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MASTER OF BUSINESS ADMINISTRATION
(HUMAN RESOURCES MANAGEMENT)
LABOR RIGHTS AWARENESS AMONG EMPLOYEES AND ITS IMPACT ON
THEIR JOB PERFORMANCE: A CASE OF ST JOHN'S UNIVERSITY OF
TANZANIA AND INSTITUTE OF RURAL DEVELOPMENT PLANNING

By

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**A dissertation submitted in partial fulfillment of the requirements for the
degree of master of business administration of St John's university of
Tanzania**

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(Supervisor)

2014

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I, the undersigned, certify that I have read and hereby recommend for acceptance by St John's University of Tanzania a dissertation entitled: **Labor Rights Awareness Among Employees and Its Impact on their Job Performance: A Case of St John's University of Tanzania and Institute of Rural Development Planning**, in fulfillment of the requirements for the degree of Master of Business Administration.

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Date:

DECLARATION

I, Sinyati Ndiango declare that this dissertation is my own work. It has not been and will not be presented for any other course of study. I confirm that appropriate credit has been given where reference has been made to the work of others.

Signature:

DEDICATION

This work is dedicated to my late Father, Ndiango Lengaram Tevely and my beloved Mother, Nailejilej Ndiango, for laying down the cornerstone of my intellectual ability and inspired me to attain my current level of education.

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ABBREVIATIONS

CHODAWU Conservation, Hotels, Domestic and Allied Workers Union

ELRA Employment and Labor Relations Act

ILO International Labor Organization

IRDP Institute of Rural Development Planning

LIA Labor Institution Act

MSE Micro and Small Enterprises

NAFTA North America Free Trade Agreement

PPI Positive Peace Index

URT United Republic of Tanzania

SJUT St John's University of Tanzania

TPAWU Tanzania Plantation of Agricultural Workers Union

ABSTRACT

The study aimed at assessing the level of labor rights awareness among employees and how it impacts on their job performance at St. John's University of Tanzania and Institute of Rural Development Planning are taken as case study.

The study involved 82 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 findings from the study revealed that, most employees were aware of the labor rights at their workplaces but lacked detailed knowledge on them. On the other hand, it was revealed by the study that, the awareness of labor rights help employees to push for better working conditions, be motivated as well as having job satisfaction which leads to high job performance.

The study recommends that seminars and trainings should be held to provide education to employees on their rights so as to increase their awareness. Trade unions should play their roles in enhancing employees' welfare.

CHAPTER ONE

INTRODUCTION

1.1 Chapter overview

This chapter presents the background to the study, problem statement, research objectives, research questions and the significance of the study as well as organization of the study.

1.2 Background to the study

All human beings are entitled to several rights and among them is the right to work. Together with this, the right to work is associated with several other rights in which workers are entitled to so as to make them work in a comfortable environment and hence results to good job performance. Researchers have tried to look on the standards governing labor matters and each came up with views depending on the place the research is undertaken. All workers irrespective of their origin or gender are entitled to decent work including fair wages, 8-hours standard working time, equal treatment with regard to social protection, social bargaining and dialogue. This is pointed out by Caracciolo, Henry & Rosenbunch, (2011), who went further by arguing that domestic workers should be recognized and valued as regular workers giving them equal treatment irrespective of their status or gender. Improving the employment conditions, skills training and recognition of domestic workers including migrant domestic workers will benefit both the workers and recipients of domestic and care service. However, migrant domestic workers are not merely economic units but human beings and only rights based and

gender sensitive approach can truly ensure the social cohesion and well being of our societies (Caracciolo et al., 2011). All these support the idea that workers in spite of what they do are entitled to rights in their workplace.

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

On the Africa context, Dube (2013), points out that, Days after Positive Peace Index (PPI) rankings named Botswana the best governed country in Africa, but the International Labor Organization (ILO) has graded the country among the top 10 violators of workers rights in the world. Though authorities lay down legislations to govern employees in workplaces yet their rights are violated in some places.

In Tanzania, employees have the right to work in a safe working environment and they are entitled to several rights in their working places. The 1977 constitution of the United Republic of Tanzania provides the right to work in article 22 and this applies to all people. Disabled employees in Tanzania have the right to obtain working tools and services and to access safe environment in the work place. They are entitled to a right to a salary that is not less than the legally established minimum wage applicable in Tanzania and this implies that all employed people with disabilities must be paid their salaries not less than the minimum wage and are fully entitled to equal remuneration. The basic principle of equal remuneration for work with equal value without discrimination of any kind should be strictly applied to determine remuneration for employees with disabilities in Tanzania (Mandesi, 2011). 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 these labor laws and how they impact their job performance.

1.2 Statement of the problem

Working conditions are key dimensions of decent and productive work. In the United Republic of Tanzania the laws that govern working conditions are rooted 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 were adopted (ILO, 2009). In addition to that, acts like Employment and Labor Relations Act (2004) and

Labor Institution Act (2004) which are central were set to govern the working conditions where the Employment and Labor Relations Act provide fundamental rights or standards in which workers are entitled to and these include minimum working hours, leave, right to association and several others. However, despite of the presence of these labor laws and rights, the question that rises is on whether employees are actually aware of these rights and what they mean to them in terms of their performance at work.

This study therefore seeks to examine employees' awareness of the labor rights and how it impacts on their job performance. The Institute of Rural Development Planning and St John's University of Tanzania are taken as a case study.

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study is to assess the awareness of labor rights among employees and how they impact job performance.

1.3.2 Specific Objectives

The specific objectives of the study are:

1.3.2.1 To assess the level of labor rights awareness among employees of SJUT and IRDP.

1.3.2.2 To examine the impact of labor rights awareness among employees of SJUT and IRDP on their job performance.

1.3.2.3 To propose possible recommendations for improving the level of awareness on labor rights among employees.

1.4 Research Questions

This study will focus on the following questions:

1.4.1 To what extents are employees of SJUT and IRDP aware of the labor rights that govern their work?

1.4.2 What is the impact of labor rights awareness among employees of SJUT and IRDP on their job performance?

1.4.3 How best can the labor rights awareness among employees be improved?

1.5 Significance of the study

The study is expected to add knowledge to the growing literature as well as being used as background to signify the level of awareness employee have on labor rights in both public and private sectors in the country. The findings of this study can be used by the government to determine and examine, whether the current existing laws are sufficiently protecting employees' rights or not. The results can also be used as a guideline and assistance to amend and enact new laws for thorough protection of employees at the workplaces. The information from the study can also be churned to formulate training program and process to communicate the importance of understanding their employment rights. Then, this will help the employees to contribute productively at their workplace and stimulates the economic development.

1.6 Organization of the study

This study is organized into five chapters. The first chapter provides background information to the study, statement of the problem, research

objectives and research questions, significance of the study as well as organization of the study. Chapter two presents the literature review related to the study. Chapter three provides the methodologies used in collecting the data in the study. Chapter four presents the findings and discussion of the findings and lastly, chapter five gives the conclusion and recommendations basing on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter reviews the literature related to the labor laws/rights in order to get more insights into the subject matter of enquiry. It focuses on the definition of key terms, theoretical framework, and a review of related foreign and local literature, the conceptual framework, empirical gap and chapter summary.

