UNIVERSITY OF DAR ES SALAAM

19th International Conference on African Entrepreneurship & Small Business (ICAESB 2019)

Theme - **"African Entrepreneurship within Global Settings"**

ICAESB Proceedings-2019

Organized by

UNIVERSITY OF DAR ES SALAAM BUSINESS SCHOOL (UDBS)

15th- 16thAugust, 2019

Venue: University of Dar es Salaam Business School,

Dar es Salaam Tanzania

ISSN 2591 - 6750

MESSAGE FROM THE CONFERENCE CHAIRMAN

The 19th International Conference on African Entrepreneurship and Small Business Development (ICAESB) is a conference that has been held consistently for the last 20 years except for a year when it was postponed for a number of reasons. The ICAESB is an annual conference organized by the University of Dar es Salaam Business School (UDBS) that provides a unique international forum and an opportunity for researchers, policy makers, and business practitioners to exchange views, share experiences, and disseminate research findings and practical lessons in the areas of small and medium enterprises (SMEs) and entrepreneurship development in Africa and beyond. The conference is organized with the understanding that the growth of SMEs in domestic, regional and global markets is inevitable. The growth of SMEs in an increasingly globalizing world has thus compelled the Business School to come up with the main theme of *"**African Entrepreneurship within Global settings**"* for its 19th ICAESB. In tandem with the main conference theme, we received research papers on the following sub-themes: SMEs and Industrialization, Inclusive Growth, SMEs in Tourism, Oil and Gas and Mining sectors, Social Entrepreneurship, Information and Communication, Technology and Inclusive Development, SMEs' Internationalization. Others are Entrepreneurship & 17 SDGs, Human Resource Management in SMEs, and Cross-cutting Issues like HIV/AIDS, Gender, and Governance. The Guest of Honor who graced the official opening of the conference on 15th August 2019 is Prof. William A.L. Anangisye, the Vice Chancellor of the University of Dar-es-Salaam. To colour the conference, the organizers invited four (4) keynote speakers to address the conference on practical experiences and policy issues. These speakers and the organization they represent in blankets are John Ulanga (TMEA), Ibrahim Mshindo (DSE), Mirumbe Mseti (PWC) and Dr. Hilderbrand Shayo (TIB). In addition, invited to the conference are alumni of the Business School who have gone out and excelled in their business pursuits. These were invited to share their experience and challenges they face in their fields. Presentations from the alumni inspired many delegates and opened eyes to a plethora of opportunities available in the environment to create business and generate employments. Five alumni shared their business experiences and successes. These were Dr. Juliana Wilbard, from RECCA Investment, Dr. Issa Seif Salim from Zanzibar Overseas Co. Ltd, Sengoka Natujwa from STEMO Company Ltd, Dr. Tobias Swai, from EMTECH Foundation Ltd/ Feedpro EMAX Ltd and Maida Waziri from Ibra Africa Ltd.

While forty nine (49) academic papers were received, this proceeding samples a collection of 25 papers from the conference. It is imperative to also note that this year's conference coincided with the 40th anniversary celebrations of the University of Dar-es-salaam Business School (Formerly the Faculty of Commerce and Management which was established in 1979).

Let me end my message by expressing my heartfelt appreciation to all authors of the papers and those who made this conference a success. We highly appreciate your support and confidence that you have placed in the University of Dar es Salaam Business School. I wish you all the best.

Prof. Ulingeta O.L. Mbamba

Chairman- ICAESB 2019

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The Influence of Employees' Communication on The Practices of Occupational Health and Safety in Small Scale Mining Firms in Tanzania

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Abstract

This article is aimed at analyzing the influence of Employees' Communication (EC) on the practices of occupational health and safety in small scale mining firms. It presents insights that promote security, hardworking spirit and comfort of employees after they are secured. This, in return, has positive impact to the national development. The Structural Equation Modeling (SEM) was used to analyse the data collected from 297 small scale mining firms, test models and test all hypotheses on direct effect of safety training on the implementation of occupational health and safety. The results demonstrate that Employees' Communication (EC) has positive influence on the implementation of Organization Safety Support (OSS) and Proactive Hazard Control (PHC). These results imply that Employees' Communication should be enhanced in order to improve the implementation of health and safety at workplace.

