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Dr. Lucy Odo Kiowi

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Dr. Lucy Odo Kiowi

Lecturer, Institute of Accountancy Arusha-Tanzania
Email of corresponding author: Kiowilucy@gmail.com

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Abstract

The purpose of this study was to determine the effect Human Resource Practices on mineworkers Quality of Life in the mining industry. A multiple-case study research design in a single industry was adopted. Qualitative data from multiple sources were collected through interview, focus group discussion and observation. The study found that in Mererani mines workers are not properly trained, adequately compensated, given employment contracts, and there is no appraisal of performance conducted on employee. The outcome is that mineworkers lack job skills, better pay, and many have succumbed to death and injuries. This has affected their quality of life as majority are unable to meet the costs of medical care, education of their children, housing, water supply, and other social amenities. The study presents new data that contributes to theoretical development of economic variant of social exchange theory, an area that has been largely underdeveloped. It is recommended that Human resource practitioners and policy makers in organizations should design HR practices that enhances workers needs and organizational requirements in order to achieve performance. The collection of data from Tanzanite mines only limits the generalization of findings to other settings.

Keywords - *Human Resource Management, Human Resource Practices, Quality of Life, Mineworkers, Tanzanite*

1.0 Introduction

There has been increasingly concern among Human Resource Management (HRM) scholars and researchers on the importance of understanding employees Quality of Life (QoL). According to World Health Organization (WHO) (1998; 2014) QoL refers to the individuals' perception of their position in life in the context of culture and value systems in which they live and in relation to their goals, expectations, standards and concerns. WHO (2014) describes aspects such as education, health, occupation, conditions of housing, income level, possession of assets, and food consumption as important components of QoL. The importance of QoL for workers follows

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theoretical and empirical evidence that worker's good life has significant impacts on organization performance thus calling for more research attention on its determinants. Guest (2002) for instance indicated that the achievement of HRM on organizational performance will not only come from employee commitment but also from worker's life-quality and flexibility. Similarly, Osterman (2000) suggested that for HR practices to contribute to performance QoL is one of the three conditions that must be met. It is therefore significant to note that QoL is important for employees as it accounts for workers living condition and indicates standards of their successful in life, aspects that are vital for motivating them to work hard and therefore contribute to organizational performance.

Despite being recognized as the central concept in the HRM literature, QoL is an area that has been largely under investigated. Existing HR studies (Pfefer, 1994; Huselid, 1995; Guest, 2002), paid little attention to QoL as one of the employee outcomes. As such, HR Practices and workers QoL have neither been adequately conceptualized nor empirically investigated. Few studies in HRM literature that have taken worker-centered approach (Guest, 2002; Kowalski and Loretto (2017) have examined employee well-being and not QoL. This is likely to create confusion and inconsistencies in results as well-being and QoL contain different measurement methods. As noted by Celma, Martinez-Garcia, and Raya (2018) well-being and QoL are not synonymous although semantically close. Well-being is a broader concept with its implications on one's physical, mental, social and environmental aspects of living. In fact, QoL which is individual's perception of their socio, economic and physical condition is viewed as one of the attributes for promoting well-being (OECD, 2010). In that regard, well-being cannot adequately identify factors that matter to individual/ones lives, an assessment that need to be provided by workers themselves.

This study sought to understand how HR practices in mining industry contributes to QoL of mineworkers. Answers to this question extend the existing HRM-employee outcome literature in three ways. First, by focusing on workers QoL, this study expands empirical and theoretical understanding of the effect of HR practices on one of the neglected employee outcome variable, QoL. This responds to a call made by Guest (2002) for bringing a worker into HRM analysis. Previous studies on employee outcomes paid little attention to the worker's economic needs such as education, water, and health care, which are important aspects for worker's ability to perform their work. This study suggests that HR practices such as training, performance appraisals and pay will influence mineworker's QoL. The findings of this study will provide insights into identification of HR practices that enhance or lower workers QoL particularly in the mining sector.

