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Management Practices on Occupational Health and Safety in Tanzanian's Small Scale Mining Firms

Dominic Nkolimwa, Dev Jani &Theresia Dominic

ABSTRACT

This study aimed at analyzing the influence of management practices on occupational health and safety in small scale mining firms, since it promotes security, hardworking and comfort of employees after been secured, which in return has positive impact to the national development. This study examines on how management practices can influence the implementation of occupational health and safety at workplace. Structural equation modeling (SEM) has been used to analysis data collected from 297 small scale mining firms, test models and verify all hypotheses on direct effect of management practices on occupational health and safety. Also twelve interviewees were interviewed to provide the incorporated qualitative findings. The results demonstrate that Safety training (ST) and Employees communication (EC) has positive influence on the implementation of organization safety support (OSS) and proactive hazard control (PHC). These results imply that safety training and employee communication should be enhanced in order to improve the implementation of health and safety at workplace.

1.0 Introduction

The implementation of occupational health and safety (OHS) is mandatory in manynations due to its significant role of promoting security, hardworking and comfort to employees since they are secured (Yusuf et al, 2012). It also acts as catalyst to the economic, social and political sectors. However, its implementation is still questionable to many working organizations especially in developing nations due to poor management practices (MP).

It is estimated that more than 2.3million of fatalities are occurring every year all over the world, following the poor implementation of (OHS) which causes a loose of about 6300 employees in a day (ILO, 2014). A thing which draws an alert for the fast measures to the matter. Katsuro et al (2010) state that organisations that ignore health and safety, automatically their productivity is reduced due to absenteeism, loss of goodwill from the entire community a thing which drags behind the initiatives of enhancing the suitable development.

Mining industry seems to be most affected by poor OHS following several cases been reported.Itis evident that miners are constantly at risk due to occupational hazards present in mining sites such as dust, extreme sound, heat, pitfalls, insufficient oxygen, poor lighting and knocked by machine /tools (Elgstrand&Vingard, 2013). For instance, a gas explosion in a coal mine in Northern China in February 2009 left at least 74 miners dead and 114 hospitalized. Michelo (2009) states that at least 165 injuries and 20 fatalities were reported at Zambia copper mining. Small scale mining employees' are at more risk, especially in developing countries including Tanzania. Related matters and deaths are reported of which are probably caused by organisation management carelessness (Khdair&Wameedh, 2011). Small scale mining is reported to be among the most risk and dangerous occupation in Tanzania due to a number of limitations including involvement in severe accidents that count for lives of individuals (Abdullaet al, 2009).

The poor MP, lack of technology, caused by insufficient capital to the miners and lack of trainingmight be a catalyst of hazards at workplace. 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 atMererani, in 2002, some48 miners suffocated to death when a compressor used to pump in clean air failed to work (Maginga&Purefoy, 2013). In 2006, a miner was killed by falling loose rocks and in March 2007, the death of three miners in Same district was attributed to collapsed pits. Also at Mererani, in 2008, at least 65 miners drowned to death after floods swept through underground pits and tunnels (Magingaet al, 2013).

Literatures on OSHA suggest that in order to protect employees from occupational accident and create safety culture, management practices such as safety training, employees' involvement andemployee'scommunication are

important and need to be put in place to prevent accidents and injuries in the organisation (Vredenburgh, 2002; Ali et al, 2009). The implementation of management practices on OHS is contingent to priority since it depends on environmental situations for the management to make decision. However, safety is significant to all human being,Laursen& Foss (2013); Tan &Nasurdin (2011) Khdair&Wameedh (2013) and Demo et al (2012) conducted studies on OHS and identified leadership style, employees' attitude, and hiring practices as important elements of management practices for safety culture. While other researchers like Desa et al (2013) listed rewards, employee's involvement, safety training, employee's communication and management commitment as MPs which play important role towards improving working condition of employees.

However, basing on the discussion of various studies on OHS it seems that there are different views among researchers on the factors influencing health and safety in the organization. Therefore, this study will use Employee involvement, Safety training and Employees communication as factors which influence OHS to the employees, an argument which has been supported by (Khdair&Wameedh, 2013;Nursyazwani&Zamri 2013; Gupta &Upadhyay, 2012).

