

UNIVERSITY OF CAPE COAST

HUMAN RESOURCE DEVELOPMENT PRACTICES IN MINING  
DEPARTMENT OF GOLDFIELDS GHANA LIMITED – TARKWA MINE

BY

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## **DECLARATION**

### **Candidate's Declaration**

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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Signature:.....

Date:.....

### **Supervisor's Declaration**

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Name: Dr. David W. Essaw

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## **ABSTRACT**

The study sought to examine the relationship between human resource development practices and employee performance in Goldfields Tarkwa Mining Department. A descriptive survey research design was used in the study and questionnaire was used to elicit information from the workers of Tarkwa Mining Department. The simple random sampling method was used to select the 200 respondents as the sample for the study. The data collected were analysed by the use of the Statistical Product and Service Solution (SPSS) version 16.0.

The finding of the study indicate that; first, though Goldfields Tarkwa Mining Department had well defined policies that guided its human resource development practices, some of the workers were not aware of such policies. Secondly, the Company conducted in service training programmes to improve upon the skills and knowledge of its workers. However, some of the workers felt the training programmes were helpful. Added to the problem of stress were lack of time, inconsistency between content taught and workers' professional needs and lack of professionally trained instructs.

The main recommendations of the study include; the need for management to thoroughly discuss with workers the main policies and programmes of the company, the need to employ experts to teach and train workers, pay attractive allowances to workers and the need for workers to cooperate with management in resolving human resource development problems that will arise from training programmes.

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## **DEDICATION**

To my children

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **Background of the study**

There is evidence that effective and efficient human resource promotes performance and economic growth and can put other goals of development within reach. The World Bank (1991) in its World Development Report suggests that increasing the average amount of investment in human resource development by one year raises Gross Domestic Product (GDP) by nine percent. Evidence on the impact of human resource development on economic growth and development can be seen in the East Asian ‘Tigers’ whose economies show that big investment in human resource in the late 1950s and 60s have largely contributed to the rapid growth they have been experiencing in recent years (Oyowe, 1996:47). Another good example is Japan, where her industrial success can be attributed to her Human Resource Development system – a unique combination of school education, vocational training, post employment education, on- and off-the-job training and career development conducted by Japanese companies (Prokopenko, 1995: 380).

Today’s fast-paced economic competition in the world is an issue of services and products. Much attention has been directed to a better service, best product and how this can be achieved through utilizing the human resources.

Various resources are necessary for the economic performance of every institution. These resources include human, physical and financial resources. Human resource appears to be the most fundamental. For instance, Harbinson (1973) asserted that human resources constitute the ultimate basis of the wealth of nations. Again, he reiterated that the capital and natural resources are the passive factors of performance and production. However, the active agents who exploit natural resources, build economic, social and political organisations and bring about development in an organisation are the employees. Improve performance through HRD will improve performance and enhance the attainment of organisational goals.

In Africa, every organisation plans, organises, control and lead the work-related activities to ensure that there is maximum utilization of scarce resources and achieve planned corporate or business goals. For an organisation to be more successful, competitive and productive in terms of performance, it will have to put together all its resources, functions and activities including, HRD efforts with its structures and systems that can work well and blend together (Boachie – Meensah, 2000:142).

The fact that HRD is a pre-requisite for the growth and development of any industry and for that matter gold mining cannot be over-emphasized. HRD in all spheres of life enables one to acquire the necessary knowledge, skills, attitudes and values to operate effectively at one's work place. There is no industry that can survive and prosper in the fast changing global economy without giving the appropriate training to its staff or personnel. Managers and senior staff of gold

mining have to discharge their supervisory duties effectively to ensure efficient delivery of services, take initiative to develop new and attractive techniques or innovations and ensure that there is a cordial staff-customer relationship among others. The junior staff on the other hand, are expected to demonstrate a high sense of responsibility in respect of devotion and dedication to duty, attendance to work and efficient services to the company to mention but a few.

At the organisational level like Goldfields Tarkwa Mines, a successful human resources development (HRD) program prepares the individual to undertake a higher level of work, "organised learning over a given period of time, to provide the possibility of performance change" (Nadler 1984). In these settings, HRD is the framework that focuses on the organisation's competencies at the first stage, training and then developing the employee through education to satisfy the organisation's long-term needs, individuals' career goals and employee value to their present and future employers.

Goldfields Ghana Limited-Tarkwa Mine is a gold producing company, a subsidiary of Goldfields with its headquarters in Johannesburg, South Africa. It started in 1700 as Alluvial gold mining in the western region and in 1750; the WASSA Syndicate was formed as the first organised mining company. In 1850, Amalgamated Banket Area (ABA) was formed as a gold mining company. In 1935, ABA took over the Tarkwa Gold Mine and associated properties. Formal underground mining commenced in 1961 and the State Gold Mining Company (SGMC) nationalised all properties in the region. In July 1993, Goldfields Ghana Limited acquired SGMC. Underground operations closed down in 1999 and

various expansions and developments of new open pit mine have commenced on phases. Its main vision is to become the global leader in sustainable gold mining where if it cannot mine safely, it will not mine. The company has two branches in the country with its head office located in Accra. The branch operations include Tarkwa and Damang.

### **Statement the problem**

Business and organisational effectiveness in the current conditions of rapidly accelerating technological, economic and social change essentially depends on the personal effectiveness of the individual and groups that make up organisations in industry, commerce, public and private sectors.

In this regard, individuals and groups need effective HRD efforts (training and development) and continue updating and retraining to equip them with the knowledge, skill and attitude they require dealing successfully with the technological and social change that impact on them. Hence, the need for the implementation of HRD programmes in organisations, including Goldfields mining department.

Awareness of the significance of HRD at the management levels has been low in Tarkwa Goldfields. As a result, institutions have been reluctant to invest money, time and efforts in employee's capacity development. Although there are many exceptions and examples of lots of HRD efforts, the attitudes of the majority of senior managers who have crucial influence on training decisions, still give much cause for concern. The effect is that training and development is



usually the first target for budget reduction during difficult times of an organisation. The source of this seeming problem is that HRD units do usually fail to quantify the impact of HRD efforts on the overall goals of the organisation.

In order to be effective in its mission, Goldfields set goals with targets which include producing five million quality ounces of gold, high level sustainability and community empowerment. Also several interventions including human resource development (HRD) efforts are put in place to facilitate the performance of both employees and production. A total of \$2000, 000 was invested in the development of the human resources with the objective of enhancing their skill, knowledge and attitude. It is therefore not out of place to investigate the human resource development efforts in facilitating employee performance at Tarkwa Goldfields.

### **Objectives of the study**

The main objective of this study is to examine human resource development practices and employee performance in Goldfields mining department.

The specific objectives of the study include:

- To describe HRD practice in Goldfields mining department
- To examine staff development programme in Tarkwa Goldfields.
- To assess the relationship between employee development and organisation performance.

- Make recommendation for improving HRD practices in Tarkwa Goldfields.

### **Research questions**

To achieve the aforementioned objectives of study, the following research questions were formulated:

- What is the nature of HRD practice in the department?
- What are the staff development programmes in Tarkwa Goldfields?
- What is the relationship between employee development and organisation performance?
- What are the recommendations for improving HRD practices in Tarkwa Goldfields.

### **Significance of the study**

The findings emanating from this study will be of great benefit to all stakeholders. Firstly, it will bring to fore the nature of the HRD practices that exist in Tarkwa mines of Goldfields Ghana. This is likely to show the lapses as well as the strengths of such practices. The knowledge of this will go a long way to bring about the needed change to better the organisation.

Secondly, the research will bring to light the staff development programmes that exist in Tarkwa mines of Goldfields Ghana. Staff development is one of the key factors to ensure performance. As result, the adequacy or otherwise of the prevailing staff development programme shall be ascertained and

the appropriate remedy crafted to ensure the achievement of the goals of the organisation. Finally, the findings for the study will serve as the bases for further research.

### **Delimitation of the study**

The study examined the HRD efforts in employee's performance. The major emphasis of HRD efforts is on training and development. The study was limited to Goldfields Ghana Tarkwa mining department with a sample of 261 miners. The data collected include information on the organisation's operational results in relation to employees' performance, employees' perceptions about HRD efforts and how they have influenced the company's goal attainment.

### **Limitation of the study**

According to Gay (as cited in Amedahe, 2010) "a limitation is some aspect of a study that the researcher knows may negatively affect the results, or generalizability of the results, but over which he/she probably has no control". These inherent weaknesses include respondent's quest to withhold information, and lack of t on the part of respondent to answer items on a questionnaire. Being aware of these issues, the researcher sought to lessen the influence of factors that could contaminate the findings in this study.