2.1 DEFINITION OF KEY TERMS

2.1.1 Labor Rights

Workers rights in Qatar include;8 working hours and incase of extra hours employees should be paid, vacations and holidays such as annual leave, sick leave,martenity leave, paid annual leave, safe and healthy work environment (Ali, 2009).

In Tanzania, The Employment and Labor Relations Act (2004 lays down the rights in which employees are entitled to in the course of their employment and these include the right to minimum working hours, leave, right to join trade unions, right to strike, right to be informed of their rights, right not to be discriminated as well as the right to work in a safe environment.

This study focuses on the rights laid out in the Employment and Labor relations Act (2004) as it is a body that governs labor matters in Tanzania.

2.1.2 Employee

An employee is an individual to whom his/her performance is controlled by his/her employer and that he provides service to only one employer (Muhl, 2002). According to Employment and Labor Relations Act (2004) Section 4, an employee is defined as an individual who:(a)has entered into a contract of employment or (b) has entered in any other contract under which (i) the individual undertakes to work personally for the other party to the contract and (ii) the other party is not a client or customer of any profession, business or undertaking carried on by the individual or (iii) is deemed to be an employee by the Minister under section 98(3).

An employee contributes labor expertise to an endeavor of an employer and is usually hired to perform specific duties which are packaged into a job (du Toit, 1996).They offer their labor power to the employer in exchange of wages and salaries.

In this study, an employee will be regarded as any person who has entered into the contract of employment with St John's University of Tanzania or Institute of Rural Development Planning.

2.1.3 Employer

The Employment and Labor Relations Act (2004) Section 4, defines an employer as any person including the Government and an executive agency, who employs an employee. Employers might be private or public organizations and they always offer wages and salary to employees in exchange of employees' labor. Employers plays a great role in maintaining

peace and harmony at workplaces and this happens when they exercise their powers according to employment standards that are set by the government.

In this study St John's University of Tanzania and Institute of Rural Development Planning are regarded as employers.

2.1.4 Job Performance

Job performance consist of activities that transforms materials into goods and services produced by the organization or to allow for efficient functioning of the organization and hence covers the fulfillment of the requirements that are part of the contract between the employer and employee (Motowidlo et al., 1997).

Sonnentay & Frese, 2001 explained job performance as an individuals' efficiency with which he/she performs activities which contributes to the organisations. In this study job performance will be regarded as the ability of employees to perform tasks before them.

This study considers job performance as the ability of employees in both institutions to perform their daily activities which contributes to meeting the objectives of these institutions.

2.2 An Overview of Tanzania Case

The United Republic of Tanzania overhauled its employment and labor laws in 2004 when it enacted the Employment and Labor Relations Act (ELRA) and Labor Institution Act (LIA) where as the ELRA provides for labor standards, rights and duties while the LIA constitute the governmental organs charged with the tasks of administering the labor laws (Mkono, 2011). These laws were enacted in light of globalization where the country wants to suit the

business world hence laws to regulate the labor market were necessary. However, workers are still afraid to demand their basic rights, they cannot demand better pay for work done, nor do they dare ask the employer to improve working conditions according to the labor laws (Ackson, 2004)

As the body that governs labor matters in Tanzania, the Employment and Labor Relations Act, 2004, lays down standards/rights in which employees are entitled to in the course of their employment and this include:

- i) Minimum hours of work as shown in Section 19(1) 'Subject to this Sub-Part, an employer shall not require or permit an employee to work more than 12 hours in a day'.
- ii) Leave as shown under Section 31(1) 'An employer shall grant at least 28 consecutive days leave in respect of each leave cycle and such leave shall be inclusive of any public holiday that may fall within the period of leave'.
- iii) Right to join trade unions as shown under
- iv) Right to be informed of their rights as shown under Section 16 'Every employer shall display a statement in the prescribed form of the employees' rights under this Act in a conspicuous place'
- v) Right to strike as shown under Section 75 (a) " Every employee has the right to strike in respect of a dispute of interest"
- vi) Right to be transported to a place of recruitment as shown under Section 43 (1) Where an employees contract of employment is terminated at a place other than where the employee was recruited, the employer shall either-a) transport the employee and

his personal effects in the place of recruitment, b) pay for the transportation of the employee to the place of recruitment.

- vii) Right to remuneration as shown under Section 27 (1) “ An employer shall pay to an employee any monetary remuneration to which employee is entitled”

All these rights were introduced mainly to help regulate the employer employee relations in the working environment. Despite this, it is noted that a number of workers are paid very low wages and are not protected by the legal regime instead they live and work at the mercy of their unscrupulous employers (Ackson, 2004)

Subsequently, several other pieces of subsidiary legislation like the Code of Good Practice were promulgated to facilitate the enforcement of labor rights and standards as stipulated in ELRA.

2.3 Theories governing the study

2.3.1 Trade and Labor Standards theory

Dehejia & Samy (2002), in their study trade and labor standards: theory, new empirical evidence and policy implications, argued that, the theoretical work linking international trade with labor standards is relatively scarce. The classic early studies for instance by Johnson (1969) and Brecher (1974a, 1974b), considered minimum wages and their welfare implications but did not consider other internationally accepted labor standards such as the number of hours of work, the freedom from forced labor or unionization. Sinn(2003) built a dynamic model in which the standard directly raises labor costs and is

perceived as a non pecuniary 'wage' by workers and uses this to demonstrate a natural tendency towards convergence between high and low standard countries as latter catch up with the former through capital accumulation and growth. From this theory, the researcher tried to find out the link between international trade and labor standards where they concluded that less theoretical work linking the two matters are done. Similarly, the theory relates to this study as they both focus on looking unto the relationship between the labor standards and the performance of people. It is assumed that if employees are aware of their labor rights or labor standards which are set for them then it might have an impact on their performance in the organizations they work hence affects also the economy country wise and internationally as well. From this aspect, the theory is useful to the study.

2.3.2 Performance Theory

The theory underlies that individual performance is a core concept within work and organizational psychology. Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career

development and success in the labor market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (VanScotter, Motowidlo, & Cross, 2000).

Performance is in its self a multi-dimensional concept (Sonnenag & Frese, 2001). Task performance is an individual's proficiency with which he or she performs activities which contribute to the organization where the contribution can be either direct example in the case of production workers or indirect example in the case of managers or staff personnel.

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

Sonnentag & Frese, 2001 argued that individual performance are dynamic and the variability of their performances reflects learning processes and other long-term changes and as well as temporary changes in performance.

Individual performance changes as a result of learning. Studies showed that performance initially increases with increasing time spent in a specific job and later reaches a plateau. Moreover, the processes underlying performance change over time. During early phases of skill acquisition,

performance relies largely on 'controlled processing', the availability of declarative knowledge and the optimal allocation of limited attentional resources, whereas later in the skill acquisition process, performance largely relies on automatic processing, procedural knowledge, and psychomotor abilities (Ackerman, 1988; Kanfer & Ackerman, 1989). To identify 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. For performing during the transition phase, cognitive ability is highly relevant. During the maintenance stage, cognitive ability becomes less important and dispositional factors (motivation, interests, and values) increase in relevance.

Performance changes over time are not invariable 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. Additionally, 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 this study as it focuses on the performance of employees as a dynamic issue which involves knowledge and learning. The knowledge may include what employees know about their work as well as the standards that govern their work as well as the experience they have in their work.

