Original Article

An assessment of the extent and nature of violations of employee rights as against compliance mechanisms under Ghanaian.

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Abstract: Employers have a non-negotiable responsibility to comply with labour laws relating to employee rights. However, employees' rights are continually violated in workplaces. The objective of this research was to investigate employers' compliance with employees' rights and the impact on workplace productivity. A mixed research approach was used. Interview guides and questionnaires were employed for data collection. The survey involved 300 employees and 8 employers from among 10 SMEs in Accra. The results indicate that employers generally comply with employees' labor rights, but there are challenges in complying with compensation, work-life balance, and career development. Furthermore, violations of employee rights have a negative impact on employee productivity as observed from reduced motivation and performance among employees who witness or engage in such violations. Employers and Human Resource managers ensure compliance with labor rights through transparency, education, and communication. The study recommends that organizations create clear and well-defined policies to handle complaints of discrimination or harassment.

Keywords: Labour law, employee, rights, productivity, compliance

1. Introduction

In contemporary organisational contexts, the effective management of employees is recognised as a preeminent asset essential for realizing organisational objectives (Kurdi & Alshurideh, 2020). The scholarly discourse has long underscored the pivotal role of employee satisfaction in fostering heightened productivity and organizational success (Ali & Anwar, 2021). Within this context, it is imperative to acknowledge that employees possess diverse needs, and the extent to which these requirements are met significantly influences their conduct and demeanor in the workplace (Diamantidis & Chatzoglou, 2019; Mpofu, 2022; Sudiardhita et al., 2018;).

Labor law, as a subset of the law, intricately regulates employer-employee relationships (Kondo & Singer, 2019). It delineates the rights and responsibilities of workers within unions, with the employment relationship playing a crucial role in determining the liberties and duties applicable to workers (Hulden, 2023). Labor law governs a substantial portion of this working relationship, encompassing equal job opportunities, workplace safety and health regulations, and rights to confidentiality, among others (Bartley, 2018). To protect employees, companies establish employee protection policies, as a means for employers to avoid unintentional violations of employees' rights. Despite the existence of these protective measures, there is limited evidence indicating consistent exercise of the rights accorded to employees by labour laws. Numerous studies reveal a common assumption among workers that their employers adhere to all legal salary and employment regulations (Vosko & Casey, 2019; Michaels & Barab, 2020). However, the reality is that businesses, both large

and small, in Ghana and around the world routinely violate employment regulations, leading to potential legal and ethical complications (Norman, 2023).

According to Ghana's Labor Act, employees are entitled to safety equipment, and employers are obligated to provide it without charge (Osei-Asibey et al., 2021; Segbenya & Yeboah, 2022; Segbenya et al., 2022). Legal compliance falls under the purview of Ghanaian businesses, particularly those with established human resource departments (Osei-Asibey et al., 2021). The responsibility of preserving compliance to the various regulations governing working relationships must be diligently upheld if the human resource unit is to be considered as crucial and useful to the organisation's bottom line, similar to other departments (Osei-Asibey et al., 2021).

However, there are currently no comprehensive studies investigating the magnitude and types of violations of employee rights in Ghana. This gap in research may result in a lack of awareness, inadequate legal responses, prolonged injustice for victims, and potential negative impacts on the economy, societal tensions, and missed opportunities for improving labour practices. Addressing this research vacuum, this study aims to comprehensively examine the violation of employee rights in Ghana, shedding light on unexplored areas of breaches or compliance that have not yet been experimentally investigated.

Based on the above arguments, there are four objectives of this study:
1. To assess the extent to which employers uphold their employees' rights in the workplace.
2. To analyze the working conditions of employees, including aspects of social security and contract information.
3. To evaluate how violations of employee rights affect productivity in the workplace.
4. To examine the role of human resources in ensuring compliance with employee rights and regulations.

2. Literature

Corporate Liability under the Labour Laws of Ghana

Organisations are mandated to adhere to rules and laws set by governments, emphasizing ethical standards in corporate activities. Dziwornu (2021) refers to this as "the engagement of haphazard indulgence of corporate good works," encompassing aspects like human rights, working conditions, and environmental protection. Boso et al. (2017) emphasize Ghanaian corporate organizations' legal and moral responsibility to protect employee rights, including good working conditions and fair profit-sharing plans. The 2003 Labor Act, Act 651, consolidated existing labor laws to align with Ghana's Constitution and International Labor Organization conventions.

