



## Decent work for sustainable economic growth in Tanzania: Achievements, challenges, and prospects — A case of Singida Municipality, Tanzania

Mary D. Minja<sup>1</sup>  
Martha E. Makatha<sup>2</sup>

<sup>1</sup>maryminja510@gmail.com/ mary.minja@tia.ac.tz (+255 766 429 641)

<sup>2</sup>marthamakatha1@gmail.com

<sup>1</sup><https://orcid.org/0009-0003-2737-9081>

<sup>2</sup><https://orcid.org/0009-0009-6040-2873>

<sup>1,2</sup>Tanzania Institute of Accountancy

<https://doi.org/10.51867/ajernet.6.3.1>

Submitted: 25<sup>th</sup> May 2025; Accepted: 11<sup>th</sup> June 2025; Published: 2<sup>nd</sup> July 2025

### ABSTRACT

This research paper investigates the role of decent work in promoting sustainable economic growth in Tanzania within the Singida Municipality. Stranded in the framework of the United Nations Sustainable Development Goal 8, which emphasizes inclusive and productive employment, the study highlights the multifaceted relationship between decent work and broader economic objectives. This research was guided by Decent Work and Human Capital Theories. The study involved a longitudinal research design. The targeted population was 300 government employees from Singida Municipal; however, only 20 participants were picked through purposive sampling to provide in-depth information about their perception of the level of decent work in Tanzania. Interviews were used to capture ideas and views from respondents and then analyzed qualitatively through a thematic approach. The study adopts qualitative methods and comprehensive interviews of 20 participants from the targeted population. It was found that, along with a few improvements in decent work, there are significant challenges in terms of regulatory enforcement and poor attitudes of top-level managers towards decent work. Respondents reported a promising impact of decent work on local economic growth; however, they stated that bad cultural practices, lack of exposure among employees, poor implementation of government policies, and labor standards block efforts towards attaining decent work. The study calls for effective strategies for enhancing the quality of work along with economic growth through training programs and public awareness events for promoting understanding and commitment to decent work standards.

**Keywords:** Decent Work, Economic Development, Sustainable Economic Growth, Singida Municipality, Tanzania

### I. INTRODUCTION

Because decent work, act as a cornerstone for sustainable economic growth in the world's community (Samant & Rygh, 2024), United nation assemble in 2015 acknowledge its important by addressing it in Sustainable Development Goal (SDG\_8). (Ghai, 2003) aimed to ensure that economic sector of every country implement the proposition of decent work effectively to accelerate economic development for world community (Chigbu & Nekhwevha, 2023).

This goal plays a crucial role for mutual benefit to various stakeholders in employment, decent work, economic, social, and environmental policies, which in turn improve productivity, reduce poverty, and promote community economic development (International Labor Organization (ILO), 2019). Also, as per ILO recommendations, decent work offers access for every person to have productive work that provides fair income, security in the workplace, and household social protection. This has also been supported by report of the International Labor Organization (2022). Moreover, decent work covers the opportunities for social integrations and personal growth along with freedom to organize, voicing concerns, handling grievances and effective participation in decision making (Baxi, 2024).

However, the emergence of a pandemic of COVID-19, worsen decent work to workers around the world, which ultimately hinders effort for economic development by reducing working hours by 8.8% which is equivalent to 255millions full time job,(Jalal, 2021). This situation call for vigorous labor market intervention to rescue the situation and ensure economic recover from misery of COVID 19 (Dos Santos et al., 2023). This circumstance highlights how urgently decent work should be implemented to create healthier economies.



Back to Europe, the concept of decent work related to social policies of the European Union (EU), which aimed at promoting participatory employment for all (Green, 2021). Necessary ideologies for European pillars related to rights and principles of justice and an efficient labor market were declared under the 2017 declaration of European Pillars of Social Rights (EPSR) (Green, 2021). EU appreciates decent work for real economic growth and prosperity, and validates it through various initiatives like the Green Deal that insist on the importance of transition towards sustainable economic growth to promote quality jobs, (Hughes et al., 2021).

On the other side, due to the necessity of inclusive growth and sustainable development, African Union (AU) prioritized decent work as a key component of its Agenda 2063, as it is very important for African development and to ensure self-economic liberation from extreme poverty (Ufomba, 2020). The AU acknowledge that attaining economic growth needs addressing high unemployment rates, facing youth and women. Reports identify that over 60% of Africa's population is under 25, making the effort toward decent work crucial for harnessing this demographic dividend (African Union Commission, 2021). However, the continent faces significant challenges, including informal employment and inadequate labor regulations, which undermine the potential for sustainable economic growth Department of Economic and Social Affairs (2017).

Tanzanian National Development Vision 2025, address vision for economic development which intended to transform country in to middle income economy (Turuka, 2022). Keeping in mind that, development policies and manifesto of the ruling part recognize decent work as essential for attaining the development vision, various initiative have been made to promote decent work, although there are some challenges that need immediate solution. Studies from Sway and Materu (2023) and Tanzania National Bureau Statistics (2022), reported an increase of formal employment however 80% of the work force is still engaged in informal sectors under poor working conditions and minimal job security. Regardless of collaborative approach initiated by government and stakeholders for fostering entrepreneurship, enacting policies aimed at promoting labor standard, and arranging vocation training to equip work force with up to date and most relevant skills for conducive working condition that can faster economic development and productivity, still there are gap in implementation of the policies to allow full incorporation of decent work in Tanzania (Semali, 2024).

Therefore although decent work is very important for fostering economic development through promoting individual awareness, strong determination, commitment and loyalty, among public servants, but in most of local government authority, employee are slated about poor working condition characterized by insecurity, lacking of training, unfair income, and lack of freedom as well as intimidations at working place. This trend demoralizes employee, reduces their commitment, and increases stress, which ultimately affects their performance and productivity negatively.

Once employees are full of stress, lacking access to training and professional development, and not satisfied with the working conditions, they normally work below standard, they can be aggressive and incapable of innovating, as highlighted by human capital theory from Sir William Petty and Adam Smith (Winterton & Cafferkey, 2019). Also, according to decent work theory, employees should work in a favorable environment to allow productivity and stimulate economic growth (Chen, 2021).

Recent studies based on pandemic COVID 19 and other challenges, however issue of the attitude of top management and the enforcement mechanism has not been explored. Therefore, the challenges of decent work, ranging from the mindset of upper management to the decent work enforcement mechanism, which are not highlighted in various studies, block efforts for promoting decent work at the workplace (Kelly & Khang, 2024). It is on this ground that researchers are eager to contribute to the effort towards decent work by highlighting these challenges, proposing a way forward, as well as identifying achievements towards decent work in Tanzania.