Secondly, results of this study intends to contribute to the development of economic dimension of social exchange theory (SET), whose one of its construct - economic dimension, has been largely underdeveloped particularly from HRM perspective. Traditionally, studies (Aryee, Budhwar, and Chen, 2002) have treated SET main constructs- socio and economic dimensions as single pair in an attempt to explain exchange process in employment relationship. However, evidence indicates that in many studies (Shore et al, 2006) economic analysis has been overshadowed by social analysis hence does not feature significantly. This study suggests that economic exchange that involves transfer of resources from the organization such as good pay, to employees will improve worker's ability to meet their basic needs of life. This in turn enables workers to work harder leading to high work performance. This theoretical development is extremely important as it will increase our understanding of the dynamics of economic exchanges in the employment relationship. Thirdly, this study departs from previous HRM quantitative researches and adopts qualitative approach in its analysis responding to a call made by scholars such as Khatri and

Budhwar (2001) for more qualitative researches which are cited to be scarce in HRM literature. Given that QoL is assessed from both objective and subjective indicators, qualitative data will be more useful as it will allow collecting data from individual experience thus better understanding of their life conditions. This study therefore, sought to answer the research question: how is HR practices influence mineworkers QoL?

The paper is organized as follows. A brief introduction of Tanzanite mine is given followed by a review of literature/theoretical background. This section is followed by research methods. Section four presents findings of the study, followed by discussion of research findings in the fifth section, while the last section cover conclusion, limitation of the study, and suggestion for further research.

2.0 Literature Review

2.1 The Tanzanite Mines: The Context

Tanzanite, a rare deep blue-violet gemstone was discovered in Tanzania by one man known as Ali Juu ya Watu in 1967. Extracted in Merelani Hills in the Simanjiro district, Tanzanite has made Tanzania prominent as it's the only place in the world that produces the gemstone (Salim, 2001; Lange, 2006; URT, 2015). The importance of Tanzanite to Tanzania's economic development cannot be overemphasized. Studies (Helliesen, 2012; Mbowe, Yabu, Lugobi, 2016) indicate that Tanzanite mining generates profits resulting to country's economic growth and social development. A report by Tanzania National Bureau of Statistics (2017) indicates that in 2017, Tanzanite together with other minerals contributed TZS 1.98 trillion to the GDP. Again, recent report indicates that the growth of Tanzanite production has been increasing significantly. For instance, production at Tanzanite increased from kg 164.6 in 2016 up to kg 2,772.2 in 2019 (URT, 2020). Additionally, Tanzanite mining plays a significant role in the employment creation in Tanzania. For instance, Malisa and Kinabo (2005) reported that in Merelani Tanzanite mine, there are more than 13,000 underground miners. While statistical evidence shows an increase in the production of Tanzanite resulting into the growth of government's revenue, the Quality of Life (QoL) of Tanzanite mineworkers leaves a lot to be desired. Anecdotal evidence indicates that Tanzanite diggers live in difficult conditions as they cannot even afford basic requirements such as health and education (Ibid). As Americolo (2013) put it 'what mineworkers in Mererani earn is just from hand to mouth'. Their efforts have not been translated into a meaningful QoL. Management Scholars have been investigating the causes of poor living conditions of mine workers. While some studies point fingers to the mine owners (Salim, 2001); other studies such as Americolo (2013) cite mineworkers themselves as the one to blame for their poor quality of life. Notwithstanding, whereas these arguments seems to be conceptually appealing, the forms of employment relations particularly HR practices in the mining industry and their effects on the mineworkers QoL has not been well investigated.

2.2 HR Practices and Workers Quality of Life

The relationship between HR practices and workers QoL is well explained through the lens of economic exchanges. It is argued that certain HR practices when implemented in a pure economic terms may influence employee QoL. The researches of Guest (1999; 2002) indicates that in most organizations HR practices are designed and implemented in a manner that are perceived by workers as exploitative. For instance, workers are usually promised good pay, only however, to find themselves duped by their employers as they would go months without salaries. This is well substantiated by Koyi, (2016) citing existence of frequent tension and conflicts between worker's unions and management in many organizations due unpaid wages. Schuler and Jackson (1987)

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argued that many organizations adopt HR practices that focuses on increasing efficiency of production, which is output per person with little investment on employees. A study by Fang (2016) reported that employers in mining sector usually design recruitment and selection practices that would give them cheap labor. Such practices are likely to give employees employment contract that offer them short term job contract, no job security and low wages hence affecting their QoL. On the other hand, this is also likely to affect employers as contributions expected from employees will not be beyond statutory agreed output.