Keywords: *Occupational Health and Safety, Management Practices, Employees' Communication.*

Introduction

The practices of occupational health and safety (OHS) are obligatory in most countries due to its essential role in promoting safety to all employees (Yusuf *et al*, 2012). It also contributes to the social, political and economic development. However, its implementation is still questionable to many working organizations especially in the third world nations because of the insufficient employee's communication which results into illness, injuries, accidents and death at workplace.

ILO (2014) posits that about 6300 employees are losing their life every day with an estimate of 2.3 million of fatalities occurring every year all over the world, following the poor implementation of OHS. It has been argued that organisations that ignore health and safety automatically affect their productivity due to employees' absenteeism, loss of goodwill from the customers and the whole community in general (Katsuro *et al*, 2010). The mining sector seems to be among the working industries associated with poor OHS due to many cases being reported; such as poor lighting, pitfalls, knocked by machine/tools and insufficient oxygen are evidences that miners are at high risks. For instance,Michelo (2009) states that at least 165 injuries and 20 fatalities were reported at Zambia Copper Mining. Generally, small scale mining employees are at high risk, especially in developing countries like Tanzania. Matters and deaths reported are probably caused by inadequacy of employee's communication which is part of management functions (Khdair & Wameedh, 2011). The small scale mining is reported to be among the most risky and dangerous occupations in Tanzania. This is due to a number of limitations including poor employees' communication which cause severe accidents that count for lives of individuals at workplace (Abdulla *et al*, 2009).

The way workers are protected and compensated, following injuries and other ailments associated with exposing the workforce to hazardous substances, is a major public concern that needs collective responsibility to stimulate all stakeholders to take acceptable measures and feel responsible to their workers. For example, in 2006, a miner was killed by falling loose rocks. In March 2007, the death of

three miners in Same district was attributed to collapsed pits. At Mererani in 2008, at least 65 miners drowned to death after floods swept through underground pits and tunnels (Maginga *et al*, 2013).

The literature on OSHA suggest that in order to protect employees from occupational accidents and create the safety culture, employees' communication is important and need to be emphasized so as to prevent accidents and injuries at the workplace (Vredenburgh, 2002; Ali *et al*, 2009). The practice of employees' communication on OHS is contingent to priority since it depends on the managerial commitment to the matter. However, safety is significant to all human beings. Laursen and Foss (2013); Tan and Nasurdin (2011) Khdair and Wameedh (2013) and Demo *et al* (2012) conducted studies on OHS and identified an appropriate leadership style that considers employees' attitude and hiring practices as important elements of management practices for the safety culture. Other researchers like Desa *et al* (2013) listed rewards employees' involvement, employees' communication and management commitment as important elements towards improving working conditions of employees.

Basing on the findings of various studies on OHS, there are different views among researchers on the factors influencing health and safety in the organization. Therefore, this article used employees' communication as an important factor which influences OHS to an Organisation, an argument which has been supported by (Vecchio, 2007; Keffane, 2014; Keffane & Delhomme 2013).

The Tanzania government has done some efforts in view of this shortcoming as measures to protect its employees. The establishment of the Occupational Safety and Health Authority (OSHA) in 1997, endorsement of Occupational Health and Safety (OHS) Act No. 5 of 2003, establishment of Occupation Health and Safety Policy of 2009, the Compensation Act No 20 of 2008, the ratification of ILO Convention No. 170 of 1993 in 2014 about safety in the use of chemicals at work; aimed to enhance the best practices of health and safety at workplace.