### 1.1 Statement of the Problem

Decent work is very important for economic growth and employee satisfaction (Frey, 2018). Various studies based on decent work and human capital identify decent work as core for economic growth since when employee feel that there is decent work are normally happy, motivated, and ready to devote their skills, knowledge, and energy for best performance, which in turn improves productivity and ultimately accelerates economic growth (Mishchuk et al., 2021) But according to human capital theory when employees are not satisfied, lacking important skills, are full of stress and demotivated due to lack of decent work, they cannot work effectively hence performance and productivity reduced gradually and there would be reported amount of damage and lost working hours which in turn affect economic growth negatively (Teixeira, 2007) and (Potelienė & Tamašauskienė, 2014). Therefore, to improve economic growth, there is a need to ensure that there is decent work for all employees in each sector to boost economic growth (Leal Filho et al., 2021) This is important because if we fail to ensure decent work, it will be very difficult to come out of the vicious cycle of poverty and attain national development (Sehnbruch et al., 2015) Keep in mind that there are only five years remain to 2030, but still the achievement of SGD 8 is not satisfactory (Raszkowski & Bartniczak, 2019). Therefore, government and stakeholders should address various challenges that hindering effective implementation of decent wok in Tanzania. It is due to this fact, the researchers decided to put their



contribution to increase available knowledge on the decent work for sustainable economic growth; prospects, challenges, and achievements

## 1.2 Research Questions

The study had three specific questions, which are;

- i. What is the current state of decent work in Tanzania and its impact on sustainable economic growth?
- ii. What are the key challenges and barriers to achieving decent work in Tanzania?
- iii. What are actionable strategies for enhancing decent work in Tanzania?

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Decent Work Theory

This study adopts this theory, which was proposed by ILO's former Director-General (Juan Somavia) in the late 1990s (Chen, 2021). Based on the paramount importance of decent work in a conducive working environment and productivity, it should be given the highest priority in any institution, regardless of employee race, origin, and culture, to speed up economic growth (Douglas et al., 2019). This theory explains better decent work for economic growth based on the fact that, when employees work under decent conditions, their commitment and loyalty increase, leading to sustainable economic growth as productivity and innovation improves day to day (Conigliaro, 2019)

#### 2.1.2 Human Capital Theory

The theory was developed late 1960s by Gray and Schulte, but was more advanced by Adam Smith and Sir William Petty (Teixeira, 2007) and (Potelienė & Tamašauskienė, 2014). Theory focuses on developing human skills and knowledge to enhance production capacity, economic growth, as well as employee career development, which aligns with motivation, performance, and commitment (Winterton & Cafferkey, 2019).

### 2.2 Empirical Review

#### 2.2.1 Current Status of Decent Work in Tanzania and Its Impact on Sustainable Economic Growth

In Tanzania, decent work has been bullying the lives of employees due to poor working environment, low wages, job insecurity, and inadequate labor laws (Mollel, 2023). The report from the World Bank showed that about 70% of Tanzania's employees are involved in the informal sector, which is accompanied by unfair wages, a lack of social security (World Bank, 2025). This condition hinders employees' normal livelihoods as well as the country's economic growth. There is a need for policy enforcement, as insisted by the World Bank, for endorsing formal employment and labor rights for nurturing a more robust economy with long-term growth (Utz, 2008).

The United Nations also underlines the prominence of decent work within the Sustainable Goals (SGDs) under goal 8, aimed to promote sustainable economic growth, full and productive employment, and decent work for all (United Nations Department of Economic and Social Affairs, 2022). In Tanzania, efforts are taken to improve employees' working conditions, and extend more room for accessing quality job to reduce poverty and increasing productivity (Banks, 2016). By aligning into track policies with International standards for labor rights, Tanzania can boost the employees' skills and increase high production to stimulate economic growth (Kerega, 2018). Through these, when the employee's well-being improves with good conducive environment for working, it will stimulate sustainable economy and investment environment.

#### 2.2.2 Challenges Facing the Implementation of Decent Work in Tanzania

It is challenging task to ensure effective implementation of decent work in Tanzania, because of various cultural and mind setup, economic as well as social barriers which are prevailing within the society (Mollel, 2023). For example, high rates of unemployment especially to the youths, hinders the ability to create stable employments that meet decent work, since employee are fear to air out their complaints and ask for their rights (Picatoste & Rodriguez-Crespo, 2020). Moreover employees are facing job insecurity, poor working environment that threaten community protections and welfares which are essential for ensuring decent work (Mramba & Mhando, 2020). Furthermore, the presence of few industries and poor infrastructures is highly hinders decent work in Tanzania as the results of increasing high level of unemployment (Zreik et al., 2024)

Furthermore, poor labor law enforcement is another critical challenge, it is formulated for protecting employee's right but it is not strictly implemented due to poor monitoring and implementation setups (Sofiana, et al., 2023). Due to that there is possibility of high exploitations of workers like child labor who may not be aware about labor regulations, insecure working conditions (White, 1996). Moreover, labor unions and civil society organizations are not strong enough to promote employees' as the results of weakens the efficiency of struggles to promote decent



work ((Filippi et al., 2023)). Therefore, more efforts are required from the government, international organizations and private sectors to promote excellence environment for decent work in Tanzania.

### 2.2.3 Strategies for Enhancing Decent Work in Tanzania

In implementing decent work in Tanzania, technical and powerful strategies that address socio-economic challenges are needed to resolve the existing unemployment problem in the country (Canzanelli, 2001). It is paramount important to strengthen and integrating vocational training and so as to equip work force with different skills necessary for self-employment and economic diversification especially in agriculture, fishing, tourism and handcraft industries (Nworie & Onwuka, 2023). Also, the government should adopt Private Partnership Projects (PPP) by collaborating with private sector investors and international organizations to develop curricula that will prepare our youth to suit the market's demands worldwide (Slocum et al., 2019). Finally, the government should support the promotion of entrepreneurship through loans to the youth and women to create their own jobs, which will promote decent work, raise their livelihoods, and hence stimulate economic growth by reducing the rate of poverty (Filippi, et al., 2023) and (Mambosho & Chole, 2024). These initiatives foster not only self-sufficiency but also contribute to a more inclusive labor market, as reinforced by (Neumark, 2009). This approach aligns with the principles of decent work by providing opportunities for meaningful employment and promoting fair income. (Frey & MacNaughton, 2016). When entrepreneurs succeed, they can also create additional job opportunities for others, further bolstering economic growth and improving living standards in their communities.

Because unemployment is the critical challenge for decent work, the Tanzanian government should handle the problem through the proposed strategies above. After creating abundant employment opportunities for all, the government should implement various brainwashing programs to clean the mindset of employers through training program and awareness campaign fostering decent work as well as confirming that laws and labor standards are in place, enforceable, and workable to ensure that all employees and employers effectively cooperate to promote decent work for sustainable economic growth.

