

**FACTORS AFFECTING THE IMPLEMENTATION OF HUMAN RIGHTS
PROTECTION PROGRAMMES IN TANZANIAN MINING COMPANIES:
THE CASE OF GEITA GOLD MINING LTD**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that, he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: “*Factors Affecting the Implementation of Human Rights Protection Programmes in Tanzanian Mining Companies: The Case of Geita Gold Mining Ltd*”, in partial fulfillment of the requirements for the degree of Master of Business Administration of the Open University of Tanzania.

.....

Dr. Augustine Y. Hangi
(Supervisor)

.....

Date

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DECLARATION

I, **Emmanuel Zephania Malimu**, do hereby declare that this Dissertation is my own original work and has not and will not be submitted to any other University or higher learning institution for a similar or any other academic award.

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Signature

.....

Date

DEDICATION

This dissertation is dedicated to my beloved wife, Elizaberth Emmanuel; two children, Sophia and Joel Emmanuel; my late father in memory Zephania Malimu who passed away as well as my mother, Sophia Shija, for their great love.

ACKNOWLEDGEMENT

The production of the dissertation is the efforts of a number of people who, in one way or another, have contributed to its successful completion. The researcher would like to express his sincere gratitude and appreciation to the people and institutions for their various contributions.

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ABSTRACT

The main purpose of the study is to examine the factors affecting the implementation of human rights protection programmes in Tanzanian Mining Companies based at Geita Gold Mining Ltd. The study was based on theory of right and three objectives namely; to identify the organisational factors that lead to company leadership's ineffectiveness in protecting workers rights at Geita Gold Mining Ltd, to examine the human right protection knowledge factors among HR leaders in managing socio-economic rights of workers at Geita gold Mining Ltd and to examine the corruption practices factors among HR leaders at Geita Gold Mining Ltd in relation to delivery of effective human rights protection. The survey research design and mixed approaches using concurrent method. Data collection methods were: semi structured interview, questionnaires, and documentary reviews. Findings showed that 61.3 percent of the organisational factors such as threats lead to company leadership's ineffectiveness in protecting workers rights in the mines. It was found that 81.7 percent of HR lack of human right protection knowledge in managing socio-economic rights of workers. Likewise, corruption among HR leaders was related to their ineffectiveness in human rights protection. This study concludes that company leadership affect human rights protection in Tanzania mines. Therefore, the study recommends that the Tanzanian government should ensure that effective human rights protection at Tanzanian mines is being implemented. Also, mine managements should be equipped with human right protection knowledge in managing rights of workers. Moreover, in the event of corruption practices by mine managements there should immediate stern measures in line with the provisions of the Tanzanian laws to control corruption.

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LIST OF ABBREVIATIONS AND ACRONYMS

GGM	Geita Gold Mining
HR	Human Resource
ILO	International Labour Organisation
PCCB	Prevention and Combating of Corruption Bureau
SPSS	Statistical Package for Social Sciences
UN	United Nations

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human rights are the basic rights and freedoms to which all humans are considered entitled including the right to life, liberty, freedom of thought and expression, and equal treatment before the law, among others (Ithure, 2001). According to Ithure (2001), the concern related to human rights protection has been a major problem in many mining companies since the mid 1990s. This is because the companies have failed to ensure good governance, the equitable rule of law and control of social justice in order to implement effective human rights protection programme in their workplaces.

Moreover, there is evidence that there is violation of human rights in several mining companies around the globe, including Tanzania. This violation led to the establishment of the United Nations Universal Declaration of Human Rights of 10 December 1948 and the International Covenant on Economic, Social and Cultural Rights of 16 December 1966 with perceived need to protect human rights and the implementation of human rights protection programme in the workplaces. In spite of it there are still such violations of Human rights in many workplaces of different mines whereby the mining company leadership is held responsible for high human rights abuses against its workers. Barzilai (2003) describes that human rights protection such as civil, economic, social and cultural rights has remained theoretical than practical in countless of mining companies in Tanzania and elsewhere, which need to be addressed through this research. This study reviews factors affecting HR leadership in mining

companies on human rights protection through other researchers' works across the world- Africa and Tanzania as well.

According to a study by Wesley (1919) who did his study on leadership factors and human rights protection in larger companies in America, Asia and Thailand found that large number of HR leaders is still challenged by threats from top company officials and the knowledge of human rights protection.

Moreover, the study by Abouharb & Cingranelli (2007) who did a study on "Human Rights and Structural Adjustment" in New York: reports that HR leaders are unable to decide how human rights can be protected. Yet workers in mining company are not aware of their rights; therefore both leaders and Workers according to the United Nations, 2000 report, and education about human rights must become part of leadership and general public education (Ithure 2001; The United Nations, 2000). In Barzilai (2003) study found that the rights such as security, the right to life, liberty, freedom of thought and expression, equal treatment before the law and non-discriminative contractual obligation are always put aside by company leadership. The only emphasis given to HR to the company leaders is about care of production first and workers rights to be the second in (Barzilai, 2003).

According to this perspective most of the Human resources officers (HR) leaders in the company are aware about production than human rights in their workplaces. In the Africa context, study done in sub-Saharan countries by Shisana et al, (2013) indicate that in August 2012, 44 workforces were killed at Lonmin's Marikana site in South Africa. They included 34 miners who were shot dead in a single incident. A series of

these issues had led up to this terrible event of sufferings. The killings were possibly caused by the South Africa mines failure to implement human rights training programs to middle and bottom level managers. Shisana et al. (2013) reports that top management of the company pose threats to HR leaders who try to balance human rights and production. Among of the threats is termination of HR from employment.