Tanzanians were observing occupational health standards even before and after independence, under the Factories Ordinance Cap 297 of 1950. However, its implementation was centered on factories alone. There were no proper programmes to stimulate the OHS in other workplaces. The Nationalization in 1967, was not a relief to employees because enforcement of OHS was not effective due to the fact that the government was playing the role of employer, enforcer and at the same time as the regulator. As a result, weaknesses on the implementation of OHS were not well handled since the government became the owner of factories.

The privatization process in 1990's, added challenges on OHS to employees because managers of industries ignored the Health and Safety issues to employees (OHS policy, 2009). In view of this shortcoming, the Tanzania government has been taking measures to protect its employees byestablishing 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, Compensation Act No 20 of 2008, the ratification of ILO Convention No. 170 of 1993 in 2014 about safety in the use of chemical at work and Mineral Policy of 2009, which enhance the best practices of health and safety as among of the initiative of solving the occupational hazards.

Despite the above measures, the mining industry in Tanzania is still associated with fatal injuries, accidents and deaths at workplace. Most of those accidents are associated with rock fall, fire explosions, automobile equipment accidents, falls from higher heights, entrapment, but also flooding of underground workings and suffocation (Museru&Munthali, 2013). For example, in 2017, about 14 miners were trapped for four days (URT, 2017), while in 2015 at least 20 miners died and other six were trapped underground for 41 days before been rescued atBulyanhuluGold mines (URT, 2017; Reuters, 2015).

However, the managers in charge of H&S activities have not been able to reduce occurrences of accidents especially in small scale mining firms (Surienty, 2012; Mills & Lin, 2001). This was due to the persistent of occupational injuries, death, illness and accidents (Samage, 2014). So seriousness and accountability of management practices commitment towards solving safety issues is questionable.There is lack of understanding on MP as an internal factor and effective OHS in Tanzanian.Therefore, there is a need to consider the relationship between MP and OHS in small scale mining firms. However, based on aforementioned issues literature did not consider the relationship between management practices and Occupational health and safety implementation in small scale mining firms.As a result this study article analyzed the influence of MP on OHS in Tanzania's small scale mining firms.

2.0. Literature Review

This article used ERG theory proposed byAlderfer (1969) expanding the Maslow's basic needs by refined five stages into three which are existence needs, relatedness needs and growth needs has become popular and predominant in explaining different concepts on organisational management with new methods of considering human behaviour and attitude (Yang & Chen, 2011). It has been used to explain and predict workplace issues and it has contribution to the human behavior which direct connects to the health and safety at workplace. Therefore, this theory is significant because it explains safety issues to the organisation. Basically, the theory does not assume that the satisfaction of lower order needs is required before pursuing higher order (Caulton, 2012). It advocates that the satisfaction can happen in any stage of needs not necessary to follow the hierarchy. Generally ERG explains or predicts workplace issues, relationship and personal development. The existence needs explains about safety as

among of basic needs to a human whereby consider the prevention from fear, anxiety , threat , danger and tension at working environment that is free from threats or harm to all employees in the organisation. With all this facts, ERG can play an important role theoretically in explaining the influence of management practices on the implementation of occupational health and safety at workplace.

Employee's involvement has an influence on the implementation of occupational health and safety at workplace. The reviewed literatures done by Kaynak et al (2016) state that the OHS practices as safety procedures and risk management, safety and health rules, needs the participation of employees. Employee's involvement stimulates organisation commitment on health and safety matters through provision of first aid support and training about safety issues. Yorio&Wachter (2014) employees tend to be incapable and cannot utilize well their knowledge and skills if the organisation does not involve them. Yorio&Wachter (2014) employees are incapable of deploying their competencies unless the organisation provides them the opportunity to do so. The benefits of employee's involvement practices is possibly increases attitudinal and behavioural adoption of various practices, greater satisfaction with decisions made and the results of those decisions, ownership and identification with the outcomes of relevant practices and decisions, (Oakman& Bartram, 2017).