Despite those measures, the mining industry in Tanzania is still hampered by injuries, accidents and deaths in mining workplaces. The literature shows that most of those accidents are associated with rock fall, fire explosions, and automobile equipment accidents, falls from higher heights, entrapment, flooding of underground workings and suffocation (Museru & Munthali, 2013). For example, in 2017 about 14 miners were trapped for four days (URT, 2017). Moreover, in 2015 at least 20 miners died and other six were trapped underground for 41 days before they were rescued at Bulyanhulu Gold mines (URT, 2017; Reuters, 2015).

However, the managers in charge of Health and Safety activities seem to be not able to control and reduce occurrences of death and accidents especially in small scale mining firms (Surienty, 2012; Mills & Lin, 2001). This was due to the persistence of occupational injuries, death, illness and accidents (Samage, 2014). The seriousness on enforcing employees' communication among the managers responsible for employees' safety issues is still questionable. There is lack of understanding on the role of employees' communication as one of internal factors for effective OHS in Tanzania. Therefore, there is a need to consider the influence of employees' communication on the implementation of OHS in small scale mining firms. Based on the aforementioned issues the literature did not consider the relationship between employees' communication and the implementation of Occupational Health and Safety in small scale mining firms. In response to that, this article analyzes the influence of employees' communication on the practices of OHS in Tanzania's small scale mining firms.

Literature Review

This article used the ERG theory proposed by Alderfer (1969) who expanded the Maslow's basic needs by refining five stages into three. These stages are existence needs, relatedness needs and growth needs. The theory is popular and predominantly clarifies different ideas on organisational management with new methods of considering human behaviour and attitude (Yang and Chen, 2011). It describes the significance of safety to the employees at workplaces. Thus, it tells more about maintaining safety to all employees in an organisation. This theory has been used to explain and contribute to the human behaviour which directly connects to the health and safety at workplace. Therefore, this theory is

significant and relevant to this article since it explains safety issues in the organisation. Basically, the theory insists safety to all employees regardless of their status (Caulton, 2012). Generally in ERG the existence needs addresses safety as among the human basic needs; considering prevention from fear, anxiety , threat , danger and tension in the workplace. That is to say, the employees in an organisation should enjoy the working environment that is free from threats or harm. With all these facts, ERG can play an important theoretical role in explaining the influence of employees' communication on the implementation of Occupational Health and Safety at workplace. Therefore this theory is relevant in this article since it explains the safety behaviour to the employees in an organization.

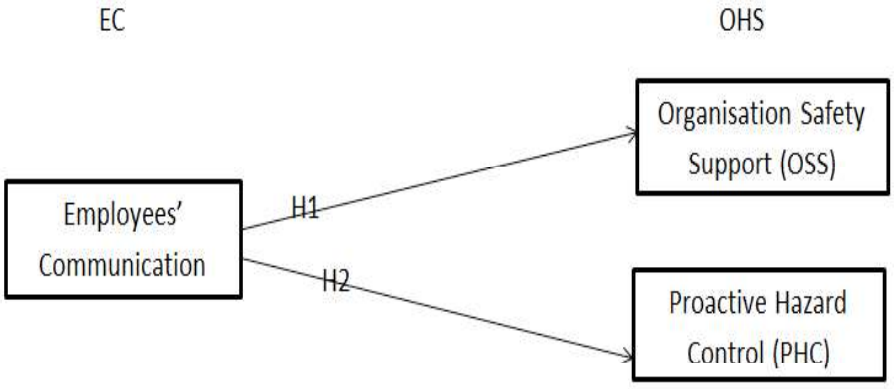
Employee's communication has an influence on the implementation of Occupational Health and Safety at Workplace, the reviewed literature done by Sembe & Ayuo (2017) maintains that communication and information sharing is a safety management practice that uses mechanisms to emphasize how to apply safety knowledge, increase awareness, and promote the importance of individual and interdependent safe work. Well designed and effective employees' communication, especially open communication on safety performance tends to stimulate the organisation performance. Yorio &Wachter (2014) suggest that organizations might use print media (e.g., posters, journals and newspapers) to increase cognitive awareness of safe work and emphasize its importance or facilitating holding formal meetings designed to verbally conveying information and exchanging ideas with the workforce. According to Mashia *et al* (2016) communication and information-sharing practices have been formally linked to safety performance and have been hypothesized to enhance both vertical and horizontal ties. Information sharing is characterized by mutual trust between parties where ideas surrounding the organizational safety programmes can be freely exchanged. Hence, the following hypotheses were developed:-

$H_{1:}$ There is a positive relationship between employees' communication and implementation of organisational safety support at workplace.

