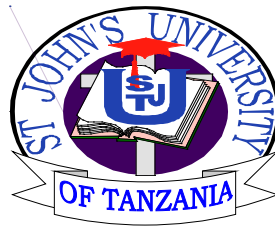


**EMPLOYEES' LABOR RIGHTS AWARENESS AND ITS
IMPACT ON JOB PERFORMANCE: A CASE OF TTCL IN
DODOMA OFFICE**

ST.JOHN'S UNIVERSITY OF TANZANIA



RESEARCH REPORT

JOSEPH WASSIRA

**A Dissertation Submitted in Partial fulfillment of the Requirements for the Award
of Degree of Master of Business Administration in Corporate Management.**

2015/16

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CERTIFICATION

I, **JOSEPH WASSIRA** the undersigned, certify that I have read and hereby recommend for acceptance by St. John's University of Tanzania the dissertation entitled "*EMPLOYEES'S LABOR RIGHT AWARENESS AND ITS IMPACTS ON JOB PERFORMANCE – A case of TTCL – In Dodoma office*" in fulfillment of the requirements for the Award of Degree of Master of Business Administration in Corporate Management.

Name.....M. MALILA..... (Supervisor)

Signature.....Date.....

DECLARATION

I,, declare that this is my original work and it has not been submitted and will not be presented to any other course of study in collage, institution or university other than St.John's University of Tanzania for academic credit. I confirm that appropriate credit has been given where reference has been made to the work of others.

Signed: _____ Date: _____

DEDICATION

This study is dedicated to my benefactor.....for her prayers, encouragement, moral support, tolerance and financial support for whole time of my registration at St.John's University of Tanzania. May God bless her to have healthy longer life.

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LIST OF ABBREVIATIONS AND ACRONYMS

ELRA	Employment Labor relation Act
ILO	International labor Organization
TTCL	Tanzania Telecommunication Company Limited
ZANTEL	Zanzibar Telecoms Limited
TPAWU	Tanzania Plantation and Agriculture Workers Union
CHODAWU	Conservation, Hotels, Domestic and Allied Workers Union
SPSS	Statistical Package for Social Sciences
LIA	Labor Institution Act
MSE	Micro and Small Enterprises
URT	Constitution of the United Republic of Tanzania

ABSTRACT

The purpose of the study was to evaluate the level of labor rights awareness among employees and how it impacts job performance a case of TTCL. The study involved 70 respondents, of which some were requested to fill in the questionnaires and others were interviewed. The sampling techniques used were random and purposive sampling and the data collected was analyzed using both qualitative and quantitative methods. The result from the study discovered that, most employees are aware of their labor rights but requires detailed knowledge on them. Nevertheless, the study discovered that, the awareness of labor rights facilitate employees to thrust for improved working conditions which leads to job performance. The researcher recommends that seminars and trainings should be held to offer employees knowledge on their labor rights so as to boost their awareness. Trade unions should play their role in enhancing employees' wellbeing.

The major recommendations of the study is that; Researchers are argued and recommended to go for seminars on the concept of labour rights awareness especially on the aspects of the solutions to the problem which the study has not covered. Lastly; The organizations have to work seriously on the three factors seems to be the possible causes of poor performance and find out the strategies to get rid of them. i.e poor working environment, lack of motivational policies and limited fair opportunities for training and career development. Also lack of objective and fair promotional opportunities, lack of sense of recognition to employees for good work have high degree of influence on poor performance hence there is a need to construct the strategies in order to minimize or eradicate the pitfalls on them hence retain skilled people in the organizations.

CHAPTER ONE

INTRODUCTION:

1. Chapter overview

This chapter will try to tackle in details the background of the study, statement of the problem, aims and objectives of the research, research questions/hypotheses, Rationale/ significance of the study, research design, and time frame.

1.1 Background of the problem

It is the truth without repudiation that working conditions are key elements for decent and productive work. In Tanzania the laws that govern working like: Labor Relations Act (2004) and Labor Institution Act (2004) were set to govern the working conditions, where Employment Labor Relation Act (2004) provide fundamental rights of which workers are entitled to, and these include ordinary working hours, fair remuneration, leave, right to association, termination of the employment, strike and several others. Labor standard rights are key dimensions of decent and productive work. In the United Republic of Tanzania the laws that govern working conditions, originated in the country's history of colonialism, where labor legislation was reformed to cover the wider population and legal standards on maternity protection, hours of work and minimum wages (ILO, 2009). However, all human beings have rights to work. The Constitution of the United Republic of Tanzania {1977, Section22 (1)} states "Every individual have the right to work". These rights link with the international labor laws set and governed by International labor organization (ILO).The discomfort of a researcher; is to what extent employees are aware of their rights and take them as their rights for job performance. This made a researcher to come out with the said research problem.

- a) Regulation of working time; The ELRA states that an employee may work for nine ordinary working hours a day, 45 hours a week and a maximum of six days a week {ELRA sect.19 (2)}.This means that employee may not be required to work for more than nine hours a day, and if he does, he will only have to work for five days a week. However, in all cases the maximum of 45 hours a week must be observed. The law further provides that employee may not be required to work for more than 12 hours on a given day (ELRA, 19 (2)).

- b) Night work: Night work means work between the hours of 20hrs and before 06:00 (ELRA sect.20 (1)). Although the law allows an employer to require an employee to work at night, there are number of categories of employees who may not by law work at night. These include pregnant woman who are within the last two months before their expected confinement date. {ELRA, 20(2)}. Similarly a pregnant woman who is medically certified as unfit for night work even before the two month limit is equally exempted from night work. The second category of workers exempted from night work is mothers during a period of two months after the date on which their babies are born. This prohibition prevails even though a woman in this circumstance requests to work and even though a medical practitioner has certified that neither she nor the health of her baby would be endangered if she were to work at night. The law extends the two month limit beyond for a women who have been medically certified to be unfit for work after confinement, or health of whose babies may be endangered.(ELRA, 20(2)(b)(iii). Overtime: means to work over and above ordinary hours of work. As a general rule the law prohibit overtime except where is an agreement to that effect. This means that employee and employer may enter into overtime agreement. Further the employer shall not require the employee to work more than 50 overtime hours in any four week cycle and more than 12 hours in any given day as it is shown above.
- c) Compressed working Hours: The law allows the employer and employee to enter in to agreement which may vary the normal working hours but without compromising the limits set for a day and a week. Such agreement would provide for a compressed working hours in a week in sense that the employee may be subjected to work more than ordinary working hours in a particular day but not more than the 12-hour limit set or 45-hour limit in a particular week. Otherwise is the breaching of law.
- d) Paying Remuneration: The ELRA defines to mean the total value of all payments, in money or in kind, made or owing to an employee arising from the employment of that employee. (ELRA sect.27).The modes of payment of such remunerations are through cash, chequer, or direct deposit in an account designated by the employee in writing. The law required payment to be made during working hours, at the place of work on the agreed payday. It is important to note that contravention of the provisions of the Act relating to remuneration is a criminal offence which attracts criminal sanctions.

- e) Leave: Leave may be defined as rest days for the employee. The law sets out the circumstances under which the employer is compelled to give the employee rest days which accord with the employee's need for leave. E.g. illness, pregnancy vacation etc. However for an employee to qualify for leave he/she must have worked for not less than six months in a year with the same employer. An employee who works on seasonal basis is also entitled to leave. E.g. Annual leave, Paid sick leave, Maternity leave, Paternity leave as well as Compassionate leave.
- f) Termination of employment contract: This means ending the employer-employee relationship between an employer and employee. Termination of employment can be initiated by any of the parties to a contract of employment. The ILO convention on termination of employment whose primary objective is to secure worker's employment, provides that the employment shall not be terminated unless it is terminated for a valid reason connected with the capacity or conduct of the worker, or based on the operational requirements of the undertaking or its services. The law on termination of employment is in the ELRA and the Employment and labor Relations (Code of Good Practice) Rules, 2007.
- g) Strike: is defined under section 4 of the ELRA to mean a total or partial stoppage of work by employees if the stoppage is to compel their employer, any other employer, or an employers' association to which the employer belongs, to accept, modify or abandon any demand that may form the subject matter of a dispute of interest. Dispute of interest defined to mean any dispute except complaint. Strike may be secondary or primary. Secondary strike is defined under section 81 of the ELRA to mean a strike that is in support of a lawful strike (the primary strike) by other employees against their employer (the primary employer). The above situation highlights that labor rights have been discussed and efforts have been made to put these rights into effect, however, the concern is on whether employees are aware of their labor rights and how they impact their job performance.

1.2 Statement of the problem

Although several studies have been conducted on this topic, most of researchers focus on the causes of as to why employees are not aware of their labor rights but little has been done on the examining the degree of the each factor and challenges facing these organizations in addressing labor rights. This study will try to examine the link between two variables; labor rights awareness and the level of job performance on TTCL office in Dodoma. The researcher

will be guided with the questions; why employees are not aware of their labor rights? Why TTCL is performing poorly? And what will happen if the study will not be conducted? All these together make the importance of this study. Given that the study will be conducted in Dodoma, findings of the study will contribute significantly to TTCL within the country and enhance understanding the impact of job performance. The researcher will base on the labor rights as far as Tanzania constitution is concern. However, Labor Institution Act (2004) is the Act that governs working environment, where as the Employment and Labor Relations Act provide fundamental rights or standards on which workers are entitled to and these include minimum working hours, leave, right to association and several others will be used as references. By professional employees, the researcher will focus on those staff with professional qualification from Ordinary Diploma, Bachelor degree, MBA and Ph.D holders.

1.3 Objectives.

1.3.1 General objective

The study intends to weigh up awareness of labor rights among TTCL employees and its influence on job performance.

1.3.2 Specific Objectives

1.3.2.1 To determine the level of labor rights awareness among employees.

1.3.2.2 To question the impact of labor rights awareness on job performance.

1.3.2.3 To examine adopted management strategies on the development of employees job performance.

1.3.3 Research Questions of the Study

- (i) How would the level of labor rights awareness impacts job performance?
- (ii) What is the impact of labor rights awareness on job performance?
- (iii) What are management strategies towards improving employee's job performance?

1.4 Significance of the study

Furthermore the study will help policy makers on formulating policies related to Labour rights among employees at their working environments. The study will contribute to the knowledge, managerial application for TTCL members and personal benefits, also to various institutions as the guide for future reference to other researchers who will be interested conducting further

studies on the same study arena. Conversely the study will contribute to the fulfilment of the requirements for the award degree, Masters of Business administration in corporate management at St. Johns University of Tanzania. However, the findings of this study will also be beneficial to various stakeholders as follows:

1.4.1 Implication to the Practitioners (Organizations)

The study on assessment on determinant factors causing high labor turnover among professional employees will provide crucial information to the Organization's management on the causes and how to minimize the problem of professional employees turnover hence to have a frame work on how to create employees continuity in the organizations.

1.4.2 Implication to the Researchers and Policy Makers

Also the study will add knowledge to my readers to what extent employee's labor rights awareness has been facing many organizations in the world and specifically in Tanzania context. Thus the researchers and policy makers will use my study as basis on formulating policies relating to management of TTCL on labor rights awareness and how it impacts job performance.

1.4.3 Scope of the Study

The study will assess the determinants of labor rights awareness and its impact on job performance to employees in TTCL. The study is expected to been taken at TTCL in Dodoma Municipality because the problem of this study is found in TTCL company.

1.4.4 Organization of the Study

Chapter one has described the background of the study, Statement of the problem, Objectives of the study, Research questions, Hypotheses, Significance of the Study, Scope of the Study and definition of key terms. Chapter Two has covered Literature Review, Chapter three covered research methodologies and Chapter four covered research findings and chapter five will cover discussion, conclusion and recommendations.

1.5 Hypotheses of the Study

Hypothesis is a researcher's prediction regarding the outcome of the study. Hypothesis states the possible differences, relationships or causes between two variables or concepts. Thus hypothesis is a prediction of some sort regarding the possible outcomes of a study (Schindler, 2007). Hypotheses developed in the study will be as follows;

H_a1: There is no relationship between labor rights awareness and job performance in Tanzania Telecommunication Company. (**Awareness and labor rights**)

CHAPTER TWO

LITERATURE REVIEW OF THE STUDY

2. Chapter Overview

This chapter presents the Literature review of the Study .The literature review is a critical discussion and summary of literature with specialized relevance to the particular topic of the research problem. This episode reviews the literature allied to the labor rights in order to get additional insights into the theme of enquiry. It focuses on the description of key terms, theoretical framework, and a review correlates with alien and local literature, the conceptual framework, empirical gap and episode synopsis. This section consists of empirical literature review of Studies done in Tanzania and the Studies done outside Tanzania.

Tanzania Telecommunications Company Limited (TTCL) is the oldest and largest [fixed line telecommunications company](#) in [Tanzania](#). TTCL currently provides voice and data communication services, to over 300,000 business and residential customers in Tanzania. The Company also provides network services to other licensed telecom operators. TTCL's aim is to remain the leading Fixed Network Operator in Tanzania. In order to achieve this goal, a strong focus has been placed on customer satisfaction by providing high quality and affordable services to the customers. Their mission is to become the preferred. Service provider of Communication service to their customers, through continuous technical and customer care improvements with qualified and motivated employees and contribute to the national development and usage of ICT.