Safety Training has an influence on the implementation of Occupational Health and Safety at Workplace. Various literatures reviewed on the topic reviled that thereis significance influence on safety training on the proper implementation of health and safety program at workplace.Yorio&Wachter (2014) state that safety knowledge; skills and abilities are a function of education and training which is vital for the organisation to realize efficiency. Kaynak et al (2016) noted that, after organizational entry, training is designed to enhance both the technical and interpersonal skills of employees that can lead to more competent and reliable behavior and finally affect positively the health and safety in the organization.Mashia et al(2016) as employee'sbehaviour becomes more reliable, trust on the collective workforce is also enhanced which, in turn, can lead to increased cooperation and information sharing. Safety training directly increases the safety-related knowledge corresponding to the occupational risks posed to workers in job tasks. Workers display that knowledge through their behaviours. It can create a work atmosphere characterized by trust and an awareness of how individual's safe behavior can impact the collective.

Employee's communication has an influence on the implementation of Occupational Health and Safety at Workplace, the reviewed literature done bySembe&Ayuo(2017) state 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 the 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 hold formal meetings designed to verbally convey information and exchange ideas with the workforce. 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 program can be freely exchanged.

Measurement of implementation of Occupational health and safety

The established instrument to measure the implementation of Occupational Health and Safety (OHS) in this study was theOrganisation Safety Support (OSS) and Proactive Hazard Control (PHC).Safety rules and procedures, plus the uses of first-Aid support are uses in the measurement of OSS and PHC (Kaynak et al (2016). Various literatures used the same measurement to measure the accuracy of implementation 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). Also management practices MP was measured by the implementationofemployee's involvement (EI), safetytraining (ST) and employee's communication (EC). Desa et al (2013)suggested employee's participation in identifying safety problem, with a balanced H&S committees, safety training programs and the adhering of instruction of management about health and safety at workplace. The verification of safety work practices controlling the work related injuries, availability of hazard warning signal and provision of feedback to employees about unsafe behaviour is very important to the management practices (Khdair & Subramaniam,2011).

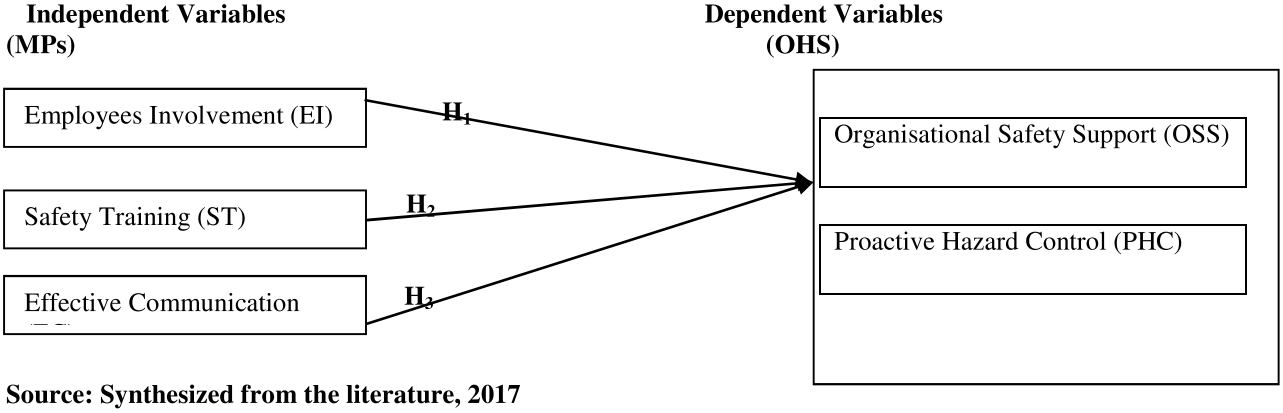
Research Methods

This study applied explanatory sequential research design whereby information from respondents been collected twice, staring with quantitative because it is the main method of the studywhich provided the statistical generalization of findings. The generalization of finding attracted the qualitative finding so that to get the in depth information of the study (Mashia et al,2016). This research design has been selected because it enables the researcher to have greater control overs accuracy of findings.Data were collected from three regions (3) namely Shinyanga, Arusha and Geita. These regions have been selected because are the dominant regions dealing with mining activities in Tanzania. Also these areas have several 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. The thematic analysis was used for analyzing qualitative data.