## **Organisation of the study**

Chapter One presents the introduction of the study which consist of the background, the problem statement, the objectives, significance, and delimitation of the organisation of the study. Chapter Two on the other hand, presents the literature review on human resource development (HRD) concepts and practices. Chapter Three presents the methodology adopted for the study, and it consists of data types, research design, population, choice of sampling, data collection methods, data processing and data analysis. Chapter Four, presents the findings which describe human resource development practice in Goldfields Ghana mining department. Finally, Chapter Five presents the summary of the study, conclusions drawn and recommendations made for policy and further research.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **Introduction**

It is evident that, company managers have realized the importance of involving the whole organisation in making strategic decisions in order to compete in worldwide scale. In today's competitive environment, in order for a company to exist, it must continually improve its performance by reducing cost, improving quality and productivity and easy access to market. Therefore, companies like Goldfields Ghana Limited must appreciate the factors which affect their employee's performance and manage these factors effectively in order to survive and face an ever increasing competitive pressure in the mining industry. With this in mind, this chapter specifically captures definitions, human resource, performance, the effect of human resource practices on performance, the concept of HRD, HRD functions in an organisation, HRD practice, employee development, evaluating HRD effectiveness and the returns on investment (ROI) for HRD.

#### **Systems approach**

This theory focuses more on inputs such as the type of structure that needs to be formed, implemented and the process of channeling and transforming all the

resources as quality outputs. Here, the effectiveness of an organisation focuses on “means” rather than “ends”. Consequently, the right system must be implemented in order to acquire desirable outputs.

A systems approach to organisational effectiveness relies heavily on the sub-systems and parts of the sub-systems that exist in organisations. The systems in an organisation are assessed by means of:

- Structural context and design: Whether it is a vertical or horizontal structure with either tall or flat operating systems.
- Communication structure: whether it is an open or closed system.
- Focus of control: whether it is an open or closed system
- Focus of control: whether the focus of control is to be holistic or in part.
- Task specification and differentiation: whether the task are shared or distributed according to their functional departments.

According to Certo and Certo (2006), the failure of an organisation to be effective largely depends on the sub-systems mentioned above. If any of the sub-systems perform poorly, it will then negatively affect the performance of the whole system. For an organisation to be effective, its systems must be effective and efficient.

Additionally effectiveness requires awareness and successful interaction with environmental institutions as well. Management cannot fail to maintain good relations with its customers, suppliers, government agencies and non-governmental organisations.

### **Three- dimensional model**

This model shows the six key result criteria (KRC) plotted to ensure total organisation effectiveness. The six KRC are:

- Flexibility and control
- People and organisation
- Means and Ends

The first set is flexibility and control. These are two incompatible dimensions of an organisation structure. Flexibility values innovation, adaptation and change. In contrast, control favors stability, order and predictability. For an organisation to be effective, the organisation must plot flexibility and control together. If organisations want to change their structure, product or the job requirements, they will then have to re-direct the old ways of managing the organisation. To be innovation, the organisation will; have to open up its focus of control and encourage participation from employees.

The second set deals with people and the organisation. Its focus is on people development and human relations within the organisation. For organisation to be effective, it must have a concern for its people; their needs and personal goals. People, on the other hand, must have a concern for the organisation. It is better for an organisation, in order to be more competitive and effective, to win the support of its employees.

The third set relates to organisational means versus ends. The former focuses on the ways and processes while the latter focuses on the outcome. Means refer t o the structure, systems, products, resources, economic factors, social

factors and strategy that are used to get the desired outcomes. These three sets of values, according to Certo and Certo (2006), must be integrated together to produce a “synergistic” effect.

### McKinsley Model

This model focuses on seven values/criteria that are used as an organisational performance indicator (OPI). Each value is linked to one another thereby creating ‘synergy’ to be effective. According to McKinsley’s consultants, the 7S’s identified are strategy, structure, system, style, staff, skills and shared visions. McKinsley’s 7S Framework states that in order for the organisation to be effective, it must first plan and design a structure, which is linked to its business plans and goals. The structure must also have a system that compliments the structural type. The style of management must be based on the systems that are put in place. Staff must then be employed according to the business needs and systems requirements. Skills must be developed to compliment the organisation’s strategy that is planned to achieve long-term goals. All these must then be discussed between staff and management to build a shared vision. These are the tools that can make an organisation effective not only in development and growth but also in terms of revolution and change within the organisation itself.



## Kirkpatrick's Model

Kirkpatrick argues that HRD training efforts can be evaluated according to any or all of our four criteria, which include: Reaction, Learning, Job Behavior and Results levels (Daft 2007).

Level I: Reaction Evaluation: The first level of training program evaluation is the reaction, or critique evaluation. This level investigates whether trainee's perceptions about the programme. In reality, it is a customer satisfaction index. It reveals participants' degree of satisfaction with a programme design and delivery. This is a crucial piece of information. If people are not satisfied with the learning experience, they probably will not use what they have learned and will undoubtedly advise others not to attend. Typically, questionnaires distributed and completed at the conclusion of a training programme content, learning activities and level in instruction. This level of evaluation is important for training efforts. It is however often discredited by HRD professional because it does not provide any meaningful information about returns on the training investment. This level however does not evaluate whether the programme met its intended objectives beyond ensuring participants satisfaction.

Level II: Learning Evaluation: This level determines whether participants were able to learn what the HRD objectives intended measuring. Whether someone has learnt something in training may involve quiz or test.

Level III: Job Behaviour or Skill Application Evaluation: This evaluation determines whether or not participants are applying on the job, what they have been taught. Every HRD professional has experienced the frustration of knowing

that people have learned skills that they never used on the job. The learning of skills is in itself no guarantee that they will be transferred. His level of evaluation helps to determine the ultimate test of training effectiveness: “are people applying what was learned?” this third level of evaluation can be divided into two types.

Level IV: Result Evaluation: This level answers whether an HRD effort improved the organisation’s effectiveness. Is the organisation more efficient, more profitable, or better able to serve its clients as a result of the intervention? Meeting these criteria is considered to be the bottom line as far as the organisation is concerned. It is also more challenging level to assess, given that many things beyond employee performance can offer organisational performance. Typically at this level, economic and operating data are collected and analyzed.

Kirkpatrick’s model provides a useful way of looking at the possible consequences of training and reminds us that HRD efforts often have multiple objectives. Implicit in this model is that each succeeding level incorporates the one prior to it, finally culminating in what is considered to be the ultimate contribution of any organisational activity: improving the organisation’s effectiveness.

Training researchers have attempted to expand Kirkpatrick’s ideas to develop models that provide a more complete picture of evaluation and encourage practitioners to do a more thorough job of evaluation.

## Returns on investment for training and development

Following Kirkpatrick's levels of evaluation, one of the issues to examine is the effect of HRD programmes on the organisation's effectiveness (DeSimone and Harris 1998). Variety of performance indexes such as productivity, waste reduction and timeliness can be employed but cedi/dollars (monetary terms) are the most common language understood by managers in organisations. One of the goals of translating the effect of HRD efforts into monetary terms is to make clear that the programmes are investments and as such will lead to payoffs for the attainment of the organisation's goals. Measuring value and returns on investments for training and development has always been important, but now organisations want to be assured that the training they are spending money on actually payoff.

ROI are one method to prove that training is actually helping people to perform effectively. The problem is that nobody is quite sure what the appropriate matrices are for measuring ROI for learning. ROI is a traditional financial measure based on historic /archival data.

To calculate monetary ROI, the total financial benefit the organisation draws from training programs are identified, which is then subtracted from the total investment made to develop, produce and deliver that program.

$$\text{ROI} = \frac{\text{Total Benefit} - \text{Total Costs}}{\text{Total Cost}} \times 100$$

Total Cost

Where:

1. Total benefits include: money saved by the organisation, money made and anything that adds directly or indirectly to the organisation bottom line
2. Total Costs include development costs, learners time away from doing something else, overhead of T&D department, physical materials, etc
  - (For instructor-led training this also includes programme materials, meals/refreshments, facilities, cost of coordination, cost of job coverage during training, overhead of instructors, compensation for programme participants and any other cost incurred)
  - The greater the percentage of the result than 100%, the greater the positive impact on the organisation's bottom line

### **Human resource**

The most valuable resource or asset any organisation has is its employees (Griffin, 2004). Better economic performance requires greater organisational efficiencies in order to accomplish worldwide competitiveness. The human resource base of any organisation serves as one of the main determinants of efficiency in the organisation. For this reason, companies usually put in place mechanisms that give their employees the chance to acquire competencies necessary for their work, (Herriegel et al 2001). The human resource is the only competence that competitors cannot replicate (Kinard 2003). Employee empowerment; job enlargement, labour-management relationship improvement and performance measure criteria development were considered fundamentals of human resource development (McFarland, 2004).

