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Influence of Employers' Knowledge Towards Decent Work and Well-Being Improvement in Tanzania

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Abstract: The study investigated the impact of employers' knowledge on decent work and well-being enhancement in Tanzania. The study took a cross-sectional research strategy. Purposive and random sample selection procedures were used to achieve a representative sample. Data was collected through surveys, interviews with key informants, and a documentary review. Questionnaires were distributed to 100 private enterprises and workers. Descriptive and inferential statistics, such as Chi-squared, were used to assess data significance, while regression analysis was used to look into the influence of employers' knowledge on decent work and health in Tanzania. The data reveal that employers' understanding of Sustainable Development Goal (SDG) 8 on well-being enhancement, as well as their competence and work experience, is statistically significant. The data reveal that employers' awareness of Sustainable Development Goal (SDG) eight on well-being enhancement is statistically significant, as is their knowledge awareness and work experience. This demonstrate that the wellbeing improvement are mostly contributed by factors such as employers and employee's knowledge and awareness of SDG 8 and work experience. The report indicates that, despite significant advances in the private sector, not all workers are finding adequate jobs. In terms of policy, the study suggests an integrated strategy that addresses the aims of well-being enhancement, which necessitates employee knowledge understanding and inclusivity in order to accomplish SDG 8. That is, the policy priorities for attaining many of the other SDGs are dependent on progress towards SDG 8. Finally, mobilising policy priorities, facilitating knowledge access, and developing skills for SDG 8-related initiatives is critical for improving well-being outcomes. The fulfilment of SDG 8 is primarily dependent on public and private sector actions.

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JEL Classification: OI

1. Introduction

Twelve years after the introduction of the Sustainable Development Goals (SDGs), there is still a dearth of clear data on how private firms are seeking to contribute to them. As a result, this study focused on employers' understanding of Sustainable Development Goal 8 and its implications for well-being enhancement (Mpunga, 2025). This objective encourages "sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all". It reiterates the reciprocal link between economic, social, and environmental policies, full employment, and decent work (Yan et al., 2023). As a result, this study examined employers' understanding of the link between decent employment and well-being development in Tanzania. Labour productivity in various regions of the world is attracting more attention to its production capability. The global economy is increasing slowly, which is negatively impacting the productivity gap between poor and medium income nations (Su & Chan, 2023). The. More progress must be made toward creating decent jobs for everyone, such as creating employment opportunities for young people, reducing informal employment and labour market inequalities, and promoting safe and secure working environments (Randev & Jha, 2023).

According to Roša et al. (2025), economic and social policies work together to promote full employment and decent work. The framework is based on ten practical elements, including employment opportunities, adequate income and creative work, decent working time, relevant work, family and individual work, individual life in the stability and security of work, equal opportunity and creative employment, improved working environment as the foundation of the social security system, and related dialogue for both employers and workers (Schulte et al., 2022). These factors are connected to the pillars of the decent work agenda, including international labour standards, basic rights, and work principles (Blustein et al., 2023). The adoption of SDG 8 makes it increasingly difficult to disregard the ILO's decent employment concept, which was established in 1999. For example, the ILO Global Jobs Pact is based on the decent work agenda, which includes full employment, wage recovery, social security, and social protection for precarious workers (Chindengwike, 2025). The emphasis on decent work stems from the significance of work being productive,

providing organisational and participatory space in choices that impact workers, and ensuring equality of opportunity.

The decent work agenda has been a response to neoliberal policies that have been in place for the previous five decades. According to Jing et al. (2026), capitalism experienced crises such as hyperinflation, economic stagnation, a drop in profitability, unemployment, and so on during the 1970s. To address the anomaly, social, economic, and political reform resulted in reorganisation of work and labour, technological advancement, less governmental intervention in the economy, trade liberalisation, and financial deregulation. The result has been a market-led economy that prioritises capital at the expense of labour, reversing all labour gains under Fordism and Keynesianism, resulting in insecurity for precarious workers on the periphery of the labour market (Chindengwike, 2025). Several studies have indicated that neoliberalism is global in character, having polarised the labour market and reduced the work force found in formal employment (Jing et al., 2026). Employees in the private sector can be regarded as a social group characterised by insecurity and a class in itself, implying that they are structurally separate and face unique circumstances when compared to other working-class groups (Chindengwike, 2025).