Conceptual Framework

The conceptual framework has been developed in order to show the relationship between independent and dependent variables. The independent variables have been featured by Management Practices (MPs) while dependent variables have featured by Occupational Health and Safety (OHS) so that to suit the needs of this article. However, independent variable includes Employees Involvement (EI), Safety Training (ST), and Employee's Communication (EC) while dependents variables have Organisation safety support (OSS) and Proactive hazard control (PHC).

Figure 1: Conceptual Framework



Source: Synthesized from the literature, 2017

Results of the study

Organization characteristics

The study was conducted in small scale mining firms operating from Shinyanga, Arusha and Geita regions; whereby about 297 (94%) firms were involved in this study. Small scale mining firms is owned by small groups of individuals, families and young children. The main activities of mining involve extracting and selling minerals. However, small scale miners are not benefiting and are not educated.The activities of these firms are operated in risks and dangerous workplaces and its practices seem to be driven by poverty and social problem.

Management practices on occupational health and safety in small scale mining firms

This study had four assumptions which were tested in order to justify the use of SEM. These assumptions tested 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 problem were found since the Tolerance Value (TV) and Value Inflated Factor (VIF) in all variables used in this research 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 problem of heteroscedasticity since the scatter plot showed that the residuals were evenly distributed around the axis. In the case of outlier, the outlier labeling methods were used and about three outliers were omitted after being found in this study.

The Direct Relationship Btn Management Practices on Occupational Health and Safety in Small Scale Mining Firms

In this section, there were three major hypotheses, namely H1, H_2 and H_3. H_1 state that EI influences the implementation of OHSprogramme at workplace. H_1 was divided into two sub hypotheses, H_{1a} and H_{1b}. H_{1a} states that EI in identifying safety issues has positive influence on the implementation of OSSat workplace. H_{1b} Hypothesized that EI in identifying safety issues has positive influence on the implementation of PHC at workplace. H_2 was divided into two sub hypotheses, H_{2a} and H_{2b}. H_{2a} state that STprograms have positive influence on the implementation of OSS at workplace. H_{2b} Hypothesisthat ST programhas positive influence on the implementation of OSS and PHCat workplace. While the last major hypothesis in this study namely as H_3 was divided into two sub hypotheses, H3a state that EChas positive influence on the implementation of OSS at workplace. H_{3b} states that EChas positive influence on the implementation of PHC at workplace.

The path analysis results showed that there was significant relationship between ST programs and implementation of OSS at workplace (β = 0 .465, Significant at 0.001). Also the path analysis showed that there was significant relationship between ST and implementation of PHC at workplace (β = 0.394, Significant at 0.001). Hence,each hypothesis that is H_{2a} and H_{2b} were supported. However H2was fully supported.

The path analysis results also showed that there was a significant positive relationship between EC at workplace (β = 0.530, Significant at 0.001). While the path analysis showed that there was a significant relationship between EC and the implementation of PHC at workplace (β = 0.622, Significant at 0.001). Hence each, hypothesis that is H_{3a} and H_{3b} were supported and H_3 was fully supported. Through, both ST programs and EC significantly influence the implementation of OSS and PHC at workplace, but EC has great influence than ST due to the greater regression weight, i. e β = 0.622 and β = 0.530 which is great than what found to the ST.

According to the results EI had negative influence on the implementation of OSS and PHC at workplace (β = 0.091, P = 0.227 and β = .061, P = 0 .433. However, the in depth interview informed that the management do involve the employees on other issue but not to health and safety matters, due to the fact that most of the requirement of health and safety at workplace needs money like purchasing protective gears, machines and providing the refreshment at workplace, a thing which hindered the proper and effective employees involvement of health and safety issue at work. Table 1: Provides the regression weights and the significance level:-