Human resource activities are mostly accepted to play a central role in connecting employee capabilities with the performance requirements of a firm, the specific form of this correlation is still open to discuss on (Mullins 2005). According to Robbins (2007), human resource practices make investments in human capital. The notion of human capital is that people possess skills, experience and knowledge that have economic value to firms” (Stoner et al., 2008), Griffin (2004), defines a human resource system ‘...as a set of distinct but interrelated activities, functions and processes that are directed at attracting, developing, and maintaining a firm’s human resources.

### **Human resource and performance**

The impact of human resource practices on firm-level outcomes has gained dominance as a research issue in the human resource development and management field. Previous study by Drcker (2002), show that human resource practices are related to business or company performance, especially those known as ‘best’ or ‘high performance’ practices, whose objective is to increase employees’ skills, knowledge, abilities and motivation. Nevertheless, the relationships tend to be relatively small in statistical terms. Furthermore, the literature does not agree about the reason why, once these practices have been implemented, they are not always successful. This raises the question of whether human resource systems have the capacity to generate competitive advantages by themselves or they must be sustained and reinforced with other variables (Day, 2003).

More specifically, if there is indeed an impact of human resource systems on firm performance, how does this effect occur? What are the mechanisms by which these practices exert their impact on organisational performance measures? These questions call for the refinement and the development of more comprehensive theoretical models of the human resource practices – firm performance relationships that include intermediate linkages and boundary conditions.

An attempt to articulate these intermediate linkages and processes, especially relevant to the research described in this study, was proposed by Mullins (2002), who began by noting the lack of any theoretical explanation as to how human resource systems influence organisational effectiveness. They argue that human resource practices may be crucial for developing organisational learning, which in turn is ultimately related to competitive advantage. However, this mediation effect has not been previously tested.

### **Human resource development in mines**

Mining companies pay close attention to training and development activities in order to enhance their performance, however, any mining company desirous of exploiting the endeavor to advantage has to tailor the objectives of its training and development activities to be in tune with its corporate strategies. Such strategies are expected to make mining companies competitive so that, at the end of the day the company can perform better. Staff trained should be expected

to be equipped with knowledge, skills and attitude that will facilitate the achievement of corporate goals.

Staff in charge of, or involved with, training and development in banks have to clarify the objectives of their activities; endeavor to derive the objectives from the overall corporate goals and strategies. There are thus, three activities that make up training and development functions. They are on-the-job, courses and self development activities. On-the-job, staff is trained through learning by doing attachments, acting appointment and relief appointments. Course organised by mining companies include workshops, seminars and symposia. For self development activities, employees mainly attend either part/full time programmes to get additional qualifications.””””

### **Human resource and organisational learning**

While theorists have been addressing the issue of organisational learning for some time, a clear definition of the concept has been elusive (Schermerhorn (2001). Since the article by Dalton et al (1998), organisational learning has been described at three different levels: individual, group and organisation. For the most part, researchers generally agree that organisations learn only through individuals who learn. Individual learning does not guarantee organisational learning but without it no organisational learning occurs (Donnelly 2002). Thus, it is suggested that some of the more traditional personnel functions of HR practitioners may be tailored to encourage a focus on learning and thus to help achieve performance and organisational goals. Human resource practices have

accordingly been expanded in some companies to encompass the facilitation of individual, group and organisational learning (Watkins and Marsick, 1992).

Sintim (2002), stated that employees contribute to learning when they have the knowledge and abilities that the company needs and the motivation to make use of them. In their view the use of self paced computerised learning and video conferencing techniques to train workers on how to go about their work are some of the surest ways of improving workers' knowledge and abilities. Employees' cooperation and motivation are two aspects widely emphasized in the economic and strategic literature. Thus, Johnson (2003), state that employees are more encouraged to work and innovated when they notice that managers take their needs into account, are worried about their interpretations and value their contribution to the organisation. Likewise, Baumbach (2000), points out that personnel highly involved in the organisation contribute to the fulfillment of their commitments and thus help to build a more efficient organisation that produces greater value for clients. Both statements highlight the relevance of designing a set of best practices that encourage the cooperation and implication of employees with the company's aims, since they will be the basis for knowledge creation and organisational learning.

The HR practices discussed below are derived from HR best practices, human resource development and learning organisation literature. These practices indicate how HR can drive organisational learning in the right direction. Recruitment and selection activities should focus on the capabilities that individuals show to create and share knowledge, their values and cultural fit.



Instead of searching for applicants with the necessary skills for the job, the focus should be on social background and character references (Ampofo, 2001 and Williams, 2001). A great deal of research provides evidence that the degree of cultural fit and value congruence between job applicants and organisations significantly predicts both subsequent turnover and job performance. Furthermore, the use of employment security policies helps to retain the most valued employees and to create trust in the workplace, which can lead to more cooperation

For their part, training programs and performance appraisal must set long-term objectives in order to judge results in terms of knowledge generation and transfer. Moreover, individuals must play an active role in the definition of their own training objectives. A greater emphasis on motivational programs to the detriment of traditional programs focusing on technical abilities reveals the fact that firms aim to adapt their personnel to the changes taking place in the organisation, encouraging cooperative behavior from the employees (Whyte, 2007). The use of job rotation and multifunctional teams constitute knowledge transfer processes with a strong tacit component, which is difficult for competitors to imitate (Rochester, 2008).

In relation to compensation systems, first, it is considered that these must promote equality among employees. Organisations must set up incentive schemes linked to the achievement of goals, also encouraging flexibility, risk assumptions, team working and knowledge creation among employees (Williams, 2007). Moreover, in order to encourage individuals to share their knowledge and

discourage them from using it to their own benefit, it is necessary to set up incentive schemes linked to global organisational objectives (Thompson, 2009).

Again, the organisation must provide individuals with enough incentives for them to use and develop knowledge effectively. Employee participation, through greater implication of the employee in the decision-making process, will improve performance for two reasons. First, if employees possess more information about the procedures performed by the organisations, they will be better able to identify and solve problems as soon as they arise. This will lead to an improvement in their performance and the global performance of the firm (Sottie, 2006). Second, the sharing of information on questions such as financial performance, strategy and operational measures conveys to the organisation's members that they are trusted (Wortheim, 2002). Therefore, given the potential impact that high performance human resource practices have on the organisational learning processes, the following hypothesis is advanced.

### **Organisational learning and performance**

Financial performance (i.e. profitability, Rate of Investment (ROI)) is said to be enhanced by an organisation's ability to learn (Williams, 2002). Ellinger et al. (2002) report an empirical study whose results suggest a positive association between the learning organisation concept and the firm's financial performance. Firms that are able to learn about customers, competitors and regulators stand a better chance of detecting and acting upon events and trends in the market place (Robbins, 2005). Also, learning organisations are better versed in strategies for

dealing with customers and competitors alike, which, in turn, should lead to superior profitability (Proctor, 2003). Sales growth is another performance indicator that is said to be enhanced by a firm's ability to learn. A firm that actively learns about its customers is in a position to offer more appropriate and finely targeted products. This should result in a higher level of sales growth (Sohi, 2003). Profit/sales margin can also be linked to organisational learning. Here, a firm's ability to learn and target customer wants and needs more precisely is thought to result in higher levels of customer satisfaction, which should lead to superior profit/sales margin (Papa et al., 2008). Together the three performance measures are summated to provide a global indicator of how well a firm is performing relative to direct competitors. The following hypothesis is proposed.

### **Performance**

According to Noe et al. (2002), the core of the concept of business performance consists of outcome-based financial indicators. They refer to these indicators as the financial performance, while others use the term economic performance (Ivancevich et al., 2008).

A company's market share and financial performance are very important to the survival of a company. The measures of performance of this study include sales volume, profits, market share, ROI, productivity and customer satisfaction. These measures have been used in existing literature (Jokinen, 2005). ROI is consistent with historic emphasis on the contribution of manufacturing on cost-oriented goals. Manufacturing costs have substantial impact on ROI by virtue of

their inclusion in the cost of goods sold figures in a revenue and loss statement (Kreitner, 2000). In addition, those “first to market” firms have an advantage in capturing a larger market share, which can positively affect the income of a firm (Drummond, 2003).

