



# Uncovering Employees' Rights Practices in Tanzania's Maritime Establishments: A Case of Dar es Salaam Maritime Institute (DMI)

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## ABSTRACT

The paper set out to examine how the execution of employees' rights practices impact on public organization performance in Tanzania, taking a case of Dar es Salaam Maritime Institute (DMI). The main goal of the study was to identify the practices related to employee rights at DMI, focusing on rights related to freedom of association, living wages and observing working hours as per the legal provisions. The study used a qualitative research approach. A purposive sample size of 17 respondents was obtained from a population of 137 among the academic, administrative and technical staff. Data were collected using interview and focus group discussions (FGD) and analysed through content analysis. The study revealed that all the three forms of employee rights-freedom of association, living wages, and working hours-were applied at DMI and that each was supported by a systematized approach that made it easier to pay for overtime and additional work. The study concluded that all employment rights inside an organization revolve around the rights to association, a living salary, and reasonable working hours, and contribute to organization's performance.

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## 1. Introduction

There is competition among businesses in the modern business world, and each one strives to perform well and achieve maximum success (Ubaid, 2023). Employee motivation is therefore necessary, with one component being adherence to their legal rights (Bhatti, et al., 2016). To guarantee that employee rights must be upheld and adhered to, both international and national authorities have created legislation (Suzuki, 2016). For instance, a need of the international framework of human rights is the protection of worker rights (Payton & Woo, 2014). According to Bacchini and Koenig-Archibugi (2012), since its founding in 1919, the International Labour Organization (ILO) has adopted 189 conventions on subjects like freedom of association, collective bargaining, forced labour, child labour, gender and other forms of discrimination, social security, working time, and occupational health and safety. In particular, the ILO stated that all workers, regardless of their origin or gender, are entitled to decent work, including fair wages, 8 hours of normal workdays, and equitable treatment with respect for social protection, social bargaining, and communication. Employees are also entitled to a variety of additional rights that are connected to the right to work. One of these is the right to an atmosphere

that is comfortable to work in and encourages efficient job performance (Turnaway et al., 2019). Researchers have attempted to study the laws governing labour matters, and depending on where they conducted their research, each has come to different results.

Employees in the maritime industry in Tanzania face several challenges, including the following: Firstly, most employees lack access to adequate training and skills development programs, which hampers their ability to advance in their careers and adapt to evolving industry demands. In addition, opportunities for career advancement may be limited, particularly for those without higher education or specialized skills, leading to frustration and stagnation among employees (Haule, 2023). Secondly, safety standards in some parts of the maritime industry may be lacking, exposing employees to various hazards such as accidents, injuries, diseases and even fatalities. Thirdly, some employees endure poor working conditions, including long hours, inadequate facilities, and lack of proper equipment, which can affect their well-being and productivity. Fourthly, many workers in the maritime industry in Tanzania receive low wages compared to the risks and demands of their jobs, leading to dissatisfaction and financial struggles (Haule, 2023). Manby (2012) found that, from a global perspective, the effect of labour laws on organizational productivity

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supports the protection of human rights, the outlawing of discrimination based on race, gender, religion, language, or ethnicity, and the rejection of discrimination based on ideology, faith, or political viewpoint. Every person is entitled to several rights, including freedom from slavery and torture, the right to life and liberty, and the right to work (Hossein et al., 2019). Others include the right to free association (Bellace, 2016) and the equal opportunity to pursue a higher education (Shields et al., 2017). Human rights organizations have advocated for labour rights to be applicable to everyone since they are so important (Bair & Dickson, 2014; Tsutsui et al., 2012). On the other hand, the workers in Tanzania are entitled to several rights at work, including the right to an atmosphere that is secure. Article 22 of the Constitution of the United Republic of Tanzania (1977) guarantees the freedom to labour (URT, 2004). Employed Tanzanians with disabilities have access to safe working environments, resources, and services. Tanzanian workers are entitled to pay that is at least the minimum wage required by law. This suggests that even when all working people with disabilities are fully entitled to equal pay but only receive less than the minimum wage, they must all receive their income (URT, 2004). Remuneration for impaired workers in Tanzania should be firmly possible, based on the fundamental idea of equal pay for equal effort, and free from any form of prejudice. They consequently have a favorable impact on organizational performance.

