. Content validity also looked into conditions of Gender Based Violence at Goodwill (Tanzania) Ceramic Co. Ltd.

For instance, in the study, a survey questionnaire was designed to identify the respondent's grades and measure between men and women employees' victims of Gender Based Violence and the effects that occur between them and the measures taken by the company in protecting them. Likewise, to ensure validity the researcher prepared questions by using clear language.

On the other hand, the reliability of data and information was considered in this study. To ensure the reliability of the study or information which was collected, before to the actual data collection a researcher discusses the relevancy of the research question with some of the workers. Furthermore, a researcher monitored the entire data collection process to ensure the completeness of the data in the survey questionnaires.

3.9 Validity Test

For this study, validity was observed for both the research instruments and the collected data. To test for the validity of the research instrument, pilot study was conducted using data collection questionnaire in order to pre-test for validity and ease of comprehension by the respondents. To test for the validity of the collected data, the Kaiser Meyer Olkin (KMO) measure of sampling adequacy and Bartlett's test were conducted as detailed in chapter four. Moreover, this study as a whole can be concluded as a valid study because involved a sample of 104 respondents, a number large enough above the minimum requirement of sample size that validates a research study as suggested by Saunders (2019)–30 respondents.

3.10 Reliability Test

According to Sekaran (2003), the reliability of a measure indicates the extent to which the measure is without bias and offer consistent measurement across time. In this study, scale tests were used to determine Cronbach's alphas, which were then compared to the industry-accepted cut-off point of 0.7 in order to measure the reliability of the research results and the internal consistency of collected data. According to Pallant (2020) and Taber (2018), an instrument's internal consistency is indicated by a Cronbach's alpha value greater than 0.7. For this study, the calculated Cronbach's alphas were all above the acceptable threshold, hence indicating internal consistency of the data and the findings as well.

3.11 Ethical Considerations

The study adhered to the moral value and ethics governing the research process. Before the actual research process, a researcher seeks a research permit from the

relevant authorities. Likewise, the respondents were voluntarily requested to participate in the study without any force. Moreover, the rules of confidentiality and anonymity were taken into consideration during the study.

3.12 Limitation of the Study

The study encountered several limitations during the process of data collection as noted here:

The main limitation encountered by the researcher was the confidentiality of the information that respondents they were requested to provide. In the beginning, respondents were hesitant to fill out the questionnaires until the researcher explained to them the motive of the study as only for academic purposes. Therefore, the study was carried out and successfully finished.

Second; the respondents were exceptionally busy and they needed to adjust their time to answer questions asked from the survey questionnaire, this was an issue for a large portion of the respondents because of their bustling time. The study managed this obstacle by looking for appointments for the respondents who can be cooperative to answer those questions from the questionnaires.

The researcher also faced financial constraints in conducting this study. The fact that the researcher was self-sponsored, the researcher spent a huge sum from personal disposable income to meet some costs including costs for purchasing books, online journals, internet packages, meals and to cover transport costs.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 Introduction

This chapter attempts to analyse, present, and interpret the data collected from the field. The purpose of this study was to assess the influence of gender-based violence on employees' performance at the workplace in Tanzania. Case Study of Goodwill (Tanzania) Ceramic Co. Ltd. The chapter discusses also the demographic characteristics of the respondents. In addition, the findings of the study were analysed, presented and tested according to the specific objectives which were as follows: to examine the effect of physical violence on employees' performance; to examine the effect of emotional (psychological) violence on employee's performance and to examine the effect of institutional (organizational) violence on employee's performance. Furthermore, descriptive statistics like frequencies, percentages, tables, and graphs were used to analyse and present the data. On the other hand, inferential statistics through the Pearson correlation test and multiple regression analysis was used to test the relationship between different variables.

4.2. Descriptive Analysis

4.2.1 Demographic Profiles of the Respondents

This part presents the main characteristics of respondents categorized by their sexes, age, levels of education, marital status and work experience. Descriptive statistics was used to provide simple summaries about the sample that have been made in the field during the data collection process. This information forms the basis of the initial

description of the data as part of a more extensive statistical analysis to sufficient the objective of the study.

4.2.1.1 Sex of the Respondents

The findings from Table 4.1 indicate that the majority (86.4%) of the respondents were male while 13.6% were female. The findings show that males were more than females during the study. Table 4.1 explains in detail the response of the respondents.

Table. 4.1. Sex of the Respondent

Sex	Frequency	Percentage
Female	11	13.6
Male	70	86.4
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.1.2 Age of the Respondents

The findings presented in Table 4.2 show that the majority (45.7%) of the respondents were in the age group between 20 and 29 years of age. About 37.0% of the workers were the age of 30-39 years. In addition, the study findings show that (11.1%) of the respondents were the age of 40-49 years. It was further revealed that 3.7% of the respondents were in age between 50-59 years, while (2.5%) of the respondents were between the age of 19 and 20 years. The study implies that the respondents of this study were in different age groups; therefore, they definitely can provide a clear picture of gender-based violence in their workplace.

Table.4.2. Age of the respondents

Age Group	Frequency	Percentage
19 or under	2	2.5
20-29	37	45.7
30-39	30	37.0
40-49	9	11.1
50-59	3	3.7
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.1.3 Education Level of the Respondents

The study revealed that more than half of the respondents (54.7%) have a secondary level of education, (24.4%) achieve primary education, 4.7% have vocational and college education respectively, while 5.8% have higher education. The findings indicate that most of the respondents who participate in the study had a secondary level of education. It is worth noting that the organization recognizes the skills an employee, not the academic papers although on the other hand employees are advised to upgrade so that in case of arising opportunities, they stand a high chance of being recruited from the system. Moreover, education level plays a significant role in increasing awareness of gender-based violence at the workplace. Table 4.3 explained the level of education of the respondents.

Table 4.3 Level of Education of the Respondents

Education Level	Frequency	Percentage
` Higher	5	5.8
College	4	4.7
Vocational	4	4.7
Secondary	47	54.7
Primary	21	24.4
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.1.4 Marital Status of the Respondent

The findings from Table 4.4 indicate that the majority (55.6%) of the employees was married, 43.2% of the respondents were single and 1.2% was divorced/separated. The study results revealed that the majority of respondents were married because it is believed that couples are exposed to gender-based violence in different contexts compared to single individuals. However, the single, separated/divorced respondents addressed the usefulness of these groups on how gender-based violence persists in a workplace the different context.

Table 4.4 Marital Status

Marital Status	Frequency	Percentage
Single	35	43.2
Married	45	55.6
Divorced/Separated	1	1.2
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.1.5 Work Experience of the Respondents

The findings from Table 4.5 show that the majority (62.8%) of the respondents had a work experience between 1-5 years. 20.9% had an experience of under 1 year, 9.3% had experience between 6-10 years, and 1.2% had experience of 11 years and above. From the findings, the study concluded that many respondents had worked in the organization for quite some time and hence would provide valid and credible information to examine the effect of gender-based violence at work place.

Table 4.5 Work Experience

Education Level	Frequency	Percentage
Under 1 year	18	20.9
1-5	54	62.8
6-10	8	9.3
11 and above	1	1.2
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.2 The Effect of Physical Violence on Employees' Performance

The first objective of the study intended to examine the effect of physical violence on employees' performance. In addition, the study focused to know the extent to which physical violence affects employee performance in a workplace. Several aspects were inspected under this variable including whether employees experienced intimidation and physical assault; if employees had ever been beaten at the workplace; how worried employees are about physical violence at a workplace; whether physical violence affects employee's performance and to determine the procedures of reporting physical violence among employees at a workplace.