### **The concept of HRD**

El – Nad, (2009) formally introduced the term HRD in his classic book “developing human resource”. The term HRD provide a conceptual umbrella under which the field began to unify, using the three-fold notion of training, education and development, HRD provides purpose and direction for the continued growth of the field as well as organised learning to provide the possibility of performance change. It further identifies a core discipline from which a field of study could develop: adult learning in the workplace. McLagan’s HRD studies in 1983 and 1989 reflected a shift-taking place in HRD work. In 1983 the assumptions in the competency models focused on change in technology. The following narrative definition of HRD was proposed by McLagan in 1987; “HRD is the integrated use of training and development, career development and organisation development to improve individual effective in an organisation”.

HRD means the process of changing an organisation, stakeholder outside, groups inside, and people employed by it, through planned learning and training so that they would possess the knowledge and skills needed in the future. The basics of HRD consist of three components:

- Training - for performance improvement,
- Education – for career development and
- Development – for organisation change

### **Human resource development**

A well-prepared and motivated workforce is possibly the most important of the three intangible assets to support an organisation's value creating processes. According to Gary J. "the most valuable asset of a 20th century company was its production equipment. The most valuable asset of a 21st century institution will be its knowledge workers and their productivity" (Gary, 2001).

A great deal exists in the literature about the provision of staff development and training as investment for organisations. Staff development and staff training are parts of the bigger concept of HRD. Training is just one possible way to organise and implement learning processes in organisations and not always the most effective one. HRD encompasses the broad set of activities that improve the performance of the individual and teams, hence the organisation. Training and development have come to be viewed as lifelong activity, rather than the front end acquisition of qualifications.

As a result, the focus of concern has shifted from what the trainer does, to what the learner requires. The ultimate aim of the training and development process has been characterized as the creation of the learning organisation, constantly reviewing its mistakes and successes and adapting its activities appropriately. The issues of workforce demographics, desirable characteristics of

the workforce and the obstacles to achieving the workforce which is well prepared, motivated and strategically ready in today's libraries, are key elements to be considered when discussing HRD.

### **HRD functions in an organisation**

Arriving at the final countdown to the 21<sup>st</sup> century HRD remains as important force for the further. In her article on HRD competencies and future trend in HRD, Garvin (2007), identified certain key functions of HRD in an organisation. As HRD practitioners create rather than just respond, they will seek leverage and ways to help manages, teams and individuals take charge of their own human resource practices According to Garvin (2007), "HRD may be the only function in a clear position to represent human ethics and morality". It is in the following roles that the present HRD professionals are challenged to create new ways to address the human resource issues to produce the necessary output:

- Advise on strategic decisions on HRD issues that directly affect the articulation of organisation strategies and performance goals. Output includes HR strategic plans and training programmes;
- Assist HR management in the design and development of HR systems that affect organisations performance. Output includes intervention strategies;
- Advise management in the design and implementation if change strategies used to transform organisations. The output include more efficient work teams, quality management and change reports etc;

- Advise management on work systems design and the efficient use of human resource. Output includes alternative work design;
- Identification of needs of the learner, development and designing appropriate learning programmes and materials preparation ;
- Presentation of materials and facilitation of structured learning experience
- Assisting individual employees in assessing their competencies and goals order to develop realistic career plans;
- Advising line management on appropriate interventions designed to improve individual and group performance; and
- Assessing HRD practices and programmes using appropriate statistical designs, research findings and recommendations.

### **Human resource development practice**

In order to be effective, human resource development HRD efforts must offer value to both the creator of the training (organisation) and the recipient's job responsibilities and must contribute to the organisation's goals and objectives. In order to ensure that this set of criteria is met, a training and assessment model are usually developed and followed, as indicated below:

- Development of business goals and objectives;
- Mapping employee engagement and deployment;
- Identification of targeted professions and jobs for the HRD intervention :  
Organisational and individual analysis;

- Determination of the skills and knowledge domain for professions or job roles for each of the targeted employee;
- Development and delivery of training mechanism for effective performance;
- Development and delivery of assessment /evaluation mechanisms;
- Measurement of job performance of the targeted and trained individuals;
- Measurement of the effect training had on the business goals and objectives.

Among the various frameworks that have been put forward for the functional HRD practice in organisations worldwide include.

### **The effect of human resource practices on performance**

It is now commonly accepted that employees create an important source of competitive advantage for firms (Griffin, 2006). As a result, it is important that a firm adopts human resource management (HRM) practices that make best use of its employees. The above trend has led to increased interest in the impact of HRM on organisational performance and a number of studies have found a positive relationship between so called 'high performance work practices' (Harrison,2005) and different measures of company performance. Furthermore, there is some empirical support for the hypothesis that firms which align their HRM practices with their business strategy will achieve superior outcomes.

The implications of these findings for multinational corporations,



however, remain to be investigated. Most studies of the relationship between HRM and organisational performance have been conducted on the domestic operations of US firms, with a smaller number of studies carried out in Europe (e.g., Guest & Hoque, 1994) and Asia (Ngo et al., 1998). Scholars of international business have so far focused on the extent to which HRM practices within multinational corporations are globally standardized and/or locally adapted (Holbeche, 2001) and largely ignored the relationship between HRM and firm performance (for an exception, see Ngo et al., 1998). Our review of the literature indicates a serious lack of large-sample empirical studies designed to investigate whether extensive use of "high performance" HRM practices and a good alignment between HRM and firm strategy have positive effects on the performance of foreign subsidiaries located in transition economies like China or Russia? To fill some of the above-mentioned voids, this study will examine the relationship between HRM and foreign subsidiary performance in Russia.

The choice of Russia enables us to investigate whether the same positive performance effects of HRM practices observed in previous research also hold for Western subsidiaries located in an economy in transition. While business performance of foreign companies in Russia to a large extent depend on external macro factors like general legislation and its frequent change, several authors have pointed to the importance of HRM and provided anecdotal discussions about HRM or discussed one dimension in depth (e.g., Juplev et al., 1998; Laurence and Vlachoutsicos, 1990; Longenecker and Popovski, 1994; May et al; 1998; Magura, 1998; Puffer, 1997; Radko and Afansieva, 1999; Shekshnia, 1994, 1998;

Vikhanski and Puffer, 1993; Welsh et al., 1993). In addition, little systematic Russian-language research exists on HRM issues and the field is far from well-developed in the Western literature investigating Russian management either. Recent studies such as Elenkov (1997, 1998), Holt et al. (1994), and Ralston et al. (1997) have shown that there are significant differences in the national cultures of Russia and the United States (and Western European countries), and it has been suggested that different HRM practices may be appropriate in Russia than in Western countries (Elenkov, 1998; Juplev et al., 1998).

### **Employee development**

Employee development can be expected to be an important determinant of company performance. A variety of HRM practices are related to the development of the human resources of the firm. First, company investments in both technical and non-technical training are likely to have a positive impact on the extent to which the firm actually succeeds in developing the skills and knowledge of its employees. Training was suggested to be a high performance HRD practice in research by, among others, Delaney and Huselid (1996), Huselid (1995), Koch and McGrath (1996), and MacDuffie (1995). Generally, a positive relationship has been established between employee training and organisational performance (e.g., Delaney and Huselid, 1996; Koch and McGrath, 1996). Delery and Doty (1996) offer an exception.

Employment security is seen by several authors (e.g., Hitt et al., 2007) as an important part of high performance HRM practices. Companies that provide

their employees with job security signal a long-standing commitment to their workforce, whom in turn are more motivated to develop special skills and competencies that are valued by their company, but perhaps not to the same extent on the external labor market. Employees who perceive that their jobs are secure are also more likely to suggest productivity improvements and to take a more comprehensive and long-term view of their jobs and the company's performance. Conversely, companies are more inclined to take a long-term view on how to develop their employees. In their study on employees in the US banking sector, Hurst, (2008) showed a positive relationship between employment security and firm performance.

Companies may use career management programs to assist their employees in career planning. When the company provides this service, one important aim is to identify sequences of job assignments that help employees gain the skills and knowledge viewed as important in the company. A well-functioning company career planning system may also encourage employees to take more responsibility for their own development, including the development of skills viewed as significant in the company (Boachie-Danquah, 2006). It should be noted that a career planning system not only helps ensure that employees have the skills they need to advance in the company, but also may help ensure that employees possess the mix of skills that the firm believes is important for its future success. In other words, the provision of career planning assistance may have a positive effect on the level and type of skills and knowledge in the company (Boachie-Danquah, 2006).

Finally companies which promote employees from within the firm are likely to perform well since this feature provides a strong motivation for employees to work hard so that so that they will be promoted (Bylinsky, 2006). In addition, a philosophy of internal promotion means that a firm has decided to invest in its employees and is thus committed to them. All of the HRM practices listed above can be considered mutually related investments in developing the competencies of the employees. There is no a priori reason to believe that employee development practices would not have a significant positive effect on managers as well as non-managerial employees.