2.4 Global Overview on Theoretical Perspectives

This part of the study looks at the general overview worldwide on the level of awareness employees have on the labor rights and how it impacts on their job performance.

2.4.1 Employees' Awareness on the Labor Rights

The labor rights which are laid down in legislations are meant to regulate the employer employee relationship at work places. However it is important for employees to have knowledge on these rights and all regulations governing labor matters. In the United Republic of Tanzania the Employment and Labor Relations Act, 2004 pointed out that employees should be informed of their rights. This is seen in Section 16 which states that "Every employer shall display a statement in the prescribed form of the employees' rights under this act in a conspicuous place". This proves the fact that employees in any sector should be aware of their rights and employers have a role to play in enhancing this.

In Malaysia, a study which was held by Singh & Augustine, 2007 which looked at the level of awareness on employment rights among women in Sarawak pointed out that the level of awareness among female workers on their legal employment rights at the workplace is moderate. The study also found that employers in service organizations in Sarawak met the minimal requirement of the Sarawak labor Ordinance, particularly in relation to protection of employment for female workers such as paid maternity leave. Employers are bound by the regulations set by government but yet employees are seen to be not much knowledgeable of their employment labor rights. The study supports the importance of women to know their labor rights as it will help them determine whether they are treated at par with men at work place or not and if not then they have a right to file a complaint against the employer.

Furthermore, a study carried out in 2007, which included Zambia, Uganda, Tanzania and Kenya pointed out those female workers in horticulture plantations lack training on their employment rights. In all these countries the majority of workers in non-permanent employment were found to have few if any employment benefits in addition to their wages. In light of this non-permanent workers lack typical employment benefits including maternity leave, paid annual leave, set working hours, overtime pay, sick pay, access to social security schemes, medical benefits, housing allowances, the right to join a union, breaks and payment during public holidays (English, 2007).As these employees lack training on their employment rights some of their rights are infringed by employers and they don't have power to demand them.

A study conducted by Tanzania Plantation and Agricultural Workers Union (TPAWU) with support of Ngalapa (2008-2009) pointed out that the majority of women who are workers of the farms lack awareness of Labor rights and social security in their workplace. However, though the legislations have been laid down for workers' rights yet employers do not comply with the requirements of such legislations because of various reasons including avoiding labor costs such as maternity leave costs, medical, leave. Laying down the legislations for labor matters is not just enough but rather a look on how much employee are aware of these rights should be put as well as how does it impact the performance of these employees.

2.4.2 Employees' Job Performance

Mike, 2013 pointed out that 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 .In his study which was done in the context of Edu KN which is a higher education institution he found 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 must know what they need to do to perform their jobs success fully. The expectations for their performance

are established in their performance plans. Performance elements tell employees what they have to do and standards tell them how well they have to do it. Developing elements and standards that are understandable, measurable, attainable, fair, and challenging is vital to the effectiveness of the performance appraisal among employees.

2.4.3 The Impact of Labor Rights Awareness on Employees' Performance

Deakin, 2009 pointed out that 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 went further arguing that employment protection legislation may have positive impacts on productivity through its encouragement of training and innovation at firm level. The new literature stresses that the effects of labor laws cannot be predicted in an a priori 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 and with complementary institutions in capital markets and product markets.

Rinehart,2004 pointed out 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 for the majority of the working poor. However, in assessments of working and employment conditions, including issues of

occupational safety and health, maternity protection, work-family issues, home work, working time, wages and income, work organization, sexual harassment, violence at work, workload, worker's welfare facilities, housing, nutrition and environment, the millions of women and men in micro and small enterprises and the informal economy (MSE/IE) face perhaps the greatest problems among the working population. This may be a result of poor implementation of the 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, yet they are often invisible to national statistics surveys and beyond the reach of regulatory and support services for improving working and employment conditions designed for larger enterprises.

Different aspects of the macro environment, such as economic conditions, trade and infrastructure, and physical planning can have a profound effect on working and employment conditions, but the dynamics of this effect are not well understood. In addition, local social structures and cultural norms often make it difficult to reach and address poor working and employment conditions. These obstacles are particularly harsh for women workers.

Because of the relative invisibility of these workers and numerous other factors, it is often difficult to determine how best to design a comprehensive strategy to improve their working and employment conditions within MSE/IE. To make a difference in the lives of these women and men, a better

understanding of how to promote change and produce better working and employment conditions in the informal economy is needed.

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 that these are predominantly 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 is such that it can lead to poverty reduction. From this basis, poverty will be reduced if people work hard and working hard goes along with providing people with good working conditions that is putting into consideration desirable labor standards.

Flexibility of working time helps workers to perform as they could schedule their activities and perform them without any interference. Golden, 2012 pointed out that in essential two categories of public policies regarding working time the first is national standards and regulations and has two subsections, one being limits on hours applied across a swath of, if not all, industries and occupations, and the other more of an attempt to individualize or customize working time via “rights to request” and “rights to refuse” to work certain schedules. However employees cannot demand what they do not know hence it is important for them to be aware of these rights.

Furthermore, Bell & Newitt, (2010) insisted that the Decent Work Agenda developed by the International Labor Organization (ILO) is an approach to development that emphasizes employment that is 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, rights at work particularly with respect to the core labor standards, system of social protection and a voice at work through social dialogue. Hence, reduction of poverty requires involvement of people in a decent job.

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 that producers in the developed industrial world should have 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 goes 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, to promote and to realize in good faith” the rights of workers and employers to freedom of association and the effective right to collective bargaining.

ILO (2009) has maintained and developed a system of International Labor Standards aimed at promoting opportunities for both men and women to obtain decent and productive work in conditions of freedom, equity, security and dignity. In today’s’ globalized economy, international Labor Standards are an essential component in the international framework for ensuring that the growth of the global economy provides benefit to all. High labor standards help in improving the global economy.

This is supported as well by Ahmad, Ahsan & Pages, 2007 who argue that the labor laws are necessary to prevent millions of workers from being exploited and to create decent jobs and they matter most for economic outcomes. In addition to that, they pointed out that in India the labor laws are covered by a large number of separate Acts setting minimum wages, conditions of work, payment of wages, benefits, workers welfare, health and safety provision, procedures for the resolution of industrial disputes, conditions for hiring and firing workers and conditions for the closure of establishment. In most countries, there are Acts with the labor standards that are to be put into effect in work environment.

Additionally, a report for Legal and Human Rights Centre by Saleh & Hamad (2009) showed that the right to work is comprised of availability of decent work, fair remuneration, and the right to organize in trade unions, security of tenure, and the like. Any worker, despite of where he/she works is entitled to these rights. Moreover, the right to work is comprised of availability of decent work, fair remuneration, the right to organize in trade unions, security of tenure: The constitution of Tanzania 1977 has provisions which guarantee some of the important labor rights as enshrined in various international human rights instruments (Kipobota, 2009). However, most workers still face challenges attaining their rights in their workplaces and this challenges their productivity in their works.

Solis, 2011 argued that all workers have the right to a safe work place. The Occupational Safety and Healthy Act ,1970 was introduced to prevent workers from being killed or otherwise harmed at work and it requires employers to provide their employees with working conditions that are free from known dangers. Workers require a safe environment for them to perform their activities well.