Employment Protection Rights

Ghana's labour laws, particularly the Labor Act of 2003 (Act 651), safeguard various worker protection rights, encompassing a safe working environment, maternity and holiday pay, yearly leave, and protection against unfair dismissal and redundancy (Owoo et al., 2020). Section 118 outlines employer obligations for safety equipment and working conditions. The Ghanaian case of Issah v. Mim Timber Co. Ltd [1980] GLR 430 underscored employers' duty to provide a safe workplace, establishing a precedent for the high duty of care owed to employees.

Ghanaian laws outline specific remedies for workers in case of employment rights violations, offering compensation, damages, reinstatement, or reemployment (Owoo et al., 2020). Recruiting and retaining skilled staff in the competitive business environment depend on a company's ability to adhere to employee rights. Occupational health and safety are critical factors in employee retention and business success. Osei-Asibey et al. (2002) detail employer responsibilities for creating safe working conditions, risk-free handling of substances, and compliance with regulations. Violations may lead to fines or imprisonment.

Sections 116 and 117 of Act 651, along with Article 16 of Ghana's Constitution, prohibit forced labour. Exceptions exist, such as court-ordered work or work necessary for public safety during emergencies (Osei-Asibey, 2021).

Ghanaian laws prohibit companies from employing young people in dangerous jobs (Act 651, LI 1833). Employers must adhere to regulations to prevent abuses, and any breach may lead to legal consequences. Bribery and corruption are criminal offenses in Ghana, with potential legal consequences for convicted individuals or corporations (Damoah et al., 2019). Local firms operating abroad may face legal action for engaging in corrupt activities. Also, Ghanaian law prohibits the employment of minors in exploitative labor and human trafficking (Children's Act, 1998 (Act 560); LI 1833). Companies and individuals are obligated to contribute to combating human trafficking and underage labor (Osei-Asibey, 2021).

Empirical Review

Colovic et al. (2019), utilizing neo-institutional theory, found that multinational enterprises (MNEs) were less likely to violate human rights compared to local firms in emerging economies. Contrary to expectations, regional institutions had a greater influence on local businesses, impacting their adherence to employee rights more than MNEs. Surprisingly, the presence of MNEs in a region negatively affected local businesses' commitment to employee rights. This underscores the complex interplay of global corporate practices and regional influences on workers' rights.

Tang (2020), in analyzing occupational safety and health laws in Southeast Asian Nations, discovered alignment with International Labour Organization themes. The emphasis on worksite consultation and training suggests a commitment to a comprehensive approach to employee well-being. Tang's findings advocate for a proactive stance in fostering safe working conditions, aligning with international standards.

Huh et al. (2020), through a survey of semi-professional athletes, unveiled alarming instances of verbal and physical abuse, sexual harassment, and violence in the workplace. Senior players emerged as the principal offenders, exploiting the hierarchical structure to foster a passive environment among players. This study sheds light on the prevalence of abuses in sports and emphasizes the need for cultural shifts and measures to protect athletes' rights.

Egdell et al. (2021), focusing on workers with dementia in Scotland, identified an awareness gap in businesses providing assistance to such workers. Despite acknowledging dementia, the study highlighted insufficient translation of this awareness into professional settings. The findings underscore the importance of acknowledging and respecting the legal rights of workers with unique needs, emphasizing the necessity for effective training initiatives for employers.

Nakamura et al. (2022) conducted a study aimed at raising awareness of fundamental rights in the seafood industry. By establishing workplace guidelines and emphasizing employers' duties to provide education, a safe channel for complaints, and safeguards for workers in hazardous conditions, Nakamura et al. provide a roadmap for companies to uphold workers' fundamental rights in the seafood industry.

Green and Ayalon (2018) exposed violations of workers' rights among live-in migrant and live-out local home care workers. The infringements, lack of vacation, unpaid sick days, and absence of documented contracts reveal the vulnerability of home care workers. This study emphasizes the need for regulatory measures to ensure fair working conditions and protection of the rights of these workers.

Pärli (2018)'s research highlighted the economic cost of employees working while sick. By emphasizing the need for a human rights-based approach to human resource management, Pärli underscores the importance of acknowledging employees' rights to work in just and favorable conditions, including paid sick leave.