$H_{2:}$ There is a positive relationship between employees' communication and implementation of proactive hazard control at workplace.

Conceptual Framework

The conceptual framework below has been developed in order to show the relationship between independent and dependent variables. The independent variables have been featured by Employees' Communication (EC) while dependent variables have been featured by Organization Safety Support (OSS) to reduce hazards and Proactive Hazard Control (PHC) to maintain safety at workplace.



Methodology

This study applied the explanatory research design whereby information from respondents was collected through quantitative method of the study which provided the statistical generalization of findings (Mashia *et al*, 2016). This research design was selected because it enables the researcher to have greater control over the accuracy of findings. Data were collected from three regions namely Shinyanga, Arusha and Geita. These regions were selected because they are the dominant regions dealing with mining activities in Tanzania. Also these regions have been repeatedly reported to experience high rates of accidents associated with mining (Samage, 2014). About 297 questionnaires were used to collect the quantitative data meanwhile structural equation model SEM and percentage was used.

Measurement of implementation of Occupational health and safety

The established instrument to measure the implementation of Occupational Health and Safety (OHS) in this article was the Organisation Safety Support (OSS) and Proactive Hazard Control (PHC). Safety rules, principles and procedures, plus the uses of first-Aid support are uses in the measurement of OSS and PHC at the workplace (Kaynak *et al* (2016). A variety of literature used the same measurement to measure the accuracy of applications of health and safety at workplace, since the provision of OSS and PHC is the indicator for health and safety implementation in the organization (Villanuera & Nunez, 2010). The employees' communication should facilitate management on health and safety at the workplace. The assurance of safety practices at workplace should aim to control all work related injuries, availability of hazard warning signal and provision of feedback to employees about unsafe behaviour (Khdair & Subramaniam, 2011).

Results of the Study

Organization characteristics

The study was conducted in small scale mining firms operating from Geita, Shinyanga and Arusha regions; whereby about 297 (94%) firms were involved in this study. The main activities of mining involve extracting and selling minerals. However small scale miners are neither educated nor benefiting anything from these activities. The activities of these firms are operating in risky and dangerous environment. Such activities seem to be motivated by poverty and other social problems in the community.

Employees' Communication on Occupational Health and Safety in small scale mining firms

The assumptions were tested in order to justify the use of SEM in this article. These assumptions were the normal distribution of the data, homoscedasticity and identification of outliners. Using the P-P Plot of regression, standardized residuals data in all research variables were normally distributed. While in addition, no multicolliarity problems were found since the Tolerance Value (TV), Value Inflated Factor (VIF) and all variables used in this article were greater than 0.1 for TV and less than 10 for VIF respectively as recommended by Williams (2015). The process of data screening also revealed that, there were no problems of heteroscedasticity since the scatter plot showed that the residuals were evenly distributed around the axis. The outlier labeling methods were used whereby three outliers were omitted.

The Direct Relationship between Employees' Communication on the implementation of Occupational Health and Safety in small scale mining firms

In this section, there were two hypotheses, namely H_1 and H_2. H_1 state that EC has positive influence on the implementation of OSS programmes at workplace and H_2 stated that EC has positive influence on the implementation of PHC programmes at workplace.