### **Human capital development**

The concept of human capital formation refers to a conscious and continuous process of acquiring and increasing the number of people with the requisite knowledge, education, skills and experiences that are crucial for political and economic development of a country (Cascio, 2002). The importance of human capital in the overall national development and the well-being of people is certainly not a new idea. It has been noted by Adam Smith in his Classic writings in 1976 that the bases for national wealth are skill, dexterity and competence of individuals. This conception is further given prominence by the ancient proverb: “if you are planning for a year, sow rice. For ten years, plant trees. For hundred years, educate people (Debrah, 2002). The classical economists thus, commented on the role of human capital development through education towards the economic growth of a country at large. They believed that it is through education

that human capital needed in areas in construction and heavy industries, schools, colleges, hospitals and a host of other activities associated with development can be provided. Smith further concluded that the acquisition of talents and skills by an individual through education, study or apprenticeship is a fortune not only to the person himself but to the society to which he belongs.

The concept of human capital has relevance to the issue of productivity, growth and marginal returns, as differences in productivity among workers may reflect different levels of skills acquired through investment in human capital formation. This will include the acquisition of knowledge, abilities, attitudes and sensitivities.

At organisational level, Human resource development refers to the full range of strategies, tools, processes, procedures and structures that are employed in a given organisation, aimed at improving the capability of the organisations workforce to achieve its goals (DeCenzo & Robbins, 2002). Although the focus here is at the level of individual, it should be noted that the abilities of individuals are constrained by the systems in which they work.

### **Staff training and development**

Training simply put, is the process of imparting knowledge, skills and attitudes in people in order to achieve some desired goals, on the other hand development refers to the process of making somebody or something more matured, advanced, or organised. In the light of the above, manpower training and development refers to the process of imparting knowledge, skills and attitudes in

the staff of an organisation and making the staffs more mature. It is through these processes that staff knows what are to be done, how those things to be done are to be tackled, and the manner in which the things to be done are to be approached. In addition it is through these processes that the staff becomes more mature, capable, effective and efficient in the performance of their duties (Dotse, 2006).

Training and development in organisation aims at enhancing the performance of staff and the organisation at large. Improving the productivity of staff and organisation and acquainting staff with changes so as to achieve the goals of the organisation. It is obvious that the primary and indeed the ultimate aim of training is enhanced organisational performance. Once performance is enhanced, profitability and competitiveness will naturally follow, especially for commercial organisations.

### **The integrative framework**

The integrative framework offered by Amstrong (2006), identify three paths through which HR practices can contribute to business performance i.e. by building organisational capabilities, by improving employee satisfaction and by shaping customers and share-holder satisfaction. Yeug and Berman argue for dynamic changes in HR measures to refocus the priorities and resources of the HR function. They argue d that HR measures should be business driven rather than HR driven; impact driven rather than activity driven; forward looking and innovative rather than backward looking and instead of focusing on individual HR

practices, focus should be on the entire HR system, taking into account synergies among all HR practices.

### **Integrated human resource development system**

This model of HRD practice can be traced and identified with Pareek and Rao (2004). The system suggests that good HRD requires well-structured function and appropriately identified HRD systems and component staff to implement and facilitate the change process. According to Pareek and Rao (2004). Larsen and Turbo, a prominent Engineering Company in India in 1975 engaged two consultants from the Indian Institute of Management to study the HRD system and make recommendation for improvement.

As part of their recommendations, they indicated among others that, “performance Appraisal, potential appraisal, feedback and counseling, career-planning and training and development get distinct attention as unique parts if an integrated system which could be called the HRD system”. This system was proposed as a separate system with strong linkages with personnel (HRD system). HRD is therefore differentiated from other components of HR functions and also integrated structurally and system-wise. Structurally, the HRD is to be a subsystem of the HR function.

Rao and Raju (2001) identified the following principles to be considered in designing HRD system. These principles deal with both the purpose of HRD systems and the process of their implementation.

- HRD systems should help the company to increase enabling capabilities, which included: development of human resources in all aspects, organisational health, improvements in problem solving capabilities, diagnostic skills, and capabilities to support all the other systems in the company
- HRD systems should help individuals to recognize their potentials and help them to contribute their best towards the various organisational roles they are expected to perform
- HRD system should help maximize individual autonomy through increased responsibility
- HRD systems should facilitate decentralization through delegation and shared responsibility
- HRD systems should facilitate decision making
- HRD system should attempt to balance the current organisational culture with changing culture
- There should be a continuous review and renewal of the function

In sum, the integrated HRD system approach considered as best practice has the following elements.

- A separate and differentiated HRD department with adequate competent HRD staff
- Six HRD subsystems including organisational development (OD)
- Interrelationship between the various subsystems
- Design with the above seven principles as basis.



- Linked to other subsystems of HR functions.

### **Evaluating HRD effectiveness**

HRD interventions are said to be effective if the objectives and goals for which they were implemented were achieved. HRD interventions goals in an organisation may include:

- Skills development
- Performance improvement
- Attitude change
- Knowledge acquisition

The purpose of the above goals is to ensure an organisation's effectiveness through the attainment of its strategic and operational goals.

HRD effectiveness in an organisation may be determined through two main approaches, which include:

Systems approach: three dimensional Model and McKinsley Model

Goal oriented approach: Kirkpatrick's 4-level Model and Return on Investment

### **Conclusion**

The dynamics in Ghana's mining sector are in direct consonance with worldwide trends in the sector. The global mining industry has undergone vigorous changes in the last 15 years. Improved exploration, mining HRD and processing technology have revolutionized the entire mining industry worldwide,

particularly in the domain of gold. The revolution in development of human resource is something that can simply not be overlooked.

The global evolutionary movement and the current policy dynamics in the industry have resulted in the establishment of a well organised HRD by Goldfields Ghana Limited to help train employees to be abreast with global revolution. It is in this stance that this study set out to examine the nexus between HRD and employee performance in Goldfields Tarkwa mines.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter deals with the methodology adopted for the study .It covers study institution, population, sample and sampling technique, research design, the research instrument, validity and reliability of instrument, pre test, data collection procedure, data processing and analysis, and ethical considerations.

#### **Study organisation**

Gold Fields Ghana Limited, Tarkwa Gold Mine (TGM) is a gold mining company situated in Southwestern Ghana, about 300 km by road from Accra, the capital of Ghana. The mine employs approximately 2000 permanent and fixed term employees and 3000 contractors. Tarkwa mines controls exploration and mineral rights over a total area of 20,825 hectares. Gold Fields International acquired the mine from the then state Gold Mining Cooperation in 1993 and has been operating the mine to date. It is the largest single gold mining producer in Ghana and produces over seven hundred thousand ounces of gold annually (Gold Fields website. [www.goldfields.co.za](http://www.goldfields.co.za)).

Gold Fields Ghana, Tarkwa Mine has twelve departments each with a head of department. The heads of departments report to a General Manager who also

reports to an Executive Vice President. Directly below each Head of department are Unit Managers who oversee the day to day operations of respective departments. This is structured in this way to free the heads of departments to concentrate on the strategic direction of the company and provide direction to their respective departments.

### **Research design**

In carrying out this study, the descriptive design was adopted. Sarantakos (2005) stated that, descriptive sample survey design involves the collection of data in order to answer questions concerning the current status of the subject of the study. According to Silver, (2004) advantages of the descriptive sample survey design are that; it is objective and allows the researcher to gather information about individual's opinions, knowledge and attitudes through questionnaires, as well as generalization of the results obtained. A descriptive survey takes into account the insider's perspective by trying to understand a studied phenomenon in the light of the perceptions and explanations of the persons involved and in their natural setting. It also enables the researcher and participants to interactively negotiate to produce collaborative data that keeps on reflecting and unfolding realities represented (Fraenkel & Wallen, 2000). It is the hope of the researcher to obtain first hand data from the respondents so as to formulate rational and sound conclusions and recommendations for the study.

## **Population**

The target population for the study includes all miners of Goldfields Tarkwa mines. According to Gay, (1992), the researcher always starts by defining a population of interest which typically includes too many members to study. A population is therefore, the totality of persons, events, organisation units, case records or other sampling units with which the research problem is concerned. Records from the Human Resource Department of the Tarkwa Goldfields as at August, 2011 indicate that the mining department has a total of 825 employees.

## **Sample and sampling technique**

In order to examine the role and effect of HRD efforts in employee's performance, a total sample size of 200 respondents was used. According to Muijs (2004), the recommended sample size for a population of 525, a confidence level of 95 percent, and a margin of error (degree of accuracy) of 0.05 percent, would be 200. Simple random technique was used to select all the respondents. The reason for the use of simple random technique was that it offers all the population an equal opportunity to be selected. The respondents were selected from the mining department of Goldfields Tarkwa mines.