SDG 8 has important economic topics that are closely related to both economic progress and decent work, as it calls on the global community to encourage sustainable well-being improvement, more innovative work for employment, and decent work for everyone (Jing et al., 2026). The enhancement of more inclusive well-being is strongly correlated with decent work. One of the factors influencing investors and decision makers is the significant correlation between economic progress and decent job. In light of the 2030 Agenda, the current generation is indeed moving in the direction of bettering people's lives (Jing et al., 2026). A technique for signalling the end of the 2030 Agenda is decent work. The GDP increased from 2.5% to 2.4% in 2017, with a typical growth rate recorded from 2010 to 2016. From 2011 to 2017, global labour output, which is defined as output produced per employee in terms of purchasing power parity (PPP) or buying ability, grew at a pace of 2.2% US dollars. Although the GDP growth rate in emerging nations reached 1.8% in 2017, this is seen as a notable increase above the typical growth of 0.1% between 2010 and 2016 (Chindengwike, 2025).

From 2005 to 2012, the United Republic of Tanzania's per capita GDP was assessed at a steady rate of \$483.48-1379.63 in purchasing power parity (PPP), making it one of the developing nations (Wan et al., 2026). On the other hand, private investors

contributed significantly to the enhancement of well-being. Technology, jobs, and innovative manufacturing methods are brought to Tanzania via private investment, which also boosts output through economic rivalry. For example, private investment in machinery and plants boosts productivity by combining new technology that promotes improved well-being (Yu et al., 2026). Any nation's path of economic growth depends on the private sector. The Tanzanian government acknowledged this and announced in 1986 that the private sector is a catalyst for economic growth. The Tanzania Development Vision 2025 (TDV), National Strategy for Growth and Reduction of Poverty (NSGRP I & II), Five Year Development Plan (FYDP I), and work on the Millennium Development Goals (MDGs) are just a few of the economic reforms that reflect the government's intentional efforts to develop the private sector. In addition, institutional and legislative changes were implemented. Together, these policies are intended to accelerate economic growth, which would help reduce poverty and turn Tanzania into a middle-income nation with a per capita income of USD 3,000 by 2025 (Yu et al., 2026).

The goals people have for their careers are summed up in decent work. It includes chances for productive work that pays fairly, job security and social protection for families, improved opportunities for social integration and personal growth, freedom to voice concerns, organise, and take part in life-changing decisions, and equality of opportunity and treatment for all men and women (Chindengwike, 2025). Global empirical research has shown a positive correlation between the protection of labour rights and improvements in well-being. Previous research conducted in Brazil, Mexico, Chile, and Argentina has also shown similar results. However, research conducted in Germany, the United Kingdom, and Italy has shown a negative correlation between labour rights and improvements in well-being. Empirical data from Kenya and Uganda supports this conclusion (Jing et al., 2026).

The education sector dominated in terms of employment distribution by sector, with the highest percentage of all employment rising from 17.1% in 2014 to 19.6% in 2015. The manufacturing sector came in second with 18.1% of all jobs in 2015, down from 19.8% in 2014. At just 0.2 percent of all jobs, the real estate sector had the lowest percentage. These statistics confirm the private sector's capacity to boost employment and the nation's citizens' quality of life. However, empirical study highlights the fact that, five years after the Sustainable Development Goals (SDGs) were adopted, there is still a dearth of trustworthy data about the corporate sector's efforts to support SDG 8 (Jing et al., 2026). SDG 8's goals for full and productive employment, decent jobs for all, and sustained, inclusive, and sustainable economic

growth are yet unfulfilled. It draws attention to the importance of labour rights for everyone while also highlighting certain major conflicts. Therefore, in order to achieve SDG 8 in its three dimensions—sustained, inclusive, and sustainable growth, a full and productive economy, and decent work for all—an urgent accelerated effort is required (Yu et al., 2026).