A productive and engaged staff is created and nurtured as part of a successful employee right practice. According to Mulili (2018) there is a strong correlation between organizational effectiveness and employee rights. Employees have been more proactive because of their freedom to associate, a decent income that is enough, and reasonable working hours, which has positively impacted organizational performance. The request for a strike by specialized doctors at Muhimbili National Hospital was covered by The East African on July 3, 2012. They were utilizing their freedoms of association and negotiation. Dr. Catherine Mng'ong'o, a spokesperson for the specialist doctors, pointed out, "We, specialist doctors, have chosen to cease working till the government returns back the interns, who were fired for striking, and allows room for conversations to work on the demand" (The East African News Article, 2012). Employers or organisations that disregard employee rights might face a variety of issues, including legal implications, employee dissatisfaction and low morale, high turnover rates, and reputational damage. Similarly, neglecting employee rights results in the loss of talent and abilities, as well as a deterioration in productivity and efficiency. Employees who believe their rights are being violated may take labour strikes, such as demonstrations or protests, to demand improved working conditions and respect for their rights. This has the potential to disrupt operations, erode stakeholder relationships, and exacerbate conflicts between management and employees (Haule, 2023).

To attain the objective of this study, the theory of trade and labour standards was used to explain the relationship between employee's rights and organizational performance at Dar es Salaam Maritime Institute (DMI). The freedom of association, living wage and working hours' variables as stated in employment Act 2004 will be analysed to validate to what extent DMI has adhered to the employee rights for the sake of its performance. The author has been chosen DMI as a case study because since the study deals with maritime affairs therefore, DMI as a prominent maritime training institution in Tanzania plays a significant role in shaping the maritime workforce. Studying employees' rights practices at DMI provides insights into the broader issues faced by workers in the Tanzanian maritime industry. Also, it is likely reflecting many of the challenges and dynamics present in other maritime establishments in Tanzania. By examining employees' rights practices at DMI, a comprehensive understanding of the

maritime labour landscape will be revealed. Thus, the intent of this paper is to uncover and analyse the state of employees' rights practices within the specific context of maritime establishments in Tanzania, with a particular focus on the DMI.

## 2. Conceptual Framework and Methodology

### 2.1 Conceptual Framework

The conceptual framework (Fig.1) explains the connection between organizational performance and labour law procedures. According to the conceptual framework, stronger labour rights practices will result in better working conditions, job satisfaction, and motivation for employees, as well as greater employee welfare and fewer workplace discriminations, all of which will increase motivation and result in good performance. This relationship is backed up by the theory of trade and labour standards, where firm performance can increase through higher productivity, efficiency and quality (Dehejia & Samy, 2004). The trade and labour standards theory often ensures fair treatment of workers, regardless of the country in which they are employed. These standards typically include provisions related to wages, working hours, occupational health and safety, child labour, and freedom of association. In the context of the maritime industry, the relevance of Trade and labour standards theory manifests by elimination of exploitative practices such as forced labour, human trafficking and abusive working conditions. These practices are particularly relevant in the maritime industry, where instances of exploitation on vessels or in port facilities can occur. Promotion of social justice, upholding labour standards in the maritime industry contributes to social justice by ensuring that workers are treated fairly and equitably, regardless of their backgrounds or relationships this fosters a more equitable distribution of benefits and opportunities within the industry. Competitive fairness, adhering to labour standards, helps promote fair competition within the maritime sector.