Keenoy (1990) opine that firms usually attempt to gain competitive advantage by being the lowest cost producers through tight controls of employees, overhead minimization and pursuit of economies of scale. As a results, there is underinvestment in employee's skill, compensation and working environment, which in turn affect their QoL. Koyi (2016) observed that working conditions had a positive effect cost of living for workers in Zambia which in turn had impact on copper productivity. In a study of public sector employees working in seven local government departments (Gould-Williams and Davies, 2005) found that employees reciprocated to HR practices implemented by organization through commitment, motivation and desire to remain with the organization. however, they did not indicate how HR practices improved employee's income and their QoL. Using regression analysis, Abdul-Hakim, Ismail, and Abdul-Razak, (2010) provided empirical evidence on the links between social capital and quality of life among rural households in Terengganu, Malaysia. The results show that social capital had a significant impact on seven dimensions of QoL namely transport, health, education housing, environment, life style, and religious activities

3.0 Methods

3.1 Research Design and Population of the Study

As our objective was to establish how QoL is informed by HR practices, a multiple-case study research design in a single industry was adopted. As suggested by Yin (2003), the study focused on one gemstones industry, Tanzanite, with several mine companies inside the industry. The choice of Tanzanite gemstone was based on the fact that it is the single largest deposit in the world. The study was primarily qualitative as the focus was to get rich, and contextual in-depth information from respondents. The target population for this study were mineworkers from Tanzanite mine in Mererani-Arusha, and therefore, the unit of analysis. The rationale for targeting these employees was that they were performing core functions of underground mining, known to be difficult with tough conditions. A total of 826 mine workers from 17 mines were the population of the study A list of mining companies from Tanzania Minerals Audit Agency (TMAA) 2018 statistics was used to select mines of the study. A selection criteria was that a mine should hold a primary mining license, have employed more than thirty employees and be in existent for more than five years. The rationale behind these criteria was that a business firm that possesses all these factors contain business-growth characteristics.

3.2 Sampling and Sampling Techniques

Mineworkers sample consisted of workers performing the underground mining activities (see table I) hence excluding workers performing auxiliary activities like security guards. A purposeful sampling technique was used to select respondents for the study. A total of 52 mineworkers participated in the study. It is worth noting that due to the nature of underground work all of our 52 respondents were men. A sampling frame consisting of workers names was received from the mine management. This was a daily list of workers either on duty (soon after emerging from

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underground) or those who were about to enter the shaft. To gain more insight, all 17 mine owners were involved in the study whereby, 16 were represented by mine managers while one mine owner attended in person. This category of sample was involved because they were in charge of mine site operations and were also responsible for appointment and management of staff. Thus, they had important information pertaining to the study variables.

Table I: Mineworkers by Nature of Work

| Mineworkers occupation | Number of Workers |
|-------------------------------|--------------------------|
| Geologists | 00 |
| Blasters (Nobels) | 03 |
| Hammers | 07 |
| Loading machine operators | 16 |
| Shovel man | 05 |
| Rock drillers | 21 |
| Total | 52 |

Source: Field data, 2019

3.3 Data Collection

Data was collected from multiple sources namely mineworkers, mine owners, qualitative visual materials and secondary sources. The data collection process consisted of three stages. Stage one was face-to-face interview, stage two was focus group discussion and stage three was direct observation of mineworkers homesteads. The data collection took place during the period of April, 2019 in Mererani-Arusha. The semi structured question for the interview consisted 5 questions covering four basic principles of HR practices namely i) recruitment and selection, ii) training and development, iii) performance appraisal and iv) compensation practices asking mine managers to explain how each of the practice was carried out in their company. On QoL variable, two techniques were used to collect information on physical and socio-economic indicators of QoL. First, interview guide questions on QOL (objective and subjective) focused on OECD Better Life Index (2011) dimensions. These were deemed useful for this study as they allowed people to express their perception on some aspects of quality of life. The guide had four main questions asking on issues of whether the worker was able to live in good house, assess to clean environment, is close to the people in his/her family, is able to get social services such as medical care, water, transport, educational facilities, earn enough money to meet his living cost, do purposeful things for extra income, ownership of assets, sense of acceptance by others, family, friends, co-workers and neighborhood community etc. Interview guide had a slight difference between mine workers and mine owners despite all focusing on getting information on the same variables. Secondly, visual observation of residential areas was done upon the consent of the respondents.