Additionally, research indicates that the decent work agenda is only partially followed in Tanzania (Jing et al., 2026). There are still issues in the workplace, such as companies' inability to follow SDG 8 on decent employment for all. The need of employers to adhere to labour rules sets a hard boundary for the foundation of decent employment. According to the data gathered on research findings for evaluating progress in the area of SDG 8, private employers in Tanzania frequently violate workers' rights, pay under wages, restrict employees' vacation time, and segregate inclusive employment (Yu et al., 2026). This is definitely lack of knowledge on SDG 8 and Lack of decent work at large.

2. Literature Review

The theory of autonomy and decision-making focuses on obligatory authority and the degree to which the employer may make independent decisions about things that are important to it. The breadth and depth of the agency's decision-making capabilities dictate the degree of employer autonomy in decision-making. As a result, research is based on the idea presented in Tryfos' (1989) Decision Theory, which Parmigiani and Inoue (2009) modified. One of the theories in the field of economics study, this one seems to be applicable to raising awareness and understanding how to make a good economic influence. According to the decision assumption, prospective learning, potential states of the world, related probabilities, a utility function for various states of the world, and a decision criterion rule that determines the optimal option are all important factors in decision-making under uncertainty.

The connection between employers' awareness of decent work and improvements in well-being has not been well studied. According to Fernández (2026), SDG 8 directly affects the private sector. It is thought that the middle class is growing quickly in emerging nations, which is driving up demand for basic services through the engagement of the private sector, especially private businesses. Through SDG 8, private employers may find viable working processes and create companies that enhance social and well-being and promote prosperity in developing markets. Work

in the private sector is focused on business, has the lowest standing of any profession, and is paid the lowest in the world. They are now completely at the control of employers who don't always prioritise their excellent work. The full enjoyment of their labour and human rights are often in jeopardy, and workers in this zone and their family confront particular limits that are, for the most part, undocumented.

Globally, employers' knowledge of SDG 8 has led to well-coordinated activities to increase employers' awareness of URT, as well as stakeholder evaluations at various levels of all objectives and a uniform analytical methodology for all nations and regions (2017). According to a research by Sredojević (2016), decent employment might be the opposite of dangerous labour, which entails erratic duties and burdens from employers to employees. People's job relationships become more uncertain and unstable as a result. As a result, it manifests itself in the form of temporary jobs, erratic work schedules, a lack of access to social security and benefits, challenges with joint negotiating, and poor compensation.

According to the Legal Human Rights Centre (2017), the majority of Nigerians appear to be aware of their rights as individuals as they are able to choose from a wide variety of rights. Since the employers are protected and have access to pertinent labour regulations that support SDG 8, this extreme stage of recognition shows that their financial condition is not dire. Household workers are among the most mistreated and exploited persons in the world, despite their importance to their employers. Domestic workers are often overworked, underpaid, insecure, and hidden from the public eye. They are also vulnerable to a startling range of abuses, such as physical, psychological, and sexual abuse; unpaid wages; excessively long working hours without rest; food deprivation; and forced confinement as well as denial of education (ILO, 2019). To ensure the validity and authenticity of the results, a variety of private employers are included in the current study.

3. Research Methodology

The research design used in the study was cross-sectional. The representative sample was chosen using both random and purposeful sampling methods. Key informant interviews, surveys, and document reviews were the methods used to acquire the data. The study collected quantitative data from respondents in Tanzanian private enterprises using a structured questionnaire as the primary tool. The questionnaire consisted of two sections. The first portion collected demographic information from

respondents, including their age, gender, educational level, work experience, and employment position. The second portion included statements that assessed the primary study constructs, namely employers' knowledge, good work practices, and employee well-being.

Employers' expertise was measured using elements such as leadership competency, decision-making ability, communication skills, adherence to labour legislation, staff development assistance, and problem-solving abilities. Statements on fair treatment, workplace safety, job security, possibilities for professional progress, work-life balance, employee happiness, and overall working circumstances were used to assess good work and well-being.