### 2.4 Decent Work and Economic Growth

Recent scholars who explore decent work put much emphasis on the progress statistics, comparisons between two countries, and cross-sectional on decent work and sustainable economic growth. In their studies, they highlight achievements on decent work, how pandemic COVID-19 affects efforts towards decent work, progress based on digitalization and market liberalization, as well as implications of fifth-generation network (5G) on sustainable economic development and decent work through remote work as addressed by (Claro & Esteves, 2020; Issever Grochová & Litzman, 2021) and (Beltozar-Clemente et al., 2023). All this study lack empirical aspects of challenges on the implementation of decent work in Tanzania hence validating the study 'Decent Work for Sustainable Economic Growth in Tanzania: Achievements, Challenges, and Prospects: A case of Singida Municipality', which focus on policy enforcement and attitude of top management towards a decent working environment.

Furthermore, others researchers adopt cross-sectional studies from three to seven years, to assess progress towards implementation of decent work and its impact on economic growth, but focus on the few indicators of economic growth and decent work, like Fair wages, Gross Domestic Product (GDP), Gross National Product GNP, unemployment rate and other macroeconomic variables. For example, the studies conducted by Skvarciany and Vidžiūnaitė (2022), Hariram et al. (2023), and Biezk-Stolorz & Dmytrow (2023) were aimed at evaluating the progress toward decent work and economic development in the European Union. Although their study assesses progress toward SGD 8, it focuses on developed countries; hence, it is difficult to generalize its observation into third-world countries like Tanzania.

Moreover, authors who have written about decent work in Africa, such as Chigbu and Nekhwevha (2023), whose study is based on the echo of SGD\_8 addressing inequality challenges, discover that the main issues were gender disparities, unsafe working environment, and inadequate support from the informal sector. Okbandrias and Nordjo (2024), rely on the qualitative study to explore the impact of the implementation of decent work on poverty reduction based on the four main areas, which were: involvement of entrepreneurs in local assembly decision making, extension of social security to non-formal entrepreneurs, embracing of superlative business practices and encouragement of local employment. It was found that decent work has a positive impact on poverty reduction.

Based on top management's perspective and Tanzania's enforcement shortcomings regarding decent work, researchers choose to unveil data regarding decent work for sustainable economic growth; Achievement Challenges and prospects



### III. METHODOLOGY

#### 3.1 Research Design

The study involved a longitudinal research design, where qualitative data were collected at once and analyzed through thematic analysis. This was adopted by the researchers because of the physical detailed perception and excitement from participants concerning the raised problem. When the problem needs a deep understanding of participant perception, qualitative research is more convenient and should be analyzed through theme analysis (Sithole, 2025). In addition to that, qualitative technique condenses unclear questions with proof (Bazen et al., 2021).

#### 3.2 Study location

The study was conducted at Singida region Tanzania which is situated at central part of Tanzania with the geographical location of latitudes 3°52' and 7°34' South and longitudes 33°27' and 35°26' East boarded by Simuyu and Arusha to the north, Manyara and Dodoma to East and Mbeya to the South and Tabor to the West. According to statistics from census of 2023, Singida has population of 2,008,058 where by 995, 703 are male and 1, 012, 355 are female (City Population, 2024).

#### 3.2 Study Population and Sample Size

The study applies qualitative techniques to the population of 300 employees from government institutions. Only 20 participants were picked to explore how decent work promotes sustainable economic growth in Tanzania, by concentrating on a few government institutions in Singida Municipality. Moreover, a purposive sampling technique was engaged to pick participants who are working from vital government Institutions, including Education Institutions, Financial institutions, Health agencies, local community development offices, and social welfare agencies. The selected sample size ensured a varied collection of understandings as it signified different levels of managing and operational characters.

#### 3.3 Sampling techniques

The purposive sampling technique was preferred in this study because the researchers were eager to get the participants who had experience which are exactly pertinent to the pieces of information gathered, as supported by Bell et al. (2022). Also, it supports meeting the researchers' longing (Nyimbili & Nyimbili, 2024) and (Memon et al., 2024)

#### 3.4 Data Collection Instruments

Furthermore, thorough semi-structured interviews were conducted to collect qualitative data, thus allowing contributors to share capabilities, perceptions, and challenges associated with decent work initiatives and their influence on sustainable economic growth.

#### 3.5 Data Analysis Methods

Data gathering was conducted as the strategic plans from selected Institutions under the protected regulations, and the interviews were recorded and analyzed thematically, focusing on the targeted themes and patterns related to achievements, challenges, and prospects for decent work in the region.

#### 3.6 Ethical Consideration

Ethical concerns are crucial to handle any problems arising throughout the study process. These factors cover a wide range of topics, such as informed consent, data privacy, and how study subjects, whether human or animal, are treated (Hasan et al., 2021). Undertaking these moral dilemmas is essential to preserving the trustworthiness and integrity of research procedures. Authorization was sought from the Singida Municipality. Moreover, the study stuck to the ethical consideration of protecting the participants from physical and mental harm. Thus, the findings contributed to a deeper understanding of how decent work can foster sustainable economic growth in Tanzania's specific setting.

### IV. FINDINGS & DISCUSSION

#### 4.1 Response Rate

The study was conducted in Singida Municipal, where 20 respondents were interviewed, and the responses were noted down based on the three objectives as follows:



#### 4.1.1 The Current State of Decent Work and Its Impact on Sustainable Economic Growth

The first objective of the study was to explore the current status of decent work at Singida Municipal. This objective was underlined with five themes, and the results were as follows;

#### 4.1.2 The Level of Decent Work Opportunities in Singida Municipality

It was found that most of the respondents were satisfied with the level of decent work opportunities available at Singida Municipal. For example, one of the participants commented that

*“I can confidently say that the level of decent work opportunities in Singida Municipality is satisfactory, as job availability has improved in recent years. Many local governments have adopted fair labor practices, offering reasonable wages and safe working conditions. Community initiatives focused on skill development have also empowered individuals to find better employment. However, some sectors, particularly agriculture and informal employment, still lack consistent decent work standards. Generally, while the Tanzanian government has made encouraging progress, there is still room for further improvement.”*

#### 4.1.3 The Impact of Decent Work on Local Economic Growth in Singida

The participants were asked to give out the impact of decent work on local economic growth in Singida Municipality, and the responses were as follows;

One of the respondents argued that,

*“I strongly agree that decent work has a positive impact on local economic growth in Singida”.*

Moreover, eight participants expressed this view during our interview, citing examples such as the increased productivity observed in organization that prioritize fair labor practices. For instance, a local textile company that recently adopted decent work principles reported higher employee morale and lower turnover rates, which in turn boosted production levels. Additionally, participants reported that when workers feel valued and secure in their jobs, they are more likely to invest their earnings back into the community, supporting local shops and services. This creates a ripple effect, fostering overall economic development in the region. However, we also acknowledged that while the potential is evident, further initiatives are needed to expand decent work opportunities across all sectors.