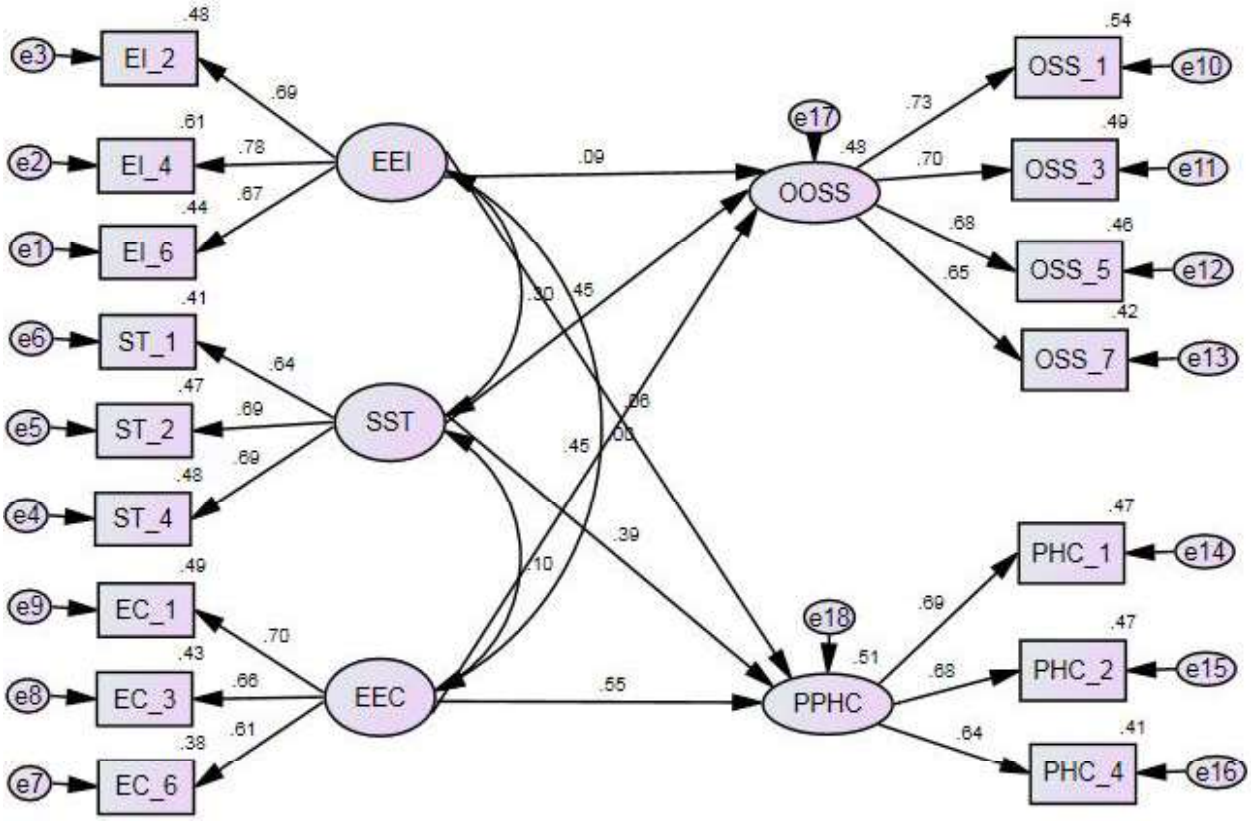
Table 1: The Regression Weights for the Direct Relationship

Path			Estimate	S.E.	C.R.		P	Label
PPHC	<---	EEI	.061	.078	.785			
OOSS	<---	SST	.465	.087	5.338	***	p_2	
PPHC	<---	SST	.394	.088	4.501	***	p_3	
OOSS	<---	EEC	.530	.096	5.542	***	p_4	
PPHC	<---	EEC	.622	.106	5.858	***	p_5	
OOSS	<---	EEI	.091	.075	1.208			

Source: Field Data (2018)
***** Means, it is significant at 0.001**

The developed model shows of the direct relationship between management practices and the implementation occupational health and safety at workplace. In this analysis, the model demonstrates influence of EI in identifying safety issues on the implementation of OSS and PHC at workplace. Also, the model shows the relationship between ST programs on OSS and PHC. Again the model shows that there is direct influence of EC on the implementation of OSS and PHC at workplace. Figure 2 presents the model on the direct relationship between management practices and the implementation of occupational health and safety at workplace.