The company comes forth from the former Tanzania Posts and Telecommunications Corporation in 1993. TTCL was wholly owned by the [Government of Tanzania](#) until the partial [privatization](#) of the company on February 23, 2001. TTCL is governed by [statute](#) – the [Tanzania telecommunications Act](#) of 1993. The company is licensee for fixed basic [telephone](#) services in Tanzania [mainland](#) and [Zanzibar](#) and hence it owns and operates the [public switched telephone network](#) in mainland Tanzania and on Zanzibar. Before the coming of mobile operators in late 1994, the company was enjoying [monopoly](#) on Tanzania mainland and a [duopoly](#) on [Tanzania Zanzibar](#), where Zanzibar Telecoms Limited (Zantel) was the second licensed fixed basic telephony operator. The company has been in several joint managements due to its [financial](#) instability. In early 2001, [previously as Zain](#), at that time [Dutch MSI](#), which has its headquarters

in [Amsterdam](#), [Netherlands](#) and [Detecon](#) took over [Board](#) and Management control of TTCL. In this partial [privatization](#) the [government of Tanzania](#) sold 35% of its shares to the strategic investors. TTCL pulled out from joint management with the [consortium](#) in August 2005. Again in February 2007 the company fell in management of the [Canadian](#) firm [Sasktel](#) due to the same reason. Since its privatization on 23rd February 2001 with 35% and 65% shares distribution to Celtel International and the Government of Tanzania respectively as share holders, it has undergone two major re organizational changes. Despite the two major re-organizational changes the company business performance trend has been declining. Right now the company faces financial crisis and as a result many employees including managers have decided to quit. The research will intend to assess the performance trends in TTCL since 2005 to date. Labor rights awareness can be a big problem to many working places if it is not well handled.

2.1 DEFINITION OF KEY TERMS

2.1.1 Labor Rights

According to Ali, (2009) in Qatar workers' rights incorporate; 8 working hours, annual leave, sick leave, maternity leave, safe and healthy work environment in case of extra hours employees should be paid, all these are the labor rights. According to The Employment and Labor Relations Act (2004) in Tanzania the rights include; minimum working hours, leave, right to join trade unions, right to strike, right to be informed of the labor rights, right not to be discriminated as well as the right to work in a safe environment. The center of attention will be on the rights instituted in the Employment and Labor relations Act (2004) as the body that preside over labor issues in Tanzania.

2.1.2 Employee

An employee is a human being to whom his/her performance is controlled by the employer and offer services to that company Muhl (2002). In view of that Employment and Labor Relations Act (2004) Section 4, defines an employee as an individual who:

(I) has entered into a contract of employment

Or

(II) Has entered in any other contract beneath

a. the person who work individually for the other party in the contract and

- b. the other party is not a client or customer of any profession, business carried on by the individual or
- c. Is deemed to be an employee by the Minister under section 98(3).

In this study, an employee gazed at will be any person who has entered into the contract of employment with TTCL.

2.1.3 Employer

The Employment and Labor Relations Act (2004) Section 4, describe an employer as any person including the Government and an executive agency. Employers may possibly be private sector or public institute and present salary to the employees over discharging service. Employers play a great task in retaining peace and harmony at workplaces when exercising their duties according to the employment standards lay down by the government.

2.1.4 Employment standards

The Employment and Labor Relations Act (2004) describe employment standards as a set of benchmarks established by laws and regulations below which no employment relationship should fall. In practice, the law allows the employer to enter into to negotiate with the person to be employed on terms or conditions, rights and duties of the parties to the employment contact should comply with. Generally derogation to these minimum conditions is restricted by the law. Thus employment standards form the basis of negotiations and rights for both parties. Employment standards are set both by national law and municipal law. The employment standards set under international law are famously referred as international labor standards. The international labor standards are laid down by the International labor Organizations (ILO). These standards are set out in various ILO conventions. These convections set out the core principles and obligations regarding the employment of labor. The conventions may be ratified and when that is done, they create binding obligations on member's states.

2.1.5 Job Performance

Motowidlo *et al.*, (1997) defines job performance, consists of activities that transforms materials into goods and services shaped by the organization to allow efficient functioning of the organization which covers the accomplishment of requirements as part of the contract between the employer and employee. Sonnentay & Frese (2001) elucidate job performance as an individuals' competence executing activities which contribute to the fate of the organization. In

this study job performance will look intently the ability of employees to perform responsibilities ahead of them. The study will consider job performance as the ability of employees in both institutions executing their daily services which adjoin the objectives of TTCL.

2.2 Tanzanian Case

The United Republic of Tanzania refurbishes Employment and labor laws in 2004 and ratified the Employment and Labor Relations Act (ELRA). ELRA provides labor standards, rights and duties whereas Labor Institution Act amount to the governmental organs charged with the tasks to manage labor laws Mkono (2011). These laws were enacted due to globalization influence where the country wants to suit with business world, and therefore laws to normalize labor market were indispensable. Conversely, workers are still frightened to claim their fundamental rights, they cannot demand better pay for work done, nor do they defy posing to the employer improving working conditions according to the labor laws by Ackson (2004). Employment and Labor Relations Act (2004), sets labor rights whereby employees are at liberty to in the course of their employment as it is explained below;

- i) Minimum hours of work Section 19(1) of the Employment and labor relation act. The ELRA states that an employee may work for nine ordinary working hours a day, 45 hours a week and a maximum of six days a week, Section 19 (1). This means that employee may not be required to work for more than nine hours a day, and if he does, he will only have to work for five days a week. Similarly employee who work for 8 hours a day he may be required to work for six days a week. However in cases the maximum of 45 hours a week must be observed. The law further provides that the employee may not be required to work for more than 12 hours on any given day, Section 19 (1). The 12 hours day limit set may not be exceeded under any circumstances, even if the employee consents, except in cases where work may be considered as an emergency and one that is not possible to perform within the ordinary working hours, i.e eight or nine hours as the case may be. However in practice, this is not the case particularly in the tourism and health sector where workers are subjected to more working hours than the limits set by the law.

- ii) Leave as shown under Section 31(1) 'An employer shall have 28 consecutive days leave in respect of each leave cycle and such leave shall be inclusive of public holiday that may fall within the period of leave'. The employer is obliged to pay the employee during annual leave the same amount the employee would have been paid had the leave not been given. These leave includes; annual leave, sick leave, maternity leave, paternity leave, compassionate leave. Leave may be defined as rest days for employee. The law sets out the circumstances under which the employer is compelled to give the employee rest days which accord with the employee's need for leave, e.g. illness, and pregnancy vacation e.t.c. However for an employee to qualify for leave he must have worked for not less than six months in a year with the same employer. An employee who works on seasonal basis is also entitled to leave.
- ii) Right to lawful strike under Section 75 (a) "Employees have right to strike on dispute of interest" Strike is defined under section 4 of the ELRA to mean a total or partial stoppage of work by employees if the stoppage is to compel their employer, any other employer, or an employers' association to which the employer belongs, to accept, modify or abandon any demand that may form the subject matter of a dispute of interest. Dispute of interest defined to mean any dispute except a complaint. Complaint is defined to mean any dispute arising from the application, interpretation or implementation of an agreement or contract with an employee; a collective agreement; the ELRA or PART VII of the Merchant shipping Act. A dispute of interest therefore may be described as a dispute over a labor matter in respect of which an employee does not have an enforceable legal right and employee is trying to establish that right by obtaining agreement from the employer.
- iv) Right to be transported to a place of recruitment. Under Section 43 (1) when an employee's contract is terminated at a place other than where the employee was recruited, the employer shall either- a) transport the employee and his personal possessions in the place of recruitment, b) pay for the transportation of the employee to the place of recruitment. Termination of employment means ending the employer-employee relationship between an employer and employee. Termination of

employment can be initiated by any of the parties to contract of employment. The ILO Convention on termination of employment whose primary objective is to secure worker's employment provides that the employment shall not be terminated unless it is terminated for a valid reason connected with the capacity or conduct of the worker, or based on the operational requirements of the undertaking or its services. The convention also lists reasons which are not valid grounds for termination. This include termination for being a member of trade union, participating in union activities at appropriate hours; seeking office or acting as a workers' representative; filing a complaint or participation in proceedings against an employer for violations of laws and regulations or perpetration of discrimination based on the various factors. The ILO Convention also provides for procedures to be allowed by the employer in terminating the employment and procedures for appeal against such termination. The procedures include giving an employee opportunity to be heard before the termination and giving an employee the right to appeal against termination to an impartial body or authority. The law on termination in Tanzania is contained in the ELRA and the Employment and Labor Relations (Code of Good Practice) Rules (2007). Generally the law protects the employee who has worked for the same employer for at least six months against unfair termination.

- v) Right to remuneration under Section 27 (1) "An employer shall pay an employee any monetary remuneration to which employee is entitled" The ELRA defines the term remuneration to mean the total value of all payments, in money or in kind, made or owing to an employee arising from the employment of that employee(section 4). The modes of payment of such remunerations are through cash, cheque, or direct deposit in an account designated by employee in writing. In case of paying by cash or cheque the employer must make sure that remuneration is given to the employee in a sealed envelope. If payment is made by depositing to the employees' account, the employer must furnish the employee with the written statement to be made during working hours; at the place of work and on the agreed payday. The method of calculating remuneration and wages payable to the employee is set out in the first schedule to the

ELRA (section 26). The law allows the employer to pay part of remuneration in kind if such payment is a customary or desirable in the respective establishment. However the partial payment in kind must not be in form of alcoholic beverage or noxious drugs. Further the partial payment in kind must be for the personal use and family and the value of the articles offered as partial payment of remuneration in kind must be fair and reasonable. It is important to note that contravention of the provisions of the Act relating to remuneration is a criminal offence which attracts criminal sanctions.

All these labor rights were launch principally to legalize employer employee affairs in the working milieu. Regardless of this, some workers are poorly paid and not protected through legal rule; instead they live and work at the leniency of devious employers Ackson (2004). On the other hand, the Code of good Practice was promulgated to ease the enforcement of labor rights and standards as predetermined in ELRA.

2.3 Theories synopsis of the study

2.3.1 Trade and Labor Standards theory

Dehejia & Samy (2002), in their trade and labor standards theory, new empirical evidence and policy implications, argued that, the theoretical work relating international trade and labor standards is relatively scant. Johnson (1969) and Brecher (1974 a, b), considered minimum wages and welfare implications but did not consider other worldwide accepted labor standards such as hours of work, forced labor or unionization. Sinn(2003) built a dynamic model in which labor standards, explicitly raises labor costs and perceived as a non pecuniary 'wage' by workers and uses this to exhibit a natural tendency towards convergence between high and low standard countries, as latter hold with the former through capital accumulation and growth. As of this theory, the researcher will try to find out the link between international trade and labor rights where they concluded that less theoretical work linking the two matters are done. Correspondingly, the theory relates to the study as they both spotlight the relationship between labor rights and job performance of people. It is assumed that, if employees are aware of their labor rights, then it might have an impact on their job performance at the working places, absolutely may affects country's' economy and worldwide at large. As of this feature, the theory is constructive to the study.

2.3.2 Performance Theory

The theory underlies that individual performance is a hub notion at work and organizational psychology. Organization needs extremely individuals' performance to meet organizational objectives by discharging services expected from them. Realizing organizational objectives at a high level can be a source of job satisfaction. Poor performance with no organizational achievement might be experienced as dissatisfying or organizational/personal failure. Furthermore, when performance is acknowledged by others within the organization rewards monetarily with other reimbursement. Performance is very important factor, though is not the only precondition factor for future career development and achievement in the labor market. Nevertheless there might be some other exceptions, whereby high performers get promoted effortlessly in an organization and have better chance than low performers Van Scotter, Motowidlo & Cross (2000). Performance is multi-dimensional concept in itself, Sonnenag & Frese (2001). Task performance is an individual's proficiency whereby performed activities contribute to the organization fate, which can either be direct contribution, e.g production workers or indirect contribution, like; managers or workforce. Performance can be looked into different perspectives include; individual personality for example general mental ability and personality as a sources for disparity in performance. A situational perspective which focuses on situational aspects as facilitators, impediments for performance, and performance regulation perspective describes the performance process. According to Sonnentag & Frese, (2001) individual performance are dynamic and the variability of their performances reflects learning processes and other long-term changes with temporary changes in performance. However, individual performance changes as a result of learning. Studies makes obvious that performance increases with the increase of time spent in a definite job and later reaches area of stability. Likewise, the processes underlying performance vary over time. During early phases of skill acquisition, performance relies largely on 'controlled processing', the availability of declarative knowledge and the optimal allocation of limited attention resources, while later in the skill acquisition process, performance principally relies on automatic processing, procedural knowledge, and psychomotor abilities Ackerman(1988), Kanfer & Ackerman(1989).

To recognize the processes underlying changes of job performance, Murphy (1989) differentiated between a transition and a maintenance stage. The transition stage occurs when individuals are new in a job and when the tasks are novel. The maintenance stage occurs when the knowledge and skills needed to perform the job are learned and when task accomplishment becomes automatic. During the transition phase, cognitive ability is highly relevant for

performance, while during maintenance stage, cognitive ability becomes less important and dispositional factors (motivation, interests, and values) increase in relevance. Performance changes over time are not constant across individuals. There is increasing empirical evidence that individuals differ with respect to patterns of intra-individual change; Hofmann, Jacobs, & Gerras (1992), Ployhard & Hakel (1998), Zickar & Slaughter(1999)]. These findings indicate that there is no uniform pattern of performance development over time.

Furthermore, there is short term variability in performance which is due to changes in an individual's psycho-physiological state, including processing capacity across time Kahneman (1973). These changes may be caused by long working hours, disturbances of the circadian rhythm, or exposure to stress and may result in fatigue or in a decrease in activity. However, these states do not necessarily result in a performance decrease. The theory relates to the study as it focuses on employees performance as a dynamic issue which entail knowledge and learning. Knowledge may include what employees know about their work while labor rights govern works and experience.