3.3.1 Interview

A total of 69 interviews were undertaken, out of which 52 with mine workers and 17 were held with mine owners. Prior information about the study visit was availed to all mineworkers by management. The in depth face-to-face interviews were conducted with mineworkers at the mine sites. Researchers had to do timing during the exchange of the working shift to have interview with those who were underground soon after getting out of the shaft. The same technique was also employed for mineworkers who were waiting to entered the shaft. Using sampling frame, the researchers identified the participants for an interview, and only those who expressed willingness

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to participate were involved. Similarly, the face-to-face interviews were held with mine managers at the mine site office, and one interview was held with the mine-owner at the Mererani primary school premises where she was also a Head-teacher of the school. Subjective bias which is touted to be inherent in qualitative studies were controlled through the use of multiple interviewers (Creswell, 2014) where consistency of answers was cross-checked. The interview session lasted between 15-25 minutes. The interview session was preceded by the interviewee being informed about the purpose of the study. Each interview with mineworkers was conducted by one member of the research team, and that of mine owners were conducted by either a single interviewer or both research team. As interviews went-on researchers took handwritten notes and audiotaped the conversation.

3.3.2 Focus Group Discussion

At the beginning of the field visit, researchers gathered preliminary information regarding mineworker's occupation. Information indicated that majority of mineworkers who left mining activities were working as motor cycle riders popularly known in Swahili language as *bodaboda*. This prompted researcher to develop interest of meeting this group of individuals to shed light on the variables under investigation. Later, it was dawn that some of the current mineworkers were also working as *bodaboda* riders. Guided by Dawson, Manderson, and Tallo (1993) protocols of focus group discussions, two popular *bodaboda* stages where most of them use to pick passengers were identified and consent from their leadership was obtained. Participants were selected purposively based on the criteria that only individual who has worked as an underground miner and left or is currently working but did not participate in the interview at the mining cite become the member of the group discussion. This also ensured homogeneity of the group thus agreement on the issues around the topic. Agreement was reached to have the discussion take place during the evening (from 4:00 pm) as majority of underground workers are out from the mine and it is this time they go for *bodaboda* business. A total of 15 *bodaboda* riders were involved in the focus group discussion, in which group one consisted nine riders and the second group with six riders. The discussions were held in the form of 'chats' as some sitting on top of their motor cycles. To ensure their businesses are not interrupted it was agreed that when one get a client was allowed to go and join again after returning. During the discussion, participants were asked to explain their understanding on four main HR practices including how they were recruited into the mines, whether they got any training related to their work during their tenure, how their work performance was assessed and how they were paid. They were also requested to narrate their view on the life quality when they working as miners. Furthermore, moderators requested them to explain why they left the mining activities and why they are now working as *bodaboda*. The focus group discussions lasted for a period of between thirty to one hour.

3.3.3 Observation

Direct observation technique was employed to collect data on QoL variable. Preliminary information collected established that majority of mineworkers lived in Mererani town, a five kilometres away from mining hills. Since the study did not target the whole community but individual mineworkers, and to ensure the sample met geographical representativeness, the area was classified into strata. Based on residential boundaries for the settlements the community was stratified into three hamlets of high, middle and low income populations. The assumption was that people living in the same area may share common characteristics of QoL. Purposive sampling was then used to select three interviewees per geographical strata to participate in the site visit. The identification of participants was done during the early interview process done in the mine site

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where interviewer asked the interviewee about his/her residential area, and whether he is willing to make a joint visit on the same at any given time in the day. Informed consent was highly considered. This was followed by direct observation of the physical attributes such as structural condition of the houses, open spaces, cleanness of the environment, size of the family, personal hygiene, physical appearance, access to social services such as schools, hospitals, water, and other activities for extra income. This method was useful as most of the scenarios could be easily observed. Researchers alongside mineworkers walked in different residential areas to observe aspects of mineworkers living condition. A total of nine mineworkers agreed to take part in the residential visit. Visual observation was also employed at the mine site whereby researchers observed incidents of workers engaged in actual work in the mining sites such as transporting the waste-rocks from underground through shafts up to surface level for disposal.