According to him HR leadership was affected by the organizational policies deficiencies as well as working behaviour of cultivated by internal and mother country bosses who care about production than human rights. He adds that company owner in America puts pressure to leaders in subsidiary companies to have more production than caring people. Shisana continues to report that internal top managements threaten HR leaders and commands how they should work with human rights policies than what is stipulated in United Nations universal declaration of human rights of 10 December 1948 and the international covenant on economic, social and cultural rights of 16 December 1966 which perceived the need to protect human rights and the implementation of human rights protection programme in all workplaces including mines.

With regard to Tanzania, the study done by Joseph (2017) and Forsythe (2009) at Geita mines found that there is very little of human rights protection in the company. He describes that workers are mistreated but not only for adults' workforce but also children (Joseph, 2017). Again the study conducted by Forsythe (2009) and Human rights watch found related issues which indicates that some workers get killed and poor contractual practices, sometimes such death is not reported. This implies that human rights protection by HR is not effective.

According to Joseph (2017) and Human Rights Watch there are serious emerging gap between leadership and human rights protection proposed that Tanzanian government should expand access to secondary school and vocational training and improve child protection, all over again, Forsythe (2009) argues that among the measures that can be taken to promote and protect human rights in various companies that undertake mining activities may include the government and donors to provide financial and political backing for the new action plan on the most vulnerable children and include orphans from mining areas in the Tanzania Social Action Fund's program of grants and conditional cash transfers to vulnerable populations. Yet most HR workers interviewed by Human rights watch according to that study had no procedures to protect workers than production. That is why this study is important at the moment, the aim being to activate human rights protection in mining companies, including Geita Gold Mining Ltd in Tanzania.

1.2 Statement of the Problem

The issue of human rights protection in several mines around the world and Tanzania in general is an everlasting question (Teubner, 2019). Evidences arise in many reports present that at Geita Gold Mining, like at any other work places in Tanzania; human rights protection programme is not observed (Joseph, 2017). Yet, human rights protection is dishonored, not cared for and respected by the company, Teubner, 2019) decorate that social and economic rights are also deprived from mines employees. It is argued that the problem is even reported. Joseph argues that mining company's deaths, poor health services, and poor remunerations issues are not cared and always not reported by the company HR leadership as they occur.

According to current studies by Poe, (2019) and Teubner, 2019 employees compensation for injuries are not given. For example in August 2012 about 44 miners' workers were shot at Lonmin's Marikana site in South Africa and no compensation is provided. Likewise, 3 July 2014 the UN High Commissioner for Human Rights Mrs Navi Pillay in Viener reports that:

“today, millions of mining workers suffer from deprivation of social-economic rights and indignity for the reason of weak HR leadership in mining centers”.
This series of workers injustice in mining indicates the problem of human rights protection has become colonic ones in mines”.

Despite of Tanzania government, international human rights bodies' and other Non Governmental organisation efforts such as Legal and Human Rights organisation to address human rights protection issues little has been done to stop it . This study is important to the government of Tanzania so as to get a record and trend of the issues needing critical follow up; the aim being to improve human rights protection in the Tanzanian mining companies.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study is to investigate the factors affecting the implementation of human rights protection programmes in Tanzanian Mining Companies based at Geita Gold Mining Ltd.

1.3.2 Specific Objectives

The study is guided by the following specific objectives:

- (i) To identify the organizational factors which obstructs the protection of workers rights at Geita Gold Mining Ltd.
- (ii) To examine the human rights protection knowledge among HR leaders in relation to protection of socio-economic rights of workers at Geita gold Mining Ltd.
- (iii) To examine the corruption practices among HR leaders in relation to effective human rights protection at Geita Gold Mining Ltd.

1.4 Research Questions

- (i) What are the organisational factors, which obstruct the protection of workers' rights at Geita Gold Mining Ltd?
- (ii) To what extent human rights protection knowledge among HR leaders effect socio-economic rights of workers at Geita gold Mining Ltd ?
- (iii) What are the corruption practices among HR leaders in relation to effective human rights protection at Geita Gold Mining Ltd?

1.5 Significance of the Study

This study has exposed out the factors that affect Tanzanian mining companies in governing human rights protection programmes so that managements of the mines could use this information to evaluate them and improve any shortfall regarding human rights practices at mines' work places. Junior researchers may gain insight of this document to build literature of their works. The findings are important in documenting the trend of human rights protection issues happening in mining companies.

1.6 Scope of the Study

The study was limited to Geita Gold Mining, covering company employees and management. The study excluded participants who were not available during the study. It concentrated on the organisational, corruption, knowledge and corruption factors which affect human rights protection at the mine.

1.7 Limitations and Delimitation of the Study

Limitations, according to Morgado et al (2018), are the shortcomings that cannot be controlled by the researcher. During the study the researcher faced with various limitations which some of them included; respondents being busy with mining activities during the study. For the sake of obtaining the answers the researcher was patient by repeatedly going to the offices seeking for the answered questionnaires and carry out interviews. Yet some top managers lacked cooperation to the researcher with the excuse of being busy with the office duties and mining activities. In order to overcome this limitation the researcher familiarized himself to all the rest of the staff at GGM and stated the importance of the research to their company, e.g. business reputation to the public. This ensured the objectives of the study are met.

1.8 Organization of the Study

The study is organized into five chapters; namely chapter one which consists of the background of the study, statement of the problem, and objective of the study, research questions, significance of the study, and scope of the study, delimitation of the study and limitations of the study as well as conceptual framework. Chapter two is about literature review, which includes introduction, theoretical framework, and empirical literature review and research gap. Chapter three provides the research methodology

by outlining research design, study area, population of the study, sampling techniques, data collection methods, data analysis, validity and reliability of data. Chapter four involves data analysis and presentation of findings and discussion. Chapter five involves summary of the findings, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of definition of key terms, theoretical literature, conceptual framework, empirical studies and research gap.

2.2 Definition of Key Terms

For the purpose of this study, the following terms were taken to mean as defined below:

Human Right; This study defines Human rights as the rights of employees working at GGM whose rights are deprived by company leadership. Rights of employees working at GGM are the basic rights and freedoms to which all humans are considered entitled including the right to life, liberty, freedom of thought, expression, and equal treatment before the law, among others as adopted from (Ithure, 2001).