Davidov (2020) delved into non-waivability in labor law, presenting it as a fundamental tenet. While recognizing the importance of protecting workers from compelled waivers, the study suggests potential compromises that respect employees' rights while yielding additional benefits. This nuanced approach advocates for a balance between protecting workers and considering alternative arrangements.

Papadopoulos et al. (2021) explored labor violations in the UK hotel industry, unveiling challenges in voicing grievances. The study's analysis illuminated various layers of vulnerability in a heightened fear environment, creating an unfriendly atmosphere for the advancement of employment rights. Papadopoulos et al. highlight the importance of addressing systemic issues to empower employees and enforce their rights.

Colovic et al. (2019) indicated that MNEs were more likely to provide social security, impacting local businesses' ability to attract skilled individuals. This finding suggests a potential imbalance in the workforce, where skilled individuals are concentrated in MNEs, leaving local businesses with a less skilled workforce and less favorable working conditions.

Secunda (2019) emphasized the negative impacts of excessive working hours on employee morale and performance. The study challenges the widespread belief that more labor equals more output, highlighting the detrimental effects on both employers and society as a whole due to decreased productivity and increased exposure to health hazards.

Wang et al. (2020) explored the relationship between toxic workplace environments, stress, and violations on reduced project success and employee health issues. The findings underscore the interconnectedness of workplace conditions, employee stress, and overall project success, advocating for a holistic approach to employee well-being to ensure productivity.

Bari et al. (2020)'s study on the relationship between psychological contract violation and organizational productivity highlighted the role of human resources in fostering trust and preventing information concealment. By emphasizing the impact of workplace rights violations on an organization's ability to maintain employee efficiency, the study calls for a proactive approach in building trust and addressing violations.

Anner (2020), investigating lead companies' purchasing strategies affecting workers' rights in vendor facilities, revealed a correlation between price declines and negative effects on employment conditions. The study emphasizes the need for responsible purchasing practices that prioritize workers' rights, highlighting the influence of lead companies on the overall working conditions in their supply chains.

Rasool et al. (2021), through a quantitative study, established that a toxic work environment and employee rights violations have a detrimental effect on employee engagement and a company's production. The findings further highlight the mediating role of organizational support and employee well-being, emphasizing the need for supportive workplace environments.

Stahl et al. (2020) demonstrated the pivotal role of human resource managers in addressing workplace human rights violations. The decrease in reported cases emphasizes the impact of proactive human resource involvement in upholding workers' rights. This finding underscores the importance of establishing grievance centers and attentive management to address workplace issues involving rights violations.

Theoretical framework

This study is guided by the Institutional Theory, which investigates how shared beliefs, values, and rules—collectively known as institutions—shape organizations and societies (Lawrence & Shadnam, 2008; Scott, 2005; Suddaby, 2015). The theory's assumptions are crucial for understanding the impact of institutions on individual and organizational behavior.

The first assumption is that institutions, both formal (laws, regulations) and informal (norms, traditions), significantly influence behavior (Lawrence & Shadnam, 2008; Scott, 2005; Suddaby, 2015). In the context of employee rights violations in Ghana, this means that legal frameworks and cultural norms play a pivotal role in shaping how organizations and individuals behave, with a focus on compliance.

Isomorphism, the second assumption, suggests that organizations within the same industry tend to become more similar over time due to pressures for conformity and legitimacy within their institutional environment (Hambrick et al., 2004). In the Ghanaian context, organizations may adopt similar compliance mechanisms related to employee rights to gain acceptance and legitimacy from stakeholders.

Legitimacy, the third assumption, is a critical concept indicating that organizations actively seek to be perceived as appropriate and acceptable within their institutional context (Krell et al., 2016). In the study, this implies that organizations in Ghana will prioritize adherence to legal and societal norms regarding employee rights to enhance their legitimacy and maintain positive stakeholder relationships. Applying these assumptions, the study aims to explore how institutions shape compliance mechanisms, influence organisational behavior, and impact the occurrence and nature of employee rights violations within the legal framework of Ghana. The Institutional Theory provides a structured framework for examining the dynamics between institutions, organisational behavior, and the landscape of employee rights in the Ghanaian context.

3. Materials and Methods

Research Approach

The study utilized a mixed research method, combining qualitative and quantitative approaches. This allowed for a more comprehensive understanding of employee rights violations, addressing the complexities and nuances of the topic.