4.2.2.1 Intimidation and Physical Assault among Employees at a Workplace

The findings from Table 4.6 indicated that the majority (82.7%) of the respondents strongly agreed that they were intimidated and physically assaulted at a workplace, 2.5% also agreed, 1.2% of the respondents disagreed and 13.6% strongly disagree while there were no neutral respondents. The findings implies that many workers faced intimidation and physical assault in their workplace. The occurrence of intimidation and physical assault can significantly affect the mood, mental, and physical health, as well as the productivity of an employee. Table 4.6 demonstrates

more about the response of the respondents on whether they have ever been intimidated or physical assault at the workplace.

Table 4.6 Intimidation and Physical Assault

Responses	Frequency	Percentage
Strongly Disagree	11	13.6
Disagree	1	1.2
Neutral	-	-
Agree	2	2.5
Strongly Agree	67	82.7
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.2.2 Whether Employees had ever Been Beaten at the Workplace

Figure 4.1 shows that the majority of the respondents 51.9% strongly agreed that they were sometimes beaten at the workplace, 44.4% disagreed, 2.5% strongly agreed, 1.2% were neutral while there were no respondents who agreed.
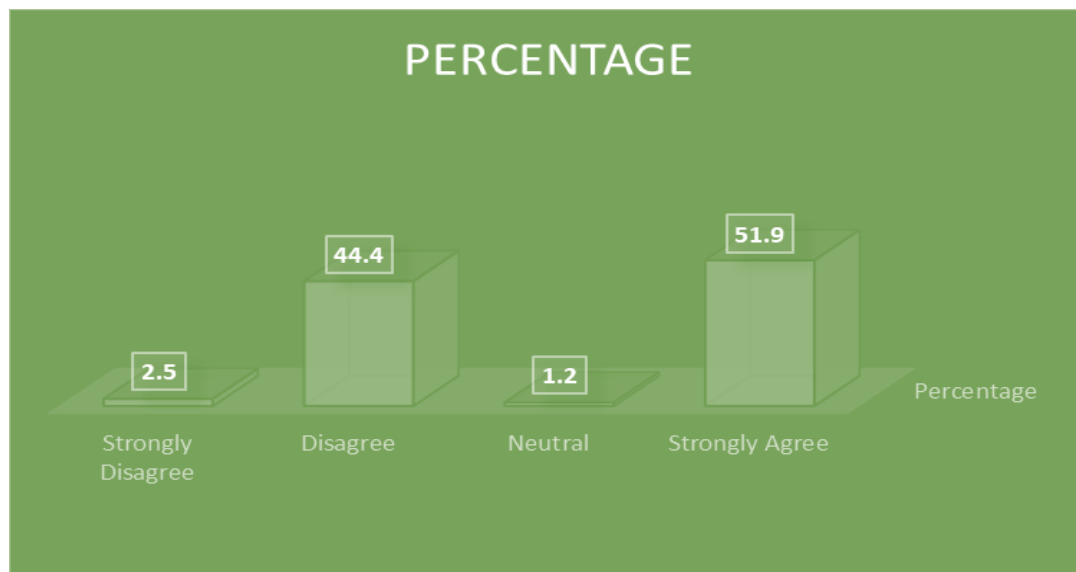
Figure 4.1 Beaten at Workplace
 Source: Field Data, 2022

4.2.2.3 Employees' fear of Physical Violence at a Workplace

The findings from Table 4.7 revealed that the majority (88.9%) of the respondents agreed that they were worried about physical violence at a workplace, 6.2% were neutral, 3.7% disagreed, 1.2% strongly disagree and there were no respondents who strongly agreed. Table 4.7 explains more about the responses to the findings on what extent employees were worried about physical violence in their workplace.

Table 4.7 How worried about Physical Violence

Responses	Frequency	Percentage
Strongly Disagree	1	1.2
Disagree	3	3.7
Neutral	5	6.2
Agree	72	88.9
Strongly Agree	-	-
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.2.4 Physical Violence and employee's Performance

The findings from the Table 4.8 revealed that the majority (85.2%) of the respondents strongly agreed that physical violence affects employees' performance at their workplace, 9.9% also agreed, 3.7% were neutral, 1.2% disagree and there were no respondents who strongly disagreed. From the findings of the study, it has become obvious that physical violence is foreseeable in the workplace and has been of utmost concern among workers. The finding from Table 4.8 illustrates in detail the responses of the respondents on if physical violence affects employee performance in workplace.

Table 4.8 Physical Violence Affect Employee's Performance

Responses	Frequency	Percentage
Disagree	1	1.2
Strongly Disagree	-	-
Neutral	3	3.7
Agree	8	9.9
Strongly Agree	69	85.2
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.2.5 The Effectiveness of the Procedures for Reporting Physical Violence at a Workplace

The findings from Table 4.9 indicates that the majority (80.3%) of the respondents strongly disagree on the effectiveness of the procedures in reporting physical violence action at a workplace, 8.6% disagreed and were neutral respectively, 2.5% agreed while there were no respondents who strongly agreed. This may lead to some employees who are victimized by physical violence to fail to report these events to their employers, the police, and other proper authorities. Since the process of reporting can be used to analyse and calculate the incidence relating to physical violence, and prevalence rates, identify risk factors and develop prevention efforts for combating physical violence. However, the ineffectiveness of the procedures for reporting physical violence at a workplace can lead to underreporting of adverse actions to employees.

Table 4.9 Effectiveness of Procedures Reporting Physical Violence

Responses	Frequency	Percentage
Strongly Disagree	65	80.3
Disagree	7	8.6
Neutral	7	8.6
Agree	2	2.5
Strongly Agree	-	-
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.3 The Effect of Emotional (psychological) Violence on Employee's Performance

In examining this objective, several aspects were inspected such as whether employees have ever been disrespected by the authority at a workplace; the well-being of employees at the workplace; concerns about threats or verbal aggression; indicators related to psychological; whether the company responds to gender- related violence and if employees have ever been harassed at a workplace.

4.2.3.1 Disrespectful of Employees by Authority at Workplace

The findings from Table 4.10 indicates that the majority (88.9%) of the respondents agreed that they were disrespected by authority, 3.7% strongly agreed, 4.9% were neutral, 2.5% strongly disagree whereas there were no respondents who were disagreed. The findings reveal that many of the employees were disrespected. Disrespectful at the workplace is very common among employees as sometimes it is very hard for service workers not to take abuse. Moreover, if an employee feels as though they are not respected, they are more likely to have unproductive relationships with the team, authority and the overall company.

Table 4.10 Disrespected by Authority at Workplace

Responses	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	-	-
Neutral	4	4.9
Agree	72	88.9
Strongly Agree	3	3.7
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.3.2 Well-being of Employees at Workplace

The findings from Figure 4.2 revealed that the majority (63%) of the respondents indicated their well-being at the workplace was neutral, 35% disagreed, 2% strongly agreed whereas there were no respondents who were agreed or strongly disagreed. Figure 4.2 details more about the well-being of employees at the workplace.