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



Source: Field Data (2017)

The model shows that the additional unit of the standard deviation of EI in identifying safety issues led to the 0.09 significant increases in standard deviation of the implementation of OSS at workplace. Also it shows that the additional unit in standard deviation of EI in identifying safety issues led to the 0.06 significant decreases in PHC at workplace. On other hand, the additional unit of the standard deviation of ST programs led to the 0.45 significant increases in standard deviation of the implementation of OSS at workplace. Again, it shows that the additional unit in standard deviation of ST programs led to the 0.39 significant decreases in PHC at workplace. While on other hand, the model shows that the additional unit of the standard deviation of EC led to the 0.45 significant increase in standard deviation of the of the implementation of OSS at workplace. Also it shows that the additional unit in standard deviation of EC led to the 0.55 significant increases in PHC at workplace. This means that, management practices namely EI, ST and 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 well the data because they were all within the recommended values. The Chi-square value was 163.503, P-value of 000 while the degree of freedom was 95. 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	1.721	<5	Bollen (1989); Ullman (1996
GFI	0.937	≥ 0.90	Byrne (2010)
AGFI	0.910	≥ 0.80	Chau and Hu (2001
CFI	0.946	≥ 0.90	Hair et al. (2010)

RMSEA	0.049	< 0.08	Hoe (2008); Steiger (2007) cited by Hooper, Coughlan & Mullen (2008)

Discussion of Findings

The findings revealed that ST programs have positive influence on implementation of OSS and PHC.This also has been supported by Mashia et al (2016)stated that safety training is an important risk prevention and control strategies to guarantee every employee in a good workplace conditions.Keffane(2014) urged that safety training is a key factor in maintaining and changing workers attitude towards safety.Providing instruction about hazard recognition and control measures and learning safe work practices protective equipment, and acquiring knowledge of emergency procedures and preventive actions maintain safety at workplace, (Yorio&Wachter, 2014).

The employee's communication is vital in assuring health and safety at workplace and it provide an alert to the risks, (Oakman, & Bartram, 2017). Also this relate to the finding of the study which revealed that EChad positive influence on the implementation of OSS and PHC at workplace.This also has been supported by Nordlofet al (2017) argued that if employees are well communicated with management, the situation tends to reduce accidents and deaths at workplace.

Through both ST programs and EC significantly influence the implementation of OSS and PHC at workplace, but EC has great influence than ST. Oakman& Bartram (2017) supported the findings by arguing that employees depends communication to get feedback about safety issue in the organisation. But the study revealed that EI had negative influence on the implementation of OSS and PHC at workplace. However the in-depthinterview informed that the management do involve employees on other issue in the organisation, but not to health and safety matters, due to the fact that most of the requirements of health and safety at workplace need money like purchasing protective gears, machines and providing the refreshment at workplace, a thing which hindered the proper and effective employees involvement by management on health and safety issue at work.

Conclusion

The article investigated the management practices on the implementation of health and safety in small scale mining. The article concluded that ST programs and EC significantly influence the implementation of OSS and PHC at workplace, but the EC has great influence than ST to the implementation of health and safety at workplace. However, the negative influence of EI on the implementation of OSS and PHC at workplace seems to be caused by the wrong employee's strategy used by the management in the organisation.

Recommendations

The results revealed that Safety training programs and Employee's communication significantly influence the proper implementation of health and safety at workplace. With thus facts, if all organizations (private and public) put an emphasizes on safety training and employee's communication in health and safety matters, accidents, risks injuries and deaths at workplace will be reduced in high rate and production will be improved. So 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 are inspected on health and safety compliance so that to maintain the organisational health and safety culture to the management and employees at large.

Limitation of the study

Safety training and employee's 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 which involves people. This this study did not consider the influence of safety training and employee's communication on other working industries and these findings does not dispute to all working industries in Tanzania.

Areas of Further study

Another study may focus on the influence of management practices on occupational health and safety in small scale mining. The study may examine whether the influence of safety training and employees communication differ to other working industries, namely process industries, banking, agriculture, education industries, etc.

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