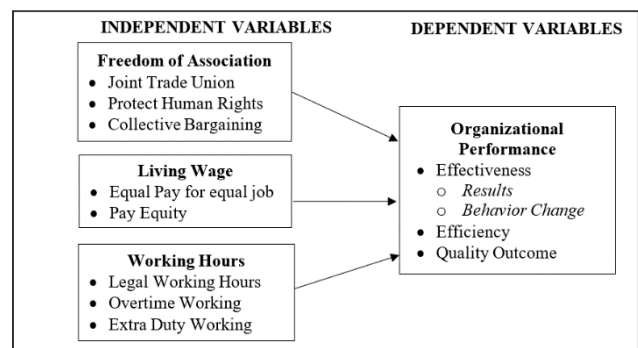


Fig. 1. Conceptual framework

### 2.2 Methodology

In this study, the qualitative research methodology was used. Qualitative research is the systematic study of social processes in unstructured contexts. These phenomena could affect how people view various aspects of their lives, how they act alone or in groups, how companies function, and how interactions impact interpersonal relationships, among other things. The qualitative technique was used to fulfil the requirements of the study because it is essential for investigating the phenomenon being studied. The qualitative approach is the methodology that is most frequently utilized in research on business and leadership. The qualitative method is appropriate for studies in social science, particularly when analysing both individual

and group conduct at work. The qualitative method is appropriate for the study since it may be used to analyse both individual and group behavior in an organization. It is important to use a qualitative approach while examining the experiences, procedures, and problems under consideration. This study employed a qualitative methodology, selecting a purposive sample of 17 respondents from a total population of 137 consisting of academic, administrative, and technical staffs were interviewed. Data collection involved interviews and focus group discussions (FGD), with analysis conducted using content analysis techniques.

### 2.2.1 Interview Method

Interviews are the best method to learn more about a particular subject and acquire perspective. Most of the interviews in this study were open-ended or unstructured. Open-ended interviews are like standard interview formats. The respondents' complex and comprehensive responses, as opposed to their generic ones, are the only distinction. All interviewees were asked the same questions during the interview, and they chose how to respond to them. Until the response became saturated then the interview stopped.

### 2.2.2 Focus Group Discussion (FGD)

This is a qualitative research method that was used to collect data where a group of people are asked to talk about a specific issue or topic. The sampling strategy for the focus group selection process typically included the following steps: identifying the target population from which participants would be chosen, selecting the sampling technique and determining the sample size, screening potential participants to ensure they met the criteria for inclusion in the focus group, and finally facilitating the discussions. By adopting the FGD, the researcher served as moderator, asking a list of questions to the group to motivate them and establish a discussion. In this method of data collection, the researcher gathered 8 key informants from among the sampled respondents. Based on the traits of members in terms of age, gender, occupation, and experience, the researcher ensured a high degree of representativeness in the study.

## 3. Results and Discussion

This section presents the findings of thematic analysis technique which uses the answers given from interviews and FGD. After data collection, the researcher systematically studied the data to be familiarized by it and searched for themes among the qualitative responses from the respondents. Later, the themes were reviewed, named and the researcher created the thematic matrix for mapping responses to each theme. The three major themes fell to be along the study main objectives and the findings are presented:

### 3.1. The Employees Rights Practices at DMI

This section aims to address the initial objective of identifying employee rights practices at DMI. The corresponding research query is centred on understanding the specific practices related to employees' rights at DMI. This portion utilizes qualitative data obtained through interviews and two FGD sessions. Following this section, distinct categories have emerged from the respondents' discussions, focusing on freedom of association, living wage, and working hours. In response to questions regarding the description of existing employee rights practices at DMI, as well as the inquiry into the current practices, three prominent themes were discerned from the field: freedom of association, living wage, and working hours, all of which constitute the rights upheld by DMI.

### 3.2. Freedom of Association

Experienced management members and mid-career staff at DMI highlight the significance of freedom of association, facilitated through the active workers' union named RAAWU. This collaboration with management addresses workplace matters, allowing employees to voice concerns and negotiate for better working conditions, fair wages, and benefits. The approach ensures collective and democratic decision-making, protecting employees' rights. Furthermore, workers report that at DMI, there's a commitment to treating all employees with respect, dignity, and without discrimination or harassment. This inclusive environment promotes well-being and work performance. The institute places a strong emphasis on human rights protection, fostering a culture of awareness and respectful conduct. Employees also utilize the RAAWU platform to collectively negotiate with management on matters affecting their well-being. This approach has led to successful infrastructural transformations in the past, demonstrating the effectiveness of collective influence. Overall, the theme of freedom of association highlights the importance of collective bargaining for employees at DMI, allowing them to advocate for their rights and work collaboratively with management for positive workplace changes.