Study Area

The research was conducted among small and medium-scale enterprises (SMEs) in Accra Central, Greater Accra Region, and Ghana, chosen for its concentration of major SMEs.

Study Population

The population comprised employees, employers, and Human Resource Managers (HRMs) in SMEs. Thirty SMEs were selected, involving 300 employees for quantitative analysis and 12 participants (employers and HRMs) for qualitative insights.

Sample Size and Sampling Technique

Simple random sampling selected 30 SMEs, while convenience sampling identified 300 employees. Purposive sampling was employed for 12 employers and HRMs, ensuring a targeted selection of individuals with unique perspectives.

Data Collection Instrument

Quantitative data utilized a questionnaire with Likert scale questions, covering various aspects of employee rights violations and compliance mechanisms. Qualitative data employed semi-structured interviews to gather in-depth insights.

Data Analysis

IBM SPSS analyzed quantitative data, providing descriptive and inferential statistics. Thematic analysis was applied to qualitative data, involving coding, theme identification, and interpretation.

Ethical Consideration

The study prioritized informed consent, confidentiality, and anonymity. Participants were fully informed, with the option to withdraw without consequence. Anonymity was ensured by excluding sensitive information, protecting identities, and safeguarding participants against harm or exploitation.

4. Results

Demographic data

The study surveyed 300 participants, with 42.0% identified as male and 58.0% as female. The majority (58.6%) falls in the 25-34 age group, followed by 22.7% in the 18-24 age range. Only 1.0% are aged 55 or older in terms of employment, 79.3% work full-time, while 20.7% work part-time. Regarding experience, 78.3% have less than one year, 19.3% have 1-5 years, and 1.3% have 5-9 years, with 1.0% having over 10 years of experience. Education-wise, 49.3% completed at least a bachelor's degree, 28.7% finished senior high school, 1.7% had primary education, and 2.0% hold a PhD.

Table 1: Demographic data of respondents (n = 300)

Demographic characteristic	Frequency	Percentage (%)
Gender		
Male	126	42.0
Female	174	58.0
Total	300	100
Age		
Under 18	3	1.0
18-24	68	22.7
25-34	176	58.6
35-44	49	16.3
45-54	4	1.3
55 or older	3	1.0
Total	300	100
Employment Status		
Full-time	238	79.3
Part-time	62	20.7
Total	300	100
Number of working experiences in the company		
<1	235	78.3
1-5	58	19.3
5-9	4	1.3
> 10	3	1.0
Total	300	100
Highest level of education		
Primary school	5	1.7

Senior High School	86	28.7
Bachelor's degree	148	49.3
Masters	55	18.3
PhD	6	2.0
Total	300	100

Source: Field study (2023)

The extent to which employer upholds their employees' rights in the workplace
This is the first objective and it examined the extent to which employers' of the selected SMEs uphold their employees' rights. The extent of employees' rights compliance was measured in relation to the following: non-discrimination and equal opportunities, compensation and benefits, health and safety in the workplace.

Non-Discrimination and Equal Opportunities
The statement with the highest agreement is "The employer treats all employees fairly, regardless of their gender, race, age, or other protected characteristics," with a substantial 66.6% strongly agreeing and 20.7% agreeing. Following closely is the statement "The employer promotes a workplace free from discrimination and harassment," where 47.7% strongly agree, and 37.7% agree. The least agreement is observed in the statement "The employer takes appropriate actions to address and prevent instances of discrimination or harassment in the workplace," with 69.6% strongly agreeing and 17.3% agreeing.

Table 2: Non-Discrimination and Equal Opportunities (n = 300)

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total %
The employer promotes a workplace free from discrimination and harassment.	5.3	2.3	7	37.7	47.7	100
The employer treats all employees fairly, regardless of their gender, race, age, or other protected characteristics.	3.3	2.7	6.7	20.7	66.6	100
The employer provides equal opportunities for career advancement and professional development to all employees.	5	7.6	19.7	27.7	40	100
The employer takes appropriate actions to address and prevent instances of discrimination or harassment in the workplace.	1.3	4.3	7.3	17.3	69.6	100?
The employer actively encourages diversity and inclusion within the organization.	2	4.7	9.7	17.3	66.3	100

Source: Field data (2023)

Table 3 outlines employees' perspectives on compensation and benefits. The statement with the highest agreement is "The employer offers transparent and accessible information regarding employee compensation and benefits," with a substantial 53% strongly agreeing and 24% agreeing. Following closely is the statement "The employer ensures timely and accurate payment of wages and benefits," where 32.7% strongly agree, and 22% agree. The least agreement is observed in the statement "The employer provides opportunities for bonuses, incentives, or other rewards based on performance," with 18.7% strongly agreeing and 27% agreeing.