2.4 Universal synopsis on theoretical perspectives

This study will look at the worldwide overview on the level of labor rights awareness and how it impacts job performance.

2.4.1 Employees' awareness on labor rights

Labor rights are meant to legalize the employer employee rapport at working environment. Nevertheless it is significant for employees to have awareness on labor rights and policy governing labor affairs. Employment and Labor Relations Act, (2004) in the United Republic of Tanzania, it is clear that all employees should be well informed of their labor rights. Section (16), says "Every employer shall display a statement in the prescribed form of the employees' rights under this act in a noticeable place". It attests the reality that employees at any organization should be aware of the labor rights, whereas employers have a role to play in providing good working environment. In Malaysia, a study which was held by Singh & Augustine (2007) about the level of awareness on employment rights among women in Sarawak concluded that the level of awareness among female workers on their legal employment rights at the working environment is moderate. They too discovered that employers in service oriented organizations in Sarawak do meet the negligible requirement of Sarawak labor Ordinance, mostly in accordance to protection of female employment workers such as maternity leave. Employers

are bound by the regulations set by government yet employees are not much conversant of the employment labor rights.

The study supports the value of female workers to know their labor rights as helping hand to verify whether they are treated at parity with men, and if not they have a right to file a complaint not in favor of the employer. On the other hand, there was a study carried out in 2007, at Zambia, Uganda, Tanzania and Kenya which pointed out that female workers in horticulture plantations do lack training besides their labor rights. In all these countries the majority of workers in non-permanent employment were found to have little if any employment benefits in addition to their wages. Yet they lack normal employment benefits including maternity leave, paid annual leave, set working hours, overtime payment, sick payment, right of entry to social security schemes, medical reimbursement, housing allowances, the right to join a union (English, 2007). And yet these employees do lack training on their labor rights, and some of their labor rights are dishonored by the employers and lack influence to claim them. A study was also carried out by Tanzania Plantation and Agricultural Workers Union (TPAWU) with a support of Ngalapa (2008-2009) pointed out that the majority of female farm workers lack awareness on Labor rights and social security in their working environment. Nonetheless there clear regulation govern workers' rights, yet employers do not abide by, for the reason of avoiding labor costs such as maternity leave, medical expenses, etc. Setting aside legislations for labor affairs is not just enough but to a certain extent having a look on how much employees are aware of their rights and how it impact their job performance.

2.4.2 Employees' job performance

Assessing performance of employees in educational institutions of higher learning in developing countries has always been a difficult task as there is too much academic freedom by Mike (2013). Mike's study was in the context of Edu.KN which is a higher education institution and realized that performance measurement is problematic as academic and administrative staffs have much freedom, hence concluded that employees performance will be determined through constant reminder to Heads of the Units who are held accountable for the underperformance of their subordinates. Performance management involves systematic planning, monitoring, rating, developing as well as rewarding. Employees have to know what is expected of them, that is discharging their services profitably. The outlook of their performance is reputable in their job performance plans. Performance rudiments enlighten employees what they have to do, and

standards inform them how sound they have to do it. When elements and standards are well comprehensible, quantifiable, attainable, fair, and demanding is crucial to the efficiency of the performance appraisal with employees.

2.4.3 The impact of labor rights awareness on employees' Performance

Deakin(2009)said unregulated markets were, on the whole, competitive, maintained that labor regulation was an exogenous source of inefficiencies, leading to unemployment and slowing down growth. He added that employment protection legislation may have positive impacts on efficiency through its support of training and innovation at firm level. The new literature stresses that the effects of labor laws cannot be predicted in a prior way, through the use of models with universal application, but depends on the interaction of legal rules with a number of national, regional and industry-specific conditions with complementary institutions in capital markets and product markets. Rinehart(2004) in his study of Designing programmes to improve working and employment conditions in the informal economy that the numbers of micro and small enterprises and people working in the informal economy are growing rapidly around the world, and account for the bulk of new employment and majority poor working environment. Conversely, in the assessment of working and employment environment, on issues of occupational safety and health, maternity protection, work-family issues, working hours, wages and income, work organization, sexual harassment, violence at work, workload, worker's welfare facilities, housing, nutrition and environment, Millions of male, female in micro and small enterprises in the informal economy (MSE/IE) face perhaps the greatest problems among the working population. This may be a result of poor implementation of the labor rights and standards of workers in their premises. The type of employment for micro and small enterprises and people working in informal economy can involve contract labor, family labor, casual labor, apprenticeship, permanent labor, communal labor or even child labor. Their numbers are great in most developing countries; still they are often imperceptible to national statistics surveys and beyond the reach of regulatory and support services for improving working and employment conditions designed for the larger enterprises. Different aspects of macro environment, such as economic conditions, trade, infrastructure, and physical planning can have a profound effect on working conditions, although the dynamics of this effect are not sound understandable. Though, local social structures and cultural norms often make it difficult to reach and address poor working and employment conditions. These obstacles are predominantly unkind for female workers. For the reason of relative invisibility of these workers and copious other factors, it is

frequently difficult to verify how best to design a comprehensive strategy to advance their working and employment conditions within MSE/IE.

To make dissimilarity in the lives of women and men, a better understanding of how to uphold change and produce better working conditions in the informal economy is paramount. Bell & Newitt (2010), tried to relate decent work with poverty reduction. They argued that, the majority of poor people in developing world already have jobs but the problem is predominant in the formal economy, where conditions are usually insecure and incomes inadequate. Therefore, eradicating poverty is not solely a question of generating economic growth and employment opportunities but rather making sure that both the quantity and quality of available work leads to poverty reduction. From this foundation, poverty will be reduced if people will work hard along with providing good working conditions that is putting into consideration attractive labor standards. Flexibility of working hours helps workers to perform as they could schedule their activities without any interference. Golden (2012) pointed that there are two categories of public policies regarding of working hours. The first is national standards and regulations with two subsections, one being limits on working hours applied across, industries as well as occupations, the second one is an attempt to individualize or customize working time via "rights to request" and "rights to refuse" to work under a certain schedule. On the other hand employees cannot claim what they do not know; hence it is important for them to be aware of their rights. Bell & Newitt (2010) insisted that the decent work agenda developed by the International Labor Organization (ILO) is an approach to development that emphasizes employment accompanied by rights, representation and protection and it emphasizes fair and sustainable working opportunities. For them decent work is conceptualized as having four constituent pillars which are interdependent and mutually reinforcing and are access to productive employment and income opportunities. Therefore, reduction of poverty requires involvement of people in a decent work. Howse (1999) insisted that the interrelationship between trade policy and labor rights is among the most contentious issues that the world trading system faces today. Many critics of free trade have argued that it is unfair for the producers in the developed industrial world to compete with imports from countries with very low wage rates and poor labor standards. He argued that increasing international attention has focused on the challenge of obtaining compliance with certain minimum labor standards, so called "core" or fundamental labor rights; these standards reflect widely accepted international human rights norms. Howse (1999) complies with Bell & Newitt (2010) as they all points out that reduction of poverty as well as increase of production, results from decent jobs which go along

with high labor standards. Somavia (1998) the International Labor conference adopted the declaration on fundamental principles and rights at work, which reaffirmed the commitment of the international community to “respect, promote and to realize in good faith” the rights of workers and employers, freedom of association and right to collective bargaining.

ILO (2009) has maintained and developed a system of International Labor Standards intended promoting opportunities for both male and female to obtain decent and productive work under freedom, equity, security and dignity. In today's' globalized economy, international Labor Standards are an indispensable component for ensuring the growth of global economy for the benefit of all. High labor standards help in improving the global economy. Ahmad, Ahsan & Pages (2007) argued that labor laws are to prevent millions of workers from being exploited, to create decent jobs and economic outcomes. However, in India labor laws are covered by a big number of separate Acts under minimum wages, conditions of work, remuneration, workers welfare, and health and safety provision. Legal and Human rights centre reported by Saleh & Hamad (2009) says, the right to work based on the availability of decent work, fair remuneration, right to join trade unions, and security of tenure should be kept in consideration under labor rights. Any worker, despite of the nature of work is entitled to labor rights. The constitution of the united republic of Tanzania (1977) has provisions which guarantee some of the important labor rights as enshrined in various international human rights instruments (Kipobota 2009). Yet, number of workers faces challenges on their rights at the working environment, which may disturb their job performance. Solis (2011) argued that all workers have the right to a safe work environment. The Occupational Safety and Healthy Act(1970) was introduced to prevent workers from being killed or otherwise harmed at working environment and it requires employers to provide their employees with working conditions that are free from known dangers. Workers require a safe environment to perform their activities healthily. Conservation, Hotels, Domestic and Allied Workers Union (CHODAWU), a union for protecting and safeguarding decent work for domestic workers did an analysis on Labor laws, they recommended that Employment and Labor Relations Act (2004), which provide employment standards should be amended to facilitate domestic workers like others, to access with certainty services of the established labor institutions and thereby guaranteeing decent work. This will give domestic workers rights like any other employees. The Employment and Labor Relations Act (2004) has laid down the provisions with the standards that should be taken into consideration by both employers, these include hours of work, remuneration, leave, terms of termination and other incidents of termination (PART III: Employment Standards).These standards are meant to

maintain the relationship between employers and employees at the working places and gives workers a comfortable working environment. In doing so, workers will be motivated, satisfied, eventually will rise job performance. The contrary leads to poor job performance and under production.

2.5 Conceptual Framework

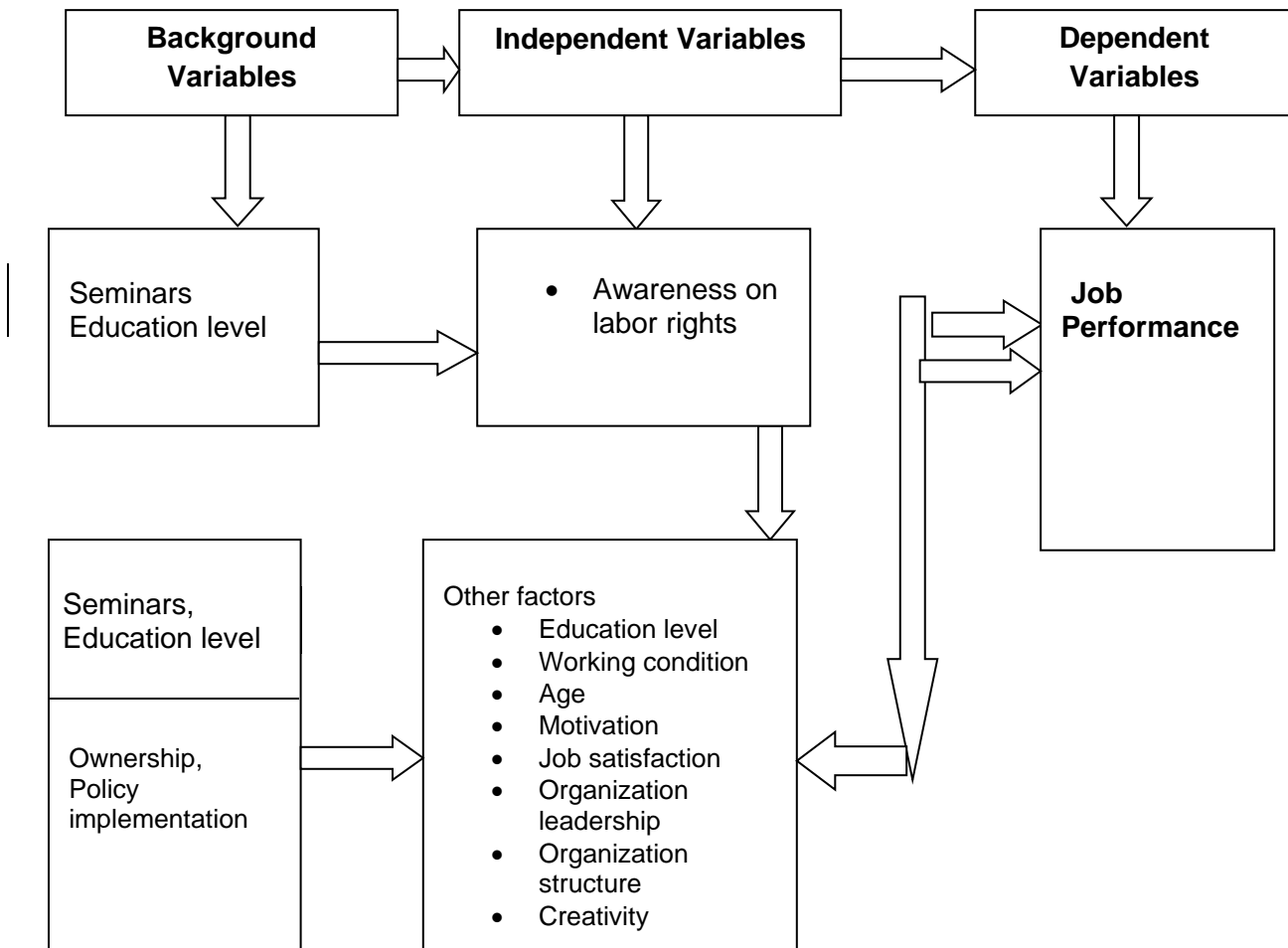
A Conceptual frame work is simply the structure of the research idea or concept and how it is put together when describing the expected outcome of the study. A conceptual frame work elaborates the research problem in relation to relevant literature. Conceptual framework explains the link between labor rights awareness among employees and its impact on job performance. Is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel and Raney, 1987). It can mean as a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. Conceptual framework consists of concepts or constructs that are placed within a logical and sequential design. In the conceptual framework as far as literature is concern, if there is good employee's labor rights awareness in due course offers better working condition and leads to high job performance. The conceptual framework of this work consist three groups of variables; independent variables, background variables and dependent variables Mwakalilam (2005), Mwenda (2012).