Human Rights Protection Programme; Human rights Protection Programme involves respecting and promoting rights of workers in mining companies as well as fundamental freedoms as employees at GGM from being violated by company.

2.3 Theoretical Literature Review

2.3.1 Theory of Rights

Human right theory is the philosophy on human rights that attempts to examine the underlying basis of the concept of human rights. This theory argues that the principal function of leadership in workplaces is to protect and promote certain essential human

interests by implementing human rights protection policies in their workplaces based on the unique human capacity for freedom. According to this theory leadership is responsible for human rights protection in any workplace organization. This is possible when HR leaders are not trapped by organizational factors; they need to use their full knowledge about employee protection and avoid corruption when they are to implement fair employee's rights. For that reason leaders are responsible promote and maintain human interests, equal employment opportunity, fair contract, human security as well as economic security.

This study has been guided by the theory of rights; theory was firstly introduced by Karel Vašák in, 2015 who was a Czech-French international official and university professor. The objectives of the theory was to mitigate injustices produced by supervisors in and outside of workplaces in different mining companies in order to establish the validity of human rights based on the unique human capacity for being free from any form of violence and discrimination.

The objectives and assumptions of this theory of right are related to the variables of the study for the reason that the study on human rights protection is linked to specific objectives of the study; organisational factors, human right protection knowledge and corruption factors that factors company leadership's ineffectiveness at GGM in efforts to protect and promote human rights. Karel (2015) with no leadership factors to promotion and maintain human interests, equal employment opportunity, fair contract, human security and economic security at workplaces can be implemented. Implying that human rights protection depends on how workplace leadership factors are dealt.

2.4 Empirical Literature Review

This section reviews some research works of other scholars related to factors of HR leadership in mining companies towards the protection of human rights. This review is important as Tayie (2005) notes that literature review provides information about what

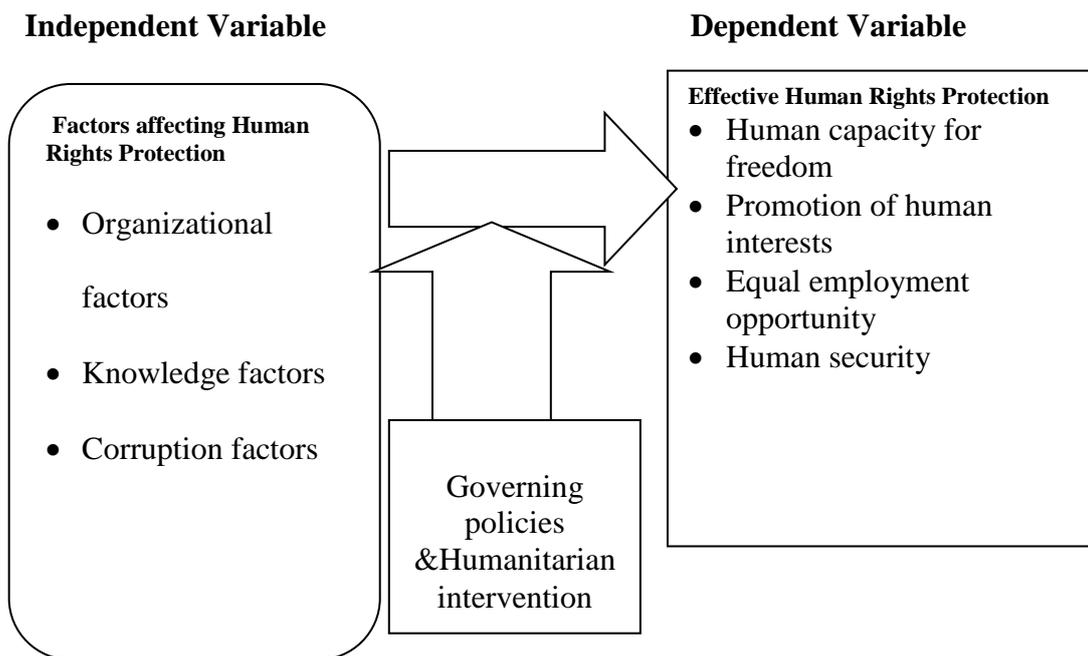


Figure 2.1: Conceptual Framework

Source: Current Study, (2019)

2.5 Research Gap

Regarding theoretical literatures across the globe and Africa, there are few studies on human rights protection in Tanzanian mining than outside. However, these studies did not dwell much on human rights protection issues happening to employees working in mining camps. This study intends to fill this, which continues to widen up.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology according to Kotari (2004) is a systematic research procedure, which helps to avoid self-deception and unsystematic work undertaken during the research. This chapter explains the research methodology used in the study; research design, research approaches, study area, sample and sampling techniques, data collection methods, validity and reliability, data analysis as well as ethical consideration.

3.2 Research Design

Selltiz (1976) defines research design as the arrangement of conditions for collection and analysis of data in a manner that aims at combining the relevance to the research purpose. The study used a survey research design. It was used because it was easier to the researcher to collect data from the sample and identify trends of magnitude of the issue of human right protection. Survey research design according to Kelly, Clack, Brown & Ciczia, (2003) involves gathering of information using questionnaire about the current status of some target variable within a particular and reporting on the findings.

3.3 Research Approaches

This research used mixed research approaches to analyze the data. These approaches include qualitative and quantitative. According to Creswell (2009) mixed methods involving concurrent method. Mixed method involves the combination of both forms

of data in order to provide a better understanding of research problem than either quantitative or qualitative data by itself. In this study a mixed research approach was applied due to the reason that using mixed methods it is easier to have different types of data than using a single method, which may fail to present other forms of data. Collis, and Hussey, (2014) support this idea that when mixed approach is applied correctly, quality data is expected.