The mining department of Tarkwa Goldfields has three shifts thus A, B and C which will form the strata for this survey. Within each stratum a separate random sample was carried out. A total of 70 respondents were selected from

shifts (stratum) A and B while 60 respondents were selected from shift C making 200 as the overall sample for the study.

### **Instruments**

The research instrument that was employed for the study was questionnaires. Gall (2009) cited by Bekeny stated that the questionnaire is advantageous because it is cost effective and time saving, but it cannot probe deeply into respondents' beliefs, attitudes and inner experience.

Two questionnaires were developed. One for the staff and other for the Human resource manager. The staff questionnaire was divided into five main sections in addition to the biographic. The demographic data sought to enquire something about respondents' gender, age, educational level, years of experience and religious background.

Section A deals with the Human resource practices of Goldfields. It includes question 6 to 9. Section B is about the staff development programmes in Goldfields. It includes question 10 to 27. The influence of staff development on performance was captured in Section C which includes question 28 to 33. Finally the section D is about the recommendation for HRD practices. The questions for section D includes 34 to 36. The purpose of the Human resource manager' questionnaire was to get first hand information on the training and development at the company, its objectives and its influence on employees performance.

## **Validity and reliability of instruments**

Validity is the property of a research instrument that measures its relevance, precision and accuracy (Sarantakos, 2005). Further, it is a measure of the quality of the process of measurement, essential value of a study which is accepted and indeed expected by the researcher and users of the research.

To ensure validity of the study, the questionnaire was submitted to my supervisor and fellow students for expert appraisal. This enabled them to give a face and content related evidence to the items. The items were again checked if they relate to the research objectives. Suggestions made were incorporated to refine the content and improve the questionnaire.

Like validity, reliability is important to social researchers. The Cronbach's Alpha measure of internal consistency was used to establish the reliability of the instruments. This statistic provides an indication of the average correlation among all of the items that make up the scale of the instrument. The choice of the Cronbach's Alpha measure of internal consistency is based on the merit that it is useful when measures have multiple scored items such as attitudinal scale (Ary, Jacobs & Razavieh, 1990). The reliability co-efficient was derived after correlating the results from the administration of the instrument. The Statistical Product and Service Solution (SPSS) version 16 was used for the calculations. The final instrument had internal consistency reliability co-efficient of 0.657. A reliability co-efficient of 0.657 means the instrument is fairly reliable.

### **Pre-test**

A pre-test was conducted to improve the validity of the instrument. It involved 20 selected miners. These were therefore not included in the final sample used for the study. The pre-test was predominantly used to check the ‘mechanical’ structure of the research instrument to enhance its reliability and validity. The researcher used the responses obtained to eliminate ambiguous, non-specific, hypothetical and misleading questions before the final administration.

### **Data collection procedure**

The researcher administered the questionnaire personally to respondents during normal working hours. This was to promote participation and a high return rate of the questionnaires from respondents.

An introductory letter was obtained from the Institute for Development Studies. The letter spelt out the purpose of the research and the need for respondents’ participation. It further assured participants of the confidentiality of their responses as well as the procedure for responding to the questions. A maximum of two days were given to respondents to complete the questionnaire. The return rate was 100 percent which was very encouraging.

### **Data processing and analysis**

When the questionnaires were returned, a track was kept to establish total submission of the required number detailed to each shift. Wholesome responses



were set aside while the inadequately and erroneous responses were identified and a follow-up was made on the respondents for corrections and completeness.

Having been satisfied with the returned data, a coding frame was constructed to translate the responses into numbers. A validation exercise was made to determine the validity of the resulting coded responses through further manual checking and correction. The data was examined in order to understand its parts and relationship and to discover its trends. A combination of analytical frameworks were employed. Specifically, Pre-intervention, Post-intervention and comparative analytical frameworks were used.

Comparative analytical framework was employed to evaluate Tarkwa Goldfields HRD practices relative to the identified best practices that enhance organisational effectiveness. The study adopted return on investment as the main analytical techniques. Thus, percentages and graphical representation of mining employee's performance of Tarkwa Goldfields were determined for effective comparison.

### **Ethical considerations**

As this study required the participation of human respondents, certain ethical issues were addressed. The consideration of these ethical issues was necessary for the purpose of ensuring the privacy as well as the safety of the participants. Among the significant ethical issues that were considered in the research process include consent and confidentiality. In order to secure the consent of the selected participants, the researcher relayed all important details of

the study, including its aim and purpose. By explaining these important details, the respondents were able to understand the importance of their role in the completion of the research. The respondents were advised that they could withdraw from the study even during the process. With this, the participants were not forced to participate in the research. The confidentiality of the participants was also ensured by not disclosing their names or personal information in the research. Only relevant details that helped in answering the research questions were included.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **Introduction**

This chapter presents and discusses findings of the research. The main purpose of the study was to examine human resources development practices and employee performance in Goldfields Ghana Limited Takwa Mining Center. In analyzing and interpreting the responses, the researcher made use of frequencies, percentages, means and standard deviations to generate answers to the four research questions raised in the study.

The research questions centered on four main issues. The first and second looked at the nature of Human Resource Development practice in Goldfields Ghana Limited – Takwa Mining Center and Staff development programmes employed by the management of Takwa mines respectively. The third dealt with relationship between employee development programmes and performance of Takwa Mining Center workers while the fourth sought way to improve Human Resources Development practices in Tarkwa mines.

Before discussing the main findings it is important to present the demographic characteristics of the employees and managers who work at Tarkwa mines and took part in the study.

## Demographic characteristics of respondents

As noted in chapter three, 200 respondents took part in this study. Their personal characteristics are presented in Tables 1 to 5. Table 1 presents respondents' age. The respondents' age ranged between 18 years to 59 years. The details are presented in Table 1.

**Table 1: Age of employees**

| Age           | Frequency | Percent |
|---------------|-----------|---------|
| 18 – 25 years | 112       | 56.0    |
| 26 – 35 years | 40        | 20.0    |
| 36 – 45 years | 39        | 19.5    |
| 46 – 55 years | 6         | 3.0     |
| 56 – 59 years | 3         | 1.5     |
| Total         | 200       | 100.0   |

Source: Field survey, 2011

Table 1 indicates that 112 (56%) of the employees are between the ages of 18 – 25 years while 40 (20%) of the employees fall within ages of 26 – 35 years. This means 66 percent of the employees are relatively young and energetic. It might, therefore be expected that such young employees' youthful exuberance would be brought to bear on the day to day running of the organisation. It also implies that management of Tarkwa mine need to develop strategies to enhance the skills and knowledge of the young and inexperienced workers in the company.

The study sought to find gender spread of workers in the company. Table 2 therefore, presents respondents' gender.

**Table 2: Gender of employees**

| Gender  | Frequency | Percent |
|---------|-----------|---------|
| Male    | 164       | 82.0    |
| Female  | 36        | 18.0    |
| Percent | 200       | 100.0   |

Source: Field survey, 2011

Table 2 shows that there is an unequal spread of gender among the employees at Tarkwa mines; with males being the majority. The relatively large number of male workers in the sample supports the general assumption that due to the vigorous nature of mining activities females are mostly not attracted to it.

One key demographic characteristic of respondents that the study sought to find was the educational qualification of respondents. Table 3 presents results on respondents' gender.

**Table 3: Educational qualification of respondents**

| Qualification                | Frequency | Percent |
|------------------------------|-----------|---------|
| Secondary school certificate | 64        | 32.0    |
| Diploma                      | 67        | 33.5    |
| First Degree                 | 29        | 14.5    |
| Masters                      | 10        | 5.0     |
| Profession and Certificate   | 30        | 15.0    |
| Total                        | 200       | 100.0   |

Source: Field survey, 2011

In this study employees academic training or qualification was defined as non professional qualification while the professional courses and training they have undergone is defined as professional qualification. In Table 3, the data indicate that academically most of the employees - 64 (32%) have had secondary school education while 67 (33.5%) of them possess diploma certificate. Also, while 29 (14.5%) have had university education at the first degree level 10 (5.0%) of the employees possess a masters degree. Finally, 30 (15.0%) of the employees are holders of certificates in professional training. Two inferences can be made from these findings. First, the results indicate that most of the workers at Tarkwa mines are literate. Second, because mining is a technological industry, more individuals who receive technical and professional training from polytechnics drift into the mining sector.

Years for which workers in the company have served the company was also considered as part of the demographic data. Respondents' responses on their gender are presented in Table 4.