2.6 Research Lacuna (gap)

Our relations with one another are governed by many rules of conduct; these rules are generally referred as laws. Labor law first became standard during industrial revolution. The Constitution of the United Republic of Tanzania (1977) provides the right to work, Part (iii) Section 22(1) *'Every individual have the right to work'*. For this reason employees at their working environment are entitled to labor rights. The rights link with the international labor laws set and governed by International labor organization. The International labor standards are laid down by the International labor organizations (ILO).In Tanzania, the Employment and Labor Relations Act, 2004 have laid different employment standards that are to be observed by both employers and employees so as to provide workers with contented work environment. Nevertheless, laws in the Act are to regulate the employee-employer relationship. Still the question is; to what extent are employees aware of their rights and take them as their rights. A number of studies have been carried out on this subject matter of inquiry, but literature shows that more work has to be done over the said study problem. The deep-rooted existence of various challenges at the working

environment supports much the need of this study. The study will look on the awareness as well as the performance aspect. This will help the researcher to produce a comprehensive report that provides an understanding of the labor rights awareness among employees and how it impacts their job performance.

Figure 1.0: Conceptual Framework of the study



Source: Researcher 2015

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Chapter overview

Research methodology is often a large section of research proposal. Research methodology comprises in addition to other parts, research design, Data and Data analysis. Research methodology application depends on how one understands the methodology and how to use it, and the characteristics of the specific approach selected. This chapter presents the research methodology of the Study. The chapter consists of Study Area, Research Approaches, Research Design and Research Design Techniques, Sampling Design and Sampling Design Techniques, Sampling Frame, Sample size, Data collection Methods, Data Analysis Methods, Processing and Tools, Data Validity and Reliability and Ethical considerations.

3.1 Research design

The research design is the general plan on how a researcher will be answering research questions (Saunders, Lewis and Thornhill, 2009). A research design is a general plan which helps a researcher on how to go about answering research questions. It simply constitutes the blueprint (detailed plan) for collection, measurement and analysis of data (Schindler, 2007). Research design is important since it facilitates the smooth running of the various research operations, thereby making research as efficient as possible yielding maximum information with minimal expenditure of effort and resources such as time and funds. The meaning of research design can be described in various ways. Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. A research design is a thorough outline of how an investigation will be carried out. It provides the glue that holds all elements of the research project together and structures the research to show all of the major parts of the project, says Chackraborty(2012).

There are various research designs recommended, such as experimental design, survey design and case study design but in any case the choice depends on the type research being carried out. In this study a cross-sectional or correlation research design will be used, because is a study of a single unit for the purpose of understanding a larger class of similar units (Gerring, 2004). With that, cross-sectional or correlation research design will be the best design to attain information which is of more help for a researcher to analyze the level of labor rights awareness

among employees and how it impacts their job performance. On the other hand, Creswell (2003) pointed out that, a qualitative study uses strategies of inquiry such as narratives, phenomenologist, ethnographies, grounded theory studies or case studies. Case study design is admired as a form of qualitative analysis which involves a cautious and absolute observation of social unit, person, family, institution, cultural group or even the entire community Kothari (2004).

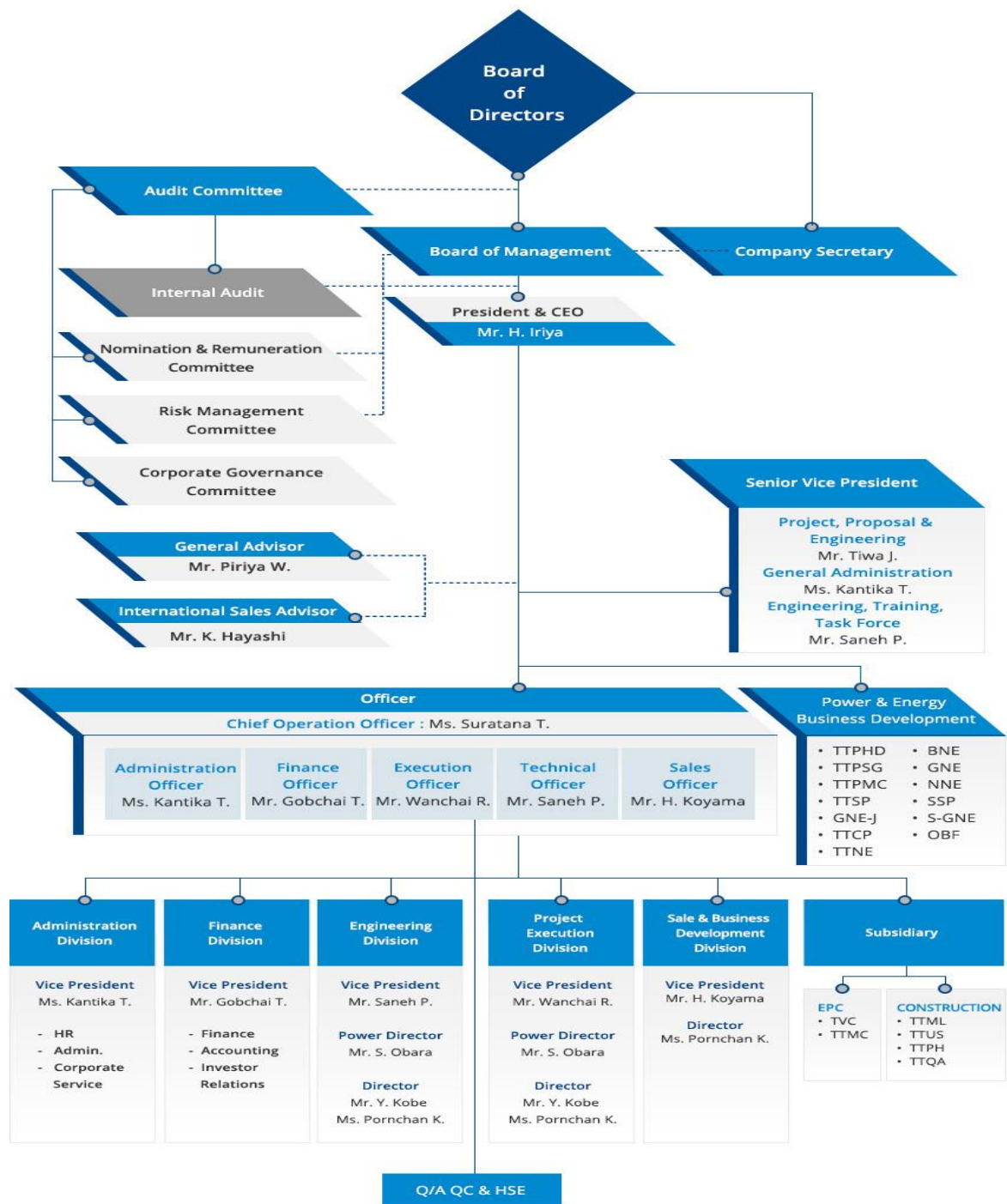
3.2 Study Area

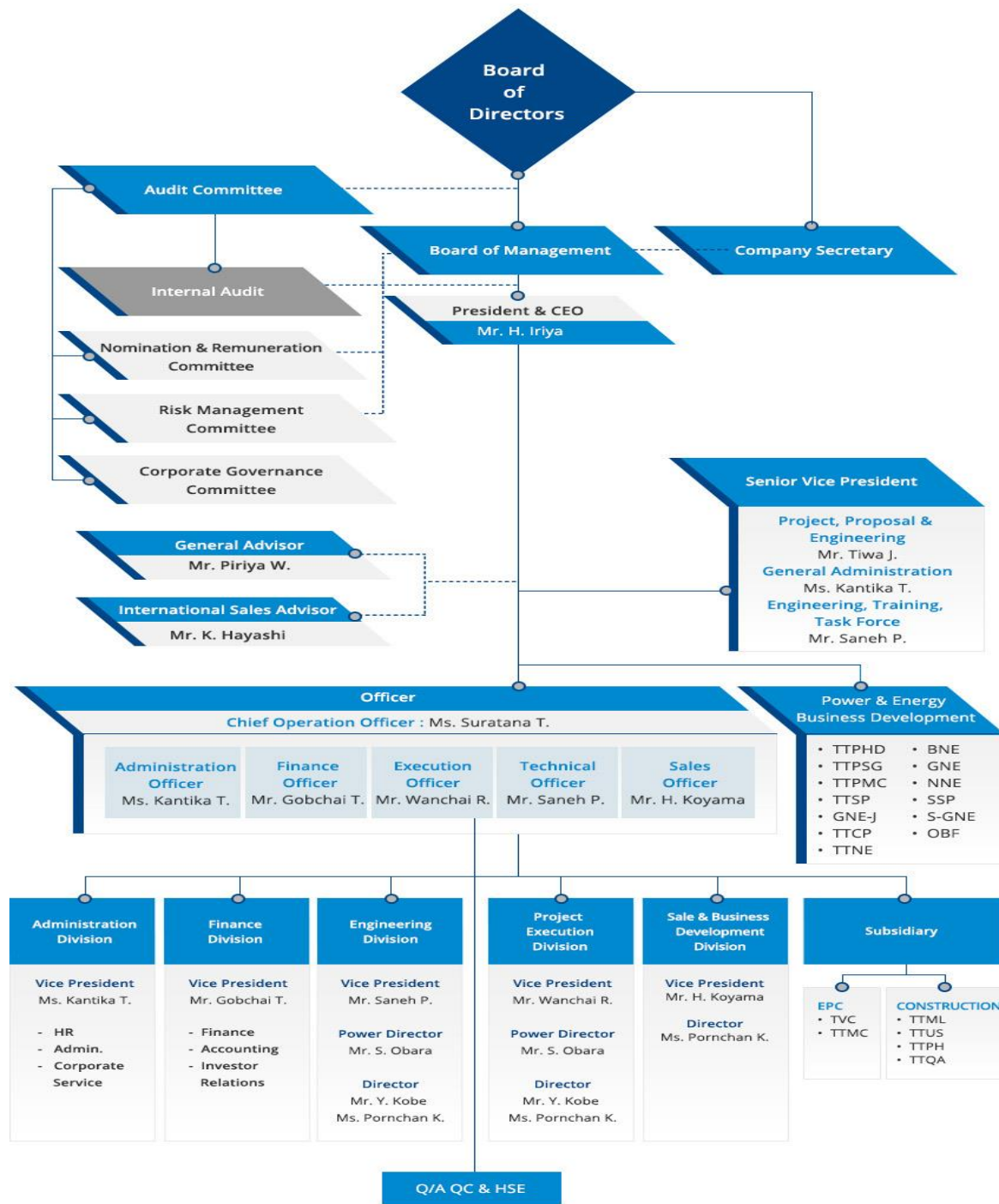
Before the researcher embarks on the execution of the research project, has to select and formally delineate the geographical boundaries of the study area. However, this study will be conducted in Dodoma region in particular Tanzania Telecommunication company limited (TTCL).

3.3. TTCL Organization Structure

Following its privatization, the company's structure was reviewed to allow TTCL to be more responsive to the telecommunications business and competitive environment in which it now operates. The policy and general guidelines on the company's activities are provided by a Board of Directors, while authorities to conduct the business of the company with the broad policy and guidelines are vested on the Chief Executive Officer. According to the current structure, under the CEO are three Chiefs. These are Chief Marketing and Sales Officer, Chief Financial Officer and Chief Technical Officer. Below chief's level are 12 Heads of Departments and five Heads of Business Units located in five zones in Tanzania. All chiefs and four Heads plus the Public Relations Manager report directly to the CEO while the remaining Heads report directly to the three Chiefs as shown on the organization structure of Figure 3.1.