#### 4.1.4 Effectiveness of Government Policies in Supporting the Creation of Decent Work

Most of the participants disagreed with the idea that government policies effectively support the creation of decent work. Many believed that existing regulations promoting fair wages are poorly enforced, allowing employers to pay below the minimum wage without penalties. For example, a local restaurant owner shared that despite knowing the law, they felt no pressure to comply due to a lack of inspections. Additionally, local government institutions struggle to access funding because of bureaucratic hurdles, limiting their ability to create jobs. This gap between policy and practice significantly undermines government efforts to foster decent work and economic growth in Singida.

This was critically explained by one of the participants who said that,

*“I am displeased with the effectiveness of government policies for enhancing decent work, since our government has failed to safeguard our well-being, we are experiencing poor working conditions, job insecurity, late payment, and threats of burnout. Although we know the minimum wage of Tsh 300,000, most of us are paid Tsh. 70,000/= which is too little to accommodate our families.”*

#### 4.1.5 The Extent to Which Employers in Singida Prioritize Decent Work Standards in their Operations

In this theme, the researchers were interested in exploring the extent to which employers prioritize decent work. In this theme, it was found that most employees negatively perceive their bosses / top management about decent work standards. For example, one of the respondents commented that;

*“I believe decent work standards are important, but I often feel indifferent about them. While I understand that fair wages and safe working conditions can lead to better job satisfaction, I haven't personally experienced significant changes in my workplace. Many employees, including myself, sometimes think these issues are more applicable to management than to us. Additionally, there's a lack of communication about how these standards directly benefit our daily work lives. Overall, while I recognize their importance, I think more awareness is needed to truly understand their impact.”*

#### 4.1.6 Acknowledgement of the Community about Contribution of Decent Work on Economic Prosperity

When researchers try to capture views of respondents about whether community recognizes the value of decent work in promoting sustainable economic growth, it was found that most of the respondents were positively appreciative of the role of decent work in promoting sustainable economic growth. For example, of them said



*“I completely agree that decent work is crucial for sustainable economic growth in our community. When workers have fair wages and safe working conditions, they are more motivated and productive, which benefits the local community. For example, companies that invest in employee training often see lower turnover rates and higher customer satisfaction. Additionally, communities thrive when individuals can support their families, leading to increased spending and investment in local services. Ultimately, prioritizing decent work not only enhances individual lives but also strengthens our economy as a whole.”*

## **4.2 Identify Key Challenges and Barriers to Achieving Decent Work**

The Second objective of the study was to identify challenges hindering decent work in Tanzania and the current status of decent work at Singida Municipal. Four themes were used to emphasize this goal, and the following were the findings.

### **4.2.1 Considerable Obstacles to Singida’s Decent Employment Policies**

*Since our objective was to identify obstacles that impaired decent work, in Tanzania, taking Singida as a case study, interviewees were given room to state if they are aware about any obstacle hindering decent work;. From the respondent the following were noted;*

*“I believe there are significant barriers to implementing decent work policies in Singida that need to be addressed. One major challenge is reluctant top of management and employers to structure benefits scheme that favor their employees, including made prompt payment of employee contribution on social security, health insurance and worker compensation fund as well as providing fair wages and benefits for the lower employees. For instance, many local employers prioritize immediate profits over long-term investments in their workforce, leading to poor working conditions. Additionally, there is often limited government support for enforcing labor regulations, leaving workers vulnerable. Overcoming these barriers requires a collective effort from both the community and policymakers to create a supportive environment for decent work practices.”*

*Also, other respondents said that*

*“There are selfish individuals among top management who normally tend to put their interests at the expense of employees. This demotivates employees and makes them reluctant to devote their potential in full.”*

### **4.2.2 The Impact of Cultural Attitudes on the Implementation of Decent Work Practices**

Researchers were eager to know whether some cultural attitudes had implications for decent work practices; it was found that some cultural practices prevent the implementation of decent work, such as the poor mentality of employers.

*“Cultural attitudes significantly hinder the implementation of decent work practices in our community. For instance, many individuals view long hours as a symbol of honor, equating them with commitment and loyalty, which can lead to burnout. Employees often fear that taking time off for personal needs will be seen as a weakness, discouraging them from seeking a healthier work-life balance. Additionally, traditional beliefs may prioritize job security over fair treatment, causing workers to tolerate poor conditions. To create a better work environment, it’s crucial to shift these cultural perceptions and promote the value of decent work for everyone.”*

### **4.2.3 The Extent to Which Regulatory Frameworks Support Decent Work Initiatives**

It seem like that, regulatory frameworks have insufficient impacts on supporting decent work initiatives, and this can be proved from one of the respondent who declared that;

*“Regulatory frameworks in our region are indeed inadequate to support decent work initiatives effectively. Current labor laws often lack enforcement mechanisms, meaning that even when regulations exist, they are not consistently applied. For example, local governments institutions failed to comply with minimum wage laws, and workers have little recourse to address these violations. Additionally, the absence of clear guidelines on working conditions leaves employees vulnerable to exploitation. Strengthening regulatory frameworks is essential to ensure that decent work practices are not only established but also upheld in our community.”*

### **4.2.4 Lack of Awareness about Decent Work among Employers**

Participants were asked if there is a lack of awareness about decent work, and it was observed that there is a lack of awareness and which impacts decent work and economic growth. For example, one of the participants said that,



*“The lack of awareness about decent work among employers is indeed a significant barrier to progress in our community. Many institutions do not fully understand how decent work practices can enhance productivity and employee satisfaction,” another said; “some employers tend to overlook the importance of providing safe working conditions, believing that it’s not a priority for their bottom line”.*

From the interview, it was found that, lack of understanding can lead to high turnover rates and low morale, ultimately affecting institutional success. Therefore, raising awareness through training and workshops is crucial to help employers recognize the long-term benefits of investing in decent work for their employees.