Table 3: Compensation and Benefits (n = 300)

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total %
The employer provides fair and competitive compensation packages.	8.3	7.7	37.3	31.3	15.3	100

The employer ensures timely and accurate payment of wages and benefits.	11	11.3	23	22	32.7	100
The employer offers transparent and accessible information regarding employee compensation and benefits.	4.7	4	14.4	24	53	100
The employer provides opportunities for bonuses, incentives, or other rewards based on performance.	17.3	15	22	27	18.7	100
The employer maintains appropriate records related to employee compensation and benefits.	10	6.7	15.3	30	38	100

Source: Field data (2023)

Health and safety in the workplace

Table 4 illustrates employees' perceptions regarding health and safety in the workplace. The statement with the highest agreement is "The employer provides a safe and clean working environment," where an impressive 72.7% strongly agree, and 18% agree. Following closely is "The employer prioritizes the health and safety of employees in the workplace," with 48.7% strongly agreeing and 32.3% agreeing. The least agreement is found in "The employer conducts regular safety training and provides necessary safety equipment," with 76% strongly agreeing and 11.7% agreeing.

Table 4: Health and Safety (n = 300)

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total %
The employer prioritizes the health and safety of employees in the workplace.	4.3	3.3	11.3	32.3	48.7	100
The employer provides a safe and clean working environment.	1.3	2.3	5.7	18	72.7	100
The employer complies with relevant health and safety regulations and standards.	3.7	3.3	18	25.7	49.3	100
The employer conducts regular safety training and provides necessary safety equipment.	2.3	2.7	7.3	11.7	76	100
The employer takes immediate action to address and resolve any health or safety concerns raised by employees.	2.3	2.3	13	24	58	100

Source: Field data (2023)

The working conditions of employees including social security and contract information.

Table 5 presents an overview of employees' perceptions regarding various aspects of their working conditions as related to objective two. The highest agreement is observed in "I feel secure in my job and have access to appropriate social security benefits," with an overwhelming 74.3% strongly agreeing and 11.7% agreeing. Following closely is "The Company has effective policies in place to address issues related to harassment, discrimination, and workplace safety," where 67% strongly agree and 17.7% agree. Conversely, "The working conditions at my workplace are safe and conducive to productivity" recorded the least agreement, with 54.3% agreeing and 14.7% strongly agreeing.

Table 5: The working conditions of employees (n = 300)

Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total %
The working conditions at my workplace are safe and conducive to productivity.	5.7	2.3	23	54.3	14.7	100
I receive adequate training and support to perform my job effectively.	0.7	3	21.7	53	21.7	100
My employer provides necessary equipment and resources to perform my duties.	4.3	5	16	47.3	27.3	100
I have a clear understanding of my employment contract, including my rights and responsibilities.	2.3	4.7	6.3	34.7	52	100
My employer provides fair and competitive wages for the work I perform.	6	9.7	23	33.7	27.7	100
I am satisfied with the benefits and social security provided by my employer.	2.3	3.7	12	36	46	100
My employer supports a healthy work-life balance for employees.	23.3	16.3	30.6	18.7	11.7	100
The company has effective policies in place to address issues related to harassment, discrimination, and workplace safety	2.7	5	7.7	17.7	67	100
I feel secure in my job and have access to appropriate social security benefits (e.g., health insurance, retirement plans).	2.3	3.3	8.3	11.7	74.3	100
Statement	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total %
Violations of company policies and rules negatively affect employee productivity.	19.7	5.7	15.3	21	38.3	100
Witnessing employee violations can create a sense of demotivation in the workplace.	32.7	6	14	16.3	31	100
Employees who frequently engage in violations are less likely to meet their performance targets.	29	6	15.7	16	33.3	100
Employee violations can disrupt teamwork and collaboration among colleagues.	41.7	5	15	14.7	23.7	100
Disciplinary actions taken against employees for violations can deter others from engaging in similar behaviors.	2.7	3	4.3	16	74	100
The organization's response to employee violations plays a crucial role in maintaining overall employee productivity	2.7	1.7	2.3	9.7	83.7	100