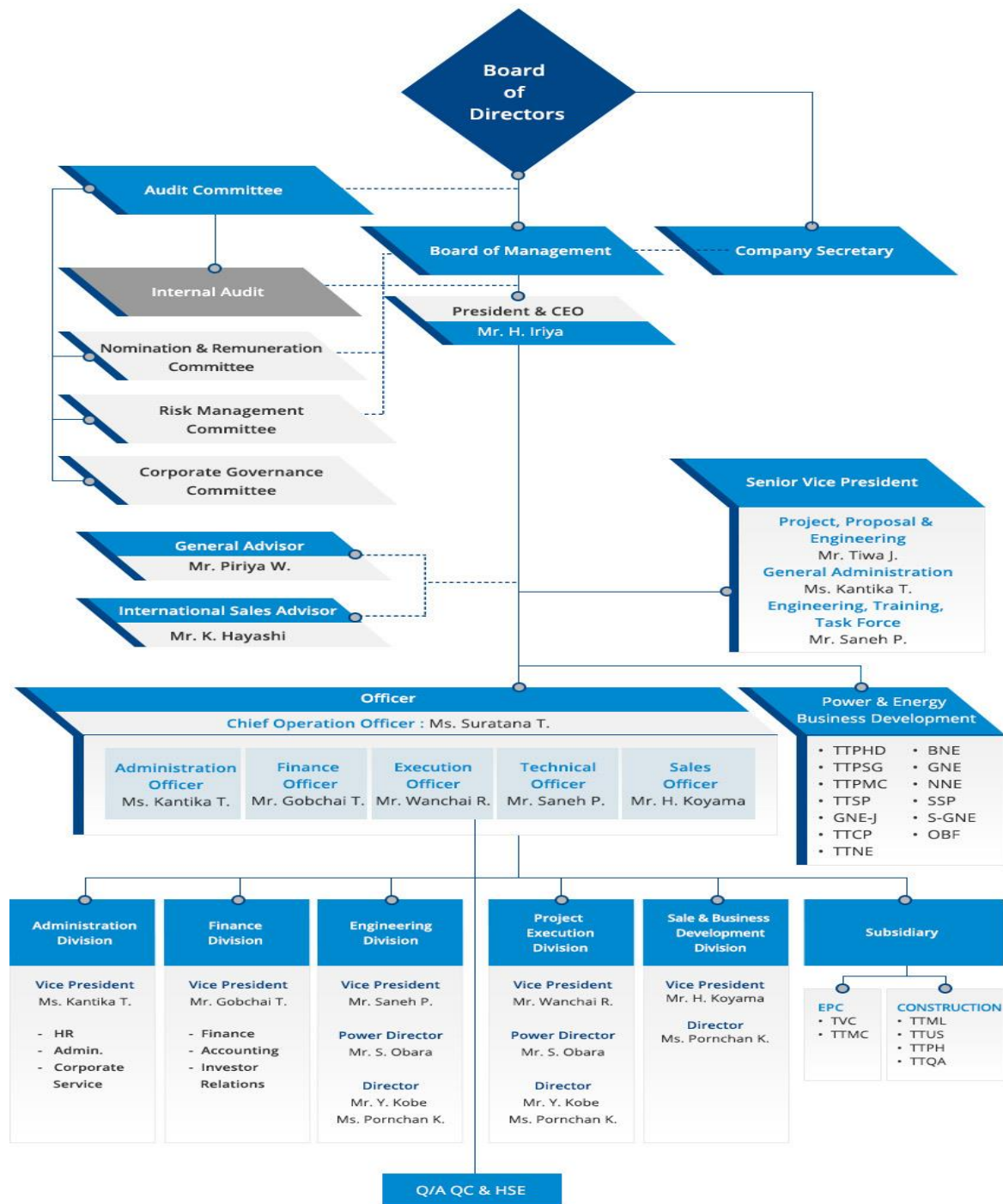
Figure 3.1: TTCL Organizational Structure





1.

¹ Source: www.ttcl.com/about/organization_chart



3.4 Research approach

The study will combine qualitative and quantitative basics in the data collection and analysis of the outcome so that the hypotheses can be strongly proved. Qualitative approach aimed at in-depth interviewing of respondents finding out what happens and to seek new insights. It involves application of interview methods to respondent to obtain opinions, experience, views, and ideas, to get information in order to confirm the hypotheses of the study. Also Quantitative approach will be employed aiming at quantifying some study variables. The research approaches are also referred to as research paradigms. They help in structure collection, analysis and interpretation of data (Huberman & Miles, 1994). Kothari (2004) argued that qualitative research is concerned with qualitative occurrence that is phenomena relating to or linking to quality or kind. Qualitative research is concerned with the opinions, experiences and feelings of individuals producing subjective data and it describes social phenomena as they occur naturally (Hancock, 1998). Also, Creswell (2003) describes a qualitative research approach as the one in which the inquirer often makes knowledge claims bases primarily on constructivist perspectives.

The collected information on employee's labor rights awareness, and the level of labor rights implementation and how it impacts their job performance, definitely, according to the researcher, qualitative study approach will be an appropriate method for the research problem. Supplementary, the quantitative research technique will be useful in the study so as to facilitate the quantification of responses in averages and percentages. Kothari (2004) demonstrates that, qualitative and quantitative differ inherently. As opposed to qualitative research, quantitative research produces findings by mode of statistical procedures and other means of quantification which provides a researcher fixed steps to follow.

The main thought on the qualitative research approach will involve analysis of data, for example words from interviews and pictures or objects such as artifacts in contrast to the quantitative research that involves analysis of numerical data. Neumann (2009) one of the major advantages of quantitative techniques is its perfection when probability sampling is employed. If done correctly, probability sampling allows having a representative snapshot of the population under study. On the other hand, qualitative research approach will be used to supplement the quantitative one. This is due to its capability of probe and clarifies those relationships as well as explaining contextual differences in the quality of those relationships (Lugumira, 2013).

3.5 Sampling and Sampling Design

Sampling is a procedure or plan of how one will obtain or select a sample from a given population before any data collection. According to Kothari (2006), sampling is defined as the selection of some parts of aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behaviour, or other elements with which to conduct a study. An important issue influencing the choice of a sampling technique is whether a sampling frame is available, that is, a list of units comprising the study population.

3.5.1 Targeted population

Population refers to a complete set of elements (persons or objects) that possess some common characteristics defined by the sampling criteria established by the researcher. A researcher population is also known as a well-defined collection of individuals or objects known to have similar characteristics. However, targeted population is the population whom the findings will be generalized or for which information will be denied. All individuals or objects within a certain population usually have a common, binding characteristic or trait. For stance Yount (2006) says, a population consists of all the subjects one wants to study. It is the total of all individuals who have certain characteristics and are of interest to a researcher. The population of this study will cover all TTCL Dodoma office employees, basically those who are entitled to the labor rights awareness. Being the central point of the study, TTCL employees are expected to provide relevant and enough information with reference to their awareness on labor rights, and their job performance. The targeted population will be TTCL workers who are engaging in labor rights awareness located in Dodoma municipal. The study will mainly focus on this category of respondents in order to satisfy the needs of the study. According to Mugenda and Mugenda (2003) population refers to an entire group of individuals, events or objectives having common observable characteristics. It is the aggregates of all that conforms to a given specification, for that matter this study will focus on the TTCL workers who are engaging in labor rights awareness.

3.5.2 Sampling Frame

The sampling Frame is the list of expected respondents to whom primary data will be collected. The researcher selected a sample of 70 respondents to represent 100% of the total population.

The sample comprised of 9 Engineering, 10 Finance, 7 Drivers, 9 Procurement, 13 customers cares, 5 Human Resources, 4 Executives, 8 from Security and 5 marketing departments.

3.5.3 Sample size

A sample size is the exact number of items selected from a population (Saunders, 2009). It is recommended to use a large sample size to be able to generalize the findings of the study. This is because the larger the sample size, the more information can be collected, and the lower the sampling error in generalizing to the population. Cited by Mugo (2002); a sample is a finite part of statistical population whose properties are studied to attain information regarding the whole population. When dealing with people it can be defined as a set of respondents (people) selected from a larger population for the purpose of survey. He continued arguing that the question of how large a sample size should be, it depends on the nature of the analysis to be performed. It also depends on the desired precision of the estimates one wishes to achieve, the number of comparisons that will be made, the number of variables that have to be examined simultaneously and how heterogeneous a universe is sampled. Moreover, Best & Kahn (2006) cited that there is no sample size that is greatest; any sample can be acceptable depending on the nature of the study. In (2010) Mugo & Ramadhani singled out the Sample size in a qualitative research approach depends on what one want to know, the purpose of the inquiry, what will be valuable, what will have integrity and what can be done with the availability of time and resources. This study will employ the Sample size of 70 respondents which represents 100% of the population from different departments. However, since the TTCL employees in Dodoma office to be involved in data collection are 43, there is no need of having sampling procedures due to the number of sample size being manageable.

3.5.4 Unit of analysis

A unit of analysis is the smallest element in the population, from which data is to be collected and reported. This is that element or set of elements considered for selection in some stage of sampling. In this study, the unit of analysis will be individual's employees of Tanzania Telecommunication Company limited (TTCL) Dodoma office.

3.6 Data collection methods

Data collection is a systematic gathering of data for a particular purpose from various sources, including questionnaires, interviews, observation, existing records, and electronic devices. This

study will depend on secondary and primary data to make analysis of the research problem. Primary data are the data directly collected by the researcher from their original sources (Krishnaswami, 2002). Primary data will be obtained through filling of questionnaires by the respondents. Also secondary data are the data that had already been collected and analysed by scholars, and shall be obtained from various manuals, articles, reports and other original sources which will be available to all other companies (Kothari, 2002). For that reason secondary information will be collected through documentary reviewing.

However, data collection methods must observe the ethical principles of research. The process is usually preliminary to statistical analysis of data. In a qualitative research, the actual data collection methods traditionally base on open ended observations, interview and documents. This means that one has to specify who was given the questionnaires and why? Who? Were interviewed and why? Who were subjected to focus group discussion and why? And how documentary review was carried out? And why Data collection methods are various ways to gather information needed for the purpose of the study (Oka & Shaw, 2000). The choice of data collection methods or instruments depends on how they can serve the purpose of the study (Cohen, Manion & Marrison, 2000). Any research must be accompanied by a collection of data (Best and Khan, 1992; Nkpa, 1997; Kothari, 2002). Therefore, this study will use interviews and documents review as methods of collecting both primary and secondary data, while the tools to be used are questionnaire and checklist.

3.6.1 Questionnaire methods

Questionnaire is the data collection tool whereby respondents provide written answers to questions or statements that require factual information (Best and Khan, 2003). Questions included will be both closed and open ended. Closed ended will be prepared in forms of multiple choice questions where respondent will be asked to circle or to fill in appropriate letter, whereas in open ended questions respondents will be asked to fill in blank spaces with their opinion. However, questionnaires will be designed to meet the objectives of the research study. The researcher will make use of questionnaires to collect primary data due to convenience and reliability as well as economical in a sense that they can supply a considerable amount of research data at low costs in terms of money and time (Best and Kahn, 2003). Questionnaires are defined as documents containing questions and other types of items designed to solicit information appropriate to analysis (Acharya, 2010). Questionnaires often make use of checklist and rating scales. These devices help simplify and quantify people's behaviors and attitudes. In

this study the researcher will organize questionnaires with both closed and open ended questions for the respondents' comments.

3.6.1.1 Interviews

An interview is a data-collection technique that involves oral questioning of respondents, either individually or as a group. An interview is a purposeful discussion between two or more people (Kain et al, 1957). There are two main key of interviews: formalized and structured, using a standardized questions for each research participant (respondent), or informal and unstructured conversation (Saunders, et al, 2009). This allows the researcher to interact with the respondents understanding their reaction. It is more useful when the researcher wants depth information about a person's attributes, knowledge and attitudes (Senter et al 2010). Both formal and informal interviews will be used in gathering information relevant to the study. The interview will be guided with questionnaire as they enable the researcher to have detailed information on the subject affair, also allows the researcher to have face-to-face discussions with respondents.

The answers to the questions posed during an interview can be recorded by writing them down (either during the interview itself or immediately after the interview) or by tape-recording the responses, or by a combination of both. Interviews can be conducted with varying degrees of flexibility as described by Varkevisser *et al.*, (2003). Saunders *et al.*, (2003:245) quoted (Kahn & Cannell, 1957) who defined an interview as a purposeful discussion between two or more people. He argued that the use of interview can help a researcher to gather valid and reliable data that are relevant to research questions and objectives. Interviews involve presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kothari, 2004). In this study, the researcher will try to conduct face to face interviews with participants using closed ended as well as open ended questions. The researcher will prepare a guide which comprises the interview questions and space for recording the participants' responses.

3.6.1.2 Documents review

This refers to the type of qualitative investigation involving the study of written communications that are found in the public world (Gall *et al*, 2005). Gall *et al.*, (2002), defines documentary review as a type of qualitative investigation involving written communications study found in the field arena. Documentary review refers to the analysis of documents that contain information about the phenomenon we wish to study (Bailey, 1994). Furthermore, Payne (2004) described it as the techniques used to categorize, investigate, interpret and identify the limitations of

physical sources, most commonly written documents whether in the private or public domain. The information found in the documents represents data that are thoughtful compiled attention given by participants as written evidence which saves time and expense of the researcher in transcribing (Creswell, 2003). The study is going to make use of critical documentary review obtaining the existing data and information as regards to the study.

3.6.2 Primary data

Primary data are data which are to be collected at the first time. Primary data collection methods are questionnaire administration, interviewing, focus group discussion, and observation. The research instruments used under primary data collection methods are: questionnaire and checklists.

3.6.3 Secondary data

Kothari, (2004) The secondary data are those which have been collected by someone else and passed through statistical process. Secondary data will be obtained from different sources such as Office documents and reports relevant to the research problem, from pamphlets, journals, magazines and books. The major purpose of secondary data is to complement the primary data. Secondary data collection methods are documentary analysis, narrative analysis, history inquiries, films, videos, and photographs. The research instruments under secondary data collection methods are documents like journals, reports, films, videos, and photographs. However, secondary data are data which have been collected for various purposes other than the due problem at hand. Use of secondary data save time and cost for the researcher and provide an insight on outcome from similar researches. It also permits examination of trends over time.

3.7 Data analysis

Data analysis involves critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining the patterns of relationships among the variables relating to it (Krishnaswami, 2002). The term analysis refers to the computation of measures along with searching patterns relationship that exist among data groups (Kothari, 2004). According to Senter et al, (2010) the most frequently used calculations for analyzing quantitative data from program evaluations are averages, weighted averages, percentages, and frequency distributions. Quantitative data will be generated by using frequency, descriptive and

multi response statistics in SPSS. Mostly these are adequate which yields the results and Statistical Package for Social Sciences (SPSS) allows high level of statistical analysis by using software version 20. Nevertheless qualitative information, particularly those related to feelings and opinions of participants will be recorded through group discussions guides. Furthermore cross tabulation and Chi-square will be employed to find out the relationships between variables. However, Pre-testing questionnaires allows the researcher to follow on particular areas that may have been unclear previously, and it also allows the researcher to begin and solidify relationship with participants as well as to establish effective communication patterns (Janesick, 1998). The pilot study may discover few weaknesses in the instruments. This method will help the researcher to collect the relevant information from the respondent.