### **4.3 Proposed Actionable Strategies for Enhancing Decent Work in Tanzania**

The last objective of the study was to propose Actionable Strategies for Enhancing Decent Work in Tanzania. This objective was underlined with four themes, and the results were as follows;

#### **4.3.1 Execution of Decent Employment Training Initiatives in the Singida Municipal Area**

To gain insight on this, respondents were asked whether a training program on decent work should be implemented in various organizations in the Singida Municipal. Respondents strongly agree that more training programs on decent work should be implemented in Singida. This can be supported by one of the respondents who said that

*“I perceive training opportunity to employees and employers as the bridge between employee performance and organizational sustainability and productivity, since these programs highlight benefits of fair wages, safe working conditions, and work-life balance. For instance, workshops that focus on effective management practices can help top management understand how to enhance employee satisfaction and retention. Additionally, training for workers can empower them to advocate for their rights and recognize the importance of decent work standards”.*

Therefore, it was concluded that training is very important to increasing awareness and skills through which we can foster a healthier work environment that benefits the entire community and ultimately enhance economic growth

#### **4.3.2 Public Awareness Campaigns about the Benefits of Decent Work in the Singida Municipal**

The participants were requested to argue whether there should be public awareness campaigns about the benefits of decent work in the Singida Municipal, and the response were as follows;

*“I agree that there should be more public awareness campaigns about the benefits of decent work. Many people in our community are unaware of how fair wages and safe working conditions improve their quality of life and job satisfaction. For example, campaigns highlighting success stories of businesses that prioritize decent work could inspire others to follow suit.”*

Therefore, it was found that increasing awareness could help workers understand their rights and advocate for better conditions. Ultimately, these campaigns can shift cultural attitudes and create a stronger demand for decent work practices across the Singida region and other areas.

#### **4.3.3 Strengthening Regulatory Frameworks is Crucial for Enhancing Decent Work**

The researchers asked participants if strengthening the regulatory framework is crucial for attaining decent work. From the interview, it was found that there is a need to strengthen the regulatory framework if there is a need to attain decent work, since effective regulations can ensure that employers adhere to fair labor practices, providing employees with the protection they deserve. For instance, clearer guidelines on minimum wage and working hours can help prevent exploitation and promote a healthier work environment.

One participant said that

*“Robust enforcement mechanisms are needed to hold companies accountable for violations, which can discourage poor practices. By reinforcing these frameworks, it can create a more equitable workplace that benefits both employees and employers alike.”*

#### **4.3.4 Encouraging Community Involvement in Decent Work Initiatives Will Enhance Effectiveness**

When respondents were asked if encouraging community involvement in decent work initiatives would enhance effectiveness, one of the respondents said that,

*“I strongly agree that encouraging community involvement in decent work initiatives will enhance effectiveness. When local stakeholders, including workers, employers, and community leaders, actively participate in these initiatives, they can provide valuable insights and resources. For example, community-led workshops can tailor training programs to address specific local needs, ensuring relevance and impact. Additionally, involving community members fosters a sense of ownership and*



*accountability, motivating everyone to uphold decent work standards. Ultimately, this collaborative approach drives meaningful change and promotes a culture of fairness and respect in the workplace.”*

From the findings, researchers conclude that there is a critical disconnection between workers' understanding of decent work and employers' disinclined to comply with labor standards. Despite the establishment of dialogue platforms, their effectiveness is undermined by inadequate law enforcement. Finally, studies emphasize that, without decent work, sustainable economic growth in Tanzania remains an unrealistic dream

## 4.4 Discussion

### 4.4.1 The Current Status of Decent Work and Its Impact on Sustainable Economic Growth

From the findings, it is clear that most of the participants agree that there is decent work since various attributes that they believe as key aspect for decent work such as working conditions, job opportunity and fair job practices have been improved; also they reported minor deficiencies in agricultural sector due to inconsistency in the working standards. Furthermore, it was found that employers have a poor mindset about decent work. It is difficult to generalize the validity of their argument.

Although it is somehow correct, as identified achievement proves the effort made to create a rational and friendly working environment. however it seems that most of them perceive decent work from a narrow perspective which focuses on few observable attributes, forgetting that human want are unlimited, and there are other non-observable indicators of decent work as there is no single meaning of necessary need for good life a preposition proposed by Juan Somavia in the UN general assembly 1990's who said that “*SGD\_8 is the aspiration that economic sector of every country should provide its citizen with necessary needs for good life*”. This has been supported by (Chigbu & Nekhwevha, 2023) who suggest that decent work can be inadequately implemented due to failure to align local need with market demand, and this need sophisticated knowledge to understand, therefore it is observes that participant may declare promising state of decent work although it does not meet the real standard and criteria for decent work

Moreover, over notion of inconsistency in the application of basic job standards has been supported by Jha (2025), and Behrendt et al. (2021) whose studies based on decent work in the agricultural sector in developing countries, where there is viscous cycle of poverty. This is true since, when yields are low due to natural calamities like the climate change and poor technology, income realized from agriculture become too low to fulfill the needs of employees working in the particular sector. Therefore, the inherent characteristics of the agricultural industry in developing countries hinder the achievement of decent work.

On the other hand, researchers strongly agreed with the perception of participant that decent work leads to economic growth, and community highly acknowledge its contribution to economic prosperity in the sense that, when workers are assured of decent working condition their energy level become higher, active and more collaborative to improve performance which in turn raise productivity hence attain sustainable economic growth. Also, according to Kalaivani and Venkatachalam (2024) motivated employees are committed, have strong determination, and are loyal to their boss in such a way that they are ready to deliver their skills, abilities and knowledge for success. Moreover, (Zehri et al., 2024) argued that although relation between decent work and economic growth is complex, but their findings prove that decent work positively impacts economic growth. The fact that employees and the community react against institutions that are vulnerable to decent work through riot, campaign, suing, and publicizing in the media proves that the community is aware of decent work and acknowledges its contribution to community welfare.

### 4.4.2 The Challenges Facing the Implementation and Achievement of Decent Work

Under this theme, based on the perception of employees it was found that main challenges are poor implementation of government policies, cultural attitude, poor awareness among employees about decent work and question of mind about employer's attitude which associated with opposing benefit scheme that favors employees (contribution to social security fund, worker compensation and health insurance, prompt payment of employee's claims and conducive working condition). Although this contradict with findings from (Chigbu & Nekhwevha, 2023) who found that, barrier to decent work are gender inequality, poor women participation and income inequality, and Shirin et al. (2019), identify presence of gender inequality in labor market as root course of decent in decent work, but this may be only in minor case, as awareness about gender equality has been improved. Also, Baird and Dinale (2025) as well as Schouten (2022) had the same insight.

Researchers based on the perception of the participant, draw attention to the need for changing the mindset of employers and the government. These are the ones to be blamed since they are the key players to enhance decent work in the working condition as they are the ones with money, decision-making power for paying and the government is the one with law enforcement mechanisms to ensure effective implementation of decent labor attributes as supported by (Gibb & Ishaq, 2020) proposed to the employers and government to improve work quality which promotes to decent work and controlling the financial control also, (Burka & Bodnaruk, 2023) emphasizes by convincing the



required authorities to establish work place policies that favors safety, health and employee well-being that will promotes decent work.