Source: Field data (2023)

4.5 Impact of employee violations on employee productivity
Table 6 highlights the impact of employee violations on employee productivity as related to objective three. The highest agreement is observed in "The organization's response to employee violations plays a crucial role in maintaining overall employee productivity," with an overwhelming 83.7% strongly agreeing and 9.7% agreeing. Following closely is "Disciplinary actions taken against employees for violations can deter others from engaging in similar behaviors," where 74% strongly agree and 16% agree. Conversely, "Violations of company policies and rules negatively affect employee productivity" exhibits the least agreement, with 21% agreeing and 38.3% strongly agreeing.
Table 6: Impact of employee violations on employee productivity (n=300)
Source: Field data (2023)

The role of human resource management in ensuring compliance with employee rights and regulations
The objective focused on obtaining insights from human resource managers regarding their strategies for ensuring compliance with employee rights and regulations as related to objective four. The findings are organized into main themes and sub-themes derived from thematic analysis.
Main Theme 1: Employee Rights Awareness and Communication
Sub-Theme 1: Employee Orientation and Training
The results highlight the significance of employee orientation and training in raising awareness of employee rights. Respondent 2 emphasized,
> "When we first employ someone, we give the person a handbook which contains all the policies, procedures, rules and regulations."

Sub-Theme 2: Employee Handbook and Policies
The role of policies and procedures in safeguarding employee rights was also highlighted. Respondent 1 mentioned,
> "We have put the rules and regulations into place so that they all follow it."

Sub-Theme 3: Open Door Policy
Open communication emerged as another crucial aspect, as respondents stressed the importance of creating an environment where employees feel comfortable discussing their rights and concerns openly. Respondent 8 noted,
> "Communication and training are implemented in an open door that encourages employees to freely express their concerns such as ideas and suggestions. During the orientation process, new employees are provided with information about their rights and responsibilities. This includes company policies, employee handbook and relevant information to protect their rights within the workplace."

Main Theme 2: Grievance Reporting and Handling
Sub-Theme 1: Complaint Documentation
The results indicate that organizations prioritize the proper documentation of employee complaints and the collection of evidence to ensure transparency in the grievance reporting process. Respondent 2 emphasized the availability of an open-door system, stating,
> "We have an open-door system. If you are

faced with any challenge, the HR office is open. You can walk in at any time within the working hours to talk to us about your grievances." Respondent 8 highlighted the importance of documenting complaints, stating, "The complaint is documented, including details such as the nature of the grievance, individuals involved, and any supporting evidence." Respondent 6 noted,
> "I witnessed one with a manager harassing an interviewer on CCTV camera before complaints were made by the individual. I invited him to my office and solved it amicably."

Sub-Theme 2: Transparent Procedures
The respondents stressed the significance of having well-defined grievance handling procedures that guarantee fairness and impartiality in addressing employee grievances. Respondent 6 made it clear that managers and supervisors are responsible for addressing issues, saying,
> "We have structures in place for these policies, e.g., the CEO's phone number for all to report any kind of the above-mentioned via WhatsApp or call………we have emergency phone numbers and our social media handles available for all who encounter any form of discrimination."

Respondent 3 mentioned the role of policies in ensuring transparency, explaining,
> "Okay, so, to raise grievances within the organization, we often hold meetings on Mondays so, these were our manager asks us what our problems are. So if you have any grievances, you channel it to him."

Main Theme 3: Equal Opportunities
Sub-Theme 1: Non-Discrimination

The results indicate that respondents emphasized the importance of non-discrimination as a key aspect of ensuring equal opportunities for all employees. Respondent 4 further emphasized the significance of non-discrimination, stating,

> "We respect each other. We work as a team not as a boss and employees not as manager and employees, we work as a team. So, every one of us knows what he has to do and what rights he has, and we follow them so nobody will be disturbed with any form of discrimination."

Sub-Theme 2: Accessibility

Regarding accessibility, the respondents discussed the importance of ensuring that the workplace is physically accessible to all employees. Respondent 7 stated,

> "Providing equipment for employees such as tools. Providing modern technology and getting rid of the use of man-power job," indicating a commitment to providing necessary equipment for employees to work safely.