### 3.3. Living Wage

The interviews and focus group discussions at DMI highlighted a strong commitment to pay equity, emphasizing equal compensation for similar roles regardless of gender, race, or background. This principle is supported by both government employment laws and DMI's management. This dedication not only builds trust among employees but also fosters a harmonious work environment. Participants emphasized that factors like gender do not influence salary decisions; instead, job responsibilities, skills, and performance are the key considerations, promoting inclusivity and fairness. Overall, these responses underscore the diligent observance of workers' rights, where payment is tied to productivity, free from social biases, marking a crucial aspect of workers' rights (Haule, 2023).

### 3.4. Working Hours

The third prominent theme that emerged from both interviews and focus group discussions was the emphasis on workers' rights concerning working hours. This encompassed three sub-themes: adherence to legal working hours, handling of overtime, and additional work responsibilities. The responses collected regarding workers' rights at DMI provided valuable insights. For instance, an interviewee, identified as the eighth interviewee who serves as a secretary, conveyed that at DMI, there is a commitment to promoting work-life balance. This is achieved through the implementation of flexible work arrangements, recognizing the diverse needs of employees. Options such as remote work and flexible hours are offered to accommodate these needs, all while ensuring that productivity remains uncompromised. Similarly, a junior technician, identified as the ninth interviewee, highlighted that DMI management places significant emphasis on maintaining reasonable working hours. They strictly adhere to the legal limits set by the country's labour laws. This practice ensures that employees have ample time for rest and personal activities, ultimately contributing to their overall well-being. In addition, an accountant who participated in the focus group discussion, identified as the seventh participant, mentioned that the management encourages open communication regarding workload. This inclusive approach allows employees to voice concerns without fear of facing negative consequences. The commitment to respecting legal working hours and fostering transparency creates a positive work environment where every individual feels valued. Collectively, these responses indicate that the observance of legal working hours is a highly

prioritized aspect at DMI. Furthermore, an experienced librarian, identified as the tenth interviewee, noted that the management places importance on effective time management and streamlined processes. This ensures that the team can accomplish tasks within regular working hours. The office culture at DMI encourages a healthy work-life balance, and the management is dedicated to minimizing the need for excessive overtime whenever possible.

Likewise, a lecturer who participated in the focus group discussion expressed that the management handles overtime work with responsibility. When tasks require additional time, open discussions are initiated with employees to gauge the feasibility of the timelines. Overtime work is never imposed on anyone, and if it does occur, fair compensation is provided. Lastly, another lecturer emphasized that the management maintains open communication with employees regarding additional responsibilities. They explain why these tasks are necessary and how they contribute to the organization's goals. This approach not only preserves a healthy work-life balance but also ensures that team members can effectively contribute to the organization's success. These responses collectively demonstrate that at DMI, workers' rights in the context of overtime work and additional duties are valued and respected. Employees engaged in such tasks are not exploited for their extra effort and contributions but are appropriately acknowledged and rewarded for their dedication to the institute.

### 3.5. Implementation of Employees' Rights at DMI

The study also focused on understanding the implementation of employees' rights practices in Tanzanian public organizations, specifically at DMI. To address this, the research question asked how these practices are integrated into the day-to-day operations and management at DMI. This question was posed to both individual interviewees and participants in the FGD. These inquiries served as follow-up questions to the rights already discussed by the respondents. This section explores into the practical aspects of ensuring these rights are upheld. The responses are summarized in Tables 1-3, detailing how each theme and sub-theme of workers' rights mentioned by the respondents is implemented at DMI.

### 3.6. Influence of Freedom of Association on DMI Performance

The research indicates that when employees can express themselves and engage with the institute's management through trade unions, it leads to the fulfilment of their needs. This, in turn, reduces turnover while increasing motivation, thus facilitating DMI in achieving its objectives. This is because, via the union, DMI aligns with its goals. A member of the management highlighted the significance of the workers' trade union. It acts as a crucial channel for aligning goals and ideas between management and employees, particularly in times of misalignment. When workers have the freedom to associate, it fosters a platform for sharing ideas and encourages problem-solving, leading to goal alignment and ultimately organizational growth through innovation. Furthermore, under the umbrella of the freedom to associate, another critical aspect is the protection of human rights. The research reveals that when an institute prioritizes human rights, it cultivates a safe working environment. This, in turn, boosts workers' confidence and self-esteem, enhancing their capacity to meet organizational objectives. DMI's adherence to human rights contributes to its positive reputation, resulting in high compliance ratings. In an interview a lecturer, emphasized the importance of human rights protection in promoting DMI's performance. This protection ensures a secure and healthy work environment, instilling a sense of prioritization of employees' well-being.