Conservation, Hotels, Domestic and Allied Workers Union (CHODAWU), a union for protecting and safeguarding decent work for domestic workers did an analysis of the Labor laws and they recommended in their study that the Employment and Labor Relations Act, 2004 that provides the employment standards should be amended to facilitate domestic workers like other workers to access with certainty services of the established labor institutions

and thereby guaranteeing decent work. This will give domestic workers rights as any other employees.

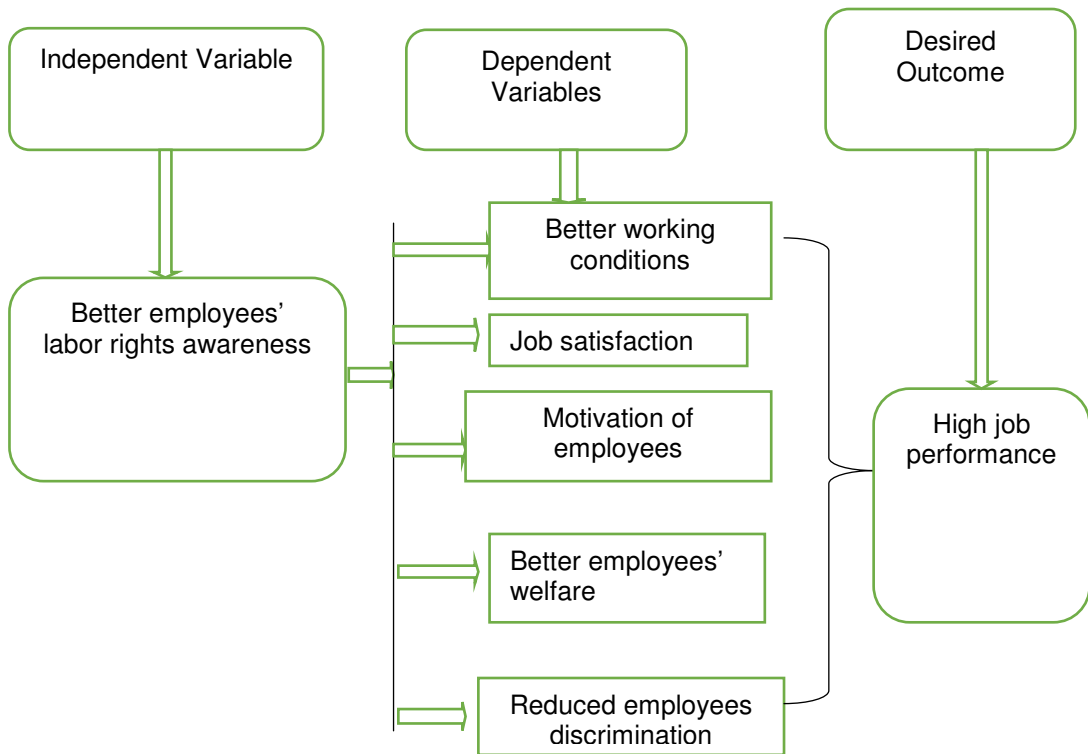
The Employment and Labor Relations Act, 2004 has laid down the provisions with the standards that should be taken into consideration by both employers in the course of employment and this include hours of work, remuneration, leave, terms of termination and other incidents of termination (PART III: Employment Standards). These standards are meant to maintain the relationship between the employers and employees in the work places and gives workers a comfortable working environment, motivates workers as well as giving them satisfaction on their performance and this will lead them to perform highly. The opposite part of this will lead to poor performance of employees which will lead also to unproductivity of the organizations.

2.5 Conceptual Framework

The conceptual framework explains the relationship between the awareness of labor rights among employees and how this impacts on their job performance. In the conceptual framework, it is stipulated based on the literature that, if there is better employees awareness of the labor rights which ultimately offers them better working conditions, job satisfaction, motivates them, offer better employees welfare and reduces employees discriminations, then this will lead to high job performance as illustrated in the figure below:

2.1 Conceptual framework

Figure 2.1 Conceptual Framework



Source: authors' own construct 2014

2.6 Empirical Gap

It is well known that, all human beings have their rights and this include the right to work. The Constitution of the United Republic of Tanzania (1977) provides the right to work in Part iii Section 22(1) 'Every individual have the right to work'. Hence employees, in their working places are entitled to these rights. These rights are in line with the international labor laws set and governed by International labor organization. In Tanzania, the Employment and Labor Relations Act, 2004 have laid down different employment standards that are to be observed by both employers and employees so as to provide workers with comfortable work environment. In addition, the laws in

the act are mainly meant to regulate the employee-employer relationship. The question however is; to what extent are employees aware of these rights and see them as their rights.

A number of studies have been carried out on this subject matter of inquiry, but literature shows that more work needs to be done in terms of research in this area. Workers' rights continue to be violated despite of the existence of labor laws in the country. The confirmed existence of this challenge in many working environments supports the need for a study of this nature. Not only this study will look on the awareness aspect but will also look at the performance aspect of employees as a result of the awareness of the existence of the labor rights.

This will help the researcher to produce a comprehensive report that provides an understanding on the awareness of the rights among employees and how this awareness impacts on their job performance.

2.7 Chapter summary

This chapter started with an introduction, followed by the theoretical framework, and then the review of foreign and local literature was followed by a conceptual framework and empirical gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter overview

This chapter explains the way the study was conducted and it covers parts such as: study design, area of the study, study approach, sampling size and sampling technique, validity and reliability, research ethics and data analysis.

3.1 Research design

A research design is a detailed outline of how an investigation will take place. It provides the glue that holds all elements of the research project together and it structures the research to show all of the major parts of the research project (Chackraborty, 2012). Various research designs have been recommended depending on the research to be carried out, such as experimental design, survey design and case study design. In this study a case study design was used. A case study is an intensive study of a single unit for the purpose of understanding a larger class of similar units (Gerring, 2004). According to Creswell (2003), a qualitative study uses strategies of inquiry such as narratives, phenomenologies, ethnographies, grounded theory studies or case studies. The case study design is a very popular form of qualitative analysis and involves a careful and complete observation of social unit, person, family, institution, cultural group or even the entire community (Kothari, 2004). In addition, the case study design enables the researcher to study a unit in depth. Therefore, the case study design was used in this study to acquire information which helped the researcher to

analyze the level of labor rights awareness among employees and how it impacts their job performance.

3.2 Study Area

The study was conducted in Dodoma region especially the institutions of St John's University of Tanzania and the Institute of Rural Development Planning. Dodoma is the headquarter of Tanzania and it has many academic institutions with educated workers who are expected to be knowledgeable of their rights at work. However, the researcher opts for these two academic institutions to represent workers working in public sector as well as those who work in private sector.

3.3 Research approach

A research approach helps to structure collection, analysis and interpretation of data (Huberman & Miles, 1994). This study used a qualitative research approach with some quantitative elements in the analysis of the results. Kothari (2004) argued that qualitative research is concerned with qualitative phenomenon that is phenomena relating to or involving 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). Furthermore, Creswell (2003) describes a qualitative research approach as the one in which the inquirer often makes knowledge claims bases primarily on constructivist perspectives. This study collected information on what employees knows about their rights, how the rights are implemented and how do they impact their job performance, hence qualitative research approach was suitable for the study.