Figure 4.2 Employees Wellbeing at workplace

Source: Field Data

4.2.3.3 Concerns about Threats and Verbal Aggression

Table 4.11 shows that the majority (79.0%) of the respondents agreed that they had a concern about threats and verbal aggression at the workplace, 4.9% also strongly agreed, 13.6% were neutral, 2.5% disagreed whereas there were no respondents who strongly disagreed. This indicates that employees who have gone through workplace threats and actual violence are likely to be more depressed and more anxious and have less job satisfaction. Subsequently, threats of violence represent a change in the work environment and are likely to be negative which is associated with employees decreased the performance, reduced commitment, increased intentions to quit jobs and decreased dedication. Table 4.11 displays the response on whether there were concerns about threats and verbal aggression at the workplace in detail.

Table 4.11 Concerns about Threats and Verbal Aggression at a Workplace

Responses	Frequency	Percentage
Disagree	2	2.5
Strongly Disagree	-	-
Neutral	11	13.6
Agree	64	79.0
Strongly Agree	4	4.9
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.3.4 Indicators related to Psychological Violence

The findings from Figure 4.3 indicates that the majority (75.3%) of the respondents were on agreement that there were indicators of psychological violence, 12.4 also strongly agreed, 11.1% were neutral, and 1.2% disagreed whereas there were no

respondents who strongly disagreed. Figure 4.3 demonstrates more about the findings of the study.
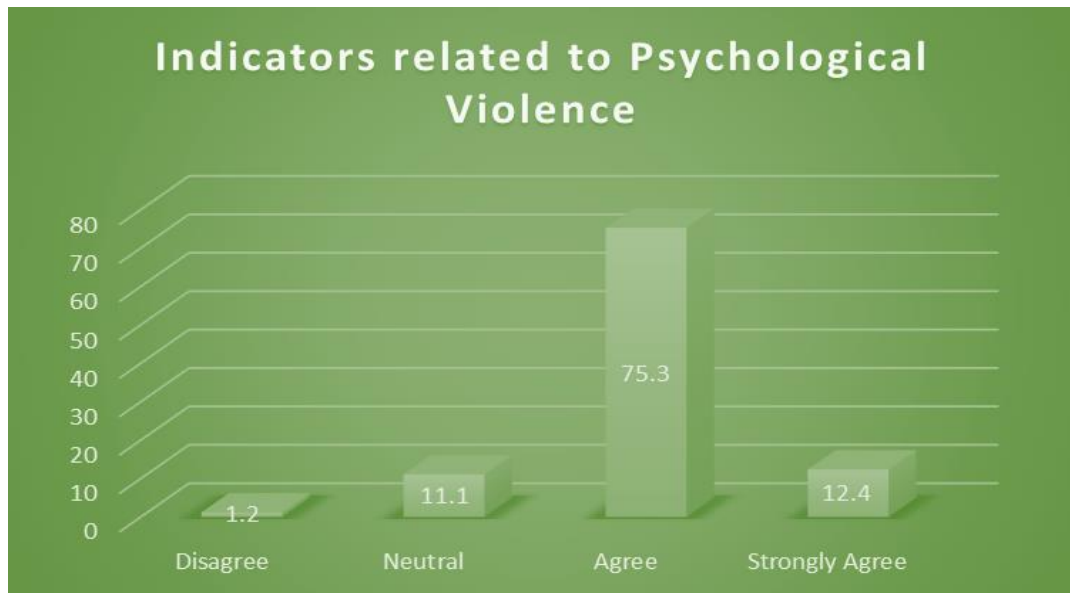
Figure 4.3 Indicators related to Psychological Violence

Source: Field Data, 2022

4.2.3.6 Workers Harassment at Workplace

The findings from Table 4.12 indicates that the majority (69.2%) of the respondents were on the agreement that sometimes was harassed at the workplace, 4.9% also strongly agreed, 23.5% disagreed and 1.2%, were neutral and disagreed respectively. Despite such legal measures being in place, harassment among employees at a workplace is still predominantly practiced and has remained an outstanding practice more common than is acknowledged. Table 4.12 illustrates more about the response of the employees to harassment at the workplace.

Table 4.12 Harassment at a Workplace

Responses	Frequency	Percentage
Strongly Disagree	1	1.2
Disagree	19	23.5
Neutral	1	1.2
Agree	56	69.2
Strongly Agree	4	4.9
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.3.5 A Company Response to Gender related Violence

The findings from Table 4.13 revealed that the majority (59.3%) of the respondents was on the disagreement that the company's response to gender- related violence, 17.3% disagreed, 16.0% agreed, 6.2% strongly agreed and 1.2% were neutral. Failure of a company to respond gender related violence creates a stressful working environment that can affect the physical and psychological well-being of the employee. Table 4.13 detailed more on the responses of the respondents about the company's response to gender- related violence at the workplace.

Table 4.13 Company Response to Gender related Violence

Responses	Frequency	Percentage
Strongly Disagree	48	59.3
Disagree	14	17.3
Neutral	1	1.2
Agree	13	16.0
Strongly Agree	5	6.2
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.4 The Effect of Institutional (organizational) Violence on Employee's Performance

The study was interested to know the effect of institutional (organizational) violence on employees' performance. Among the variables which were investigated involves; to determine if there is any section or department to report and respond complaints about gender-based violence; whether the authority handled any cases regarding to gender-based violence at the workplace; work conditions ideal to be most productive; if the employees able to achieve a set of priorities for their task at the workplace and to know if the production of the company has succeeded to increase in last, 12 months.

4.2.4.1. Section or Departments to Report and Respond Complains about Gender-Based Violence

The findings from Table 4.14 revealed that the majority (84.0%) of the respondents disagreed on whether the company had a section or departments for employees to report and respond complaints about gender-based violence, 1.2% strongly agreed, 14.8% were neutral whereas there were no respondents who were agreed and strongly agreed. While gender-based violence in a workplace context is a highly complex issue, it can be predicted and prevented. Thus, taking measures to respond and to reduce the risks of GBV in the aftermath should be a core to the existing section and department therefore be an integral part of humanitarian response, especially in workplaces where employees are vulnerable to gender-based violence. Table 4.14 displays the responses of the respondents.

Table 4.14 Section or Departments to Report and Respond Complains about

Gender-based Violence

Responses	Frequency	Percentage
Strongly Disagree	1	1.2
Disagree	68	84.0
Neutral	12	14.8
Agree	-	-
Strongly Agree	-	-
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.4.2 Handling of any Cases Regarding Gender-Based Violence at a