Additionally, Respondent 6 mentioned,

> "We have protective attires that are worn by them," highlighting the provision of safety gear to promote accessibility and safety within the workplace. He further added, "A CCTV camera is in place and been monitored by personnel till work is over."

Main Theme 4: Compensation

Sub-Theme 1: Fair Pay Structures

The results from the interviews highlight the significance of fair pay structures in ensuring compliance with employee rights and regulations. Respondents provided insights into how compensation is structured to achieve fairness within their organizations: Respondent 1 said,

> "As a manager, I always pay them according to their task." Respondent 2 added, "With regards to compensation, we have a compensation. Accounts and HR works hand in hand to ensure that when there's an issue with compensation, even when it comes to salaries, there's a way in which we don't just look at faces. Before we give compensation or whatever benefits someone deserves, there's a whole policy that's being worked on. It's a bit technical."

Sub-Theme 2: Competitive Compensation Packages

Competitive compensation packages are another critical aspect of ensuring employee rights and regulations compliance. Respondents shared their approaches to providing competitive compensation: Respondent 5 said,

> "To design competitive and fair benefit packages with flexible and diverse options that will suit employee needs."

Respondent 8 added,

> "We have good pay structures."

Main Theme 5: Workplace Safety and Hazards

Sub-Theme 1: Health and Safety Measures

Respondents in this study emphasized the importance of implementing health and safety measures within their organizations to ensure a safe working environment. Respondent 1 mentioned:

> "We provide everyone with a health card so that they can be easy to access the health center."

Respondent 6 added:

> "Protective attires are been worn by them, and we provide them boots as well."

Sub-Theme 2: Hazard Identification

Respondents also highlighted the importance of identifying workplace hazards through regular inspections and proactive measures. Respondent 2 said,

> "Every morning, every day, when they come, we have the facility team. They go around to check if everything is okay. Then the security team also goes around to check."

Respondent 3 added,

> "Anything that will distract my own work smoothly, I communicate it to our boss."

Respondent 7 reiterated,

> "We provide warning signs that indicate danger and warning to the employee so he/she does not get affected by them."

Respondent 1 noted,

> "CTV cameras and security men are being provided or put in place for us so that in case something happens, we can trace it."

Main Theme 6: Role of HR Professional

Sub-Theme 1: Education and Training

The results indicate that HR professionals play a crucial role in educating employees about their rights and promoting inclusive behavior within the organization. Respondent 8 mentioned,

"During the orientation process, new employees are provided with information about their rights. We have workshops and training sessions to educate employees on various rights and laws that protect them."

5. Discussion

The study explored how employers uphold employees' rights in the workplace. In terms of non-discrimination and equal opportunities, employers actively promote a discrimination-free workplace, ensuring fairness and diversity. Employees express satisfaction with compensation, considering it fair and competitive, with transparent information and performance-based reward opportunities. For health and safety, employees perceive their employers as prioritizing safe working environments, compliance with regulations, safety training, and prompt issue resolution.

The study aligns with previous research, suggesting larger corporations are less likely to violate employee rights, resonating with regulatory frameworks' positive impact. The study also addresses concerns raised by Huh et al. (2020) regarding workplace violations, with employees reporting demotivation due to witnessing such incidents. Nakamura et al. (2022) and Mpofu (2022) emphasize business responsibility in upholding fundamental rights, echoing the study's focus on non-discrimination, compensation, and health and safety. The findings underscore employers' pivotal role in maintaining a positive and rights-respecting work environment, potentially more effectively in larger corporations.

Furthermore, the study delved into the working conditions of employees, including aspects related to social security and contract information. Employees generally perceive their workplaces as safe, supportive, and conducive to productivity, expressing satisfaction with training, resources, and clear employment contracts. A significant portion of employees is content with fair wages and benefits, while opinions on work-life balance vary. Positive perceptions of effective workplace policies addressing issues like harassment, discrimination, and safety are prevalent, and the majority of employees feel secure in their jobs with access to appropriate social security benefits. Aligning with Green and Ayalon's study (2018), the findings underscore prevalent violations of workers' rights, particularly concerning social security and contract information. Challenges faced by employees, such as limited access to contractual information and social security benefits, resonate with Pärli's (2018) emphasis on protecting employee rights, including sick leave considerations. Colovic et al.'s (2019) study further reinforces the significance of social security benefits, highlighting that multinational corporations are more likely to provide access to such benefits compared to local businesses, with access to contractual information being more prevalent in international firms.