3.4 Study Area

This study was done at Geita Gold Mining in Geita District within Geita Region which has been in operation as large-scale mines since the 1930s (Human Resource Office at GGM, 2019). Geita Gold Mining is one of AngloGold Ashanti's flagship mines located in north-western Tanzania in the Lake Victoria goldfields of Mwanza region headed in Geita and supporting office in Dar es Salaam. According to the 2012 census, the population of the Geita District is 807,619 by 2012. The district is bordered to the east by Mwanza region and Nyang'hwale District, to the south by Shinyanga Region and Mbogwe District, to the west; it is close to Chato District.

Moreover, the choice of GGM as a study area has great influenced by enough population of staffs of approximately to 5,680 employees. Best & Kahn, (2006) support the researcher that when the population is too large can be able to generalize the findings.

3.5 Study Population

Target population according to Tayie (2005), is a group of subjects interested by a researcher for investigation. He adds that population should have individuals with at

least one common characteristic which distinguishes that group from other individuals. According to the pilot study done at GGM, the HR manager reports that the company had approximately 443 population of working force related characteristics. In this study, this target population was used to calculate the sample size for the study. Guadagnoli & Velicer (1988) formulae assisted in calculation as indicated under sample in the next subsection.

3.6 Sample Size and Sampling Techniques

3.6.1 Sample Size

A sample of 44 respondents was drawn from the population of 443 GGM employees. Guadagnoli & Velicer (1988) assert that a good maximum sample size is usually 10 percent as long as it does not exceed 1000. A good maximum sample size is usually around 10 percent of the population, as long as this does not exceed 1000. For example, in a population of 5000, 10 percent would be 500. Using this idea 10 percent of the population of 443, the GGM employees is 44 subjects.

Thus, $\frac{10}{100} * 443 = 44.3 \approx 44$

100

However, this sample is enough because it is selected from larger population which gives true representation of the sample.

3.6 Sampling Techniques

The researcher used probability and non-probability sampling techniques in the course of selecting participants. Both simple random sampling and purposive sampling are discussed.

3.6.1 Random Sampling

This probability sampling techniques was used to ensure representation of the findings and avoid biasness in the study so that the researcher comes up with accurate conclusion. This technique was used because it gives each of the subjects an equal chance of being selected, thereby ensuring a high degree of representation. This study used simple random sampling to select ordinary employees working in the company.

3.6.2 Purposive Sampling

Purposive sampling is an approach to sampling where by an investigator selects the respondents who are considered to be in position to provide required information for the study (Krishnaswami, 2003). Gall and Meredith (2003) argue that specific information is obtained through employing purposive sampling in any study. Therefore this technique was used in order to meet an intention of the study. The method was used to select GGM leaders in order to obtain rich information concerning three objectives on organisational, corruption and knowledge factors affecting them in their efforts to promote human rights in their workplaces. The method enables the researcher to get relevant information by virtue of knowledge and experience they have.

3.6 Sources Data Collection Methods

3.6.1 Primary Data

Primary data refers to data that are first hand collected by the investigator him or her (Krishnaswami, 2003). The sources of primary data in this study included interview, questionnaire.

3.6.2 Secondary Data

Secondary data is about the use of data collected and recorded by other people. It is a cheap source of data since the research uses the readymade data (Kothari, 2004). The study used 20 sources of published works (80 percent) looking for information on objective two regarding HR knowledge concerning human right protection issues in mining areas.

3.7 Methods of Data Collection

3.7.1 Interview

According to Patton (2002), interviews are done with the intention of finding out things that cannot be observed. In these study semi-structured interviews was used to collect data from 56 (57percent) employees at GGM on the factors affecting leaderships in the implementation of human right protection programme. The big factors were organisational leadership, which forces HR practices to human rights protection. The purpose of interviewing, according to Patton (2002), is to find out what is in and on someone else's mind, to gather their stories. Interviews were used because is by it flexible and allow room for clarity on certain issues by asking additional follow-up questions. Bryman (2008) supports this method saying that enables flexibility to ask questions in different order as well as search for clarity on answers that are not clear. 60 percent of respondents were involved in interview.

3.7.2 Questionnaire

A questionnaire is a list of written questions that can be completed by respondents (Kothari, 2004). According to Goode and Hatt (1981) a questionnaire is "devised for securing answers to questions by using a form which the respondent fills himself".

During the study respondent were given 98 questionnaires to be filled and they were returned back for analysis. For the purpose of data collection a Likert method of summated rating was also used. This Likert-type used scale consists of a series of declarative statements commonly, four options: "strongly agree," "agree," "disagree," and "strongly disagree." However, the open questions were used because they provide deep information as perceived.

3.7.4 Documentary Review

Documents refer to documented materials such as hard copies (Potter & Vandana, 2006). In this study a number of resources are being reviewed. Reports document collected from websites, OUT- library were used. Other documents were obtained from books, dissertations, journals and so on. The 95 percent of reviewed documents on three objectives indicated unreported injustices such as deaths and lack of compensation to employees. Corruption in objective three was also leading issue that prevented human rights promotion. These documentary resources were used because they enable the researcher to access the data without the assistant of the respondents. They also have advantages of providing vast amount of information; it is cost effective and provides data that are permanent and available in form that can be seen by others (Potter & Vandana, 2006).

3.8 Validity and Reliability of Research Instruments

Validity and reliability of data collection instruments help in establishing indicators that provide evidence to ensure that collected data is truthful and plausible (Mertens, 1998). Validity and reliability of research instruments in the study can be ensured as follows.

3.8.1 Validity of Instruments

Validity refers to the extent to which the concept one wishes to measure is actually being measured by a particular scale (Babbie, 2004). According to him validity produces accuracy and trustworthiness of the instruments, data and findings of the study, which helps to establish confidence in the findings. In this study, the following techniques employed so as to maximize the validity of the instruments, data and findings.