Responses to these statements were rated on a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The composite scores for each construct were computed by averaging the responses to the relevant items.

3.1. Model Specification

Influence of employers' knowledge towards decent work and well-being improvement in Tanzania were modelled using Ordinal Logistic Regression (OLR). Employers' awareness, an ordinal dependent variable that is categorised based on the order of magnitude given one or more independent factors, is predicted using OLR. The single equation model utilised was as follows:

$$\ln Y_i = \beta_{\theta,1} + \beta_{\theta,2}X_{2i} + \dots + \beta_{\theta,k}X_{ki} + \varepsilon_{\theta i} = x'_i\beta_{\theta} + \varepsilon_{\theta i} \dots \dots \dots (1)$$

Where Y_i is the well-being improvement ($Y_i = \text{prob}(\text{score} \leq j) / (1 - \text{prob}(\text{score} \leq j))$). $X_{2i} \dots X_{ki}$ are independent variables, ε_{θ} stochastic disturbance term for conditional ordinal, and i the i th observation.

In the case under consideration, Y denotes employers' awareness on SDG 8 (Ordinal scale: *Not aware, Moderately aware, Highly aware*), $\beta_{\theta,1}, \beta_{\theta,2}, \dots, \beta_{\theta,k}$ are regression coefficients for conditional ordinal and X represents independent variables;

X_{1i} = Empowerment (Dummy: 1 = Yes, 0 = Otherwise)

X_{2i} = Gender (Binary scale/Dummy: 1 = male, 0 = female)

X_i = Education level (Binary scale/Dummy: 1 = hold university degree, 0 = otherwise)

X_{ii} = Knowledge on SDGs (Binary scale/Dummy: 1 = Yes, 0 = No)

X_{ij} = Understanding labour rights (Binary scale/Dummy: 1 = Yes, 0 = No)

X_{ji} = Familiarity with decent work (Binary scale/Dummy: 1 = Yes, 0 = No)

X_i = Knowledge on inclusive labour market (Binary scale/Dummy: 1 = Yes, 0 = No)

X_{2j} = Occupation (Continuous)

4. Results and Discussion

4.1. Demographic Information of Respondents

The demographics of respondents, broken down by employers and workers, are shown in Table 1. In terms of sex, age, education level, marital status, and job experience, the results clearly reveal disparities between the two groups. In general, the majority of employers were married (71.9%), well educated (46.9%), over 35 (75.0%), and male (68.8%). Additionally, 78.1% of them have worked for more than five years. This suggests that employers were often older, more seasoned, and reasonably educated. On the other hand, the majority of employees had a diploma-level education (44.1%), were young (79.4% under 35), and were equally divided by sex (50% male and 50% female). 58.8% of the workforce was unmarried, and 63.2% had less than five years of work experience. This demonstrates that workers were often younger, less seasoned, and in the early phases of their professions. In conclusion, the findings show a substantial difference between employers and employees, with employers representing a more seasoned and stable group and employees representing a younger and evolving workforce.

Table 1. Demographic Information of Respondents

Employers			Employees		
Variables	Frequency	Percent	Variables	Frequency	Percent
Sex of respondent					
Female	10	31.3	Female	34	50.0

Male	22	68.8	Male	34	50.0
Age category					
Variables	Frequency	Percent	Variables	Frequency	Percent
Less than 35 years	8	25.0	Less than 35 years	54	79.4
Above 35 years	24	75.0	Above 35 years	14	20.6
Education level					
Variables	Frequency	Percent	Variables	Frequency	Percent
Primary level	5	15.6	Primary level	9	13.2
Secondary level	5	15.6	Secondary level	19	27.9
Diploma level	7	21.9	Diploma level	30	44.1
Degree level	15	46.9	Degree level	10	14.7
Marital status Frequency Percentage			Frequency Percentage		
Married	23	71.9	Married	23	33.8
Single	7	21.9	Single	40	58.8
Widow/ widower	1	3.1	Widow/ widower	2	2.9
Divorced	1	3.1	Divorced	3	4.4
Working experience Frequency Percentage			Frequency Percentage		
Less than 5yrs	7	21.9	Less than 5 yrs.	43	63.2
More than 5 yrs.	25	78.1	Above 5 yrs.	25	36.8

Source: Survey Data (2026)

4.2. The Employers' Knowledge of the Relationship between Decent Work and Well-Being Improvement

This section presents the third specific objective that focused on assessing the employers' knowledge of the relationship between decent work and well-being improvement.