Additionally, the study reveals a significant impact of employee violations on productivity, with a notable number of employees strongly agreeing that such violations have negative consequences. Witnessing violations contributes to demotivation, affecting overall productivity, and employees frequently engaging in violations are less likely to meet performance targets. Additionally, violations disrupt teamwork and collaboration among colleagues, emphasizing the importance of organizational responses in maintaining productivity. Disciplinary actions are perceived as a deterrent, with implications for overall productivity. This aligns with Secunda's (2019) observations on the negative impact of excessive work hours on morale and productivity. Wang et al.'s (2020) study on toxic workplace environments and stress resonates with findings on demotivation and disrupted teamwork. Bari et al.'s (2020) insights into psychological contract breaches influencing organisational productivity align with the study's emphasis on disciplinary actions and deterrence.

6. Conclusions

In conclusion, it is apparent that maintaining a workplace that respects and adheres to employee rights and regulations is crucial for cultivating a positive and efficient work atmosphere. Nevertheless, challenges persist, particularly in aspects such as compensation, achieving work-life balance, and the varying responses to career advancement. These challenges present opportunities for organisations to improve employee satisfaction and overall productivity. The findings underscore the evident impact of employee violations on productivity, with rule-breaking behaviors significantly impeding individual job performance and fostering demotivation within the workforce.

Four lessons emerge from this study. Firstly, organisations should prioritize addressing challenges in compensation, work-life balance, and career advancement to enhance overall employee satisfaction and productivity. Secondly, a clear link is established between employee rule violations and reduced productivity, emphasizing the importance of fostering a culture of compliance. Thirdly, human resource management is identified as a pivotal force in ensuring adherence to employee rights and regulations, with transparency, education, and communication being integral components of this process. Lastly, HR professionals, acting as educators, facilitators, and conflict resolution agents, contribute significantly to creating a harmonious workplace.

7. Recommendations

Organisations should strive to create a level playing field for all employees, regardless of their gender, race, age, or other protected characteristics. This means providing equal opportunities for advancement and professional growth, as well as eliminating any unconscious biases that may exist in the workplace.

Organisations should have clear and well-defined policies and procedures in place for handling complaints of discrimination or harassment. These processes should be consistently applied to all employees, and employees should be aware of their rights and how to file a complaint.

Organisations should create a workplace culture that values diversity and inclusion. This means celebrating differences, providing opportunities for employees to learn about different cultures and perspectives, and creating a safe space for all employees to feel respected and valued.

Organisations should provide employees with a safe and healthy work environment. This includes providing adequate training, equipment, and support, as well as creating a culture of respect and cooperation.

Organisations should create a culture where employees understand and adhere to company policies. This includes educating employees about their rights and responsibilities, as well as enforcing policies consistently.

7.1 Recommendations for future studies

Future studies could delve deeper into understanding the specific factors contributing to compensation disparities and explore innovative strategies to ensure fair and competitive pay structures. This could involve investigating the impact of various compensation models on employee satisfaction and organizational performance.

Given the mixed responses regarding work-life balance, future research can focus on developing and evaluating interventions aimed at enhancing work-life balance. Exploring flexible work arrangements, remote work policies, and employee well-being initiatives may provide valuable insights into creating more supportive work environments.

Conducting longitudinal studies to track the long-term effects of employee violations on productivity and organizational culture would be beneficial. This could involve assessing the effectiveness of disciplinary measures over time and identifying preventive measures that organizations can implement to minimize rule-breaking behaviors.

Further exploration into specific human resource management practices that contribute to compliance with employee rights is warranted. Research could investigate the effectiveness of HR-led initiatives, training programs, and communication strategies in fostering a culture of transparency and adherence to regulations.

Conducting comparative studies across different industries and geographical regions can provide a more comprehensive understanding of the variations in employee rights, workplace practices, and their impact on organizational outcomes. This comparative analysis could offer valuable insights for global businesses and policymakers.

Data availability
Data are available upon reasonable request.

Disclaimer
The views expressed in this manuscript are solely those of the author and do not necessarily represent any official policy or position.

7. References

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