3.8.1.1 Triangulation

According to Patton (1999), triangulation implies a combination of different data collection methods in the fieldwork. The study has employed multiple methods of data collection implying the use of triangulation approaches in both data collection and analysis. Qualitative and quantitative approaches were used to validate the study; this was accompanied with application of multiple data collection methods such as questionnaire, interview and documentary review. According to Patton (1999), triangulation implies a combination of different data collection methods in the fieldwork, which increase validity of collected information. Golafshani (2003) support this view by disappointing the use of single method of data collection, which encourage vulnerability to errors of such particular method. He confirms that, studies that use one method of data collection are vulnerable to errors of the particular method.

3.8.2 Reliability of Instruments

According to Patton, (2002) reliability is the consistency with repeated measures to produce the same results across time and across observers. Reliability, on the other

hand, implies that if a method of collecting evidence is reliable, it means that anybody else using this method would come up with the same results (McNeil, 1990). To ensure reliability for this study, the researcher is being carefully observing the clarity of instructions given to users of the instruments. This is due to the fact that, the clearer the instructions the higher the reliability will be (Enon, 1998). Pilot study done at Mwadui in Shinyanga to compare the future findings produced the same results. This created confidence in the researcher over the validity of the questionnaire he was going to use.

3.9 Data Analysis and Procedures

Data analysis is defined as critical examination of the grouped data for studying the characteristics of the object under study and determining the relationship among the variable relating to it (Krishnaswami, 2003). Data related to quantitative and qualitative were analyzed by supportive tools of SPSS 16 version and thematic technique. While SPSS is for quantitative, thematic technique is the most common form of analysis in qualitative researches, which emphasizes, pinpointing, examining, and recording patterns of the themes within data (Krishnaswami, 2003). Qualitative data analysis according to Babbie, (2004) is the non-numerical examination and interpretation of observations for the purpose of discovering underlying meaning and patterns of relationship.

In this study, qualitative data were examined carefully to allow identification of related themes and patterns and organize them together into meaningful themes. In the same vein, quantitative data reduced by descriptive statistics, coding and processing with the use of SPSS analysis where by tables, bar charts, pie charts and percentages

were applied. These analysis tools were used because data produced under both methods have strong validity than single tool which leaves errors. Both methods used to analyze data obtained helped the researcher to meet the objectives of the study in sense that information generated through these method helped to draw conclusion.

3.10 Ethical Considerations

In carrying out research, it is important to protect human rights and privacy of respondents from being infringed by the researchers. According to Patton, (2002) the application of ethical procedures to research activities should be primarily designed to protect the rights of participants from adverse consequences that result from research activities. To observe these ethical issues, the researcher got official letter from the Open University of Tanzania that introduced him to the data providers and GGM leadership. Concerning confidentiality data that collected at GGM, information gathered were treated confidentially throughout the study. At the beginning of data collection a researcher explained the purpose of the study, asked for the consent from the respondents to conduct the interview and administering questionnaire and explain their rights as participants to partake in giving information.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, findings and discussion. The chapter analyses the data based on the objectives of the study. These findings originate from the data collected in the field. The discussion is done by comparing other scholar's findings with those obtained in the current study.

4.2 Data Analysis

4.2.1 Gender

Figure 4.1 represents the gender of employees at GGM. The figure shows that 70 percent of respondents were male and only 30 percent were female. This shows that GGM does not consider gender equity in recruitment and selection process. On the other hand it is an indication that the study covered both gender. The results are reflected in Figure 4.1.

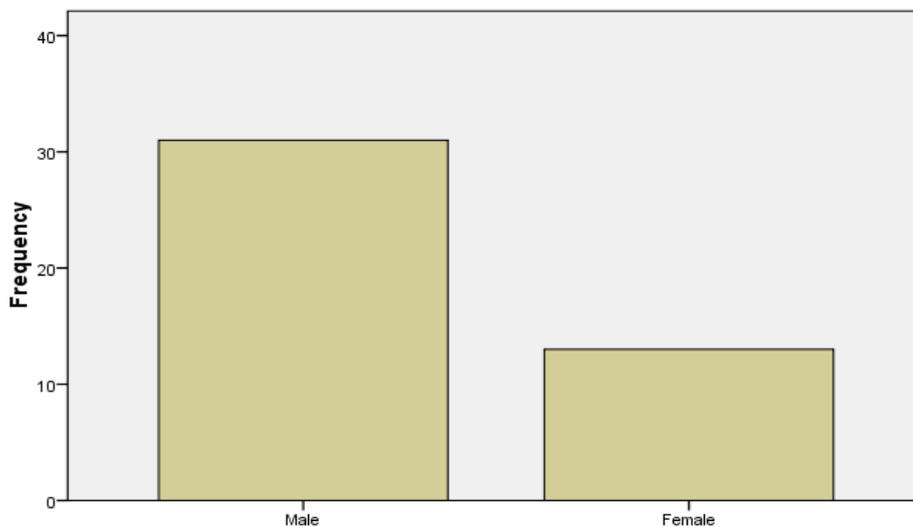


Figure 4.1: Gender Analysis

Source: Field Data, (2019)

4.2.2 Work Experiences

A total number of 44 respondents from GGM were picked randomly and purposively to fill the questionnaires. Findings show that some respondents were less than 2 years. Others respondent had experience with GGM for 4years. The majority however had more than 7 years working at GGM. This means that most of employees of at GGM were more experience and aware about issues related to human rights protection taking place in the company. The results are presented in Figure 4.2.