3.4 Validity and Reliability

As suggested by Creswell (2014) qualitative validity in the study was established through the use of multiple data collection sources namely interview, focus group discussion, visual observation and secondary data. This process provided evidence and justification for the established themes. Additionally, the use of multiple interviewers assisted in controlling bias and subjectivity inherent in qualitative interviews. In the same vein, visual observation increased face validity as it provided detailed descriptions of the study themes. Reliability was ensured by collecting data from reliable source- underground miners, individuals with the hands-on kind of experience with the mining functions than anyone else.

3.5 Data Analyses

The data collected were analyzed qualitatively following guidelines suggested by Miles and Huberman (1994). In this view, the thematic analytical process started with the review of all recorded data to get a big picture of what HR practices and QoL were and then they were transcribed verbatim. The researcher drew a table with two columns with one side containing questions and the other side answers from all respondents. This structure enabled easy identification of themes and sub-themes (facts) emerging from each mine company. The themes were again re-grouped based on similar meanings to get major themes which were then given specific codes (attaching meaningful labels) relevant to the research question. Data from secondary sources were also summarized and discussed and results linked to the research questions. On the completion, researchers selected some of the powerful verbal statements which were then used as quotations in support of findings.

4.0 Research Findings

4.1 Recruitment and Selection Practices

The findings of this study reveal that, first, recruitment and selection practices are not based on merit such as formal education and skill. Mines recruit employees who lack formal basic education and technical skills necessary for mining activities. Statistics from the mine owners indicates that the lowest had an estimate of 52 workers and the highest had a total of 137 workers. However, it was found that more than 67% of these employees had poor education background, and this was much evident when 18% of those interviewed in this study were school drop-outs, 69% were standard seven, 11% were form four and 2% form six leavers who had not been trained in any mining related technical skills (see table II). None of the mines had employed a geologist (see table I). Secondly, mines companies rarely advertise their vacancies to the public inviting qualified

candidates to apply for their positions particularly middle and high level job positions. It has been found that mine owners mainly use ‘walk-ins’, or ‘introduced by another individual’ (i.e former employees). This was well noted by the operational manager of Company “G” who said that:

...we employ just any person who comes to seek employment. Few techniques are used including being assured that he can go underground and do the job.

Table II: Education of Mineworkers

| Level of education | Number of Mine workers |
|---|------------------------|
| Dropped out | 11 |
| Completed primary education | 34 |
| Completed O-level secondary education | 07 |
| Completed A-level secondary education | Nil |
| Completed Technical education | Nil |
| Completed College/ university education | Nil |
| Total | 52 |

Source: Field data, 2019

Such sentiments were echoed by other respondents who confirmed that they just went to the mines and asked for employment. Others attested that they were taken to the mine by people whom they knew. The implication of these findings is that such recruitment practices benefit mining companies as they take advantage of labour from illiterate workers. Thirdly, mineworkers are employed without given formal employment contracts. In other words, they enter into what Shivji (1986) calls ‘oral’ contract of service. This means that they are hired temporary, either as seasonal or day-to-day labourers. Very few employees are recruited on rigid employment contracts and mainly work as supervisors. When asked why they are not demanding to be supplied with work contracts, one mineworker explained that;

(...if you ask about contract the second day you end-up at the gate)

The absence of employment contract has made majority of mineworkers be unaware of their basic employment rights such as right to wage, safe working conditions and leave. Similarly, lack of employment contract means little bargaining power on the part of mineworkers, and also there is no guarantee for the job the next morning. This has resulted into majority been dismissed arbitrarily over minor accusations such as suspected of stealing Tanzanite. They have been working without contributing to Social Protection Schemes hence majority ends up without get statutory entitlements pension and insurance. Thus, they end up without compensation and therefore poor QoL. This finding supports the finding of Helliesen, (2012) who established that most of those employed in the mines are migrants with low education