Finally, Berg et al. (2023) proposed that the government should impose strict labor laws to protect employees' rights and conducive conditions that promote decent work. Employees may riot, air their voice, complain, but if no support from the government, they cannot change the status quo. For example, when they riot, they can be chased away from work, penalized, tortured psychologically, and forced to sign unfair binding contract. Also due to large unemployment rate, they are fear to be dismissed from work when air about their rights. As supported by (Foster et al., 2018), who said that most of the employees fear to claim for their rights as they may be dismissed from workplaces, and (Antoniadou et al., 2018) who declared that most of the employees are very fearful of making arguments with their employers

#### **4.4.3 What should be done to Promote Decent Work for Economic Growth in Tanzania?**

From the interview, it was found that the execution of decent employment training initiatives, public awareness campaigns, and strengthening regulatory frameworks are more important to improve the status of decent work but it has criticized by (Rantanen et al., 2020) and (Schulte et al., 2022) propose freedom of relationship, employees right and non-segregation, while (Torp & Reiersen, 2020) recommend reliance on standard for decent work. But support opinion of the respondent in the following ground;

*Employee training:* Based on the fact that training program improves skills, knowledge, and awareness about freedom, equality, safety, and dignity, to promote decent work. According to Singh (2005) to his book "Meeting Basic Needs in the informal Sector" emphasized that training employees to develop the professional skills of the workplace will maintain decent work while improving employee status, self-confidence, and dignity. Again, (Randev, & Jha, 2023) emphasizes that, to train the employees increases awareness to an organization and creating innocent decent working conditions and (Bell & Newitt, 2010), also, in cooperated with the previous authors by arguing that, to train the employees increases awareness to them and help the institution to create safe and decent working environment

*Strengthening regulatory frameworks.* Researchers introduce the idea of effective implementation of the regulatory framework for decent work over participant responses, since laws, acts, and regulations for labor standards have been enacted by various institutions, including ILO, UN, human rights, and labor unions, but the problem is poor implementation and lack of enforcement mechanism. Moreover over there should be a linkage between the government and potential stakeholders to induce decent work as proposed by Allen et al. (2014). Finally, based on the arguments of Syed (2024) and Ernst et al. (2012), the law will be beneficial when there is appropriate enforcement mechanism to guarantee its implementation

Therefore, Researchers are confident that training, public awareness, and laws are critical tools for decent work. Drawing insights from Berg et al., (2023), Randev and Jha, (2023), Bell and Newitt, (2010), training and capacity building programs built intrinsic quality of workers by upgrading skills, and values. Also, Mmokele (2024) proposes public awareness campaign as effective strategy to inform workers about their rights and appropriate action to claim them.

Moreover, Singh (2005), Syed (2024), and Ernst et al. (2012) acknowledge the role of robust legal framework implementation and enforcement for decent work. Researchers concurred with these studies since effective implementation of labor laws, public campaigns, and training can change the mindset of employers, ensure compliance, and increase awareness in the community about decent work.

## **V. CONCLUSION & RECOMMENDATIONS**

### **5.1 Conclusion**

This study identifies the potential role of decent work for sustainable economic growth in Tanzania. Despite reported increases of consciousness in the community about employees' rights but significant challenges prevail as a result of poor enforcement of the laws and a culture of unresponsiveness among employees. Based on the success story about achieving SGD 8, yet uncovered prospects can be attained if the Tanzanian government manages to transform the theory and concept of decent work into actions effectively and ensure brainwashing to alter the poor mindset of employers who are unwilling to play their part in promoting decent work

### **5.2 Recommendations**

To promote decent work in Tanzania, it is paramount to ensure compliance and proper enforcement of existing labor laws. Moreover, there should be a reporting framework for employees to guarantee conducive environment to express their concerns as well as promote brainwash initiative, aimed at changing the mentality of the employer, concerning benefits of decent work.



## REFERENCES

- African Union Commission. (2021). *Africa's Development Dynamics 2021 Digital transformation for quality jobs*. OECD Publishing.
- Allen, R. J., Fry, T., Notebaert, J., & VanDam, J. (2014). Reforming the law of evidence of Tanzania (Part Two): Conceptual overview and practical steps. *BU Int'l LJ*, 32, 1.
- Antoniadou, M., Sandiford, P. J., Wright, G., & Alker, L. P. (2018). Workplace fear: A phenomenological exploration of the experiences of human service workers. In *Individual, relational, and contextual dynamics of emotions* (pp. 271–297). Emerald Publishing Limited.
- Baird, M., & Dinale, D. (2025). Gender inequality: Decent work and women's economic empowerment in a global setting. In *Research handbook on decent work in a post-COVID-19 world* (pp. 35–52). Edward Elgar Publishing.
- Banks, N. (2016). Youth poverty, employment and livelihoods: Social and economic implications of living with insecurity in Arusha, Tanzania. *Environment and Urbanization*, 28(2), 437–454.
- Baxi, U. (2024). Decent work, fair globalisation and the dreadful 'J' word. *The Indian Journal of Labor Economics*, 67(2), 317–328.
- Bazen, A., Barg, F. K., & Takeshita, J. (2021). Research techniques made simple: An introduction to qualitative research. *Journal of Investigative Dermatology*, 141(2), 241–247.
- Behrendt, L., Estruch, E., Sauer, J., Ayenew, H. Y., Abate-Kassa, G., & Wobst, P. (2021). Decent rural employment in a specialised and a diversified production system in Tanzania. *Development Southern Africa*, 38(6), 1017–1030.
- Bell, E., Harley, B., & Bryman, A. (2022). *Business research methods*. Oxford University Press.
- Bell, S., & Newitt, K. (2010). Decent work and poverty eradication: Literature review and two-country study. London: Ergon Associates.
- Beltozar-Clemente, S., Iparraguirre-Villanueva, O., Pucuhayla-Revatta, F., Sierra-Liñan, F., Zapata-Paulini, J., & Cabanillas-Carbonell, M. (2023). Contributions of the 5G Network with Respect to Decent Work and Economic Growth (Sustainable Development Goal 8): A Systematic Review of the Literature. *Sustainability*, 15(22), 15776. <https://doi.org/10.3390/su152215776>
- Berg, J., Cooney, S., & Ananian, S. (2023). How to strengthen the institutions of work. *World Employment and Social Outlook, 2023(2)*, 353–390.
- Bieszk-Stolorz, B., & Dmytrów, K. (2023). Decent work and economic growth in EU countries—Static and dynamic analyses of Sustainable Development Goal 8. *Sustainability*, 15(18), 13327.
- Burka, A., & Bodnaruk, M. (2023). The issues of absenteeism and presenteeism in terms of the right to decent and safe conditions of labor. *Visegrad Journal on Human Rights*, 7(4), 29–34.
- Canzanelli, G. (2001). Overview and learned lessons on local economic development, human development, and decent work. *Universitas Working Papers, ILO*.
- Chen, Y. (2021). Proliferation of transnational labour standards: The role of the ILO. In *International Labour Organization and global social governance* (pp. 97–121).
- Chigbu, B. I., & Nekhwevha, F. (2023). Exploring the concepts of decent work through the lens of SDG 8: Addressing challenges and inadequacies. *Frontiers in Sociology*, 8, 1266141. <https://doi.org/10.3389/fsoc.2023.1266141>
- City Population. (2024). *Tanzania: Regions and cities*. United Republic of Tanzania. <https://www.citypopulation.de/en/tanzania/cities/>
- Claro, P. B. D. O., & Esteves, N. R. (2020). Sustainability-oriented strategy and sustainable development goals. *Marketing Intelligence and Planning*, 39(4), 613–630. <https://doi.org/10.1108/MIP-08-2020-0365>
- Conigliaro, P. (2019). Decent work principles and job quality criteria to improve sustainable and equitable well-being. In *Research handbook on decent work in a post-COVID-19 world* (pp. 333–347). Springer, Cham. [https://doi.org/10.1007/978-3-030-06022-0\\_22](https://doi.org/10.1007/978-3-030-06022-0_22)
- Department of Economic and Social Affairs. (2017). The sustainable development goals report 2017 (pp. 34–35). <https://doi.org/10.18356/225e035f-en>
- Dos Santos, N. R., Pais, L., & Pereira, M. (2023). Decent work and the effect of the COVID-19 pandemic: A two-wave study. *Work (Reading, Mass.)*.
- Douglass, R. P., Duffy, R. D., England, J. W., & Gensmer, N. P. (2019). The psychology of working and workforce readiness: How to pursue decent work. In *Workforce readiness and the future of work* (pp. 1–16). Routledge.
- Ernst, C., Hagemeyer, K., Marcadent, P., & Oelz, M. (2012). *Decent work and employment for pro-poor growth*. ILO.
- Filippi, M., Bidet, E., & Richez-Battesti, N. (2023). Building a better world: The contribution of cooperatives and SSE organizations to decent work and sustainable development. *Sustainability*, 15(6), 5490.
- Foster, J., Barnetson, B., & Matsunaga-Turnbull, J. (2018). Fear factory: Retaliation and rights claiming in Alberta, Canada. *Sage Open*, 8(2), 2158244018780752.