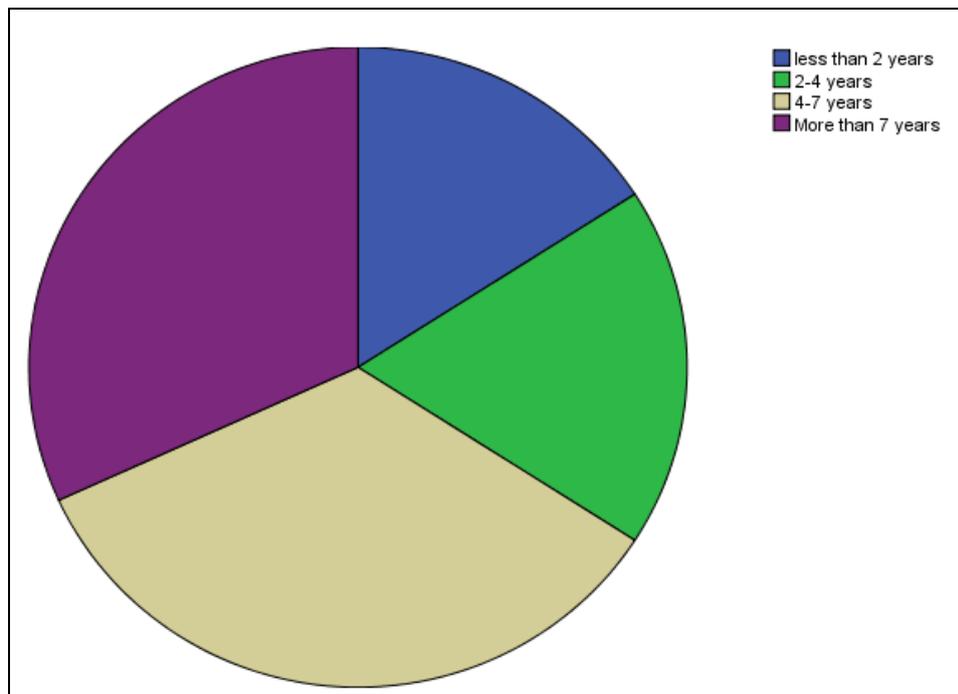


Figure 4.2: Work Experiences at GGM

Source: Field Data, (2019)

4.3 Organisational Factors

Under this objective, the study required to examine the how organisational factors that lead to ineffective leadership in human rights protection at Geita Gold Mining Ltd. These findings as responses to each question are reflected in Table 4.1.

Table 4.1: Top Management Threats to HR

	Perceptions	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Agree	18	40.9	40.9	40.9
	Agree	15	34.1	34.1	75.0
	Disagree	5	11.4	11.4	86.4
	Strong disagree	6	13.6	13.6	100.0
	Total	44	100.0	100.0	

Source: Field Data, (2019)

As seen in Table 4.1 there is mixed results such that 41 percent of the respondents said that HR leaders face threats from top management as from inside and outside of the organisation. This means that company employees face threats from top management leadership in the company and those from the headquarter. The majority, i.e. 40.9 percent of the respondents strongly agreed about the existence of such threats to HR leaders in GGM.

However, the minority i.e. 13percent disagreed and 11.4 percent strongly disagreed. With regard to interviews, 12 (60%) respondents out of 20 GGM employees had the opinion that implementation of a human rights protection programme at GGM was difficult due to the reason that those HR managers who try to report injuries that is happening in the company are chased away from employment.

One of the HR leaders pointed out that “top management from inside and outside of GGM does not like to hear about human rights protection issues being addressed by HR leaders. They would rather like to hear about increasing production only”. This

implies that human right protection programme at GGM mines is not effectively implemented.

4.3.1 Human Rights Practices at GGM

Majority of the respondents (50 percent) agreed that GGM has a number of internal policies deficiencies that prevent the achievement of human rights. The internal policies according to their opinions are set to raise production only. The minority's findings indicated that 18.2 percent of respondents strongly agreed, along with 16 percent who strongly disagreed.

Moreover, interview findings through senior HR Managers quoted said that:

“My leadership position is affected by the Organisational policies deficiencies as well as the working behavior of the boss who cares about production rather than human rights”.

According to the findings from other GGM employees such as HROs supported that the company owner upset pressure and threats to leaders in the company. Such threats and pressure are related to blockage of the contracts for those HR leaders who takes care about employees than company production. The results are indicated in Table 4.2.

Table 4.2: Human Rights Practices at GGM

	Perceptions	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Agree	8	18.2	18.2	18.2
	Agree	22	50.0	50.0	68.2
	Disagree	7	15.9	15.9	84.1
	Strong Disagree	7	15.9	15.9	100.0
	Total	44	100.0	100.0	

Source: Field Data, (2019)

4.3.2 Complying to Human Rights Protection Practices

Under this sub question three, the study required respondents to react to the question of whether the management team of the company obeys human rights protection policies at GGM. Findings were as follows; 28 percent of respondents strong agreed, 14 percent agreed, 41 percent disagreed and 2.3 percent of the respondents strongly disagreed. The implication of the major findings is that 41 percent of respondent confirmed that GGM does not comply to human rights protection policies.

Further findings through qualitative data held that GGM takes care of what needs to be produced than producers. This indicates deficiencies that prevent maturity of human rights protection programme. The results are indicated in Table 4.3.

Table 4.3: Complying to Human Rights Protection Policies

Perceptions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong Agree	10	22.7	22.7	22.7
	Agree	6	13.6	13.6	36.4
	Disagree	18	40.9	40.9	77.3
	Strong disagree	10	20.5	20.5	97.7
Total		44	100.0	100.0	100.0

Source: Field Data, (2019)

4.4 Human Right Protection Knowledge

Findings by 38.6 percent who are the majority reported that HR leaders lack Human Right Protection Knowledge. It was observed that HR leaders face shortage of lack of

familiarity towards Human Right Protection issues. The findings of this study lead to conclusion that there is no effectiveness among of HR leaders in promoting human rights in workplaces due to shortage of Human Right Protection knowledge. The results are as indicated in the Table 4.4.