Workplace by the Authority

In determining this question, some of the leaders from different department such as HR & administration, quality control and risk control were asked to indicate whether they handled any cases regarding gender-based violence at workplace whereas there were no respondents who were neutral, agreed and strongly agreed on whether they handled any cases regarding gender-based violence at the workplace. The findings from Figure 4.4 indicate that the majority (56%) and (44%) of the respondents strongly disagreed and disagreed respectively on whether they had handled any cases related to gender-based violence at the workplace. Figure 4.4 demonstrates more about the response of the respondents.
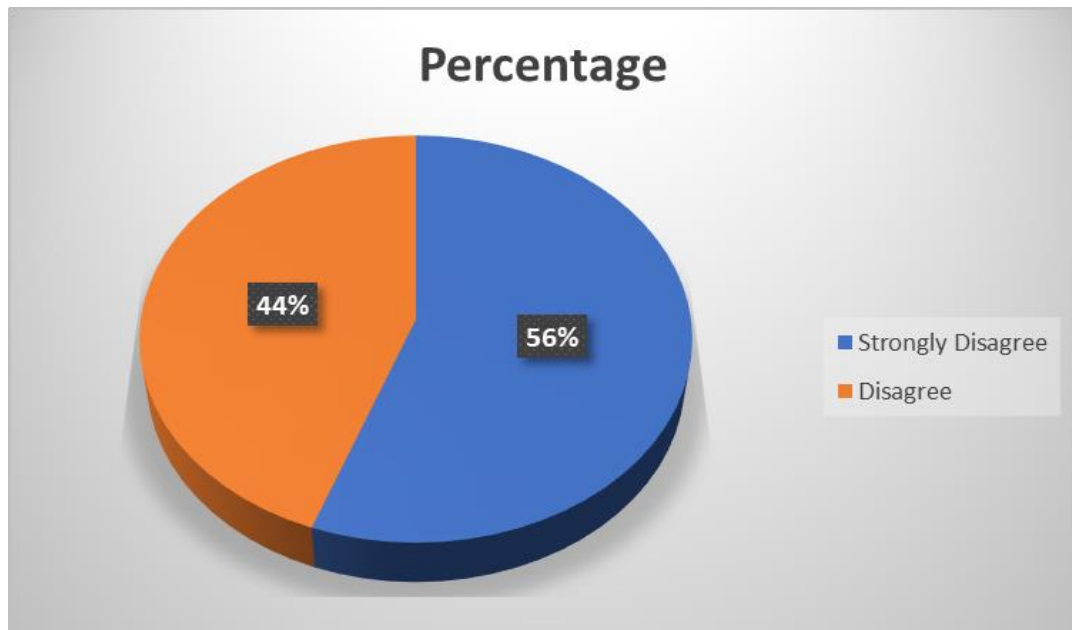
Figure 4.4 Handling of any Cases Regarding to Gender-Based Violence by Authority

Source: Field Data, 2022

4.2.4.3 Work Condition of Employees and the Company Production

The findings from Table 4.14 indicates that the majority (45.7%) of the respondents disagreed on whether the work condition was ideal to be most productive, 37.0% were neutral, 17.3% strongly disagreed whereas there were no respondents who agreed and strongly agreed. Table 4.14 explains more about the findings of the study.

Table 4.15 Work Condition Ideal to be Most Productive

Responses	Frequency	Percentage
Strongly Disagree	14	17.3
Disagree	37	45.7
Neutral	30	37.0
Strongly Agree	-	-
Agree	-	-
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.4.3. Employees' Achievement to Set of Priorities for their Task at Workplace

The findings from Table 4.15 show that the majority (74.1) of the respondents were neutral on if they were able to achieve a set of priorities for their task at the workplace, 23.4% agreed, 2.5% agreed whereas there were no respondents who disagreed and strongly disagreed. Table 4.15 demonstrates in detail the findings of the study.

Table 4.16 Employees Achievement to set of Priorities

Responses	Frequency	Percentage
Neutral	60	74.1
Agree	19	23.4
Strongly Agree	2	2.5
Disagree	-	-
Strongly Disagree	-	-
Total	**81**	**100.0**

Source: Field Data, 2022

4.2.4.4. The Increase of Production of the Company in the Last 12 Months.

The findings in Table 4.16 shows that the majority (60.5%) of the respondents disagree on whether the production of the company had increased, 28.4% were neutral, 11.1% agreed and there were no respondents who strongly disagreed and strongly agree. The response of the respondents was explained further in Table 4.16 below.

Table 4.17 Increasing of Production of the Company

Responses	Frequency	Percentage
Disagree	49	60.5
Strongly Disagree	-	-
Neutral	23	28.4
Agree	9	11.1
Strongly Agree	-	-
Total	**81**	**100.0**

Source: Field Data, 2022

4.3 Pearson Correlation Test

Pearson correlation test helped to test the relationship between physical, emotional and institutional violence and employees' performance at their workplace. Table 4.17 summarizes the test of the linear relationship between variables. Therefore, the study employed a correlation matrix to determine the relationship between independent and dependent variables. The study tested whether physical violence effect on employees' performance; if emotional (psychological) violence affects employees' performance, and whether institutional (Organizational) violence has an effect on employees' Performance. Results showed a positive relationship between physical violence and employees' performance ($r=0.01$), emotional (psychological) violence affects and employees' performance ($r=0.00$). Furthermore, there was a strong relationship between institutional (organizational) violence and employees' performance ($r=0.01$). Table 4.17 illustrates more about the findings.

Table 4.18 Correlation Analysis

Correlations				
		Physical Violence on Employees' Performance	Emotional (psychological) violence on employees' performance	Institutional (Organizational) Violence on Employees' Performance
Physical Violence on Employees' Performance	Pearson Correlation	.143		
	Sig. (2-tailed)	.01		
	N	81		
Emotional (psychological) violence on employees' performance	Pearson Correlation	.226	1	
	Sig. (2-tailed)	.01	.00	
	N	81	81	
Institutional (Organizational) Violence on Employees' Performance	Pearson Correlation	.143	.047	1
	Sig. (2-tailed)	.01	.00	
	N	81	81	
	**Correlation is significant at the 0.00 level (2-tailed).			

Source: Field Data, 2022

4.3.1 Regression Analysis Model Summary

The coefficient of determination explains the percentage in the dependent variable that is explained by all the independent variables. From the findings, the value of adjusted R squared was 0.03 an indication that 82.7 percent of employee's intimidation and physically assaulted at the workplace at 95 at confidence interval. This shows that 82.7 percent of employees could be accounted for gender-based violence. R is the correlation coefficient which shows the strength of the relationship between the variables of the study. This positive relationship was found to statistically significant as p- value was 0.001 which was less than 0.05. From the findings shown in the Table above there was a strong relationship between the study variables as shown by 0.580. Table 4.18 presents the regression analysis model summary.

Table 4.19: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580	.553	.033	1.619
a. Predictors: (Constant), physical violence, emotional (psychological) violence and institutional (organizational) violence				
b. Dependent Variable: employees' performance				

Source: Field Data, 2022

4.4 Multiple Regressions Analysis

Multiple regressions were conducted to determine the associations between the effect of physical, emotional (psychological) and institutional violence on employee performance. The analysis was significant (F (4, 85) =2.72, p=.04) (see table 4.19) implying that overall gender-based violence (physical, psychological and

institutional violence) at the workplace affects employee performance. However, the model summary results indicated R square =.553 which is equal to 55.3% indicating the proportional variation explained by the three independent variables such as physical, psychological and institutional (organizational) violence to have a strong association with the performance of the employees at the workplace. Results match with regression analysis of Samuel *et* al (2016) who also found the regression model was significant indicating the positive relationship between variables, nevertheless their model explained only 29.4% proportional of variations.

Table 4.20 ANOVA Analysis on the Effect of Emotional (psychological) Violence on Employee's Performance

Model	Sum of squares	df	Mean Square	F	Sig
1. Regression	6.369	4	7.123	3.718	.047
Residual	20.631	77	2.621		
Total	27.000	81			

a. Predictors: (Constant), physical violence, emotional (psychological) violence and institutional (organizational) violence
b. Dependent variable: Employees' performance

Source: Field Data, 2022

4.4.1 Beta Coefficients of the Study Variables

The model demonstrated the relationship between gender-based violence and employees' performance at the workplace. From the equation below Table 4.20 when physical violence is increased by one unit, employees 'performance will decrease by 0.211, a unit increase in psychological will result in 0.338 decreases in employees 'performance and the final a unit increase in institutional (organizational) will result to 0.198 decreases in violence, employees 'performance at a workplace.