**Table 4: Numbers of years worked**

| No. of years  | Frequency | Percentage |
|---------------|-----------|------------|
| 1 – 3 years   | 39        | 19.5       |
| 4 – 5 years   | 77        | 38.5       |
| 6 – 9 years   | 54        | 27.0       |
| 10 – 12 years | 30        | 15.0       |
| Total         | 200       | 100.0      |

Source: Field survey, 2011

From Table 4, it can be established that 39 (19.5%) of the workers at Tarkwa mines have worked with the company for less than four years. Additionally, 77 (38.5%) of them have spent five years or less in the company. This shows that 116 (58%), more than half of the workers have not worked with the company for a longer time. On the contrary, table 4, again, indicates that while 54 (27%) have worked for six to nine years; only 30 (15.0) have worked with the company for ten years or less. One common deduction from these results is that Goldfield Tarkwa mines has inexperienced human resource base. Secondly, there are only a small number of experienced workers from whom the junior staff could learn. The company therefore has a greater task of training its young and inexperienced employees. Literature on mining sector workers' career often describe workers who have worked for less than six years as "inexperienced workers. Hence it could be said that all the workers who worked for less than six years in the company were inexperienced.

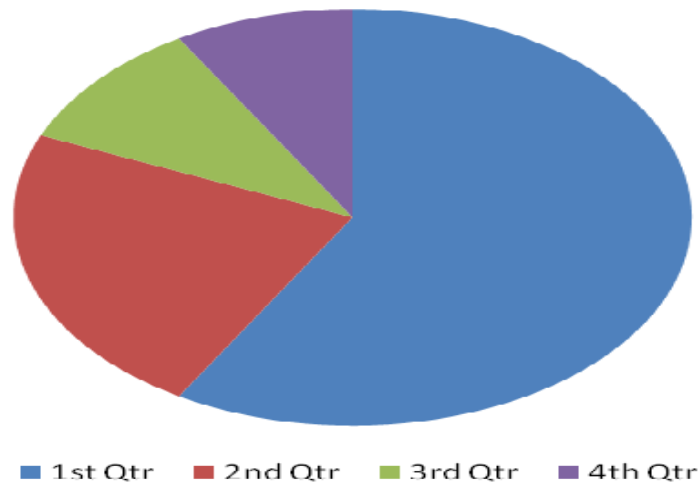
The second phase of this chapter presents and discusses the results from data which were obtained from the responses given by respondents on various items that sought to find answers to the main research questions.

### **Human resource practices in Tarkwa Goldfields Mines**

Human resource is the key to the growth and success of every business organisation. Once the employees have their needs and peculiar characteristics, there is the need for the organisation to put in place measures that will help to develop the skills and knowledge of employees; and redirect their personal goals

toward the attainment of the broad goals of the company. All these call for special forms of human resource development and management practices. Some of these practices include organising in-service training, conducting performance appraisals, auditing records and accounts, sending workers for further training, counseling among others. The study, therefore, sought to find out the extent to which human resources development practices in Goldfields Tarkwa mine help to enhance workers skills, knowledge and experience. Research questions one (1) was thus; posed as “What is the nature of Human Resource Development Practices in Tarkwa Goldfields mines?”

To answer these questions, items 6 – 10 on the questionnaire asked respondents to indicate the human resource development practices employed in the company and the extent to which these practices help them to develop their skills and knowledge or bring improvement into their conditions of work.



**Figure 1: Workers views on the human resource development policy for Goldfields Takarkwa mines**

Source: Field survey, 2011



The pie-chart in Figure 1 represents workers views whether they new or were aware of the human resource development policy which management of goldfields Tarkwa mines use. Item 6 on the questionnaire sought to find out workers' knowledge about the existence of a human resource development policy in Tarkwa mines. Figure 1, therefore, represents respondents. From the pie chart, 87 (156.6%) of the respondent

The study sought to find out whether workers in the company were aware of the four cardinal principles that guided the operations of Gold Fields Ghana limited. Results on respondents' responses are presented in Table 5.

**Table 5: Guiding principles of Goldfields Ghana – Tarkwa**

| Principle            | Very clear | Clear | (f) % | Uncertain (f) % | Not clear (f) % |
|----------------------|------------|-------|-------|-----------------|-----------------|
| Corporate vision     | (42) 210   | (58)  | 29.0  | (37)18.5        | (63) 31.5       |
| Corporate goals      | (55) 27.5  | (59)  | 29.5  | (33) 16.5       | (24) 12.0       |
| Corporate objectives | (39) 19.5  | (53)  | 26.5  | (52) 26.0       | (56) 28.0       |
| Mission statement    | (39) 19.5  | (37)  | 18.5  | 31 (15.5)       | (93) 46.5       |

Source: Field survey, 2011

Literature reviewed on the operations of Gold Fields Ghana Limited – Tarkwa mine indicate that the company operates under four cardinal principles - Corporate goals, corporate objectives and mission statement. The Human Resource Development report (2010) of the company states in categorical terms that all workers are expected to be abreast of fundamental principles that underpin

the operations of the company. The study, therefore, sought to find out the extent to which the principles of the company are known to its workers. Table 6 represents workers responses. From Table 5, it can be said that barely half of the workers in Tarkwa mines are unaware of the company's principles on corporate vision. This is evident by the fact that while a total of 100 (50%) of the respondents claim to have some knowledge about the existence of the company's vision; 37 (18.5%) of them intimated that they are uncertain as to what the company's vision was. In addition, 63 (31.5%) of the respondents stated that the vision of the company is completely unclear to them.

In relation to the company's goals, 55 (27.5%) of the workers stated that it was very clear to them. Also, 59 (29.5%) of the respondents indicated that the company has clear cut goals for which all workers strive to attain. These two findings show that most workers of Gold Fields Ghana Limited – Tarkwa mines are aware of the company's goals. On the contrary, while 33 (16.5%) of the respondents pointed out that they are uncertain about the specific goals of the company, 24 (12.0%) of them said the company's goals were not clear to them. A simple deduction from these two responses is that though the human resource development section of Gold Fields Ghana Limited – Tarkwa mine have clear cut corporate goals which guide the company's operations, not all of the staff members are aware of such goals. Also some of the workers 24 (12.0%) of them do not understand these core goals of the company. According to Hitt (2007), any company whose goals are unclear or ambiguous to its staff stands a greater risk of having workers who have misconceptions about the direction and success of the

company. It therefore follows that some of the workers have misgivings about what Gold Fields Ghana Limited seeks to achieve.

A closer look at table 6, reveals that most of the workers are not aware of the objectives of Gold Fields Ghana Limited. This stems from the fact that while a total of 92 (46%) of the respondents indicated the company has clear objectives; 52 (26.%) of them claimed they are uncertain as to what the company's objectives were. Further, 56 (28.0) of the workers are of the view that the company's objectives are not clear to them. In the words of Dote (2006), objectives are the statements that define the road maps for the attainment of board aims. Once majority of workers - 54 .0% of Tarkwa mine workers do not understand the objectives of the company it follows that many of the company's staff are oblivious of the strategies which the company have been using over the years to achieve or attain its aims. This finding is actually in consonance with Tippins and Thompson (2009) assertion that most company's do not consider providing essential information to staff a priority.

Finally, Table 5 indicates that 76 (38%) of the workers have knowledge and some level understanding about Gold Fields Ghana Limited's corporate vision. On the contrary, 31 (15.5%) of the respondents claimed they are uncertain about what the company's mission is. Also, 93 (46.5%) of the workers pointed out that the vision of the company is completely not clear to them. It could therefore, be inferred from the responses of the workers that Gold Fields Ghana Limited has not done enough to help its staff understand and appreciate the goals, vision, mission and objectives of the company. These findings bring to the fore, the issue

of whether staff at Tarkwa mine of Gold Fields Ghana Limited are really aware of what the company seeks to achieve.

Another area of concern to the study was the various goals which the individual workers sought to attain and whether the human resource practices in the company help the workers to achieve their aims. Table 6 presents respondents responses.

**Table 6: Goals of the staff at Gold Fields Ghana Limited Tarkwa mine**

| Statement                                       | Frequency | Percent |
|---|-----------|---------|
| To obtain more learning experience on the job   | 78        | 39.0    |
| To get promotion of the job                     | 42        | 21.0    |
| To develop my carrier path and become a manager | 35        | 17.5    |
| To get more pay for my services rendered        | 45        | 22.5    |
| Total   | 200       | 100.0   |

Source: Field survey, 2011

Item 8 on the questionnaire sought to find out Tarkwa mine workers personal goals and the extent to which the various human resource practices and policies in the company help them to attain such goals. Table 7 represents workers responses on their goals. It is clear from table 7 that most of the workers at Tarkwa mine have an aim of acquiring knowledge and experiences from the job they do. This is because 78 (39.0%) of the respondents indicated the wish to

obtain more learning experience from the job they do. Another area which is of prime concern to the workers is promotion. From the table, 42 (21.0%) of the workers stated that their main aim or goal was to be promoted. These two findings show any attempt by management of Gold Fields Ghana Limited – Tarkwa mine to motivate their workers would amount to nothing if measures are not put in place to provide workers their learning and promotion needs.