This, in turn, enables them to be present, focused, and effective in implementing organizational goals.

An administrative officer at DMI highlighted the significant impact of protecting human rights on organizational performance. It not only enhances the organization's positive image among employees, but also, extends to customers. Failure to uphold human rights could lead to high employee turnover and a loss of valuable human capital, potentially affecting the institute's standing. Additionally, non-compliance with government laws regarding human rights could have serious repercussions for the institute. Another crucial workers' right that influences organizational performance is the ability of workers to collectively join and negotiate with their employers on matters concerning their interests. The study found that labour unions provide a platform for management to address disputes with workers systematically, fostering teamwork and a positive work environment, ultimately leading to increased organizational output.

In an interview with one lecturer, stressed the importance of bargaining collectively with management to address issues and disputes, leading to a harmonious work environment with reduced conflicts. This, in turn, enhances teamwork, collaboration between supervisors/managers and employees, and effective communication, ultimately boosting productivity and organizational performance. During a FGD a librarian, expressed that an essential right for moving the organization forward is the ability to communicate their needs to management collectively. This collective bargaining creates a structured framework for interactions between employees and their superiors, promoting stable labour relations and minimizing disruptions, which positively impacts the institution's performance.

### 3.7. The Influence of Living Wage Right on DMI Performance

Another aspect of employees' rights that surfaced in the analysis is the concept of a liveable wage. The research revealed that a robust and just compensation system helps retain existing talent and draw in new expertise from external sources. Here are statements made by participants in the study: A member of the management emphasized that, *"based on our five years of experience in management, offering fair and equitable remuneration is crucial for the institute's success. Firstly, adequate and just compensation tends to inspire the current workforce to be more productive and inclined to stay. Secondly, competitive and fair compensation easily attracts and retains new talent in the institute. After the review and enhancement of this right, DMI has experienced substantial growth over the past decade. In addition to competitive salaries, there are monthly incentives provided to every staff member based on their performance in that specific month"*.

Likewise, one of the lecturers elucidated that sometimes an organization must remunerate its employees appropriately and fairly in accordance with their responsibilities for it to progress. Ultimately, employees have a primary interest in their personal advancement, which necessitates a stable and growing income. With fair and appealing compensation, financial stress is alleviated, leading to an improvement in overall mental health and well-being. This, in turn, reduces sick days and enhances company performance through dedicated and productive staff. DMI is commendable in terms of payment, as it adheres to government-regulated salaries, provides overtime pay, monthly incentives, and annual bonuses.

**Table 1.** The implementation of freedom of association rights at DMI

<b>Joint Trade Unions</b>	
Interview	<i>Accountant:</i> The management of DMI made it free and voluntary for all employees to join RAAWU and it supports the activities of the union. I am in position to witness that large percent of DMI RAAWU activities budget comes from the Institute’s main budget
FGD	<i>Secretary:</i> Institute is awareness creation programmes in all institute wide gatherings, and in such instances the Institute provides venue and other institutional support.
<b>Human Rights Protection</b>	
Interview	<i>Technician:</i> The management provides us with information, resources, and platforms to understand our rights and our role to influence decision-making. <i>Management/Lecturer:</i> Regular trainings are conducted to employees on the importance of human rights to promote positive atmosphere where employees feel valued and can work without fear of discrimination. In 2023, four major trainings were conducted.
FGD	<i>Lecturer:</i> The institute has a zero-tolerance policy for any form of discrimination, harassment, or unfair treatment, with mechanisms employees to report any concerns confidentially, and these reports are taken seriously and investigated thoroughly. This is sufficient for a safe workplace that fosters fearless working.
<b>Collective Bargaining</b>	
Interview	<i>Management:</i> The policy of representativeness is being highly adhered at all levels of management and practice in the institute. At present the representation being promoted is across gender, age and inclusion of persons with disabilities in management decision-making. <i>Management/Lecturer:</i> There are mechanisms and platforms for employees to discuss their concerns and we take them for mutual agreements on matters such as working conditions, benefits, and fair treatment.
FGD	<i>Librarian:</i> Having three years at office, as a junior staff, I started taking part in the executive committee of the institute and my feeling is that I was included following the growing number of young staff in the institute, and their voices can be easily heard through my presence.