Table 4.21 Coefficients of Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	13.296	2.218		5.994	.002
Physical violence	-.211	.065	.229	3.229	.001
Psychological violence	-.338	.083	.017	.943	.001
Institutional (organizational) violence	-.198	.102	.156	1.944	.002

a. Dependent Variable: Employees 'performance

Source: Field Data, 2022

Letting **Y** be employees 'performance, X_1 be physical violence, X_2 be psychological violence, and X_3 be institutional (organizational) violence and sexual violence at the workplace, using the regression coefficients in Table 4.20, we have;

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

$$Y = 13.296 - 0.211 * X_1 - 0.338 * X_2 - 0.198 * X_3$$

4.5 Discussion of Findings

4.5.1 Demographic Profiles of the Respondents

The results indicate that the majority (86.4%) of the respondents were male while 13.6% were female. In Kenya, the Central Organization of Trade Unions (COTU) and leaders in different fields have been raising an alarm over the issue of violence against employees in the workplace (Donahue *et* al, 2013). Males are the most

affected with a percentage/ of 93% of all deaths at workplaces, with a total of 4,101 deaths reported in the year 2014 alone across the world (Norbert 2016), these statistics are just a small fraction of workplace violence across the globe. In addition, the issue of sexual abuse among women workers worldwide has been a silent issue, very few studies touch on violence affecting women in the developing world and third- world countries. Therefore, gender-based violence is a problem at the workplace and it has been poorly handled and defined (Tessema *et* al, 2013).

Additionally, the findings confirmed that the majority (45.7%) of the respondents were in the age group between 20 and 29 years of age while (2.5%) of the respondents were between the age of 19 and 20 years. Kishor & Johnson, (2014) reported that gender based-violence can occur at any age of among the workers but it varies from one group of age to another. Nevertheless, the study revealed that many of the respondents (54.7%) have a secondary level of education. According to Terera, (2014) in Germany, 50% of those violated do not understand where to report incidents, or fear reporting due to fear losing their jobs. Moreover, Terera (2014) added that most of employees lack awareness of labor laws that help to stop gender-based violence in the workplace. Often, if they complain, they are violated, discriminated against, punished and dismissed or receive a negative appraisal, while others are blacklisted. Due to a lack of awareness, victims often do not know what steps to take especially casual employees. This is a problem in both developed countries and developing countries.

Furthermore, the findings specify that the majority (55.6%) of the employees were married, whereas 1.2% was divorced/separated. However, the findings show that the

majority (62.8%) of the respondents had a work experience between 1-5 years. This points out that most employees have enough work experience at a workplace.

4.5.2 The Effect of Physical Violence on Employees' Performance

4.5.2.1 Intimidation and Physical Assault among Employees at a Workplace

The findings showed that the majority (82.7%) of the respondents strongly agreed that they were intimidated and physically assaulted at a workplace while 1.2% of the respondents disagreed. Worldwide, about 36% of workers were physically violated, 67%, with around 33% of workers reported having physical wounded in an attack (Spector *et* al, 2014). Severe intimidation and physical assault at a workplace may affect absenteeism rates among workers. This is because, in the more severe cases of victimization, the likely stress reaction may prevent the individual from working (James, 2016). This action may lead to lower job satisfaction and commitment of the employees to a company eventually affecting the company negatively (Sisawo *et* al., 2017). Moreover, there is anecdotal evidence to suggest that victims of physically assault were subjected to poorer work performance compared with those who were not intimidated and physical attacked (Sally Neville *et al,2019)*. For instance, when considering the outcome of a physical assault on a company, it is worth bearing in mind that workers have multiple roles as personnel (Liu, 2015). Hence, the impact of a physical attack can have multiple costs to a company.

4.5.2.2 Whether Employees had ever Been Beaten at Workplace

The results display that the majority of the respondents 82.7% strongly agreed that they were sometimes beaten at the workplace while 1.2% were neutral. Banda *et* al,

(2016) reported that when dealing with workplace violence, one cannot overlook the role that aggression plays in response to many organizational practices. Therefore, being attacked repeatedly at a workplace over a long period is likely to affect on health and well-being of the employees which manifests itself in changes in their behaviors toward the desired outcome and targets of the company which also affects work-productivity. The above findings are in line with the study (Xing, 2015) who added that in China 62.1% of general practitioners from the public organizations had suffered from physical violence and beaten at the workplace. Among them 56.6% led to injuries and they always took 2 or 3 days of sick leave. In Malawi, employees beaten and injured at the workplace has been led to poor work performance, demoralization, fear when working, withdrawal from the job, personal trauma, absenteeism, lower productivity and emotional trouble while performing their duties (Banda *et* al, 2016).

4.5.2.3 Employees' fear of Physical Violence at a Workplace

The findings exposed that the majority (88.9%) of the respondents agreed that there they were worried about physical violence at the workplace while 1.2% strongly disagree. In 2014, the Workplace Bullying Institute (WBI, 2014) conducted a survey that indicated that 37 million workers in the United States reported being subjected to physical violence at the workplace. In addition, employees' anxious to physical violence at a workplace is not a singular or isolated incident but is often enacted repetitively and persistently upon one or more employees. (O'Moore & Crowley, 2011).

Nielsen *et* al. (2012) added that worries of employees at a workplace occur when a worker is the victim of persistent negative actions from one or more individuals of different ranks and positions within an organization. It includes persistent hostile, malicious and intimidating behaviors. The targeted individual may feel threatened, humiliated, or vulnerable while experiencing separate or infrequent negative actions or behaviors by others, which may be considered offensive (Rhodes *et* al, 2014). Moreover, when harmful acts or practices are frequently happening to employees, the events often create a stressful and hostile environment for workers and cause them to be worried.

4.5.2.4 Pphysical Violence and Eemployee's Performance

The findings revealed that the majority (85.2%) of the respondents indicate that physical violence affects employee's performance at their workplace while 1.2% disagrees. Nnuro (2012) has explained physical violence has direct negative effects on the performance of the company which relates to those suffering from the task load of staff despite the psychological consequences attached. Bentley *et* al., (2013) added that physical violence at the workplace is highly prevalent, and its effects on employee's stress levels are immense which added pressure intensifies the trauma and anxiety levels of employees. This can lead to the productivity of victims experiencing physical violence being reduced due to the sapping of their energy, undermining their confidence and compromising their health. This is supported by the finding (Franzway, 2017), that employees cannot lend their labor or creative idea fully if they are burdened with the physical and psychological scars of violence. It is

a major cause of injury to workers, ranging from relatively minor cuts and sometimes bruises to permanent disability and death.

4.5.2.5 The Effectiveness of the Procedures for Reporting Physical Violence at a Workplace

The findings indicate that the majority (80.3%) of the respondents strongly disagree on the effectiveness of the procedures in reporting physical violence action at a workplace while 2.5% agreed. Kacmar *et* al., (2013) reported that many workers in America have been victims of physical violence at the workplace, unfortunately, many more cases go unreported. Moreover, the ineffectiveness of the procedures for reporting physical violence at a workplace has been partly caused by inadequate knowledge of legal framework and justice among the employees. This is because the legal framework and justice system play an important role in combatting physical violence in the workplace. Even though, the legal framework holds the key to the effective response to physical violence at the workplace, conversely, it fails to provide adequate protection to employers who are the victims of physical violence.