- Frey, D. F. (2018). Economic growth, full employment, and decent work: The means and ends in SDG 8. In *The sustainable development goals and human rights* (pp. 122–142). Routledge.
- Frey, D. F., & MacNaughton, G. (2016). A human rights lens on full employment and decent work in the 2030 sustainable development agenda. *Sage Open*, 6(2), 2158244016649580.
- Ghai, D. (2003). Decent work: Concept and indicators. *International Labour Review*, 142, 113.
- Gibb, S., & Ishaq, M. (2020). Decent work: What matters most and who can make a difference? *Employee Relations: The International Journal*, 42(4), 845–861.
- Green, F. (2021). Decent work and the quality of work and employment. *GLO Discussion Paper, No. 817*. Global Labor Organization (GLO).
- Hariram, N. P., Mekha, K. B., Suganthan, V., & Sudhakar, K. (2023). Sustainalism: An integrated socio-economic-environmental model to address sustainable development and sustainability. *Sustainability*, 15(13), 10682.
- Hasan, N., Rana, R. U., Chowdhury, S., Dola, A. J., & Rony, M. K. K. (2021). Ethical considerations in research. *Journal of Nursing Research, Patient Safety and Practice*, 1(01), 1–4.
- Hughes, D., Warhurst, C., & Duarte, M. E. (2021). Decent work, inclusion, and sustainability: A new era lies ahead. *British Journal of Guidance & Counselling*, 49(2), 145–152. <https://doi.org/10.1080/03069885.2021.1898540>
- ILO. (2019). *Work for a brighter future: Report of the global commission on the future of work*. <https://doi.org/10.18356/225e035f-en>
- ILO. (2022). Report discusses the impact of decent work on productivity and economic resilience, particularly in the wake of the COVID-19 pandemic, reinforcing the study's findings on the positive effects of decent work. International Labour Organization.
- Issever Grochová, L., & Litzman, M. (2021). The efficiency in meeting measurable sustainable development goals. *International Journal of Sustainable Development and World Ecology*, 28(8), 709–719. <https://doi.org/10.1080/13504509.2021.1882606>
- Jalal, F. (2021). Corona pandemic and world of work: Employment crisis and need of visible government hands. In *OECD Economic Outlook* (7th ed.).
- Jha, P. (2025). Challenges of decent work for smallholders and agricultural workers: Reflections on the global south. In *The Elgar companion to decent work and the sustainable development goals* (pp. 247–258). Edward Elgar Publishing.
- Kalaivani, K., & Venkatachalam, S. (2024). An impact of employee motivation on organizational performance: A special reference with car dealership industries. In *Recent research in management, accounting and economics* (pp. 606–608). Routledge.
- Kelly, S., & Khang, H. (2024). Exploring factors influencing attitudes towards COVID-19 prevention measures and compliance with behavioral guidelines. *Health & New Media Research*, 8(1), 1.
- Kerega, P. A. (2018). Understanding the industrial economy and workers' rights in Tanzania: Prospects and challenges under a new industrial strategy. *Journal of Human Resources Management and Labor Studies*, 6(1), 1–12.
- Leal Filho, W., Azul, A. M., Brandli, L., Lange Salvia, A., & Wall, T. (Eds.). (2021). *Decent work and economic growth*. Springer International Publishing.
- Mambosho, P. S., & Chole, G. S. (2024). Evaluation of the impact of economic empowerment initiatives on poverty alleviation among youth and women's groups: A case study of the Arusha region, Tanzania. *The Accountancy and Business Review*, 16(5), 34–39.
- Memon, M. A., Thurasamy, R., Ting, H., & Cheah, J. H. (2024). Purposive sampling: A review and guidelines for quantitative research. *Journal of Applied Structural Equation Modeling*, 9(1), 1–23.
- Mishchuk, H., Samoliuk, N., & Yurchyk, H. (2021). *Decent work: Evaluation and ensuring human capital management*. Centre of Sociological Research.
- Mmokele, P. (2024). Decent work agenda in Botswana: Strides and challenges. *International Journal of Innovative Science and Research Technology*, 9(10), 45–48. <https://doi.org/10.38124/ijisrt/ijisrt24oct1121>
- Mollel, G. (2023). Legal regulation of informal employment in Tanzania: The need for decent work. SSRN. <https://doi.org/10.2139/ssrn.4351378>
- Mramba, N. R., & Mhando, N. E. (2020). Moving towards decent work for street vendors in Tanzania. *Utafiti*, 15(2), 257–278.
- Neumark, D. (2009). Alternative labor market policies to increase economic self-sufficiency: Mandating higher wages, subsidizing employment, and increasing productivity (No. w14807). *National Bureau of Economic Research*.
- Nworie, G. O., & Onwuka, E. M. (2023). Influence of training and personnel development on organizational productivity of manufacturing firms: Perspective study of business management academics. *International Journal of Academic Management Science Research*, 7(4), 18–28.