The path analysis results showed that there was a significant relationship between EC programmes and

implementation of OSS at workplace (β = 0 .653, Significant at 0.001). Also the path analysis showed that there was a significant relationship between EC and implementation of PHC at workplace (β = 0.700, Significant at 0.001). Hence, each hypothesis that is H_1 and H_2 were supported. Table 1: Provides the regression weights and the significance level:-

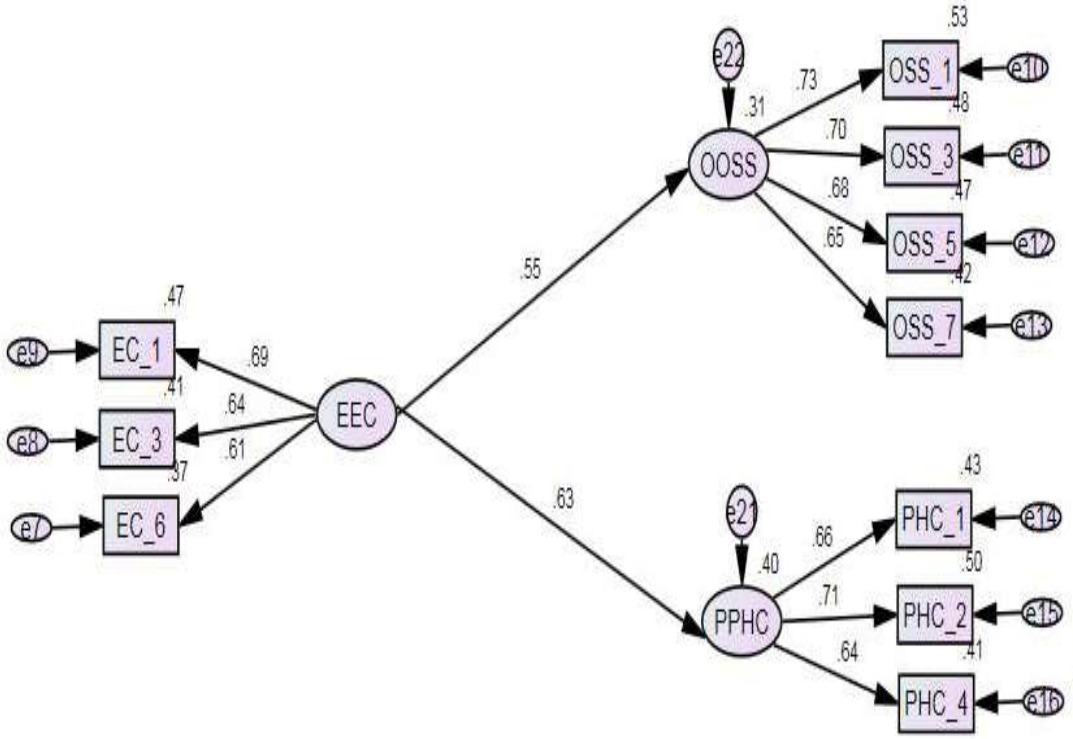
Table 1: The Regression Weights for the Direct Relationship

Path			Estimate	S.E.	C.R.	P	Label
OOSS	<---	EEC	.653	.109	6.015	***	
PPHC	<---	EEC	.700	.115	6.066	***	

***** Means, it is significant at 0.001**

The developed model shows the direct relationship between employees' communication and the implementation of occupational health and safety at the workplace. In this analysis, the model demonstrates influence of EC in identifying safety issues on the implementation of OSS and PHC at workplace. Also, the model shows the relationship between EC programmes on OSS and PHC. Figure 2 presents the model on the direct relationship between employees' communication and the implementation of occupational health and safety at the workplace.

Figure 3: The Developed Structural Equation Model for the Direct Relationship



The model shows that the additional unit of the standard deviation of EC programmes led to the 0.653 significant increases in standard deviation of the implementation of OSS at workplace. Again, it shows that the additional unit in standard deviation of EC programmes led to the 0.700 significant decreases in PHC at workplace. This means that, the management practices namely EC implementation at workplace had different contribution on OSS and PHC at workplace.