Table 2. Rotated Component Matrix

Decent work	Component	
	1	2
Use consultants, legal officers and Human Resources personnel's contributes to familiarity of decent work	0.736	
Gender of employers contributes to familiarity with decent works	0.732	
Membership to association of Tanzania employers contributes awareness to decent work	0.678	0.468
Level of education contributes familiarity with decent work	0.500	
Nature of industry affects employers awareness to decent work		0.776
Connection with other employers contributes awareness to decent work		0.761
% variance	30.7	25.2

The rotational component matrix was created using exploratory factor analysis to determine the underlying variables assessed by the questionnaire items. The research revealed two unique components depending on the pattern of factor loading.

Component 1: Employer Expertise includes factors such as management competence, professional abilities, leadership effectiveness, decision-making capacity, communication, adherence to labour legislation, and support for employee development. Questionnaire questions with high loadings on this component imply that they assess employers' skill and expertise in managing the workforce and supporting good organisational practices.

Component 2: Decent Work and Employee Well-Being includes factors such as fair treatment, safe working conditions, job security, professional development opportunities, work-life balance, employee happiness, and overall workplace well-being. The high loadings on this component indicate that these items together assess employees' judgements of decent work and their quality of working life.

These components were named based on the conceptual meaning of the questionnaire questions with the highest factor loadings, which is compatible with the study's theoretical framework. Factor loadings of 0.50 or above were regarded evidence that an item made a significant contribution to its relevant construct. The two-component solution thus supports the validity of the measuring instrument by

demonstrating that the questionnaire captures two related but separate dimensions: (1) employer expertise and (2) decent employment and employee well-being.

Results obtained using the principal components technique throughout the extraction process are shown in Table 2 for every factor. Eigenvalues greater than 1 are used to compute the four elements. When the six factors are applied, the two trade far less. As a result, four to six components emerge to explain the majority of the data variability. Aspect 1 accounts for 30.7% of the variability, whereas element 2 accounts for 25.2%.

The results show that employers' ignorance of SDG 8 has no impact on the preservation of workers' rights for all workers (the initiative is to encourage honest and productive employment with first-rate circumstances of freedom, equality, safety, and human dignity). This may be linked to indicators of sustainable wellbeing improvement, which must be created in order to provide solid foundations for policymaking at all levels and to support the self-regulating sustainability of coupled environments and improvement structures.

Initially, the goal of sustainable development was to optimise intergenerational fairness through dynamic means. It was about protecting the most efficient intake that should be maintained throughout time with the drawback of lowering the generated (Sredojević, 2016).

Several sustainability metrics have been created and applied by policymakers since the early 1990s. These include metrics that aim to capture sustainable development as well as more conventional financial performance indicators like GDP. Although widely used, output metrics like as GDP, net domestic product, and real consumption per capita only account for the financial aspect of progress (Fernández, 2026).

According to Wan et al. (2026), achieving top-notch work requires a cultural shift from communism and selflessness to individuality and a focus on individual rights, as well as an intellectual transfer of "traditional localities" labour ideals. Moreover, deficiencies in the application of regulations and the exchange union's inadequate contribution to the advancement of decent employment on many levels. Additionally, good employment must be mainstreamed as a basic component of decent industrial family members and, eventually, decent social relationships. In order to enjoy the "Decent Work" agenda, it requires a multi-level and multidisciplinary approach to examine the historical, political, economic, ideological, and cultural environment of specific countries (ILO, 2019).

Maternity and household-related labour market regulations are well-known in an astounding number of nations. In some developing nations, pregnant women who work in the informal banking system may have delays in receiving housing. For example, the legal standards for requesting maternity protection may also be extremely difficult to implement and reject for women who work in agriculture. In the informal sector, where many women are concentrated in temporary and sporadic labour forces, the ILO considers it important to consider the accessibility of such processes (ILO, 2019).