**Table 2.** The Implementation of living wage workers’ right at DMI

<b>Living Wage</b>	
Interview	<i>Administrator:</i> We make sure that our workers are well paid and so we have regular thorough pay audits to identify and address wage gaps among different groups of employees. In addition, we strictly adhere to and abide by the government’s This could mean adjusting compensation structures and policies to ensure that all employees are paid fairly for their roles.
Interview	<i>Management:</i> We regularly review compensation structures to ensure that any potential wage gaps are identified and rectified promptly. <i>Employee:</i> Our management has put in place measures to regularly review and benchmark salaries to ensure that they remain fair and competitive.
FGD	<i>Management:</i> Our compensation policies are transparent, and employees are aware that their pay is determined by factors directly related to their roles and responsibilities. We have mechanisms in place to address any pay disparities that may arise, ensuring that everyone receives fair and just compensation. This approach not only aligns with legal requirements but also contributes to a positive work culture built on trust, equality, and shared success.

**Table 3.** The implementation of working hours rights at DMI

<b>Legal Working Hours</b>	
Interview	<i>Management:</i> We have a robust system in place to ensure compliance with legal working hours and we have automated tools that track and monitor employees' hours, helping us identify and address any instances of overtime that may arise.
FGD	<i>Lecturer:</i> Additionally, our HR department conducts regular workshops and training sessions to educate employees about their rights, including those related to working hours.
<b>Overtime Working</b>	
Interview	<i>Lecturer:</i> In our office, we take overtime work seriously and have established clear guidelines to ensure that it's managed appropriately. When overtime is required, it's always approved in advance by a supervisor.
<b>Extra Duty Working</b>	
Interview	<i>Management:</i> There is a very systematic approach to managing extra duty assignments at our Institute. For example, when additional responsibilities arise, our management discusses them with the relevant employees, considering their skills, workload, and availability. Any extra work is acknowledged and considered during performance evaluations and career growth discussions.

### 3.8. The Influence of Working Hours Rights on DMI Performance

The workers' rights practices at DMI significantly impact the institute's performance. Adhering to legal working hours fosters creativity and valuable ideas by providing a stress-free, healthy mind-set. This is achieved as employees, with regulated hours, can rest and socialize, allowing their minds to relax. A DMI office attendant highlighted the importance of adhering to legal working hours for both individual well-being and the organization's success. This practice prevents exhaustion and work-related stress, enhancing motivation and productivity. The attendant personally experiences increased productivity and motivation due to maintaining good mental health, which would be challenging if working beyond legal hours. On the other hand, an accountant emphasized that adhering to legal working hours fosters a creative mind-set, leading to innovation and organizational advancement. Adequate rest is crucial for accuracy in accounting work.

Moreover, the study revealed that overtime work, identified as a sub-theme in workers' rights, contributes to increased organizational performance through heightened productivity, efficiency, and motivation driven by overtime compensation. This was supported by one of the lecturers who highlighted the dual nature of long hours, cautioning about potential drawbacks due to exhaustion and stress, but also acknowledging its benefits in terms of increased income. For DMI, additional hours lead to higher output per unit of time, resulting in enhanced productivity and efficiency. The management offers overtime opportunities with appropriate compensation, boosting motivation and morale.

In addition, a member of the management explained in a FGD that at DMI, when critical tasks cannot be accommodated within regular working hours, overtime work is arranged. However, excessive overtime is discouraged, and involved employees are generously compensated for their extra hours. Preventing overloading employees with extra duties is another essential aspect of workers' rights. The research suggests that DMI's practice of assigning employees their designated tasks significantly boost morale, expertise, and productivity, leading to transformative effects on the institute.