On the other hand, the quantitative research technique was applied in the study so as to enable the quantification of some of the responses in averages and percentages. Kothari (2004) demonstrates that, the terms qualitative and quantitative differ inherently. As opposed to qualitative research, quantitative research produces findings by means of statistical procedures and other means of quantification and provides the researcher with fixed steps to follow.

3.4 Sampling and Sampling Design

3.4.1 Targeted population

A population consists of all the subjects you want to study (Yount, 2006). It is the total of all individuals who have certain characteristics and are of interest to a researcher. The population of this study comprised of employees who have the contract of employment with St Johns' University of Tanzania and the Institute of Rural Development Planning as their employer. They are the targeted population as they are the ones who are entitled to the rights that the study was focused on. By being part and parcel of the study, they are expected to provide relevant and enough information concerning their awareness on labor rights and how it impacts their job performance.

3.4.2 Sampling Procedures/techniques

Creswell, 2003, asserted that, use of purposeful sampling, collection of open ended data, analysis of texts or pictures representation of information in figures and tables and personal interpretation of the findings all inform qualitative procedures. This study used purposive sampling as well as

random sampling. Purposive sampling is the sampling method which involves purposive or deliberate selection of particular units of the universe for constituting the sample which represents the universe (Kothari, 2004). In purposive sampling the subjects are selected for a good reason tied to the purposes of the research (Trochim, 2002). It is as the most important kind of non-probabilistic sampling to identify primary participants (Welman & Kruger, 1999). Some of the respondents were selected basing on their roles and this enabled the researcher to acquire relevant and rich data. On the other hand, a large number of respondents was selected randomly from these institutions and they are expected to provide relevant and rich information.

3.4.3 Sample size

According to Mugo (2002); a sample is a finite part of statistical population whose properties are studied to gain information about the whole and 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 is a difficult one but generally the sample size depends on the nature of the analysis to be performed, the desired precision of the estimates one wishes to achieve, the kind of 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) argued that there is no sample size that is best; any sample can be acceptable depending on the nature of the study.

In (2010) Mugo & Ramadhani pointed out that the Sample size in a qualitative research approach depends on what you want to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility and what can be done with available time and resources.

This study included a total number of 82 employees of which 46 were employees of St. Johns university of Tanzania and 36 were employees of Institute of Rural Development Planning and this was obtained as shown from the formula below:

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

Where by n = Sample size,

N= Total population 453

x = Precision (10%)

1= constant

N=SJUT Employees+IRDP Employees

N=253+200

N=453

453

n = -----

1 + 453 (10%)²

453

N=-----

$$1 + 453 (0.1)^2$$

n = 82 employees

Table 2.1 Proportional sample distribution for SJUT and IRDP

Institution	Computation	Sample size(employees)
SJUT	$253/453 \times 82$	46
IRDP	$200/453 \times 82$	36

The respondents were categorised as shown in the table below.

Table 2.2 Distribution of Respondents

	<i>Randomly selected</i>	<i>Purposively Selected</i>
	Academic & Administrative Staffs	
SJUT	46	3
IRDP	36	3
TOTAL	82	6

3.4.4 Unit of analysis

A unit of analysis is the smallest element in the population, from which data is to be collected. In this study, the unit of analysis was employees from St John's University of Tanzania and Institute of Rural Development Planning both academic and administrative.

3.5 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 .The process is usually preliminary to statistical analysis of the data. In a qualitative research, the actual data collection methods traditionally base on open ended observations, interview and documents. 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). Therefore, this study used questionnaires; interviews and documents review as methods of collecting both primary and secondary data.

3.5.1 Primary data

Primary data are data which are to be collected at the first time. In this study, questionnaires and interviews were used as methods of collecting primary data.

3.5.1.1 Questionnaires

Questionnaires are defined as documents containing questions and other types of items designed to solicit information appropriate to analysis (Acharya, 2010) .In this study the researcher prepared questionnaires with both closed and open ended questions and the respondents were required to provide information asked in the questionnaires. The questionnaires were administered to respondents who were selected randomly and these included employees from both institutions bot academic and administrative.

3.5.1.2 Interviews

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 involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kothari, 2004).In this study, the researcher conducted face to face interviews with participants and these interviews involved closed ended as well as open ended questions which helped to elicit views and opinions from the participants. The researcher prepared a guide which comprised of the interview questions as well as a space for recording the participants' responses and comments. The interviews were administered to respondents who were selected purposively and these included six officials from both institutions. Some of the employees from these institutions were also interviewed and this helped the researcher to get information which was not provided from the questionnaires.

3.5.2 Secondary data

Secondary data are data which have already been collected for purposes other than the problem at hand. In this study, secondary data were collected through documents review.

3.5.2.1 Documents review

A document is any written or recorded material not prepared for purposes of evaluation or at the request of the inquirer Lincoln & Guba (1985).Information from these documents can be used to generate interview questions or

identify events to be observed (Oka and Shaw, 2000). Additionally, Gall et al., (2002), defines documentary review as a type of qualitative investigation involving the study of written communications that are found in the field setting. The information in the documents represents data that are thoughtful in that participants have given attention to compiling and as written evidence it saves a researcher the time and expense of transcribing (Creswell, 2003). In this study, the researcher reviewed legislations which provide provisions with labor standards and several other related documents.

3.6 Data analysis

Creswell, 2003, claimed 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 in this study was analyzed using Statistical Package for Social Sciences. From the help of the software, the researcher was able to put the data into tables, frequencies as well as percentages and presented them by use of graphs and charts. The results have been interpreted with the help of statistical tests.

3.7 Validity and Reliability

In qualitative research validity is seen as a 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&milller, 2000).In addition to that, (Golafshani, 2003), pointed out that validity determines whether the research truly measures that was intended to be

measured or how truthful the research results are. It checks if the procedure or an instrument used in the research is accurate, correct, true and meaningful hence implies that we want to obtain what we are supposed to measure. If whatever we use in the study enables us to get what we want to get then there is validity (Kothari, 2004).

On the other hand, reliability is the extent to which results are consistent over time and an accurate representation of the total population under the study (Josppe, 2000).

To ensure validity and reliability in this study, the researcher employed triangulation of data collection methods such as interviews, questionnaires as well as documents review. The researcher also used member checking method to ensure that the findings are accurate by taking the final report back to the participants and determining whether these participants feel that they are accurate (Cresswell, 2003)

3.8 Limitations and Delimitation

The study was carried out in two academic institutions in Dodoma region which are St John's University of Tanzania and Institute of Rural Development Studies. The study specifically focused only to employees with contract of employment with these institutions. The subject matter of enquiry was on the rights to which the employees are entitled to in their course of employment. The researcher had to spend much of her time following up the respondents to fill in the questionnaires.

3.9 Ethical issues

Mason & Bramble,1997;argued that consideration of ethics and values in research reminds the researcher responsibility for acknowledging literature sources, keeping the public informed and protecting privacy as well as the welfare of human subjects. With this basis, the researcher had to adhere to all procedures required for one to conduct research as well as putting into consideration all necessary research rules, regulations, and responsibilities while conducting the research. Apart form that, the researcher have to make sure that she obtains the research clearance letter for St. John's University authority which allowed her to proceed with the research and which allowed her to conduct the research at these universities.