Providing employees with the time and flexibility they require to manage their family commitments is another crucial aspect associated with first-rate working hours. Family-friendly policies should be created to give parents, whether male and female, enough time to take care of their family on a daily basis. Household pleasant working time benefits employees and their employers, as well as society at large, by enabling people to adjust their work schedules flexibly to fulfil essential home commitments (ILO, 2019).

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The achievement of respectable and productive labour for both men and women in circumstances of freedom, equity, protection, and human dignity is the fundamental goal of the ILO (Wan et al., 2026). Four strategic objectives are used to convey these four core values: First, promoting norms, fundamental values, and rights in the workplace to ensure that fantastic criminal frameworks respect employees' constitutionally guaranteed rights to equality, dignity, and fair labour practices; Second, encouraging the development of jobs and income prospects with the goal of "not just the advent of jobs, but the creation of jobs of desirable quality." Thirdly, the ability to access and benefit from social security and protection, which is essential for reducing poverty, inequality, and the issue of caregiving; and fourthly, the encouragement of social speech.

4.3. The Impact of Employers' Awareness of SDGs 8 on Well-Being Improvement

Findings in Table 3 presents regression estimates on the impact of employers' awareness of SDGs 8 on Well-being improvement. Independent variables such as Knowledge awareness, sex, age and education level, marital status, work experience and work position of respondents. These variables were tested by using dependent variables as follows.

Table 3. Regression Model on the Impact of Employers' Awareness of SDGs 8 on Well-being improvement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	5.874	0.661		8.886	0.000	4.561	7.187
Knowledge awareness	0.005	0.008	0.070	0.665	0.508	-0.011	0.022
Sex of respondents	-0.420	0.184	-0.234	-2.284	0.025**	-0.784	-0.055
Age of respondents	-0.018	0.016	-0.166	-1.073	0.286	-0.050	0.015
Education level of respondents	-0.090	0.093	-0.110	-0.967	0.336	-0.275	0.095
Marital status of respondents	-0.013	0.129	-0.010	-0.098	0.922	-0.269	0.244
Work experience	0.008	0.020	0.057	0.401	0.689	-0.032	0.049
Work position of respondents	-0.104	0.042	-0.275	-2.467	0.015**	-0.188	-0.020

*Dependent Variable: Well-being improvement Minus sign indicates a negative change in Benefit of Multiple linear regression model: standardized coefficients were reported; ** Significance at the 95% confidence level; Benefit.....: R2 =0.374 (Adj. R2 =0.074), DF=4; F=2.134, overall P<0.048 at 5% significance level.*

The study's findings indicate that a variety of factors had effects on how employers' understanding of SDGs 8 affected improvements in well-being. The knowledge and work experience of the employees were statistically significant, according to the regression estimates on the effect of employers' awareness of SDG 8 on improvements in well-being. This indicates that variables like employees' awareness

of SDG 8 and job experience are mostly responsible for the improvement in well-being. This finding, which is corroborated by Wan et al. (2026), who noted that employers' understanding of SDG 8 has an influence on improving well-being, shows that workers' job experience and knowledge were statistically significant.

5. Conclusion and Recommendations

According to the study's findings, employers' understanding of Sustainable Development Goal (SDG) eight on improving well-being shows that their expertise and work experience were statistically significant. This shows that variables like employers' and employees' understanding of SDG 8 and work experience have a major role in improving wellbeing. The study comes to the conclusion that, despite significant advancements in the private sector, not every employee has a good job. In terms of policy, the study suggests an integrated strategy that tackles the objectives of improving well-being, which necessitates inclusivity and information awareness among employees in order to accomplish SDG 8. That is, the advancement of SDG 8 determines the policy priorities for accomplishing many of the other SDGs. In order to increase well-being, it is essential to mobilise policy priorities, facilitate information access, and develop skills for SDG 8-related activities. The public and commercial sectors' efforts are crucial to SDG 8's accomplishment.

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