Similarly, a participant of management in the security department claimed in the FGD that they refrain from advocating excessive extra duties due to the known load it places on staff. By adhering to employees' lawful duties, productivity improves through focused repetition and mastery. When necessary, discussions with assigned employees are held to arrange more flexible schedules and extend deadlines, with a primary focus on providing extra compensation. These measures have notably elevated employees' morale, expertise, and productivity, driving positive transformation within the institute.

### 3.9 Implication of the findings

The topic *Uncovering Employees' Rights Practices in Tanzania's Maritime Establishments: A case of Dar es Salaam Maritime Institute (DMI)* together with its findings hold several important implications:

**Promotion of Social Justice:** Investigating employees' rights practices sheds light on the extent to which workers in the Tanzanian maritime industry, particularly within institutions like the DMI, are treated fairly and equitably. This contributes to promoting social justice by identifying areas where improvements may be needed to ensure that workers are afforded basic rights and protections.

**Enhancing Workplace Conditions:** By examining the rights practices within maritime establishments, including issues related to wages, working hours, safety, and labour standards compliance, the research provides insights into areas where workplace conditions may need improvement. This information can inform policy interventions and organizational changes aimed at creating safer, more conducive working environments for employees.

**Legal and Regulatory Compliance:** The research helps assess the extent to which maritime establishments, such as the Dar es Salaam Maritime Institute, adhere to relevant labour laws, regulations, and international standards concerning employees' rights. Identifying gaps or instances of non-compliance can inform efforts to strengthen enforcement mechanisms and ensure that employers fulfil their legal obligations.

**Employee Empowerment and Advocacy:** By uncovering employees' rights practices, the research can empower workers to advocate for their rights and seek improvements in their working conditions. By raising awareness of potential issues and providing a platform for employees to voice their concerns, the research can contribute to collective action and efforts to address systemic challenges within the maritime industry.

**Educational and Training Implications:** As the research focuses on the Dar es Salaam Maritime Institute, it may have implications for maritime education and training programs. By identifying areas where improvements are needed in terms of curriculum, faculty training, and institutional policies, the research can inform efforts to enhance the quality and relevance of education and training for future maritime professionals. Generally, the importance of this topic and its findings lie in its potential to uncover and address issues related to employees' rights practices within Tanzania's maritime establishments, with implications for social justice, workplace conditions, legal compliance, employee empowerment, and educational quality.

## 4. Conclusion

The findings of the study reveal that DMI prioritizes employee rights, particularly in the areas of association, fair wages, and flexible working hours. These rights are implemented through various strategies, such as awareness programs and policy adherence. Importantly, the study establishes a positive correlation between these rights and organizational performance. Furthermore, the exploration into employees' rights practices within Tanzania's maritime establishments, focusing on DMI, illuminates critical areas requiring attention and action. As we navigate the waves of progress and development in the maritime industry, it is imperative to ensure that the rights and well-being of employees remain at the forefront of our activities.

Through this investigation, we have glimpsed both the triumphs and tribulations faced by workers within these establishments. We have seen instances of adherence to labour standards and efforts to uphold employee rights, yet we have also uncovered areas where improvements are essential to foster a workplace environment characterized by fairness, safety, and dignity. This study serves as a beacon, guiding us towards a future where every individual within Tanzania's maritime sector, whether a seafarer, administrator, or instructor at DMI, is treated with the respect and equity they deserve. It calls upon stakeholders-employers, policymakers, educators, and employees themselves-to collaborate in safeguarding and advancing the rights of maritime workers. Collectively, players can establish the path towards a future in which employees' rights are not only protected but cherished as the foundation of a thriving and sustainable maritime industry.

To safeguard and advocate for the rights of maritime workers, it is recommended that labour policies be reviewed and updated regularly to adapt to changing economic conditions and societal needs, effective labour inspection mechanisms be established to ensure compliance with labour laws and regulations, and that employees be enrolled in labour unions to ensure their voices are heard and respected by the government and employers.

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