In the course of conducting the research, the researcher clearly informed the participants of the purpose and use of the study at the beginning. Besides, the researcher put into consideration issues like informed consent that the participants should have the right to participate voluntarily in the study and right to withdraw at any time so they are not coerced into participation. It is also important for the researcher to put into consideration vulnerable groups if any and should make sure that the language and approach that will be used in the study will not harm any of the participants. Moreover, the researcher will have to assure the respondents confidentiality of the information that they provide as well as protecting the privacy of the participants.

3.10 Summary of the chapter

This chapter introduced the ways that were employed in the study to gather data and analyze data. It focused on the methodological issues of the study. It opened-up with an introduction and followed by study design, area of the study, research approach, Others are sample size, sampling and sample techniques, methods of collecting data, validity and reliability issues, ethical issues and data analysis.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data analysis and findings on the subject matter of labor rights awareness among employees and their job performance. It provides the interpretations of the findings as per the study objectives while at the same time responding to the study questions.

4.2 Characteristics of Respondents

The respondents in this study were mainly employees of St John's University of Tanzania and Institute of Rural Development Planning. The characteristics of these respondents that are included in this study are age, sex, level of education as well as working experience as described below. The study involved 82 respondents of which 46 of them are from SJUT and 36 are from IRDP as shown in table 2.1

4.2.1 Age of Respondents

The study wanted to know the age of respondents and this is presented in table 4.1 below. The study found that 3.2% of respondents were aged below 25years, 53.7% had 25 to 35years, 32.6% had 36 to 50years and 10.5% are respondents who are aged above 50years. The group age of 25 to 35 comprise of the largest portion of employees followed by the group age of 36 to 50 and the smallest group is of those aged below 25. The results from the findings show that most of respondents are young aged group who are likely to concerned about their rights and entitlements in work. The results from the

study also show that these institutions follow the labor law which prohibits child labor as most employees are aged from 25 years and above.

Table 4.1 Ages of Respondents

Age	Frequency	Percent
Below 25yrs	3	3.2
25-35yrs	51	53.7
36-50yrs	31	32.6
Above 50yrs	10	10.5
Total	95	100.0

4.2.2 Sex of Respondents

The results from the study show that; majority of respondents were males. The findings in table 4.2 indicate that 26.3% of the respondents were female and 73.7% of them were male. This means that, in the two studied institutions three males were found to be more compared to the females.

Table 4.2 Sex of Respondents

Sex	Frequency	Percent
Female	25	26.3
Male	70	73.7
Total	95	100.0

4.2.3 Level of Education of Respondents

Table 4.3 presents the data for the level of education of respondents. The findings show that, 2.1% of employees held a certificate, 3.2% were diploma holders, 29.5 % were bachelor holders, 55.8% were masters' holders and 9.5% were PhD holders. These findings imply that, most of the employees in

these institutions held more than one degree. It can be argued from the results that, respondents of this study had good educational background which is a reflection of educational requirements in higher learning institutions. Hence they occupied their right positions in relation to their skills and knowledge. This also implies that, respondents were likely to have good understanding of the issues being addressed in the study.

Table 4.3 Level of Education of Employees

Level of Education	Frequency	Percent
Certificate	2	2.1
Diploma	3	3.2
First degree	28	29.5
Masters degree	53	55.8
PhD	9	9.5
Total	95	100.0

4.2.4 Working Experience of Respondents

The working experience of respondents is presented in table 4.4. The findings revealed that, 52.6% of the respondents were having an experience of less than 5 years, 43.2% of them had experience of between 6 to 10 years and 4.2% of them had experience of above 10 years. These findings indicated that, respondents in the study had a good number of working experience time which was vital in their understanding of the working conditions.

Table 4.4 Working Experience of Respondents

Experience	Frequency	Percent
<5yrs	50	52.6
6-10yrs	41	43.2
11-15yrs	4	4.2
Total	95	100.0

4.3 Awareness of the labor rights among employees

This was the first specific objective of the study. The researcher wanted to know the level of awareness among employees on the labor rights. Findings in table 4.5 show that, 48.4% of the respondents knew their labor rights, 49.5% knew them but not much and 2.1% do not know their labor rights.

Table 4.5 Awareness of Labor Rights

Awareness	Frequency	Percent
I know	46	48.4
I don't know	2	2.1
I know somehow	47	49.5
Total	95	100.0

This implied that, most of the respondents were aware of the labor rights in their workplaces. However, even with these results, there was a clear indication that most respondents did not have deep knowledge on such rights. This fact is supported by the words of one of the respondent who said that:

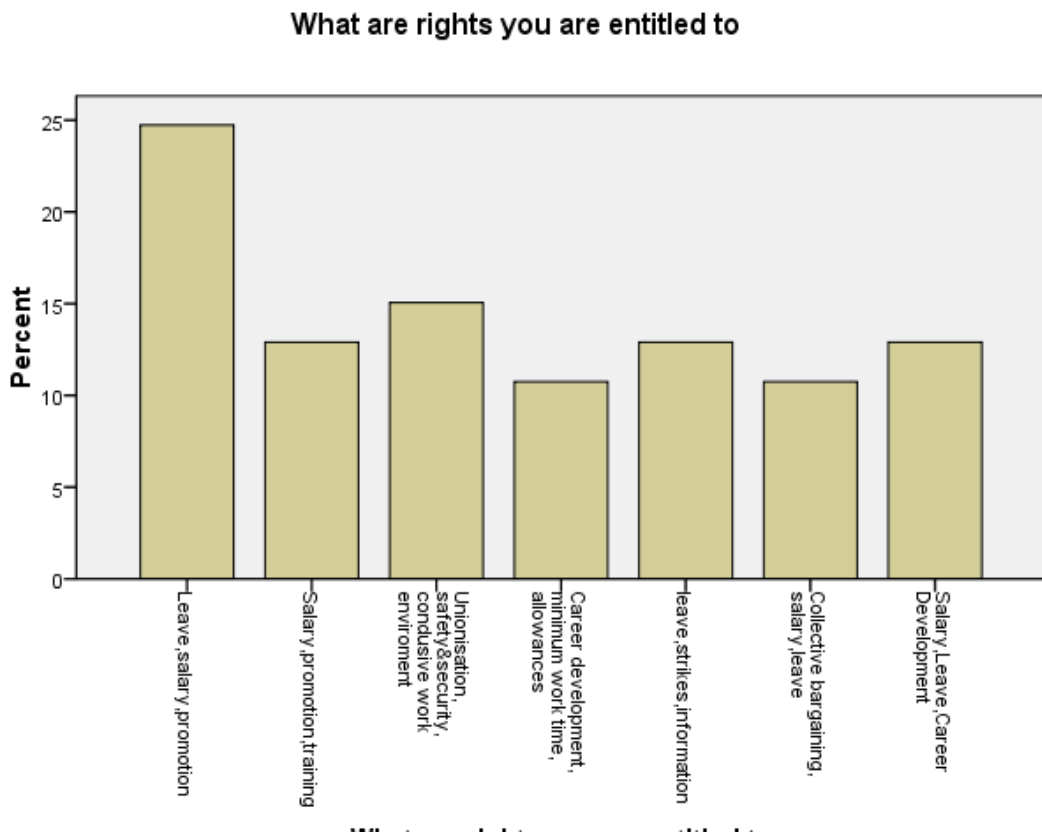
“There are things that are obvious a person can be aware of. Foristance to be paid salary but I don't think if that is just

enough. To be honest I think there are many things I am still not clear about” (SJUT)

This is also revealed in the study conducted by Adewumi&Adenugba, 2010 where it was reported that, there was an appreciable level of rights awareness on the part of workers in the sectors covered by the study but most of them did not have good knowledge about the rights. A great majority of the respondents claimed to be aware of their rights as workers and this was confirmed by the wide range of the rights identified by them. Therefore, this statement reveals that, labor rights are there but employees do not have good knowledge on them.