- Nyimbili, F., & Nyimbili, L. (2024). Types of purposive sampling techniques with their examples and application in qualitative research studies. *British Journal of Multidisciplinary and Advanced Studies*, 5(1), 90–99.
- Okbandrias, M., & Nordjo, E. (2024). Localising decent work for poverty reduction in Africa: A case study of the decent work pilot project in Ghana. *Journal of Social and Economic Development*, 8(6), 1–18.
- Picatoste, X., & Rodriguez-Crespo, E. (2020). Decreasing youth unemployment as a way to achieve sustainable development. In *Decent work and economic growth* (pp. 244–253). Springer International Publishing.
- Poteliene, S., & Tamašauskienė, Z. (2014). Human capital conceptualization: Development and concept formation. *VSE*, 4(1), 89–106. <https://doi.org/10.13165/VSE-14-4-1-08>
- Randev, K. K., & Jha, J. K. (2023). Promoting decent work in organisations: A sustainable HRD perspective. *Human Resource Development International*, 26(4), 471–484.
- Rantanen, J., Muchiri, F., & Lehtinen, S. (2020). Decent work, ILO's response to the globalization of working life: Basic concepts and global implementation with special reference to occupational health. *International Journal of Environmental Research and Public Health*, 17(10), 3351.
- Raszkowski, A., & Bartniczak, B. (2019). On the road to sustainability: Implementation of the 2030 agenda sustainable development goals (SDG) in Poland. *Sustainability*, 11(2), 366.
- Samant, Y., & Rygh Færevåg, G. S. (2024). Ss65-03 practical approaches, including roving safety reps, to achieve decent work (SDG 8). *Occupational Medicine*, 74(Suppl 1), 0. <https://doi.org/10.1093/occmed/kqae023.0377>
- Schouten, G. (2022). Gender and the division of labor. In *The Routledge handbook of philosophy, politics, and economics* (pp. 239–251). Routledge.
- Schulte, P. A., Iavicoli, I., Fontana, L., Leka, S., Dollard, M. F., Salmen-Navarro, A., & Fischer, F. M. (2022). Occupational safety and health staging framework for decent work. *International Journal of Environmental Research and Public Health*, 19(17), 10842.
- Sehnbruch, K., Burchell, B., Agloni, N., & Piasna, A. (2015). Human development and decent work: Why some concepts succeed and others fail to make an impact. *Development and Change*, 46(2), 197–224.
- Semali, L. (2024). Leveraging multistakeholder partnerships in technical, vocational education, and training. *Vocation, Technology & Education*, Vol1(1), 3.
- Shirin M. Rai, Benjamin D. Brown, & Kanchana N. Ruwanpura. (2019). SDG 8: Decent work and economic growth – A gendered analysis. *World Development*, 113, 368–380. <https://doi.org/10.1016/j.worlddev.2018.09.006>
- Singh, M. (Ed.). (2005). *Meeting basic learning needs in the informal sector: Integrating education and training for decent work, empowerment, and citizenship* (Vol. 2). Springer Science & Business Media.
- Sithole, A. (2025). Choosing a qualitative research paradigm for social sciences: A literature review for educational researchers. *International Journal of Research and Innovation in Social Science*, VIII(XII), 3945–3954. <https://doi.org/10.47772/ijriss.2024.8120327>
- Skvarciany, V., & Vidžiūnaitė, S. (2022). Decent work and economic growth: The case study of the BRICS countries. *Forum Scientiae Oeconomia*, 10(2), 73-89. [https://doi.org/10.23762/FSO\\_VOL10\\_NO2\\_4](https://doi.org/10.23762/FSO_VOL10_NO2_4)
- Slocum, S. L., Dimitrov, D. Y., & Webb, K. (2019). The impact of neoliberalism on higher education tourism programs: Meeting the 2030 sustainable development goals with the next generation. *Tourism Management Perspectives*, 30, 33–42.
- Sofiana, R., Maulidiyah, U., Mufidah, I., Hasanah, A., & Rusadi, D. P. (2023). Legal provisions with basic principles in labor enforcement: Analysis of effectiveness and challenges. *Rechtenstudent*, 4(3), 227–237.
- Sway, G. G., & Materu, S. F. (2023). Status of occupational health and safety in the informal sectors in Tanzania: The case of stone quarrying and soil brickmaking. *International Journal of Occupational Safety and Ergonomics*, 30(1), 136–145. <https://doi.org/10.1080/10803548.2023.2278935>
- Syed, R. F. (2024). Labor standards, labor policy, and compliance mechanism: A case study in Bangladesh. *Labor History*, 65(2), 256–272.
- Teixeira, P. (2007). Dr. Smith and the moderns: Adam Smith and the development of human capital theory. In *Routledge* (pp. 151–170). <https://doi.org/10.4324/9780203935293-16>
- Torp, S., & Reiersen, J. (2020). Globalization, work, and health: A Nordic perspective. *International Journal of Environmental Research and Public Health*, 17(20), 7661.
- Turuka, F. M. (2022). Tanzania's middle-income country status and implications for future economic growth strategies. *Tanzania Journal of Agricultural Sciences*, 21(1), 335–343.
- Ufomba, H. U. (2020). The African Union development agenda 2063: Can Africa get it right? *Brazilian Journal of Development*, 6(8), 62626–62648.
- United Nations Department of Economic and Social Affairs. (2022). The sustainable development goals report 2022 (pp. 42–43). <https://doi.org/10.18356/9789210018098c012>
- Utz, R. J. (Ed.). (2008). *Sustaining and sharing economic growth in Tanzania*. World Bank Publications.
- White, B. (1996). Globalization and the child labor problem. *The Journal of the Development Studies Association*, 8(6), 829–839.



- Winterton, J., & Cafferkey, K. (2019). Revisiting human capital theory: Progress and prospects. In *Elgar introduction to theories of human resources and employment relations* (pp. 218–234).
- World Bank. (2025). The report emphasizes the need for better job creation and the importance of decent work in achieving economic growth and poverty reduction in Tanzania.
- Zehri, C., Bendahmane, M. E. A., Amina, K., Zgarni, I., & Sekrafi, H. (2024). Decent work, financial inclusion, and economic growth: Analysis under the SDG 8. *Heritage and Sustainable Development*, 6(1), 197–218.
- Zreik, M., Iqbal, B. A., Hassan, M., & Syed Marzuki, S. Z. (2024). Infrastructure development, inequality, and employment in Sub-Saharan Africa from the professional perspectives of Kenya, Ghana, and Tanzania. *Discover Global Society*, 2(1), 78.