Data analysis is an important stage of the research process. Usually data analysis is preceded by a pre-processing stage where raw data collected are edited, coded, classified and tabulated. (Creswell, 2003) claim that qualitative data analysis primarily entails classifying things, persons and events and the properties which characterize them. Kothari, (2004) explains data analysis as the computation of certain measures along with searching for patterns of relationship that exist among data-groups. The data collected will be analyzed using Statistical Package for Social Sciences (SPSS), which will be of a good help for the researcher to put data into tables, frequencies as well as percentages and presented them by use of graphs and charts.

3.8 Performance measurement framework and criteria

In this study, a performance measurement framework by Sink and Tuttle has been adopted. Introduced in 1989, this model introduced a systematic approach for selection, formulation, implementation, and execution of organizational performance improvement measures.

According to Sink and Tuttle (1989), performance of an organization is a complex interrelationship between different perspectives of performance criteria. They identified seven performance criteria that are interrelated.

- Effectiveness, defined as degree to which an organization accomplishes what it set out to accomplish. In practice, effectiveness is expressed as a ratio of actual output to expected output
- Efficiency, defined as a ratio of resources expected to be consumed to resources actually consumed

- Quality, the assurance of quality at five checkpoints: 1) upstream systems, 2) inputs, 3) transformation value adding process, 4) outputs, 5) downstream systems
- Productivity, relationships between outputs and resources consumed
- Quality of work life, feelings of workforces on key factors in an organization such as safety, compensation, pay, etc.
- Innovation, a key element in sustaining and improving performance
- Profitability/budgetability, representing the relationships between revenue and cost

The method has been used because it has widely been used by the community of researchers. The method has the use of a ratio-format KPI that primarily relies on quantitative data (Hoehn, 2003).

3.9 Validity and Reliability

One of the most important aspects that should be addressed in research project is the issue of validity of research instrument. Validity refers to the quality of information or procedures which measure what is supposed to be measured (Cohen *et al*, 2001; and Ezzy, 2002). In this study, a pilot will be conducted with the arrangements and decision of the supervisor. This means that once the research instrument is not valid, it means that the data that will be collected will also be wrong and the findings as well as conclusions will be wrong too. Validity refers to the ability of a scale or tool to measure what is supposed to measure. Krishnaswami (1993) defines validity as the effectiveness (or success) of an instrument in measuring the specific property which it intends to measure.

The measurement of physical properties like height, weight, length, etc, does not pose the problem of validity because it is direct and standardized, and measuring devices are available. But measurement of abstract properties like attitude, morale, motivation, etc, is indirect and gives rise to the problem of validity. It becomes necessary to gather some sort of evidence to show that concerned measuring instrument does in fact measure what is supposed to measure. The degree of validity of an instrument is determined through the application of logic and/or statistical procedures. In qualitative research validity is seen as strength and is used to suggest and determining whether the findings are accurate from the standpoint of the researcher, the participant or the readers of an account (Cresswell & miller, 2000). Cited by (Golafshani, 2003), pointed out that validity determines whether the research truly measures that which was intended to be measured or how open the research results will be. It checks if the procedure or an instrument used in the research is accurate, correct, true and meaningful. By that fact it helps

to attain what a researcher supposed to measure. If whatever used in the study enables one to get what he/she wants to get then there is validity (Kothari, 2004).

3.9.1 Reliability of measurements

Reliability of a research instrument is the measure of the degree of extent to which a research instrument yields consistent results of data after repeated trials. Reliability refers to the degree of internal consistency of a measuring instrument (Nkpa, 1997; Bryman, 1999). In other words it refers to whether the data accruing from the instrument is consistent, reasonable over time and across researchers (Miles and Huberman, 1994). The study is going to operate three data collection methods and instruments, Questionnaires, Checklist and Documentary Review. The use of more than one method is referred to as triangulation so as to maintain and ensure reliability of the data to be collected on the accomplishment of the study. However, Triangulation refers to the use of multiple data collection methods, data sources, analysis or theories to increase soundness of one's research finding (Gall *et al*, 2005).

Reliability has to do with the quality of measurement. In its everyday sense, reliability is the "consistency" or "repeatability" of one's measures. This means that a measuring instrument is reliable if it provides consistent or same results. Reliable measuring instrument contributes to validity, but a reliable instrument need not be a valid. For example, scale that overweighs objects by five kgs is a reliable scale but does not give a valid measure of weight. However, a valid instrument is always reliable. Reliability in research is influenced by random error. As a random error increases, reliability decreases. Random error is the deviation from a true measurement due to factors that have not been addressed by the researcher. Errors may arise from inaccurate coding, ambiguous instructions to the subjects, interviewers figure, interviewee's fatigue, interviewer's bias etc. Reliability is not as valuable as validity, but it is easier to assess reliability in comparison to validity. Reliability does not imply validity. Reliability focuses on replicability and validity focuses on the accuracy and generalisability of findings.

3.10 Data Presentation

The analyzed data or research findings and results from the analysis will be presented into charts, tables, histograms, and graphs as well as logical statements. These will be used to present data for the studied variables.

3.11 Ethical issues/Considerations in Data collection

This study is characterized by ethical issues whereby all collected data from respondents will be treated with high confidentiality. The information given will never be disclosed to anybody, it will be only for research purposes and not otherwise. However all questionnaires will not bare any name of the respondents to protect them from any outsider who can have access to the research questionnaires. Each research work should be done with particular attention to ethical issues (Cohen *et al*, 2001 and Keya *et al*, 1989). With that, more attention will be paid to rules and regulation during process of preparations and conducting the research in the field (Mlaki, 2011). The study will adhere to the research ethics by keeping and treating the participants with high confidentiality where also anonymous numbers will be assigned to all individuals and institutions to ensure confidentiality and to avoid person harms against respondents. Varkevisser *et al.*, (2003) emphasized that when one develop data collection techniques, has to consider whether the research procedures are likely to cause any physical or emotional harm, e.g. violating informants' right to privacy by posing sensitive questions or by gaining access to records which may contain personal data. Research work is an important factor of St.Johns' University of Tanzania which aims at high quality of research work but with sound ethical consideration in accordance to human dignity, the work must abide with ethical and academic standards.

Ethical clearance will highly be observed by obtaining an informed consent of the participants and maintenance of respondent confidentiality (Kumar, 1999). In this study the Ethical issues would be confidential, in terms of time used, informed consent and vulnerable participant. Confidentiality ethics will include all names of participants would not be used in the report, as well as Code with numbers will be used rather than names. The information gathered from this study will be only for research purpose and not otherwise, everything will be coded. The study won't use any vulnerable participant. When doing a research; interviewer will be given fifteen minutes at maximum to fill the questionnaire, and there will be an informed consent, and at each top of the questionnaire there will be information about the study for the interviewers' awareness.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents the findings and discussion of the results of the study. The data presented here are as were reported by the key respondents during the survey. However, the discussion is incorporated with other relevant secondary information to make the report more appropriate.

This chapter is divided into two parts. The first part provides the respondents personal information with reference to age, education level, marital statuses, and time spent with the company, employment position and gender. The second part present the analyzed data and discussion on the specific objectives of the study as mentioned in the previous chapters.

4.1 Demographic Profile of Respondents

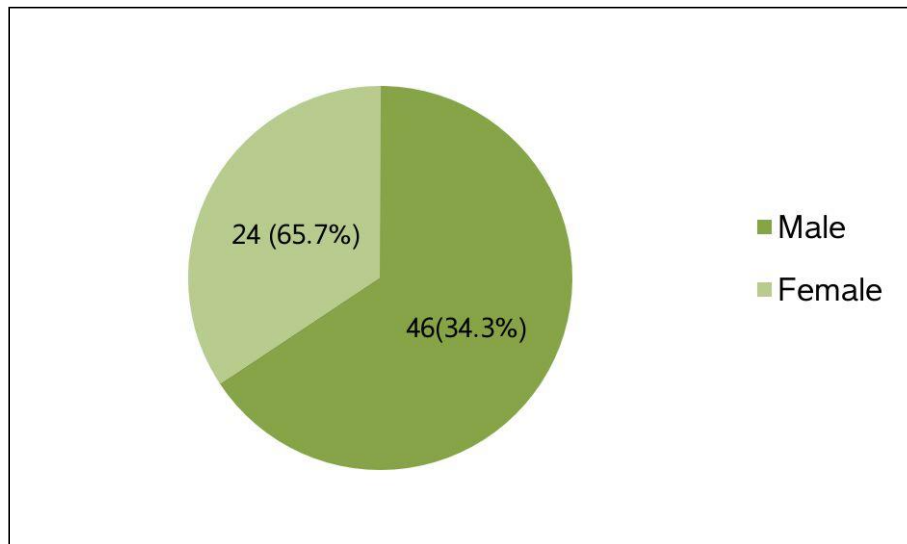
4.1.1 General Information

This study was conducted at TTCL office Dodoma region in which 70 respondents were interviewed. The demographic characteristics of these respondents are summarized in the following sub chapters.

4.1.2 Gender of the Respondents

Of all the respondents interviewed, 46 (65.7%) respondents were males whereas 24 (34.3%) were females. This indicates that males dominate the number of staff at TTCL (See Figure 4.1). The small number of women at TTCL conforms to ILO data that women occupy the minority space in formal employment due to low education level (GDP Policy Brief, 2004).

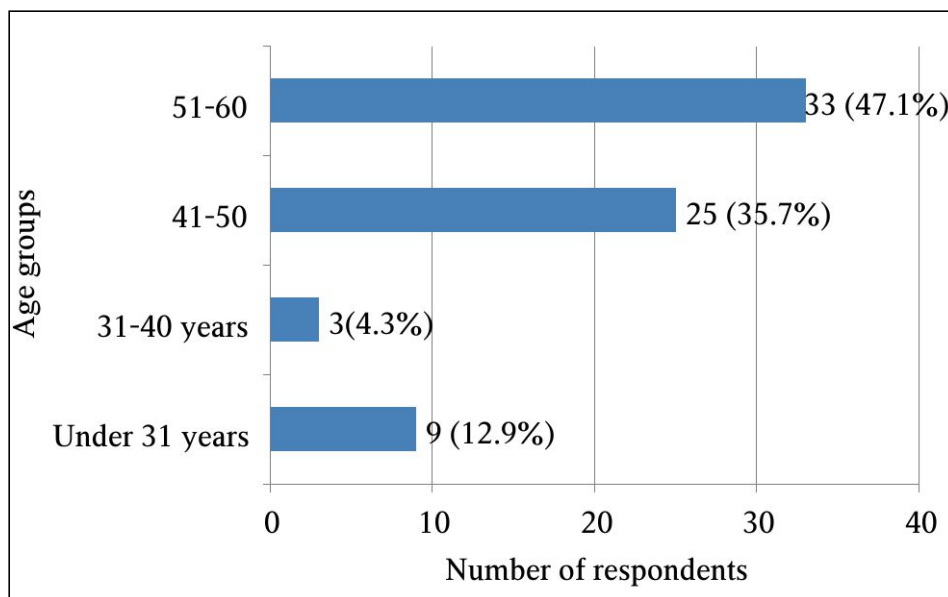
Figure 4.1: Gender Profile of the Respondents



4.1.3 Age of the Respondents

Majority of the respondents were of the age group between 51 to 60 years. This group occupied a total of 33 respondents (47.1%). The minority were the age group 31 to 40 years (4.3%) which corresponds to 3 respondents. This shows that TTCL has most staff with old age. The other groups' ages are represented in Figure 4.2.

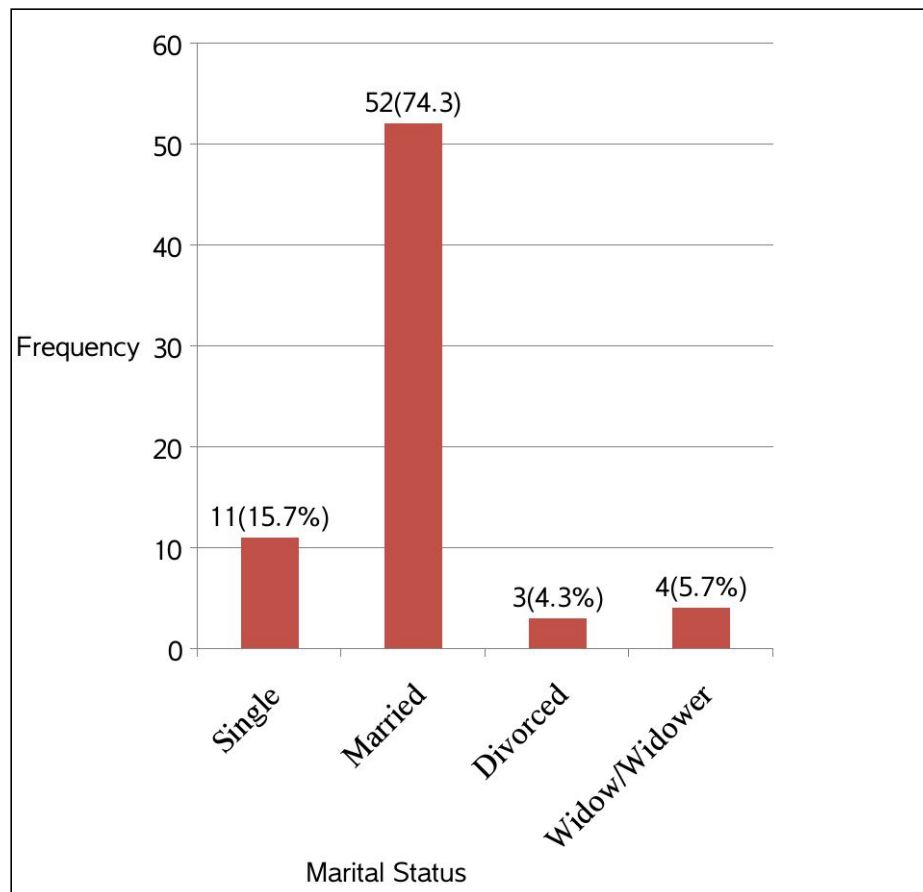
Figure 4.2: Age of respondents



4. 1 .4 Marital Status

The study found out that most of the respondents were married (74.3%). It was also revealed that very few were divorced (4.3%). Data in Figure 4.3 also show that respondents who are single occupy 15.7% while the divorced ones occupy 4.3% of all respondents. This shows that many workers at TTCL have family obligations to their dependents as fathers, mothers, husband or wife.