4.2 Learning and Development Practices

Findings shows that there is no formal-kind of training provided to mineworkers. Mine owners admitted that they were not training their workers and had no structured program for employees training. Similarly, mineworkers confirmed of not receiving any formal training related to their work. For instance, a normal underground mineworker need to have an understanding of the basic geological knowledge such as ability to identify rocks and rock-breaking techniques. However, this study found that mineworkers do not have such basic geological education. When requested to explain the reasons behind this affair, one of the interviewee said;

.... *I think they fear to incur costs of training.*

This study found that rudimentary-kind of training was given to newly recruited workers or those relocated to a new task, mainly to give them initial instructions on how to do specific task/job. The outcome was that majority of mineworkers have been left with no formal knowledge and skills related to their jobs/tasks. The implication of this was that mineworkers are unable to get personal occupational development such as promotions and appointment to senior positions thus affecting their professional upward mobility and creating stagnancy in their career-life. Additionally, they are unable to find decent jobs in other sectors due to lack of professional training which in turn, has affected their life quality. One mineworker commented that:

...we suffer a lot due to a lack of education as most of us end-up working as underground mineworkers.

This study also found that mineworkers were not properly trained on procedures of carrying out certain tasks that requires great attention. Data from the interview indicates that majority had poor skills of using equipment such as pneumatic drills or handling dangerous materials like explosives. For instance, mineworkers narrated that:

... one can be assigned to work as “Nobel” meaning a person planting explosives in the rocks, no serious training is given, one receives just instructions on how to do the job.

Lack of training on procedures of carrying-out different tasks has affected mineworkers QoL as majority have succumbed to injuries, death and left in disability due to errors made during mineral extractions process. These results compare well with the finding of Malisa and Kinabo (2002) and that of (Helliesen, 2012) who observed that mineworkers in Tanzanite mines do not understand the fundamentals of mining operations to enable them carry out their work safely. Additionally, respondents narrated that they rarely receive training on health and safety issues, thus leaving many of them not aware of the processes and consequence of the hazards. Majority of mineworkers do not have skills to recognize damaged doors and roofs likely to fall. As a results, mineworkers are exposed to falling objects, poisonous gases, dust and rocks caused by blasting, noises resulting from drillings, and collapse of hanging wall. The researcher witnessed the death of two mineworkers who died at the bottom of the pit after being hit by a falling stone. Scholars such as Holliday, Schmidheiny and Watts (2002) have noted that training was not a contributing factor for accidents or health related incidents in the mines. This assertion contradicts the results of the current study which indicates that training practices has a significant effect on the mineworker’s health and safety in the mine sector. This has affected mine workers QoL as majority being bread earners have fallen seek and unable to work again. Death among them leaves behind widows and children who are unable to support themselves financially, they lack medical care as they are not covered my National Health Insurance Fund (NHIF).

4.3 Compensation Practices

Qualitative data gathered for this study indicates that workers are not paid monthly salaries. Respondents argued that they do not earn any salaries in the form of cash in a monthly basis and that their system of compensation is productivity-sharing mode of payment. This is a form of non-binding agreement purportedly made between mine owners and workers that they will equally share when a “*kofia ikipatikana*” a swahili statement meaning “when a hut is found”. A hut is here referred to as ‘Tanzanite inside the hut’. During this period of waiting to get Tanzanite the mine

owners would only provide workers with food while on duty. In this regard, the employer is not obliged to any worker's personal life. During data collection with mineworkers lamented that;

..... we are not paid any monthly salary. Owners argue that they cannot pay salaries as they are not certain of getting the hut. Therefore, our payment is until the hut is found. We are only get stiff porridge and beans.