4.5.3 The Effect of Emotional (psychological) Violence on Employee's Performance

4.5.3.1 Disrespectful of Employees by Authority at Workplace

The findings indicate that the majority of the respondents agreed that they were disrespected by authority while few of the respondents strongly disagree. The findings reveal that many of the employees were disrespected. Employees disrespected by authority can exist in the form of abusive language is defined as

forms of customer behaviors that are seen by service workers as aggressive, intimidating or insulting to themselves (Burchell, 2011). Disrespectful at the workplace is very common among employees as sometimes it is very hard for service workers not to take abuse. For instance, in service professions with heavy emotional and service workers are expected to bring their emotive personalities to the job which may sometimes lead to disrespect to the other employees as it becomes very difficult for the workers to distance themselves from this situation (Nath, 2011). In addition, a company which does not implement strong values of respect for its employees is proven to threaten the talent of employees and have employees that are not committed to the company (Cassell, 2019). Moreover, if an employee feels as though they are not respected, they are more likely to have unproductive relationships with the team, authority and the overall company.

4.5.3.2 Well-being of Employees at Workplace

The findings   revealed that the majority of the respondents indicated their well-being at the workplace was neutral. This is emphasized further when it is considered the concept of wellbeing and the role the workplace has in affecting people's health and wellbeing (Cavill *et* al. 2014). In addition, employee well-being at the workplace has expanded beyond physical well-being to focus on building a culture of the holistic environment that includes emotional, financial, social, career, and purpose. It is influenced by various factors such as relationships with co-workers, the decisions they make, the tools and resources they have access to, working hours, payment, and workplace safety (Bennett *et* al, 2014). However, Kong *et* al, (2016) added that many companies are now asking their workers to provide their health information in

exchange for higher-cost insurance plans. This practice could put older workers and part-time employees at financial risk if they are unable to make up the difference in the cost at their current wage.

4.5.3.3 Concerns about Threats and Verbal Aggression

Findings show that many of the respondents agreed that they had a concern about threat and verbal aggression at the workplace. Subsequently, threats of violence represent a change in the work environment and are likely to be negative which is associated with employees decreased of performance, reduced commitment, increased intentions to quit jobs and decreased dedication. Driscoll *et* al. (2017) found that employees who were assaulted at a workplace were more likely to report depression and low jobs satisfaction than were their non-assaulted co-workers. Moreover, an employee who received a threat and verbal aggression was found to be affected by the buffering of social support at the individual level. (Schat and Kelloway, (2013). Likewise, these authors showed the effects of physical violence as a result of threats and verbal aggression directed at others within one's workplace, whereas stressful traumatic events (including threats of violence) may be shared among colleagues and have an impact at the aggregate level beyond the individual-level effects.

4.5.3.4 Indicators Related to Psychological Violence

The findings indicate that majority of the respondents agreed that there were indicators of psychological violence. Psychological violence in the workplace may emanate from superiors, colleagues of equal status, subordinates and/ or clients

(Keashley 2012). However, superiors are more likely to be the perpetrators when it comes to psychological violence (Hauge *et* al, 2009). This is related to a power imbalance among the employees which is characteristic of psychological violence. In addition, the individual's perception of psychological violence also contributes to the experienced severity of psychological violence at the workplace. Victims who perceive psychological violence as stressful seem to suffer more severe effects, both short- and long-term. The perceived stressfulness of psychological violence and the severity thereof also seem to increase when psychological violence emanates from superiors and colleagues (*Ibid*).

Moreover, psychological violence is characterized by negative verbal and non-verbal behaviours which may manifest in the workplace as screaming, false accusations, criticism, unprofessional conduct, negative eye contact, the withholding of information, excessive monitoring, unrealistic expectations and work overload. These behaviours usually take place in public to humiliate the victims. It also depends on the victim's perception as to whether negative behaviours are classified as psychological violence. Evidence has shown that employees who experienced psychological violence are seven times as likely to be victims of physical violence (Lanza *et* al, 2016).

4.5.3.5 Workers Harassment at Workplace

The findings indicate that the majority of the respondents agreed that sometimes were harassed at the workplace. Basson (2017) added that it is widespread that some with lower rank positions in the company and less powerful positions at the workplace not only possess limited means of fighting against the harassment but also

lack the necessary support and assistance required in case it is committed against them. This is due to its intimidating nature which is both offensive and oppressive to the victim party hence denying them a platform to come out and speak against it as such would automatically jeopardize their job (*Ibid*). Furthermore, harassment at the workplace is created by quite several factors, but these can be summed up to one major reason which is; the abuse of power and the power to influence decisions at the workplace. Such power is not necessarily the preserve of those at the central administration of the workplace, but it is in some cases decentralized among fellow employees (Arthurnatious, 2011). Such practices of harassment tend to undermine the credibility, potential and work rate of the employee as they would suggest to any reasonable person that the employee's recruitment and position at the workplace is not merit- based (*Ibid*).

4.5.3.6 A Company Response to Gender- related Violence

The findings revealed that the majority of the respondents strongly disagreed with the company response to gender- related violence. A survey from practice shows that at least 5% of the victims of harassment have developed depression and stress which has aroused fear, anxiety, decreased self-esteem, dread of work, humiliation, anger and embarrassment (Botes, 2017). This in the long run distorts the relationship between the employee and the employer. Harassment also largely affects the financial well-being of the employee, especially in circumstances where they have dependents under them (Malherbe, 2016). This may be caused by their lack of productivity at the workplace and failure to operate within the existing hostile would hinder their progress, leading to their termination hence affecting dependents

surviving on them (*Ibid*). In addition, harassment also causes absenteeism from work as many employee victims are forced into abandoning work due to the negative effects created by the practice (Botes, 2017).

4.5.4 The Effect of Institutional (organizational) Violence on Employee's Performance.

4.5.4.1 Section or Departments to Report and Respond Complains about Gender-Based Violence

The findings revealed that the majority of the respondents disagreed on whether the company had a section or departments for employees to report and respond complaints about gender-based violence. Njuki (2012) added that the absence of a department to deal with the issue of gender-based violence at the workplace is a big challenge to many employees as it leaves many issues to be underreported. In addition, much information is unreached by the authorities. This led to the operational of some activities not being properly resourced to meet the demand of the company. However, Belknap (2010) reported that a section and departments in a company are vital to make informed decisions and to ensure that the issue of violence among employees is resolved.

4.5.4.2 Handled any Cases Regarding Gender-Based Violence at a Workplace by the Authority

The findings indicated that the majority of the respondents strongly disagreed on whether they had handled any cases related to gender-based violence at the workplace. MacQuarrie *et* al., (2013) explained that failure to handle any cases

regarding gender-based violence at the workplace can be caused by various risk factors which are found in the working environment such as organizational setting and managerial style, as well as the workplace culture and external environment. In addition, Machteld (2012) found out that hundreds of thousands of workers who are migrants in the United States faced violence working in fields of industries, packing houses and other agricultural sectors as they work. On the other hand, violence of such nature among farm workers was difficult to determine, since the sector is characterized by a high amount of seasonal, migrant and illegal populations who sneak into the United States.

Also, it is important to note that in most countries, many forms of workplace violence are not reflected in the official records of employers and the police or other authorities (Keesbury and Askew, 2010). This lack of reporting is due to several factors including that many employees feel more constrained to remain silent about their victimization because of fear of reprisals and punishment against them, including the possibility of losing their job and income (*Ibid*). On the other hand, a lack of trust in authority and departments to which reporting is to be made, or a belief that little can or would be done to provide real redress, may also lead to underreporting.