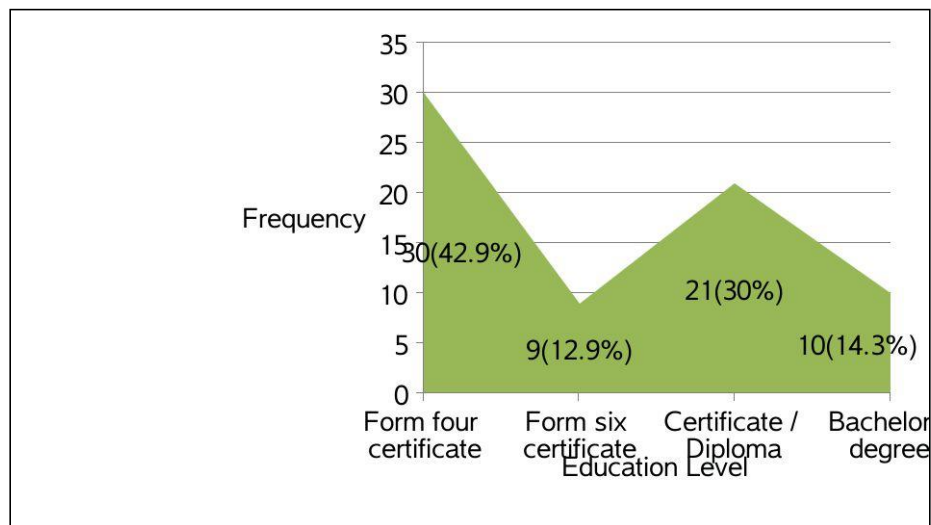
Figure 4:3 Marital Statuses of Respondents



4. 1. 5 Level of Education

Data in Figure 4.4 indicate that most of the respondents in the study organization were form four leavers (42.9%). This group was followed by certificate / diploma holders (30%), bachelor's degree holders (14.3%) and form six certificate holders (12.9%). This shows that TTCL has not invested in more literate staff.

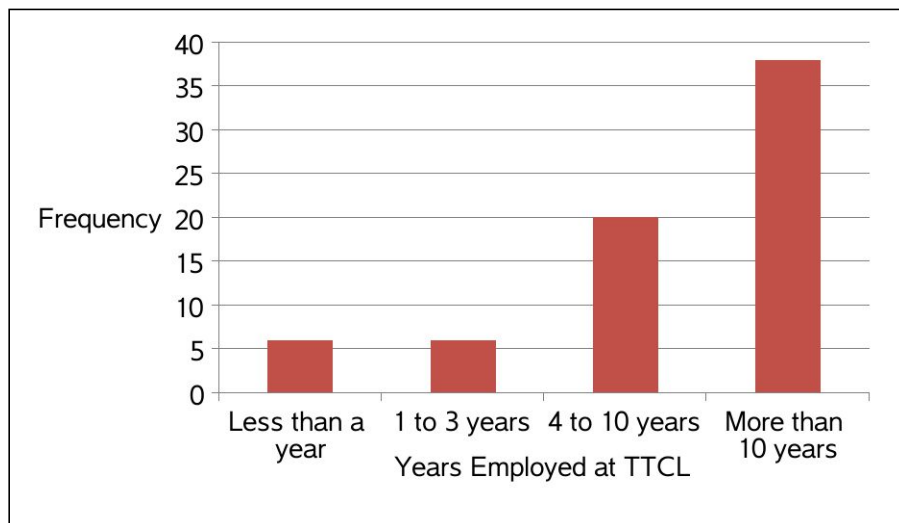
Figure 4.4: Highest Education Level of Respondents



4.1.6 Time Spent with TTCL

Respondents were asked on how long they have been with TTCL as employees. The findings revealed that most employees have been with the company for more than 10 years (54.3%). The rest were 4 to 10 years (20%), 1 to 3 years (8.6%) and less than a year (8.6%). This data show TTCL has good employee retention practices. The numbers of staff in each particular group can be seen on Figure 4.5.

Figure 4.5: Time Spent with TTCL



4.1.7 Education Level with Gender

Data in Table 4.1 show the cross tabulation of the highest level of respondents' education with gender, males dominate in all categories of education with the highest percent by bachelors level (90.0%) and lowest at 56.7% (Form four certificate). This conforms to ILO data that women are the minority in higher education (GDP Policy Brief, 2004).

Table 4.1: Cross Tabulation of Highest Level of Education with Gender

		Gender		Total
		Male	Female	
Level of education of the respondents	Form four certificate	17 (56.7%)	13 (43.3%)	30 (100.0%)
	Form six certificate	6 (66.7%)	3 (33.3%)	9 (100.0%)
	Certificate / Diploma	14 (66.7%)	7 (33.3%)	21 (100.0%)
	Bachelors degree	9 (90.0%)	1 (10.0%)	10 (100.0%)
	Total	46 (65.7%)	24 (34.3%)	70 (100.0%)

Further analysis on the cross tabulation using chi-square test showed there was however no significance in variations between the level of education of the respondents and their respective gender (p-value =0.293 which is greater than 0.05)

4.1.8 Education Level with Time Spent with TTCL

Data in Table 4.2 portray the association between the highest levels of education of the respondents with the time they have been employees of TTCL. The data show that most employees with a bachelor's degree have been employed recently with less than a year (40.0%) where as employees with form four certificate qualification dominate among employees who have stayed for so long at TTCL (70.0%).

Table 4.2: Cross Tabulation of Highest Level of Education with Years Employed by TTCL

	Time Spent with TTCL				Total
	Less than a year	1 to 3 years	4 to 10 years	More than 10 years	

Education of the respondents	Form four certificate	2 (6.7%)	1 (3.3%)	6 (20.0%)	21 (70.0%)	30 (100.0%)
	Form six certificate	0 (0.0%)	0 (0.0%)	5 (55.6%)	4 (44.4%)	9 (100.0%)
	Certificate / Diploma	0 (0.0%)	5 (23.8%)	8 (38.1%)	8 (38.1%)	21 (100.0%)
	Bachelors degree	4 (40.0%)	0 (0.0%)	1 (10.0%)	5 (50.0%)	10 (100.0%)
	Total	6 (8.6%)	6 (8.6%)	20 (28.6%)	38 (54.3%)	70 (100.0%)

A chi-square test to analyze the variation significance between the level of education of the respondents and the time they have spent as employees at TTCL revealed that the difference was significant with p value = 0.00 ($p < 0.05$). Further interview with TTCL management revealed that employing new graduates at TTCL was a reformation strategy of the company to compete in the market after buying out its shares from Airtel.

4.2 Level of Labor Rights Awareness among Employees

Employment labor rights and standards are provided under section 11 of the ELRA of 2004. Every employer and employee should by a good reason adhere to the standards during the course of employment. In Tanzania the labor rights have been categorized different as stipulated by the Employment and Labor Relation act of 2004. The research sought to measure the extent to which individuals were aware of their rights at work

The level of awareness varied among staff as very aware, least aware, and completely unaware. Data in Table 4.3 show that generally TTCL employees are aware of the basic labor rights. The right to get salary slip appears to score the highest level of awareness (88.6%). It can also be seen that the right to strike when there is a misunderstanding between employees and their employer scored the least points (52.9%). This general observation could mean the employer abides to statutory labor laws, regulations and standards.

Apart from the descriptive analysis performed, responses from the questionnaire were further analyzed by Relative Importance Index (RII) method to determine the relative importance of factors contributing to the awareness of labor rights among employees at TTCL. Three scales 1 to 3 were used to calculate the RII according to the questionnaire using the equation;

$$RII = \text{Sum of weights } (W_1 + W_2 + W_3 + \dots + W_n) / A \times N$$

Where W = weights given to each factor by the respondents with values ranging from 1 to 3 where '1' is completely un aware and '3' is very aware. A = highest weight (i.e. 3 in this case), and N = total number of respondents.

Results from Table 4.3 show RII values ranked from the highest to lowest showing the importance of each variable in the level of awareness of labor rights. It is seen that the right to get salary slip appeared to be the first (0.5797) followed by right to rest after working continuously for long hours (0.4928). Right for a strike and right to be informed of labor rights appear at the bottom (See rank in Table 4.3).

Table 4.3: Level of Labor Rights Awareness among Employees

Variable	Very Aware	Least Aware	Completely Un aware	RII	Rank
Employment rights at work	48 (68.6%)	22 (31.4%)	0 (0.0%)	0.3429	4
Right to be treated equally	41 (58.6%)	25 (35.7%)	3 (4.3%)	0.1857	7
Right to be informed of labor rights	38 (54.3%)	28 (40%)	3 (4.3%)	0.1571	8
Right to work in a clean and safe environment	47 (67.1%)	22 (31.4%)	1 (1.4%)	0.3143	6
Right for a strike when there is a misunderstanding between you and your employer	37 (52.9%)	24 (34.3%)	8 (11.4%)	0.1429	9
Right to join trade unions	62 (88.6%)	3 (4.3%)	5 (7.1%)	0.4493	3
Right to fair termination	45 (64.3%)	20 (28.6%)	4 (5.7%)	0.4058	5
Right to rest after working continuously for long hours	59 (84.3%)	11 (15.7%)	0(0.0%)	0.4928	2
Rights to get salary slips	62 (88.6%)	6 (8.6%)	2 (2.9%)	0.5797	1

Results in this research concur with other studies in the related area. Funmi and Adebimpe (2009), conducted a research to determine the state of workers' rights in Nigeria in the banking, telecommunications, oil and gas sectors and found that out of the 354 who responded, 314, representing 83.1%, claimed to be aware (Of these respondents from the telecommunications industry represented 89.5%) while 40(10.6%) answered in the negative suggesting a high level of awareness. Employees were also asked on their understanding of the types of leaves as a basic employee right. Results show that generally respondents had a good understanding on the types of leaves they are entitled to (See Table4.4). Annual leave however scored the highest level of understanding (95.7%). Paternity leave and study leave scored the lowest level of understanding (20%) among TTCL employees. These observations could mean such types of leaves with little understanding among employees are not taken by employees and possibly the employer does not abide to the labor rights provision.(ELRA 2004)

Table 4.4: Level of Awareness on Types of Leaves among TTCL Employees

	Very aware	Least Aware	Completely un aware
Annual leave	60 (85.7%)	7 (10.0%)	3 (4.3%)
Sick leave	44 (62.9%)	18 (25.7%)	5 (7.1%)
Maternity leave	52 (74.3%)	12 (17.1%)	2 (2.9%)
Paternity leave	22 (31.4%)	33 (47.1%)	14 (20.0%)
Compassionate leave	38 (54.3%)	24 (34.3%)	7 (10.0%)
Study leave	25 (35.7%)	30 (42.9%)	14 (20.0%)

Apart from this awareness level, the study looked at the adopted management and employees initiatives in understanding labor laws. Questions were asked to assess what employees had done and what the employer had put in place for them to adopt these rights. A study by Wonani, 2010, pointed out that workers in both formal and informal sectors should have equal access to information regarding their rights and responsibilities at the working area. The rights in which employees are entitled too should be stated clearly and open to all employees. Indeed, the results show that, there is still a great need to improve and ensure equal access to information on rights among employees. The challenge remains on who exactly should ensure that the awareness is achieved. From the study its clear that, employees think that, it is the employer and trade unions responsible for this task. While on the other hand, the employer think that, employees should take on the responsibility of knowing their rights. From the study, it can be concluded that, in order to improve the level of awareness among employees, then labor unions, employer as well as individual employees should have the roles to play to make this successful.

Table 4.5: Adopted Management and Employees Strategies on Labor Rights Awareness to Employees

Variable		Number of responses	% of responses
Have you received any form of training on labor dispute settlement?	Yes	25	35.7
	No	44	62.9
Are the trade unions providing enough assistance about labor laws and how they work?	Yes	54	77.1
	No	15	21.4
Are you aware of any labor dispute settlement issues?	Yes	53	75.7
	No	15	21.4
Are you a member of any trade union at your institution?	Yes	58	82.9
	No	10	14.3
Are you provided with a forum for you to air your	Yes	49	70.0

problems regarding the treatment in your working environment by the employer?	No	20	28.6
Is there an employment policy developed by your organization?	Yes	66	94.3
	No	3	4.3

From data in Table 4.5, we can see that the absence of training and workshops on labor rights awareness is a major problem to most employees where only 35% reported to have received such awareness training. On the other hand, a good number of employees (82.9%) have registered for membership on trade unions and seem to rely on them for assistance and support as it has been supportive as seen by many employees (77.1%).