It is also important to note here that a Tanzanite shaft would go for months and even years without getting any Tanzanite of a proper value. This means, workers will have to live without income for long time. However, the situation does not discourage mineworkers, hoping that there is a time of getting and loosing. Some narrated that:

...mining is a game of chance where there is a day you can get/ or not

The born of contention is how the division of the hut is done. Mine workers complained of unequal distribution of the hut and that mine owners have created a process through which they use to enrich themselves at the expense of workers. The findings indicate that, while mine owners tell workers that they will be paid when a 'hut' is found, this is not usually the case. This study established that when the 'hut' is found, the portion given to mineworkers leaves a lot to be desired. one interviewee argued:

.... after encountering the rock containing Tanzanite inside the pit drilling and blasting the rock is done, and once it is done, all mineworkers are ordered to pull back allowing the mine manager and supervisors to collect all the Tanzanite. As soon as the collection is over they immediately get out of the pit with all gemstones to unknown location telling the mineworkers to wait until the mine owner/claim holder surfaces for division. This can take some hours or even few days before they are given their portion. This process raises a lot of questions as nobody is certain whether what is brought back for division is the same amount of Tanzanite that was collected earlier inside the pit.

Majority of respondents complained that the amount they get as their share is very small compared to what was discovered and collected. One mineworker noted;

... this is how they exploit us mineworkers. What we saw collected is not the same amount returned for division.

This results show that low income of mineworkers is not directly related to the time taken to strike the gemstone rather, it is a system of pay that systematically put workers in a disadvantaged position due to unequal distribution of Tanzanite among workers and mine owners.

The implication of this finding is that whilst mining companies are making a fortune from absence of monthly payments of salaries, incidences of poor quality of life were widely evident among mineworkers. The life they lead can hardly be called a decent living. Results shows that 63% of mineworker's families were found to live in rented mud houses as they cannot afford to rent iron sheet roofing houses. Researchers of this study witnessed mineworker's settlements as having no access to electricity, water and inadequate sanitation facilities i.e toilets. Additionally, mineworkers complained that lack of monthly income for them was meant inability to make daily living such as food. Lack of monthly salary and salary slips deny mineworkers contribution to social Social Security Fund and inability to access credit services from banks i.e loans as most banks accept salary slips as collateral.

In a bid to meet costs of living and avoid high dependency on the mining, mineworkers opted for myriad of petty businesses such as Bodaboda riding (see table III). This result support findings of

Lentz and Erlmann (1989) in their study of Dagara workers from the Upper West Region in Ghana in the gold mining centers of Tarkwa and Obuasi where workers opted for non-wage forms of income such as motorcycle riding, and rearing domestic animals as a defense against fluctuating wage levels.

Table III: Mineworkers Activities Out of Mining Business

| Type of business | Number of activities |
|------------------------------|----------------------|
| Food service | 02 |
| Beverages | 05 |
| Shops | 01 |
| Agriculture | 04 |
| Rearing domestic animals | 04 |
| Motorcycle riding (Bodaboda) | 31 |
| Other businesses | 05 |
| Total | 52 |

Source: Field data, 2019

4.4 Performance Management

The current HR practice of employee appraisal found in Mererani is similar to that of Coens and Jenkins (2000) and Lawler (2000) referred to as “non-traditional” appraisal systems. That is, a non-formal appraisal processes occurring at different stages of work processes. This kind of appraisal can be described as less structured with little or no rating scales or measuring objectives. Interviewees explained that administrative decision such as reward or relocation to different tasks is not based on performance appraisal. The work Appraisal relies on activity an individual has done with little or no feedback given. This system is different to the one popularly known as formal appraisal process whereby employee work performance is assessed against pre-established criteria. The findings further reveal that pay is not linked to performance rather, it is the mine owner who decides ‘who gets what’. Mine managers who responded to this study described the appraisal process as mainly done when the need for assigning a worker to a new/different role arises.

(...job assessment of a mineworker is done when we want to assign new task. Example if a person is doing a good job we look at which area he can do better then.

This HR practice has greatly affected mineworkers QoL as some workers such as rock drillers, whose job uses heavy machine like jack hammer, are being paid equally with other employees who perform lighter works. The outcome of this is that mineworkers are demoralized, and their job satisfaction is lowered. This finding contradict finding of Stewart (2013) who established that in South Africa mining for example, underground workers such as rock drillers were paid higher wages including drilling bonus of up to 8% relative to other workers. In Mererani, while individual efforts were used to assign them to new roles, the same efforts were not used as a basis for distribution of income.