In support to this, from the study, respondents proved their level of awareness by identifying several rights to which they are entitled at their workplaces. This is presented in figure 4.1 where the results show that, a large number of respondents which is 24% of them mentioned leave, salary and promotion as the rights which they are entitled too. This shows that, there are things that are common to most of employees that they must get as they are employed.

Figure 4.1 Respondents Entitled Rights



Furthermore, the respondents pointed out the rights they enjoy at their workplace as being salary and annual leave. On the contrary, just a few of the respondents mentioned conducive work environment as something they enjoy. This meant that large number of the respondents do not enjoy the work environment. Some of respondents however, did not mention any of the rights which they enjoy as well which showed that, there are some employees who do not enjoy anything at their work place. This implied that, though employees are entitled to several rights, they just enjoy a few of them and in other cases they don't even get some of their rights.

This is supported by a study carried out by (English,2007) where it was reported that, majority of workers in employment had few if any employment benefits in addition to their wages hence they were found to enjoy their wages only at their place.

4.3.1 How employees get to know their labor rights

The researcher wanted to know how these respondents got to know about their rights. The findings show that 31.6% of the respondents got to know their rights through the workers meetings, 28.4% of them got to know their rights through the contract of employment. On the other hand, 9.5% of the respondents mentioned seminars and training, as a way they got to know their rights. This showed that, in different organizations, seminars and trainings on labor issues are rarely held. Besides that, other respondents mentioned books, articles and pamphlets as documents they used to get to know their rights. From the results, 17.9% of the respondents mentioned these documents as a way they got to know their rights. In an interview held at IRDP, a respondent said that:

“Though employers have the responsibility of informing us of our rights, employees also have the responsibility of reading different documents which lay down the labor rights. I do not know many of them but I read the employment and labor relations act, 2004 and I learnt a lot from it”

Most of the respondents agreed that, it is very important to know about labor rights that they are entitled to at their work places. They pointed out that, knowing their rights will help them demand their rights at their work place such as conducive working environment. Table 4.6 presents results on how employees in the studied institutions got to know about their rights.

Table 4.6 how you got to know rights

Get to know your Rights	Frequency	Percent
Scheme of service	10	10.5
Workers meetings	30	31.6
Books,articles,seminars,pamphlets	17	17.9
Contract	27	28.4
Seminars and training	9	9.5
System	2	2.1
Total	95	100.0

4.4 Impact of labor rights awareness on employees' job performance

This was the second objective of the study. The researcher wanted to know the impact of labor rights awareness among employees on their job performance. Findings show in table 4.7 that 38.9% of respondents revealed that, due to their awareness of the rights their performance is very good, 44.2% said that their performance is good and 10.5% of respondents said that the performance is poor. Overall, it can be concluded that, 89.5% of the respondents believe that, their awareness on labor rights has enabled them improve in their job performance. This is because they are able to push for their rights and earn what they deserve.

Table 4.7 Performance of employees

Performance	Frequency	Percent
Excellent	6	6.4
Very good	37	38.9
Good	42	44.2
Poor	10	10.5
Total	95	100.0

The performance of employees is good, however the performance of employees does not stand alone but rather accompanied by the presence of labor rights which regulates the employer employee relationship.

It is however shown by the results of the study that, most employees think that, it is very important for them to know their labor rights. This is presented in table 4.8 where 94.7% of respondents said that it is important for them to know their labor rights while only 5.3% of the respondents do not see any importance of them knowing their labor rights.

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.

Table 4.8 Do you think it's important to be aware of labor rights

Importance	Frequency	Percent
Yes	90	94.7
No	5	5.3
Total	95	100.0

Furthermore, the respondents pointed out that knowing their rights helps them improve their welfare and motivates them as well as improving their job satisfaction .However, respondents also pointed out that, labor organizations should play a great role in enhancing the awareness of labor rights . This is supported by the words of one respondent from SJUT who said that;

'I always believe that a labor organization have a role to play in making sure that we as employees are well aware of what our labor rights are. But in most cases, it seems that these organizations do not play their roles as required but this might be the fear our leaders have towards the employers'

Most of the functions that respondents mentioned as for the labor organizations in workplace are meant to improve the working conditions of the employees. The results are presented in table 4.9 below. The results show that, that 23.2% of the respondents pointed that, the labor organizations have the responsibility of settling dispute between employers and employees,21.1% of them said that, labor organizations inform employees of their rights, 13.7% of the respondents said that, labor organizations act as a link between employers and employees. While 27.4% of the respondents argued that, the labor organizations do not play their roles as intended.

It can be argued from the results that, if labor organizations are to play their roles as required, then employees will be in a better position of

understanding their labor rights very well which will also improve on their job performance as they will be working in comfortable environments.

A study by Menendez, 2013 supports this idea and argues that, labor organizations have a role to play in improving the awareness of employees on their labor rights which improves their job performance. The author further argued that, workers are best placed to oversee their own safety and empowerment but this is best achieved through independent representative labor unions. Individual workers might have difficulties standing against their employers, however if labor unions play their roles, then workers will have safe, healthy and decent working conditions.

Table 4.9 Functions of the labor organization

Labor org. Functions	Frequency	Percent
Improve employees benefits	10	10.5
Settle dispute btn employees and employers	22	23.2
Informing workers of their rights	20	21.1
Link btn employees and employer on workers welfare	13	13.7
It does not play its role as a labor organization	26	27.4
System	4	4.2
Total	95	100.0

4.4.1 Implementation of labor rights in the studied institutions

Based on the results, the researcher was also interested in finding out the implementation of labor rights in the studied institutions. Results show that 49.5% of the respondents agreed that labor rights were being implemented in the organizations, 22.1% were neutral and 14.7% disagreed that there was good implementation of labor rights in the institutions. From the results it seemed that, labor rights were implemented in the studied institutions but in some cases, incidences of violation were noticed. Table 4.10 below presents respondents views on this matter;

Table 4.10 Implementation of labor rights in organizations

Implementation of labor rights	Frequency	Percent
Strongly Agree	8	8.4
Agree	47	49.5
Neutral	21	22.1
Disagree	14	14.7
Strongly disagree	5	5.3
Total	95	100.0

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 instrumental motivation like unity of jobs, job security, justice in organizations and training. Putting this into consideration will make employees motivated hence increase their performance which results into high productivity in the organizations. This study revealed that, by the mere fact that, in the study institutions, efforts were being made to implement labor rights, then managers in these institutions were trying to ensure that all employees enjoy their work so as to increase their productivity.

4.5 Possible recommendations from respondents on improving the level of labor rights awareness among employees

The study also attempted to find out the possible ways in which the level of awareness among employees could be improved from respondents' point of view. Respondents from the study gave out their opinions on this matter by suggesting that, awareness can be through a number of ways. For stance through trainings, seminars, having clear scheme of service/contract of employment as well as orienting employees of their rights. One of the respondents from IRDP said that;

You know, I think the best way to go about this is for the HR department to make sure that they orient new employees about labor rights and all matters concerning the welfare of employees at work'.