Table 4.4: Human Right Protection Knowledge

Perception		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong agree	11	25.0	25.0	25.0
	Agree	9	20.5	38.6	63.6
	Disagree	17	38.6	20.5	84.1
	Strong disagree	7	15.9	15.9	100.0
	Total	44	100.0	100.0	

Source: Field Data, (2019)

4.4.1 Awareness of HR leaders in Human Rights Protection

The findings by 32 percent of respondents concerning awareness of HR Leaders in human rights protection revealed that there is little awareness among of HR leaders regarding Human Rights Protection matters. Other findings established that HR leaders have no consciousness in Human Rights Protection issues. The results are presented in Table 4.5.

Table 4.5: Awareness of HR Leaders to Human Rights Protection

Perception		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong agree	12	27.3	27.3	27.3
	Agree	14	31.8	31.8	59.1
	Disagree	9	20.5	20.5	79.5
	Strong disagree	9	20.5	20.5	100.0
	Total	44	100.0	100.0	

Source: Field Data, (2019)

4.4.2 Corruption Factors

Table 4.6 shows the variation in responses on the question over corruption challenge at GGM. The responses present that; 27.3 percent agreed, 48 percent strongly agreed, 16 percent disagreed and 9.1 percent strongly disagreed. This implies that majority of 48 percent approved that HR leaders receive corruptions and gifts from company managers which weaken the implementation of human rights protection programme in favor of production. The results are presented in Table 4.6.

Table 4.6: The Corruption among HR Leaders at GGM

Perception		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strong agree	12	27.3	27.3	27.3
	Agree	21	47.7	47.7	75.0
	Disagree	7	15.9	15.9	90.9
	strong disagree	4	9.1	9.1	100.0
	Total	44	100.0	100.0	

Source: Field Data, (2019)

4.4.3 Contract and Employee Befits at GGM

The findings in Table 4.7 show that 41 percent strongly agreed that there are poor contract and compensations befits at GGM by 34 percent, 11percent disagreed whereby 14 percent strongly disagreed. These results therefore suggest that GGM offers poor contract and compensations befits to its employees. More findings support that some poor contracts and poor compensation schemes are related to poor human rights in the workplaces. The results are indicated in Table 4.7.

Table 4.7: Contract and Employee Benefits at GGM

	Perception	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strong Agree	18	40.9	40.9	40.9
	Agree	15	34.1	34.1	75.0
	Disagree	5	11.4	11.4	86.4
	Strong disagree	6	13.6	13.6	100.0
	Total	44	100.0	100.0	

Source: Field Data, (2019)

4.5 Discussion of Findings

4.5.1 Organisational Factors

The findings in objective one showed that GGM leadership is not effective in protecting and promoting workers rights. Findings from 41percent of the respondents indicate that HR leaders face threats within and outside of the organisation, which come from the top management of the company. These findings were also observed in qualitative study whereby 12 (60%) out of 20 GGM employees interviewed said that top management was too rigid towards the implementation of human rights protection programme. We compared these findings to the study done by Shisana et al., (2013) and found that physical and verbal aggression are used by the company leadership as a way to step down the efforts of HR leaders who implement human rights protection. In addition, the study by Joseph, (2017); Forsythe, (2009) observed that there is very little human protection rights at mines due to internal top managements threats. We concluded that organisational factors hold back the efforts towards human rights protection at Tanzanian mines.

4.5.2 Knowledge Issues

The findings revealed that HR leaders have a shortage of skills, understanding and awareness of human rights protection issues. This calls for professional training in

human rights protection matters. Majority of the respondents (38.6 percent) strongly agreed that HR leaders lack enough knowledge in human rights protection knowledge. We compared these results to another study done in America, and Asia by Wesley (1919) and discovered that both findings have related results. Wesley findings present that company leaders in America are still challenged by human rights protection awareness for the reason that HR leaders Working in company are not professionalized. It is argued that the company never care about qualification of HR during recruitment.

We also compared our results to the study by Abouharb, & Cingranelli, (2007) done in New York and found out that HR leaders are unable to decide how human rights can be protected due to the little knowledge that they have in human rights protection matters. According to this perspective most of the HR leaders are not aware of human rights issues at their workplaces. The study by Barzilai (2003) indicates that top management put emphasis on high production first while workers rights come second. This means the right to life, liberty, freedom of thought, expression, equal treatment before the law and non discriminative contractual obligation are placed aside. Having made comparisons over the results and other researcher's studies, we come to discover that leadership effectiveness in human rights protection depends on the knowledge that had been invested and readiness of the company leadership to implement the programme.

4.5.3 Corruption Practices

The major findings (48 percent) reveal that the company leaders practice corruption by receiving gifts from top management in order that they ignore the implementation

about the human rights protection programme. Management understands that by effectively implanting Human rights practices at their workplace. It was presented that gifts are given for the purpose of making HR leaders to not report intentional unfair practices, which occur at the mines; that may require the company to pay for high cost for compensating the employees.

However, it was found that more contracts were awarded to those HR leaders who care what the company wants them to do for the company benefits. This is contrary to those leaders who favor employee rights. Interview findings supported these facts that some poor employee contracts are created by HR leaders when they are corrupted by management. We compared these results to the findings by Zhang & Sun, (2018) and found that one Acacia mining manager was arrested and charged by the Tanzania's anti-corruption agency allegedly because of giving bribes to leaders in the company so as to protect and defend the interests of the company, namely the fear of making compensation for deaths and killings which had happened in the company some years back.

All over again, related findings in the study by Knutsen et al (2017) presents related results showing that bribes and poor contracts are used to ensure human to compensations benefits are not implemented by HR leaders. We also compared these arguments with those which are in the study conducted by Zhang & Sun, (2018); Crawford, & Botchwey, 2017 and Knutsen, et al (2017) and we concluded that corruption and gifts that are received by HR leaders may prevent the implementation of human rights protection programmes at mine places in Tanzania.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusion and recommendations of the study. The summary section gives the overall results that had been obtained from the study. The conclusion is drawn by the author according to data that had been obtained from the survey research and previous studies conducted in order to establish a relationship between the data and the visuals whereas the recommendations roots from the research findings.