5.0 Discussion, Implications and Limitations

This study sought to explain whether HR practices has anything to do with employee QoL in the Tanzanian mining sector. The findings of this study support the proposition that HR practices such as recruitment, training, performance appraisal and compensation are associated with life quality of mineworkers. This study found that Tanzanite mines in Mererani adopt HR practices that have

low investment in employee thus affecting their quality of life. Recruitment and selection target workers with poor knowledge and skills, and employees are offered short term employment contracts. Mines owners in Mererani are not investing in workers training particularly on skills related to their tasks, health and safety issues. Mine owners also don't pay any salaries to workers or any statutory benefits. They only provide meals while employees are at work. Payment in the form of sharing of 'hut' is used to compensate workers as amount given to them is very small compared to what mine owners get. The outcome of all these practices is that mineworkers lack job skills, better pay, and many have succumbed to death, injuries, and other mining associated illnesses, which in turn, has affected mineworkers QoL. The findings support the study of Vanhala and Tuomi, (2006) who found that HR practices had a weak relationship with employee-well. These findings contradict a study by Karabasevic et al (2015) and Abrahamsson and Johansson (2005) who reported that developed countries main recruitment and retention strategies in mining industry lies in the offering a competitive recruitment, compensation and benefits packages. This study has established that inability of mining companies in Mererani to attract and retain quality labour is also partly caused by what Porter (1985) calls as cost-leadership strategy. i.e reducing cost of production such as providing affordable accommodation to workers and better pay that meets the costs of living.

The theoretical implication of this finding is that it contributes to theoretical development of economic variant of social exchange theory by suggesting that that social aspect of exchange is necessary but not sufficient condition for improved employee outcomes. Thus, it is both socio and economic aspects of exchanges that can elicit high levels of employee outcomes which in turn can affect dependent variables including QoL. Secondly, this finding provide implication for HR scholars as it shows that the analysis of HR practices and employee outcomes should take into account economic aspects of workers as it enables them to survive, get committed to their work and being happy. Thirdly, the practical implication of this study is that Human resource practitioners and policy makers in organization should design HR practices that enhances workers needs and organizational requirements in order to achieve performance.

The limitation of this study is that interview, focus group discussion and observation were used to collect data. The data were collected at Tanzanite mines only hence the findings may not be well generalized to other settings. Because of this, the findings remain specific to the study areas. Future research should be extended to other mining areas such as gold and diamonds to enable wider understanding of the impact of HR practices on a larger population of mineworkers across the country. Again, this study examined individual effects of HR practices on mineworkers QoL. Consistent with earlier research (Osterman, 1994) which indicates that an evaluation of individual HR practices in isolation is likely to lead to biased estimates of their effects.

6.0 Conclusion and Recommendations

This empirical study thought to investigate the question of how are HR practices in Tanzania mining industry contributes to QoL of mineworkers. Employing a multiple-case study research design in a single industry, interviews, focus group discussion and observation were conducted with mine workers and owners in search for data. A total of 52 mineworkers and 17 mine managers responded to the study. In general, this study concludes that that the current practices of HR in Mererani mines has significantly affected mineworkers QoL. Specifically, workers are not trained, not paid salaries, not given employment contract, and there is no appraisal of performance conducted on employee. As a result, mineworkers are not able to meet the costs of medical care, education of their children, housing, water supply, and other social amenities. Indeed, this study

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contributes to the existing knowledge as it shed light on the understanding of the effects of individual HR practices on employees QoL confirming the assertion from social exchange theory that human resource can influence social, economic and physical outcomes at employee level.

It is recommended that further studies should be carried out to examine effects of bundles of HR practices on QoL of mineworkers using longitudinal studies to enable proper interpretation of the study findings. It is also recommended that the Government should construct a demonstration centre in Mererani to be used for training mineworkers on tools, equipment and safety and health issues to assist in efficient and safe mining operations. Furthermore, this study has established that women have been unable to take part as workers in the underground mining employment in Mererani. This is partly a result of the current HR practices adopted by mine companies. It is recommended that mining companies in Mererani should adopt HR practices that allows equal employment opportunities to enable women to be employed in various mining activities particularly underground operations thus making them earn a living which is likely to improve their QoL.

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