4.5.4.3 Work Condition of Employees and the Company Production

The findings indicate that the majority of the respondents disagreed on whether the work condition was ideal to be most productive. Actions that violate company policy and integrity, including sexual harassment, emotional violence, stereotypes, discrimination, and even late or starting rumors can cause discomfort and distraction

and lead to work conditions not being ideal to be most productive (Kangaude, 2014). On the other hand, working conditions are a very important aspect of a company. A conducive working condition accommodates the needs of employees in the company. This is often done by paying attention to workers welfare and environment (Sandri *et al*, 2011). This is because the employees spend a substantial part of the time of their lives at the workplace while carrying out their work. Hence, workplace condition and environment influence their cognitive and emotional states, concentration, behaviors, actions, and abilities (*Ibid*). It plays an important role in the employees' engagement as well as in their performance. Workplace condition has a big contribution to the company in maintaining a high level of employee' productivity and hence the company's productivity. However, unfavorable workplace condition results in under-utilization of the capabilities available to the employees (Sandri *et* al, 2011). It also induces work- related stress in the employees.

4.5.4.4 Employee's Achievement to Set of Priorities for their Task at Workplace
The findings shows that the majority of the respondents were neutral on whether they able to achieve a set of priorities for their task at the workplace. Failure of employees to achieve a set of priorities for their tasks may be caused by the existence of gender-based violence at the workplace (Kangaude, 2014). In addition, gender-based violence is one of the leading causes of employee's distraction, leading to reduced productivity, serious inaccuracies, and increased job-related stress (*Ibid*). High level of violence at the workplace reduces employees' productivity, and increase errors. Moreover, if the issues of gender-based violence are not addressed then the employees act on a subconscious level, adapting their behaviour to lighten the pain

thus affecting their performance and reducing productivity. Employees who do resist the abuse, or report incidents to management, report that they suffer retaliation, get more abusive treatment and end up losing their jobs altogether (Proctor, 2014). The work anxiety in the employee's increases which is caused by is caused by the existence of violence at the workplace environment.

4.5.4.5 The Increase of Production of the Company in the Last 12 Months

The findings show that the majority of the respondents disagree on whether the production of the company was increased. Worldwide, the range and magnitude of GBV in a workplace has a tremendous negative impact to individual as a result they fail to perform well their task (Mugawe, 2016). In addition, it caused employees to be a direct cause of injury, and illness, as well as it increases other health risk factors to employees' girls. Oni-Ojo. (2014) established that domestic abuse on the workforce in Nigeria was a crime in which action against the aggressor could be taken. Any place there is workplace violence it affects employee productivity and finally their overall performance contribution and the company at large. Norbert (2016) in an article titled, Human Resource Domestic Violence and the Workplace points out that violence is likely to become a serious problem if not taken care of since people transfer domestic issues to their place of work too. Workplace violence is worldwide hence government sectors are getting more concerned to get solutions. There are continued reports of workplace violence every time. For example, murder cases were reported in the United States in the year 2013, with about 397 amounting to about 9% of all deaths reported (Botelho, 2014). However, in Africa according to Vigoda, 2000, the bosses harass their juniors always.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents the summary of the major findings of the study, conclusion and recommendations. The first section deals with a summary of the study, the second section is about major findings, and the third section presents the conclusion of the study. The last section provides the recommendations of the study.

5.2 Summary of the Study

The purpose of this study was to investigate the influence of gender-based violence on employees' performance at workplace in Tanzania. Based on the purpose of the study, the study had three objectives. These include; examining the effect of physical violence on employees' performance; examining the effect of emotional (psychological) violence on employee performance and examining the effect of institutional (organizational) violence on employee performance.

To generate and refine the study ideas, a literature review was essential. Both empirical and theoretical reviews were done to extract the knowledge related to this study. The study used the mixed method research design whereby spatial and non-spatial data were used to collect data from the employees. Moreover, the study used a survey questionnaire as a research method during the data collection. The survey questionnaire was administered to 81 employees. Quantitative data were analyzed by using SPSS version 27 whereby descriptive statistics, and percentages were used to get the results and data were presented in form of tables and figures. The coefficient

model and Chi square method were used to test the relationship between the study variables.

The results of research question one indicated that the majority of the respondents strongly agreed that they were intimidated and physically assaulted at a workplace while few of the respondents disagreed. In addition, the findings revealed that respondents strongly agreed that they were sometimes beaten at the workplace. This caused many of the respondents to be worried about physical violence at the workplace. Moreover, the findings show that the majority of the respondents indicated that physical violence was affecting their performance at the workplace. The findings also revealed that many of the respondents strongly disagree with effectiveness of the procedures in reporting physical violence actions at a workplace which leads to some employees who are victimized by physical violence to failure to report these events to their employers, the police, and other recognized authorities.

Secondly, the effect of emotional (psychological) violence on employee performance. The findings disclosed that the majority of respondents agreed that they were disrespected by authority at the workplace. It was also evident that the majority of the respondents agreed that they had a concern about threats and verbal aggression at the workplace. In addition, the findings indicate that the majority of the respondents agreed that there were indicators of psychological violence while they were performing their duties at the workplace. Whereas many of the respondents agreed that they sometimes were harassed at the workplace, findings exposed that the majority of the respondents strongly disagreed with the company response to gender-related violence. Nevertheless, the well-being of many of the respondents was impartial at the workplace.

Finally, the findings revealed that the majority of the respondents disagreed on whether the company had a section or departments for employees to report and respond to complaints about gender-based violence. Moreover, some of the leaders of the company from different departments such as HR & administration, quality control and risk control indicated that the majority of them strongly disagreed on whether they had handled any cases related to gender-based violence at the workplace. Additionally, findings indicate that the majority of the employees disagreed on whether the work condition was ideal to be most productive. Moreover, the findings show that many of the respondents disagree on whether the production of the company has increased in the last 12 months.

5.3 Conclusions

The study concluded that gender- based violence still persists at workplaces since many employees were intimidated and physically assaulted. Based on the research findings it is clear that some of the employees were sometimes beaten at a workplace which caused many of the employees to be worried about physical violence at a workplace. Moreover, it concluded that physical violence affects employee performance at their workplace.

In the effect of emotional (psychological) violence on employee's performance, the study concluded that employees were disrespected by the authority in the workplace. Yet, many of the employees had concerns about threats and verbal aggression. In addition, it was clear that there were indicators of psychological violence while they performing their duties at the workplace. Whereas, sometimes other employees were harassed at the workplace while performing their duties.

5.4 Recommendations

This part of the study provides recommendations. It specifically recommends for action as well as recommendations for further studies as follows.

5.4.1 Recommendations for Action

The following recommendations are made based on the research findings and conclusion made:

Gender- based violence affects employee productivity since it lowers their productivity level. The study therefore recommends that the company be more competitive to cope with more highly dynamic environments and there is need to be keener in addressing physical violence to enhance productivity. The study further recommends that firms should streamline workplace violence through involving all the stakeholders so that they can improve productivity.

There is a need to respect human rights as physical violence is regarded as the defilement of employees' rights at a workplace as human beings yet they deserve those rights. Therefore, efforts to reduce physical violence at the workplace should be based on the evaluation of all by-laws put in place by involving all employees at the workplace to participate in decision- making to ensure compliance to these by-laws and policies.