5.2 Summary of the Findings

5.2.1 Organisational Factors

As depicted in Table 4.1 the study shows mixed results such that 41percent of the respondents indicated that top management of the company threatens HR leaders as a way to prevent the achievement of full human rights protection in their companies in favor of their production. However, the interview, which was carried out with 12 (60percent) employees out of 20 GGM employees, established that human rights protection at GGM is not being fully implemented. According to the respondents' view, HR managers who report injuries and some compassion issues are likely to be

chased from employment by the company. Regarding policies, findings confirmed that there were internal set policies, which forbid the maturity of human rights protections.

5.2.2 Knowledge Issues

Under this objective it was found that HR leaders at GGM lack the understanding and the awareness concerning human rights protection matters, some respondents (38.6 percent) strongly agreed with the claim that HR leaders at GGM do not understand and do not implement human rights protection programmes. These results imply that there is no fully human right promotion and protection programme at GGM, which exist.

5.2.3 Corruption Practices

The responses under this objective are as follows: that 27.3 percent of the respondents agreed, 48 percent strongly agreed, 16 percent disagreed and 9.1 percent strongly disagreed. This implies that majority of the respondents who were 48 percent established that HR leaders who receive bribes, from top company management, fail to have full human rights protection and implementation of human rights policies. It was also found that there are poor contracts and compassion that exist at GGM, which both had been caused by corruption practices by HR leaders for the purpose of satisfying the interests of the company owners. About 41 percent of the respondents were of the view that the corruption practice, which is practiced at GGM mine, denies the rights of the employees.

5.3 Conclusion

5.3.1 Organisational Factors

The study concludes that little attention to human rights protection, promotion and implementation of human rights protection programmes are the result of threats and

pressure to HR leaders as posed by top management from within and outside the company.

5.3.2 Knowledge Issues

The study concludes that implementation of human rights protection programme in Tanzanian mining companies is linked to HR knowledge. This is because leadership effectiveness in human rights protection depends on knowledge that had been invested and readiness of the company leadership to implement the programme.

5.3.3 Corruption Practices

The study concludes that corruption practices among HR leaders and top management in mining companies result into partial human rights protection and promotion programme in Tanzania. Along with corruption weaknesses observed in the system of human rights protection continues to undermine employees' rights and benefits in many Tanzanian companies.

5.4 Recommendations

The following recommendations come from findings:

- (i) The government should ensure that effective human rights protection at Tanzanian mines is being implemented.
- (ii) Mine managements should be equipped with human right protection knowledge in managing rights of workers.
- (iii) In the event there are corruption practices by mine managements, the government should take immediate stern measures in line with the provisions of the Tanzanian laws to control corruption.

- (iv) There should be intervention by Tanzanian government to ensure that effective human rights protection programmes are not affected by threats and pressure posed by top management, neither from within nor outside the company.
- (v) The study suggests that policy makers should review and redesign existing human rights protection programmes in Tanzania mines polices aimed at strengthening them.

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APPENDICES

Appendix I: Questionnaire

My name is **Emmanuel Zephania Malimu**, I am a Master degree candidate at The Open University of Tanzania. The *Research topic is “Factors Affecting the Implementation of Human Rights Protection Programmes in Tanzanian Mining Companies: The Case of Geita Gold Mining Ltd ”*: I kindly request you, to voluntarily respond to this questionnaire appropriately according to your own understanding and experience in your job career. I wish to assure you that all information, which you will give, will be treated very confidentially. In case you have extra information that may contribute to the success of my study, please feel free to write at the end of the questionnaire on a separate sheet. Please put a tick (√) where you see appropriate or a cross (x) otherwise.

A: Particulars of the respondent

1. What is your gender?

a. Male

b .Female

2. What is your work experience at GGM?

- a. Less than 2 years
- b. 2 – 4 years
- c. 4 – 7 years
- d. More than 7 years

PART TWO: OBJECTIVES

Please tick (√) where you think appropriate using the following; strongly agree
 Agree, Disagree and Strongly Disagree.

Rq3. Organisational Factors

c/n	Perceptions	Responses			
		Strong Agree	Agree	Disagree	Strong disagree
1	I face threats from top managers; physical and verbal aggression when I try to care employee rights				
2	My leadership position is affected by the Organizational policies deficiencies as well as working behavior of my boss who care about production than human rights				
3	Deficiencies in caring of human rights protection policies				

4. Please explain how organisational factors lead to ineffectiveness of leadership in governing human rights protection at Geita Gold Mining Ltd

.....

RQ5. Human rights protection knowledge

c/n	Perceptions	Responses			
		Strong Agree	Agree	Disagree	Strong disagree
	Human Right Protection Knowledge				

1	Shortage skills to HR leaders reduces ability to promote human rights				
2	Not experienced in working with human rights protection matters				
3	Little understanding Human rights protection among HR leaders				

RQ 6. The Corruption Challenge

S/N	Perceptions	Responses			
		Strong Agree	Agree	disagree	Strong disagree
	Measures				
1	I receive gifts for not reporting intentional killings in mines				
2	HR may be promoted when he/she defends production than employee rights				
3	More contracts are awarded to HR who cares what the company wants than employee rights				
4	There some poor contract related to corruptions				

7. Please explain in your own understanding regarding the measures to deal with factors that cause ineffectiveness of leadership in governing human rights protection at Geita Gold Mining Ltd

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8. Please Provide ANY Recommendations to;

1. Academic researchers.....

.....
.....

2. Government.....

.....
.....

3. Geita Gold Mining Ltd

Ltd as institution.....

.....
.....

4. Geita Gold Mining Ltd

Leaders and workers.....

Thank you for your cooperation