Consequentially, a respondent from SJUT also argued that ‘

The main thing that will help employees to be aware of their rights are seminars which should be held under the labor unions for the purposes of communicating to employees their labor rights as well as helping them know of the right channels to follow in case they think their rights were being infringed by the employers'.

This is also supported in a study by Adewumi & Adenugba, 2010 who pointed out that, trade unions need to continue letting their members as well as the general public know the rights of workers. The study also stresses that unions should devote a lot of effort and resources to awareness raising and advocacy. The awareness raising should entail getting workers to act as rights monitors and willing to report abuse of their rights to unions and relevant authorities. By doing so employees' awareness of the labor rights will rise.

An official from IRDP pointed out that *'though the employers have the responsibility of letting the employees aware of their labor rights, in many cases this does not happen as there is conflict of interest. Making employees aware of their rights creates a difficult environment to employers that's why in most places employers do not do this. The best way is for employees to strive to know their rights themselves'*

A study by Wonani, 2010, pointed out that workers in both formal and informal economy should have equal access to information regarding their rights, entitlements and responsibilities at workplace. The rights in which employees are entitled too should be stated clearly and open to all employees. Indeed, results from the study show that, there is still a great need to improve and ensure equal access to information on rights among employees. The study found that, the challenge remains on who exactly should ensure that the awareness is achieved. From the study its clear that, employees think that, it's the employer and trade unions responsible for this task. While on the other hand, the employers think that, employees should take on the responsibility of knowing their own rights.

However, in light of the results from the study, it can be concluded that, in order to improve the level of awareness among employees, then labor

unions, human resources department (employer) as well as individual employees have the roles to play to make this successful.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

5.1 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.

5.2 Summary of key findings

The study has observed the key findings as follows;

First, based on the study findings, it is evident that, most employees have a good level of awareness on the existing labor rights. However, most of them do not have detailed knowledge on what exactly the labor rights entail.

Second, the study has also revealed that, indeed when employees are aware of their rights, then their ability to perform well at their work places is mainly to increase since they are motivate by the outcomes of the rights.

Third, the study also found that, there is still a challenge on who exactly is responsible for improving labor rights awareness among employees. While employees think that it's both the employers and trade unions that represent them, employers think that the duty and responsibility to know labour rights falls in the employees themselves.

Fourth, the study has also observed that, information on labor rights are not well stipulated. As a result, employee's ability to know about things beyond salary and wages is limited for instance things on remuneration.

5.3 Conclusion

Based on the findings of this research work, it can be concluded that, most employees are aware of their rights but lack detailed knowledge on these rights. Even employees who have much experience at work seem not to have much knowledge on their rights at work. The situation calls for combined effort between employers, employees and trade unions to work together towards improving awareness of labor rights.

As Mohebbi et al (2013) pointed out that increasing productivity of workers needs workers to be motivated by giving or fulfilling their rights.

It is in the same spirit, that the research and researcher in particular finds courage to call for confirmed improvement in fulfillment of workers' rights in different sectors.

5.3 Recommendations of the study

In view of the findings and conclusion, two types of recommendations are made:

5.3.1 Recommendations on implementation

The researcher finds that, four crucial recommendations are essential for the improvement of the awareness of labor rights among employees. These include:

- i) Seminars and trainings should be conducted to make employees aware of their rights at workplaces and their rights and duties should be explained openly.

- 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 employees should be informed off.
- iv) Labor organizations should play their role well to enhance the labor rights in organizations.

5.3.2 Areas for further studies

The following are suggestions for further studies

- i) It will be worthwhile to examine the labor laws so as to see if they fit all workers/employees of all sectors in the country.
- ii) A study to examine how well the labor laws are implemented in different sectors in the country should be carried out.
- iii) It will also be helpful to conduct a study on the role of trade unions on improving the welfare of employees.
- iv) A further study, could also be carried out to examine who exactly is responsible for improving awareness on labor rights among employees. Could it be employees themselves, the employer, trade unions or all the three combined?

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APPENDIX 1: QUESTIONNAIRE



ST. JOHN'S UNIVERSITY OF TANZANIA

DIRECTORATE OF GRADUATE STUDIES – QUESTIONNAIRE

Dear Respondent,

My name is Sinyati Ndiango, a student at St Johns' University of Tanzania. I am doing this study as a partial fulfillment for the award of a Master Degree in Business Administration. You are kindly requested to answer all the questions asked on "Labor rights awareness among employees and its impact on employees' job performance". The information that will be provided will be treated as confidential. I am requesting you to kindly participate in this study by responding to the questions below:

INSTRUCTIONS:

- i. Please circle the correct alternative
- ii. Fill in the blanks where necessary

PART A: GENERAL INFORMATION

1. Date of interview.....
2. **Organization:** (a) IRDP (b) SJUT
3. Occupation.....
4. **Sex:** (a) Male (b) Female

5. Age

- (a) Below 25 years (b) 25-35 years (c) 36-50 years (d) Above

50 years

6. Level of education attained.....

- (a) Certificate (b) Diploma (c) First Degree (d) Masters Degree (e) PhD

PART B: Labor rights awareness and Employees Job performance

7. For how long have you been working as an employee of this institution?

- (a) 5 years & below (b) 6-10 years (c) 11-15 years (d) 16-20 years (e) 21 & above

8. Is this your first place of employment? (a) Yes (b) No

i. If the answer is yes in question 8, then what position do you hold?

.....
.....

ii. If the answer is No in question 8 where else have you worked?

.....

9. If the response is No in question (i) how long have you worked in this organization?

- (a) < 5 years (b) 5-10 years (c) 10 > years

10. Do you know any of your rights as an employee?

- (a) I know (b) I don't know (c) I know somehow

11. If your answer in question 8 is **Yes** please mention some of important rights that you think you are entitled to as an employee:

12. What labor rights do you enjoy as an employee at your organization

13. How did you get to know your rights?

14. Do you think it is important for an employee to know about his/her rights at the work place?

(a) Yes (b) No

If Yes please explain why

If No please explain why.....

15. Do you think there are rights which you don't get as an employee?

(a) Yes (b) No

If your answer is Yes can you please mention them: ...

16. Does your organization have a labor organization?

(a) Yes (b) No

If your answer is Yes what role does play in enhancing the implementation of labor rights at your organization:

17. Are there any policies governing labor matters at your institution?

(a) Yes (b) No

18. Implementation of the labour rights contributes to the performance of employees at this organisation:

(a) Strongly Agree (b) Agree (c) Average (d) Disagree

19. The performance of employees at this organisation is:

(a)Excellent (b) Very good (c) Good (d) Poor

20. If you have a dispute on your rights who deals with the dispute?

(a) You as an individual (b) Labour organisation (c) other

Please mention if an alternative in question 20(c) is any other

21. Labour rights are well implemented in this organisation

(a) Strongly agree (b) Agree (c) Neutral (d) Disagree (e) Strongly disagree

22. From your opinion please suggest what should be done so that employees can be aware of their labour rights:

APPENDIX 2: INTERVIEW SCHEDULE

Introduction

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

All answers given by respondent will be treated confidential.

Personal Details

Age

Institute.....

Occupation.....

Sex.....

Questions:

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