The model was assessed to see whether it fits the data well by examining the model fit indices. The model fit indices included CMIN/df, GFI, AGFI, CFI and RMSEA. The indices indicated that the model fits the data well because they were all within the recommended values. The Chi-Square value was 139.454, P-value of 000 while the degree of freedom was 33. The Chi-Square value was insignificant which indicated that there was no statistically significant difference between the default model and saturated model. Table 2 presents the model fit indices with the recommended value.

Table 2: Goodness of Fit Indices for the Direct Model

Goodness of Fit Measure	Calculated Index *	Recommended value	Author
CMIN/df	4.226	<5	Bollen (1989); Ullman (1996
GFI	0.917	≥ 0.90	Byrne (2010)
AGFI	0.862	≥ 0.80	Chau and Hu (2001
CFI	0.902	≥ 0.90	Hair et al. (2010)
RMSEA	0.004	< 0.08	Hoe (2008); Steiger (2007) cited by Hooper, Coughlan & Mullen (2008)

Discussion of Findings

The findings revealed that employees' communication programme has a positive influence on implementation of organization safety support at workplace. Therefore, if the management concentrates on enhancing the employees' communication accidents, injury cases would be controlled. Asghar and Saeed (2012) argue to support the findings that employees' communication has a great contribution towards minimizing and controlling the accidents at workplace, because when employees are communicated to they become informed and aware on how to avoid unnecessary risks at workplace.

On the other hand, the results revealed that employees' communication has positive influence for the implementation of proactive hazard control at workplace. Any organization which values its human resources tends to maintain health and safety by preparing the health and safety proactive hazard control strategies so as to protect employees at workplace.

This also has been supported by Mashia *et al* (2016) who posited that employees' communication is an important risk prevention and control strategy to guarantee safety at the workplace. Keffane (2014) urged that employees' communication is a key factor in maintaining and changing workers' attitude towards safety practices. Yorio and Wachter (2014) support the findings that providing instruction through employees' communication about hazard recognition and control measures plus learning about safety practices like identifying protective equipment, and acquiring knowledge of emergency procedures and preventive actions maintain safety at workplace. Sembe and Ayuo (2017) and Oakman and Bartram (2017) support the findings by arguing that employees rely on communication to get feedback about safety issue in the organization.

Conclusion

The article investigated the influence of employees' communication on the implementation of health and safety in small scale mining. The literature informed that employees' communication has contribution to the process of minimizing accidents at workplace (Mashia *et al* 2016). This argument

is supported by Keffane (2014) who states that employees' communication has an impact towards maintaining safety of employees at the workplace. Therefore, this article concludes that employees' communication programmes significantly influence the implementation of OSS and PHC at the workplace. Therefore, organizations can realize safety of employees if there are serious strategies on emphasizing the employees' communication at workplaces.

Implications

The results revealed that employees' communication programmes significantly influence the proper implementation of health and safety at the workplace. Thus, if all organizations (private and public) emphasize on the employees' communication in health and safety matters, accidents, risks injuries and deaths at workplaces will be reduced in high rates and production will be improved. Therefore, managers should put emphases on health and safety issues in their organizations, if really they want to improve their efficiency. Also government officials should make sure that all organisations prepare and design strategies for improving employees' communication so as to enhance provision of health and safety compliance. If employees' communication is provided it maintains the organisational health and safety culture to the management and employees at large. Ultimately, it minimizes risks at the workplace.

Limitation of the study

Employees' Communication may not have the same influence in all working industries hence the study concentrated only in small scale mining firms. Tanzania has various working industries. This study did not consider the influence of employees' communication on other working industries and these findings do not dispute to all working industries in Tanzania.

Areas for further study

Another study may focus on the influence of employees' communication on occupational health and safety in other working industries such as processing, banking, agriculture and educational industries. This may potentially contribute to the existing body of knowledge particularly the possibilities of employee's communication to influence the implementation of occupational health and safety to other working environment. Therefore, it is important to conduct similar studies in other working organisation so as to validate the findings.

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