The company still needs to sensitize the masses on the negative impact of gender-based violence at a workplace so that they can learn from their own experiences. In addition, the company needs to understand the root causes of gender-based violence and deal with them as required. A need to carefully listen to both parties in a violent situation is essential. Much should be put in mind that violence affects all of

the employees. The study recommended that employees who experience violence should not sit on it they should report it and be dealt with.

5.4.2 Recommendation for Further Research

This study was aimed at investigating the influence of gender-based violence on employees' performance at the workplace in Tanzania. However, according to this study, the other studies should take into account the following areas;

To date, workplace stress and violence have largely been recognized as problems of industrialized nations. However, the evidence provided suggests that these are global problems affecting people in developing as well as industrialized nations. This is not to say that the problems of stress and violence will be perceived in the same way across the world as cultural variations are likely to affect the perception of individual stressors as well as the way one copes with them. Therefore, more research is needed, in particular in newly industrialized and developing countries, to establish with more certainty, the prevalence of these problems as well as their effects on employees.

Exposure to stress and various forms of workplace violence have often a dramatic impact on those exposed, whether directly as targets of violence or abuse or as bystanders. The impact of the experience is also likely to affect the company as individuals suffering from stress are likely to need time off work or are less productive when at work. These individuals may ultimately leave the company or, in some cases, leave work altogether. It is hoped this will encourage the owner of the company and public policymakers to attend to the issue of stress and violence at work and provide necessary resources and impetus for their control and mitigation.

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APPENDICES

1.1 SURVEY QUESTIONNAIRE

1.1.1 Informed Consents

Dears Respondents I am Jovitha Matungwa Mulima (Reg # PG21505242) a student from Open University of Tanzania. Currently I am pursuing masters of Human Resource Management at Open University of Tanzania and now conducting a research entitled: Assessment of Gender Based Violence at Work Place in Tanzania. Case Study of Goodwill (Tanzania) Ceramic Co. Ltd in Mkuranga District. I would like to ask you some questions about your experience concern the topic. The purpose of these questionnaires is to solicit information that will help a researcher to produce the dissertation as a partial fulfilment of post graduate degree. Information that will be provided will be treated as confidential and will be used for this study only. Please, answer the following questions as open as you can.

1.1.2 SECTION ONE - ALL STAFF

PART A: GENERAL INFORMATION

Please tick (V) where applicable:

Your Department

1. What is age?

   a) 19 or under

   b) 20-29

   c) 30-39

   d) 40-49

   e) 50-59

f) 60 and above

2. what is your sex?

    a) Female

    b) Male

3. your education

    a) Higher

    b) College

    c) Vocational

    d) Secondary

    e) Primary

4. What is your marital status?

    (a) Single   [ ]

    (b) Married   [ ]

    (c) Cohabited   [ ]

    (e) Separated /divorced [ ]

    (f) Widow   [ ]

5. How many years of work experience you have in this company?

    (a) under 1 year   [ ]

    (b) 1-5   [ ]

    (c) 6-10   [ ]

    (d) 11 and above   [ ]

1.1.2 PART B. PHYSICAL VIOLENCE ON EMPLOYEES' PERFORMANCE

Indicate your level of agreement to the following statements concerning the effect of physical violence on employee's performance at workplace. Use a scale of 1-5 where 1 is strongly Disagree, 2 disagree, 3 neutral 4 agree and 5 strongly agree.

S/No	Variables	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Have you ever been intimidated or physical assault?					
2.	In the last 12 months, have you been involved in anger related incidence?					
3.	Have you ever been beaten at workplace?					
4.	Has a weapon or maiming ever been used?					
5.	Physical violence affec					
6.	Do you think the incident could have been prevented?					
6.	How worried are you about physical violence in your current workplace					
7	Procedures for the reporting of physical violence in your workplace					

1.1.3 PART B. EMOTIONAL (PSYCHOLOGICAL) VIOLENCE ON EMPLOYEES' PERFORMANCE

Indicate your level of agreement to the following statements concerning the effect of emotional (psychological) violence on employee performance at workplace. Use a scale of 1-5 where 1 is strongly disagree, 2 disagree, 3 neutral 4 agree and 5 strongly agree.

S/No	Variables	Strong Disagre	Disagree	Neutral	Agree	Strongly Agree
1	Have you ever been disrespected by authority at a workplace?					
2.	Is there any well-being at workplace?					
3.	Do you have any concerns about threats or verbal aggression at your?					
4.	Is there any indicators related to psychological violence in your workplace					
5.	Do you think emotional (Psychological) violence affect employees? performance at a					
6.	Does your company respond to gender related violence in its work					
7.	Have you ever been harassed at a workplace?					

1.1.4 PART C. INSTITUTIONAL (ORGANIZATIONAL) VIOLENCE ON EMPLOYEES' PERFORMANCE

Indicate your level of agreement to the following statements concerning the effect of institutional (organizational) violence on employee performance at workplace. Use a scale of 1-5 where 1 is strongly disagree, 2 disagree, 3 neutral 4 agree and 5 strongly agree.

S/No	Variables	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Is there any cases related to mistreatment of employees or					
2.	Is there any circumstances related to sabotage to your employees when they doing their work?					
3.	Have you ever shown up or announced					
4.	Do think institutional violence have an effect on employees' performance?					
5.	Is there any section or departments to report and respond complains about gender-based violence					
	Do you handled any cases of employees regarding to gender					

1.1.5 PART D. EMPLOYEES PERFORMANCE

Indicate your level of agreement to the following statements concerning the employee's performance at workplace. Use a scale of 1-5 where 1 is strongly disagree, 2 disagree, 3 neutral 4 agree and 5 strongly agree.

S/No	Variables	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Are the workers able to work effectively in fulfillment of their					
2.	Is your work condition ideal to be most productive?					
3.	Did you able to achieve set of priorities for your task at workplace?					
4.	Is there any gender related factors that hinders workers to concentrate enough at their work?					
5.	Are the workers arrives for work on time?					
6.	In last, 12 months, does the production of the company has succeeded to increase?					
7.	Is there any accomplishment Workplace is you most proud of?					

THANK YOU FOR YOUR COOPERATION

DIRECTORATE OF POSTGRADUATE STUDIES

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27thJune, 2022

REF: PG201505242

MANAGER,

GOODWILL (TANZANIA)

CERAMIC CO.LTD, PLOT

12, BLOCK A,

MKURANGA.

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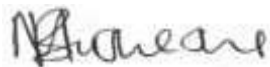
RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1stMarch 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on1stJanuary 2007. In line with the Charter, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Ms. **Jovitha Matungwa Mulima**, Reg. No: **PG201505242** pursuing Masters. We here by grant this clearance to conduct a research titled "***An Investigation of the Influence of Gender Based Violence on Employee's Performance at Work Place in Tanzania. A Case Study of GOODWILL (Tanzania) Ceramic Co. LTD in Mkuranga District"*** He will collect his data in your industry between 30th Juneto30thJuly, 2022.

In case you need any further information, kindly do not hesitate to contact the Deputy   Vice Chancellor(Academic)oftheOpenUniversityofTanzania,P.O.Box23409,DaresSalaa m.Tel:022-2-2668820.We lastly, thank you in advance for your assumed cooperation and facilitation of this research academic activity.
Yours Sincerely,

Prof. Magreth S. Bushesha

For: VICECHANCELLOR

THE OPEN UNIVERSITY OF TANZANIA