It is however noteworthy that both employees and the management at TTCL have done a fair job in creating an environment for labor rights awareness among employees where employees agree that there is an employment policy (94.3%), there is a forum to air their problems regarding treatment by the employer (70.0%) and labor dispute settlement issues are well known (75.7%), this suggests that employees are aware of their rights and know which organ to go to when there is a misunderstanding with the employer.(ERLA 2004)

During the study, it was also noted that TTCL employees face challenges in equipping themselves with a proper understanding of the labor laws and rights. A number of challenges they face are highlighted in Table 4.6. It is clearly seen that lack of awareness training workshops in labor laws is a major barrier (31.16%) in understanding these rights. This could mean the management at TTCL has not done enough labor rights awareness campaigns and training to its employees and/or employees at TTCL have not taken enough initiatives in attending to trainings on labor rights awareness. In an interview held at TTCL a respondent said that

"Though employers have the responsibility of informing us of our rights, employees also has the responsibility of reading different documents which lay down labor rights, such as employment and labor relation act, 2004.

Most of the respondent agreed that, it is very important to know about labor rights that they are entitled to their work places.

Table 4.6: Challenges Faced by Employees in Adopting Labor Rights (Multiple Responses)

Variable	Responses	Percentage (%)
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Lack of employee awareness	55	27.64
Lack of awareness training workshop	62	31.16
Non involvement of employees in policy making	44	22.11
Lack of enforcement machinery by the government	11	5.53
Fear of annoying the employer by joining trade unions	17	8.54
Other	10	5.03
Total	199	100

4.3. TTCL Employees' Job Performance

To determine the job performance of employees at TTCL, an approach used to determine the TTCL employees Job Performance (JP) which is defined through comparison between employees' perception (P) and expectation (E) on job performance ($SQ = P|E$) by Yusoff et al., (2008) was adopted. Scale 0 to 4 was used to calculate the job performance index from five Liker scales numbered 0 to 4 where 0 implied Very satisfied, 1 Satisfied, 2 neither satisfied nor unsatisfied, 3 Dissatisfied and 4 Very dissatisfied. Results of indices which explain job performance is presented in Table 4.7. Interpretation of the these indices is as follows;

- Scale Index 1.99 to 0 = Job performance is of good quality level (Performance is higher than expectation)
- Scale Index 2.00 to 2.9 = Job performance is of the minimum quality level (Expectation is equivalent to performance)
- Scale Index 3.00 to 4.0 = Job performance below than quality level (Performance is lower than expectation)

Table 4.7: Job Performance Mean Indices

Variable	N	Mean
Effectiveness	68	0.8529
Efficiency	69	1.3478
Quality	69	0.9565
Productivity	69	0.971
Quality of work life	69	1.1014
Innovation	69	0.942
Budgetability	69	1.3188

Looking at the mean indices (Table 4.7), all values fall within the range of the first scale index (0 to 1.99) which means TTCL employees have good job performance in all seven metrics used in

the survey. This could mean TTCL has put in place mechanisms to reinforce job performance for its employees. The performance does not stand alone, but rather accompanied by the presence of labor rights which regulates the employer employee relationship. Besides, respondents went further by pointing out that by knowing their labor rights then they are in a better position of knowing their necessary requirements at work as well as having better working conditions. This is also revealed in a study carried out by Menendez, 2013 where it is pointed out that improving workers rights in Bangladesh will help end the race to the bottom and lift the labor standards in other growing economies and this pushes the better working conditions in Bangladesh.

4.4 Impact of Labor Rights Awareness on Job Performance

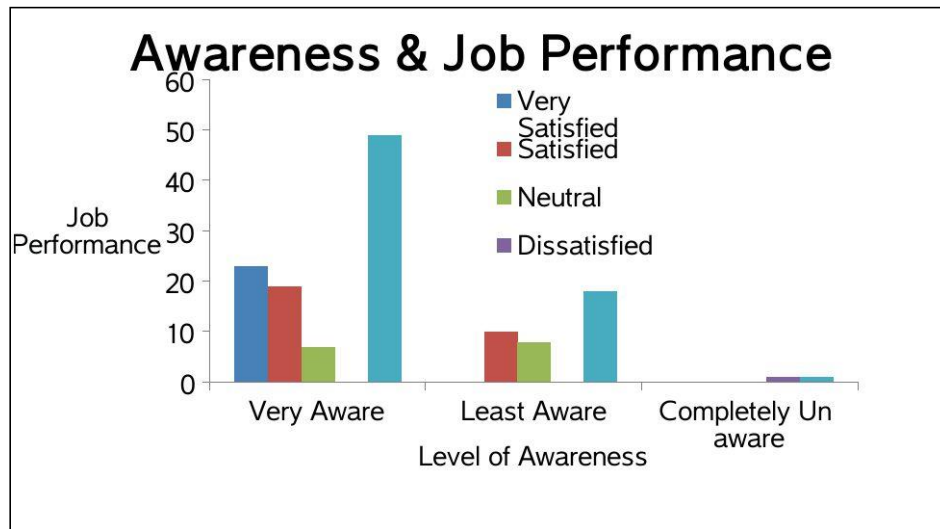
In this specific objective, the study was interested in looking how the awareness of labor rights impacts job performance. This section presents the findings of the TTCL employees' job performance and the impact of labor rights awareness on this performance. To assess the impact of labor rights awareness on job performance of TTCL employees, a cross tabulation was first plotted to see the association between the two variables and then a correlation statistics was run to test the degree of impact and level of significance.

Table 4.8 Cross Tabulation Analysis of the Covariates on the Labor Rights Awareness and Job Performance

		Job Performance				Total
		Very Satisfied	Satisfied	Neutral	Dissatisfied	
Labor rights awareness	Very Aware	23 (46.9%)	19 (38.8%)	7 (14.3%)	0 (0.0%)	49 (100.0%)
	Least Aware	0 (0.0%)	10 (55.6%)	8 (44.4%)	0 (0.0%)	18 (100.0%)
	Completely Un aware	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)	1 (100.0%)
	Total	23 (33.8%)	29 (42.6%)	15 (22.1%)	1 (1.5%)	68 (100.0%)

Data in Table 4.8 indicate that respondents who are very aware and are also very satisfied constitute the largest proportion (46.9%) followed by those who are very aware and are satisfied with their job performance (38.8%). The least representation is observed on respondents who are completely un aware (0.00%). It is also evident that TTCL staff appeared to be generally satisfied as captured on Figure 4.6. In all levels of awareness, the very satisfied and satisfied categories were the highest.

Figure 4.6: Labor Rights Awareness and Job Performance Relationship



A Pearson product –moment correlation was run on the data collected. The analysis showed no violation of normality, linearity or homoscedasticity. There was a strong, positive correlation between labor rights awareness and the job performance which was statistically significant ($r=0.532$, $n=69$, $p<0.01$). (Fig.4.6 above)

4.5 Adopted Management strategies on the development of employees' job performance

The study sought to understand the adopted management strategies on the development of employees' job performance. Respondents from the TTCL management were asked to give out their strategies through a questionnaire and a brief interview. Data in Table 4.10 indicate that of the five strategies identified, majority of management personnel responded by citing training and workshop as a leading strategy (62%) followed by the use of performance plan (17%). The least identified strategies were discussion with employees (7%) and working as a team (5%).

Table 4.9: Adopted Management Strategies on the development of employees' job Performance

Adopted Strategy	Percentage
Improving employees skills by giving trainings and workshops	62
Using a performance plan	17
Daily work inspection	9
Discussions with employees	7
Working as a team	5
Total	100

The use of these strategies conforms to what other researchers have suggested for instance Solomon et al., 2010 and Harold, 2011 who observed that employee engagement and motivation through training and workshops improve job performance in a working place.

A study by Mohebbi et al (2013) pointed out that, in order to increase productivity of a worker, managers are required to recognize, motivate as well as take into account the factors affecting instrumental motivation factors such as salary and wages, bonus facilities, working physical environment and safety together with non motivation like unity of jobs, justice in organizations and training. Putting this into account will motivate and increase job performance in the organization. This study has discovered that, efforts were being made to implement labor rights, and then managers were trying to ensure that all employees enjoy their work so as to increase their job performance.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of key findings and a conclusion made based on the findings of the study and it also presents recommendations and suggestions for further study. The study intends to weigh up awareness of labor rights among TTLC employees and its influence on job performance. The section will focus on finding discussion to address three specific objectives and describe the challenges facing the organization in addressing labor rights awareness and its impact on job performance. The section also will draw the conclusions and recommendation of the studying regarding to findings.

5.1 Conclusion

Based on the findings of this study, it can be concluded that, number of employees are aware of their rights but lack detailed knowledge on their rights. Still employees who have enough experience seem not to have much knowledge on their labor rights. The situation calls for combined effort between employers, employees and trade unions to work together towards improving awareness of labor rights. Mohebbi et al (2013) said; increasing productivity of workers needs workers to be motivated by giving or fulfilling their rights. It is the same case, the researcher calls for improvement in fulfillment of labor rights in different sectors.

5.2 Recommendations

In view of the findings above, the researcher was in position to make the following recommendations, which will help in widening the panorama of employees' understanding and applicability of labor laws and rights in Tanzania. It is the belief of the researcher that the good understanding of labor rights will improve the job performance of the employees as these have been seen to have a relationship. These

5.2.1 The Need for Training and Workshop on Labor Rights Awareness

While most employees seemed to have a good understanding of the basic labor rights, they also lacked some understanding in some of the areas and so conducting awareness training and workshops would equip them where the gap is.

5.2.3 Gender Equality

The ELRA appears to be the main legal tool for gender equality in employment in Tanzania. However, workers in remotes rural areas or in informality especially women, which has a very large share in the economy of Tanzania, are not covered by national law and sometimes they are not even aware of their rights; therefore, once such an advanced equal opportunity legal framework has been put in place, the knowledge of its existence needs to be spread in order for essential labor rights to reach all the workers in the country

5.3 Recommendations on implementation

In view of the findings and conclusion, the researcher finds four key recommendations indispensable for the improvement of labor rights awareness. These include:

- i) Seminars and trainings should be conducted to make employees aware of their rights at workplaces.
- ii) Employees should take individual measures to seek information on their rights and duties and should follow the laws.
- iii) Clear policies on the labor rights should be set and clearly communicated to the employees.
- iv) Trade Unions should well play their role to enhance the labor rights in organizations.

5.3 Areas for further studies

The following are the suggested titles for further studies

- i) It will be valuable to examine the labor laws in the country.
- ii) To examine how much the labor laws are implemented in the country.
- iii) —The role of trade unions on improving the interests of employees.

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ST.JOHN'S UNIVERSITY OF TANZANIA

DIRECTORATE OF GRADUATE STUDIES – QUESTIONNAIRE

APPENDIX 1: QUESTIONNAIRE

**EMPLOYEES' LABOR RIGHTS AWARENESS AND ITS IMPACT ON JOB PERFORMANCE:
A CASE OF TTCL IN DODOMA OFFICE**

Dear Respondent,

I am....., a student at St Johns' University of Tanzania, persuing this study as a partial fulfillment for the award of Masters Degree in Business Administration. This study will help policy makers on formulating policies related to labor rights among employees at their working environments. You are kindly requested to respond to the questions below by circling the correct answer. The information you are giving is purely academic and will be treated with a lot of confidentiality. Thank you for your support.

SECTION A: Respondents Characteristics

1. Sex of respondent

1. = Male

2. = Female

2. Age of the respondents in year's _____

3. Marital Status

1. = Single

2. = Married

3. = Divorced

4. = Widow / widower

4. Maximum level of education reached

- 1. = Form four certificates
- 2. = Form six certificates
- 3. = Certificate / Diploma
- 4. = Bachelors Degree
- 5. = Higher Degrees (Masters / PhD)

5. Designation of respondents

- 1. = Manager
- 2. = Assistant Manager
- 3. = Officer
- 4. = Clerk
- 5. = Secretary

6. Which department are you reporting to?

- 1. = Sales
- 2. = Marketing
- 3. = ICT
- 4. = Accounts
- 5. = Human Resources
- 6. = Procurement
- 7. = Other (Please mention): _____

7. How long have you worked with this company?

- 1. = Less than a year
- 2. = 1 to 3 years
- 3. = 4 to 10 years
- 4. = More than 10 years

SECTION B: Awareness on the labor rights

8. Rate your awareness on the following labor rights

9. Are you aware of the following types of leaves? Please rate your level of awareness

10. Give your opinion on the following labor rights issues

11. To your opinion what challenges faces the implementation of employment standards, rights and protection?

- 1. = Lack of Employees Awareness
- 2. = Lack of awareness training/workshops
- 3. = Non involvement of employees in policy making

- 4. = Lack of Enforcement machinery by the Government
- 5. = Lack of budget for implementation
- 6. = Fear of annoying the employer by joining trade unions
- 7. = Other (Please specify_____)

SECTION C: Perceived Impact of Labor Rights awareness on Job Performance

12. Please rate your job performance in the following criteria

SECTION D: Adopted Management Strategies towards Improving Labor Rights Awareness and Job Performance

13. How do you ensure employers understand the labor rights?

- 1. = By offering training
- 2. = By instituting the labor rights and laws
- 3. = Other (Please

specify):_____

14. How do you work to insure improving employees job performance at your working place?

APPENDIX 2: INTERVIEW

Introduction

Dear Respondents,

My name is....., a student at St Johns' University of Tanzania, per suing this study as a partial fulfillment for the award of a Master Degree in Business Administration. You are kindly requested to respond to the questions below on "Employees' Labor rights awareness and its impact on job performance". The provided information will highly be treated as confidential.

Personal Details

Age

Institute.....

Occupation.....

Sex.....

Questions:

1. What role does your office play in informing employees of their rights?
2. Are there policies prevailing labor issues at TTCL office?
3. What labor rights are you entitled to as an employee?
4. What are your views on the implementation of labor rights at TTCL?

Thank you for participating in this study

ASANTE SANA