Some workers at Tarkwa mine also have the aim of developing and refining their career path. This is based on the fact that 35 (17.5%) of the workers stated that their basic goal for joining the company was to develop their career path and become managers. This means many of the workers at the mine have an ultimate goal of becoming managers. As with all individuals, workers at Tarkwa mine wish to get attractive remuneration for their services. This stems from the fact that 45 (22.5%) of the workers pointed out that they wish to get more pay for the services they render to the company.

The responses of workers as indicated in Table 6 clearly demonstrate that workers at Tarkwa mine have personal goals which they strive to achieve at all times. An analogy to be drawn from this finding is that the actions and thoughts of workers at the mine will always be driven by their personal goals. Management, therefore, owes it a duty to stream line these individual personal goals in order to let what workers seek to achieve be in conformity with the goals and aims of the company.

Table 7 presents respondents' responses on their opinion about the opportunities the company offers them to develop their career.

**Table 7: Workers opinion about the development opportunity Gold Fields Ghana Limited offer them**

| Responses | Frequency | Percent |
|-----------|-----------|---------|
| Yes       | 63        | 31.5    |
| No        | 137       | 68.5    |
| Total     | 200.0     | 100.0   |

Source: Field survey, 2011

From Table 7, 63 (31.5%) of the employees are of the view that management of Gold Fields Ghana Limited have offered them the needed opportunity for them to attain their personal goals. On the contrary, 137 (68.5%) of the respondents intimated that the company has not given them the appropriate platform to achieve their personal goals. In the words of Sottie (2006), continuous failure on the part of employers to meet workers needs and expectations is a potential cause of labor unrest. It thus, follows that when Tarkwa mine workers harbor the feeling that the company is doing little to help them attain their goals, it will at some point in time degenerate into upheavals in the company. This is a condition which can easily cause some of the experienced workers to quit the company.

To help the researcher ascertain workers reasons for their position on whether or not Gold Fields Ghana Limited offers its workers the opportunities to develop and attain their goals. Table 8 represents workers responses.

**Table 8: Workers explanation on the impact of Gold Fields Ghana Limited's effort to help its workers**

| Explanation  | Frequency | Percent |
|--|-----------|---------|
| It has enabled me to become efficient  | 17        | 8.5     |
| It has brought advancement in my economic standard of living                         | 32        | 16.0    |
| I have gained enough working practical experiences and skills                        | 21        | 10.5    |
| It has solved my accommodation problems  | 34        | 17.0    |
| My security has not yet been guaranteed  | 36        | 18.0    |
| I have not been promoted   | 12        | 6.0     |
| I have limited opportunity to communicate with management and leaders of the company | 30        | 15.0    |
| I am yet to receive scholarship for further study                                    | 18        | 9.0     |
| Total  | 200       | 100.0   |

Source: Field survey, 2011

Pertaining to workers explanation on their opinion about the development opportunities Gold Fields Ghana Limited offers to its workers; the researcher sought workers view on eight key issues. This issues centered on efficiency, improvement in economic standards, skills acquisition, provision of accommodation, security, promoting, communication and scholarship for further study. Table 8 represents workers responses.

From Table 8, it is obvious that only a few numbers of workers think Gold Fields Ghana Limited has provided them the needed opportunity for them to become efficient. This is because only 17 (8.5%) of the respondents explained that efforts the company has enabled them to become very efficient. Table 9, further shows that 32 (16.0%) of the workers are of the view that the company has helped them to gain some level of advancement in their standard of living as far as their economic life is concerned. This is based on the fact that 32 (16.0) of the respondents explained that the company gives them enough salary which has enhanced their purchasing power. Two deductions can be made from these findings. First, once majority of the workers did not accept the statement that the company has helped them to become efficient in their job means that measures employed by management to increase the efficiency level of their workers is not working. Secondly, it could be said that most of the workers in the company feel satisfied with their salary. Findings go to confirm Wortheim (2002), assertion that most mining companies are not much concerned about ways of improving the skills and knowledge of their workers instead, they use attractive salaries to entice their workers to remain on the job. There is therefore, the need for management of Gold Fields Ghana Limited to put in place mechanisms that will allow its workers to gain more knowledge and skills about the job they do.

Workers responses also indicate that some of them been gaining practical experiences from the work they do. This is because 21 (10.5%) of the sated that their activities in the company offers them the opportunity to gain practical experience in mining. On accommodation, 34 (17%) of the respondents spelt out



that the company has help them to secure accommodation. This finding is in consonance with Amstrong (2006), conclusion that provision of accommodation facilities for workers is one of the major workers employers use to meet the demands of their workers. The finding also confirms Ephraim's conclusion that Gold Fields Ghana Limited has been performing creditably well as far s the provision of accommodation facilities to workers is concerned.

Table 9, again reveals that the management Fold fields Ghana limited effort to develop the human resource of the company has been fruitful in the areas of security, promotion, communication and scholarship for further study. From the Table, 36 (18%) of the respondents explained that the company has not given them much security, while 12 (6%) of them sated they have not be promoted ever since they joined the company security in this case may be seen in two ways job security and security against health hazards. Workers concern about their security actually supports Ramphumenzis' (2009), position that workers in mining companies often feel insecure because of health hazards and lack of job security. It therefore, follows to create on enabling environment that will make workers feel secured. Results on workers explanation about the award of scholarship to workers however contradicts. The company's Human Resource Development Report (2010) which states that the company one million dollars annually to train its workers. This is because 18 (9. %) of the respondents explained that the company has not given them scholarship for further study either within or out side the country.

Lack of promotion is another challenge which according to workers' responses, management of Gold Fields Ghana is yet to address. From Table 9; 12 (6%) of the workers pointed out that they have not been promoted since they joined the company with the leaders of the company. This means the communication machinery of the company is not working efficiently. According to Amstrong (2006), in any institution where workers are denied the opportunity to their views about problems facing them tension is always heightened. Workers inability to get promote may be attributed to the lack of opportunity for them to communicate their needs to the management of the company. This is because from the table, 30 (15%) respondents stated that they do not get the opportunity to communicate with their leaders. This indicates that the communication machinery of the company is not working efficiently. According to Amstrong (2006); tension is always heightened in any company where workers one denied the opportunity to voice their needs. Hence management of Gold Fields Ghana Limited needs to provide appropriate channels for workers to communicate effectively.

The study again sought to find out workers' opinion about the achievements of Gold Fields Ghana Limited. Table 9 therefore presents respondents' responses.

**Table 9: Workers opinion about the achievement of Gold Fields Ghana****Limited's goals and objectives**

| Statement   | 3A (f) %  | A(f) %    | 3D(f)%    | D(f)%     |
|---|-----------|-----------|-----------|-----------|
| The company has achieved its goals because the company has expanded its infrastructure  | (100) 50  | (95) 47.5 | (3) 1.5   | (2) 1     |
| The company makes more profit   | (134) 67  | (57) 28.5 | -         | -         |
| The company has helped its employees to develop their knowledge and skills  | (35) 17.5 | (7) 3.5   | (52) 26   | (106) 53  |
| The company has been able to deal with the environmental and health challenges that mining activities pose to inhabitants of the mining center. | -         | -         | (98) 49   | (102) 51  |
| The company has been able to help its workers to achieve their economic needs   | (15) 7.5  | (4) 2     | (67) 33.5 | (114) 57  |
| The company has gained national and international recognition   | (55) 27.5 | (84) 42   | -         | (43) 21.5 |

Key SA = Strongly Agree

(F) = Frequency

% = Percent

SD = Strongly Disagree

A = Agree

D = Disagree

Source: Field survey, 2011

The researcher sought from workers what the company has been able to achieve. To achieve this purpose workers opinion were sought on six main issues. The issues included expansion in infrastructure and human resource capacity, maximization of profit, handling environmental and health challenges among others.

Table 9 shows that workers in Gold fields Ghana Limited generally think the company has achieved its objectives on the expansion of its infrastructure. This is because a total of 145 (97.5%) of the respondents agreed with the statement. The company has achieved its goals because it has been able to expand its infrastructure. Only 5 (2.5%) of the respondents disagreed with the statement. This means Gold Fields Ghana Limited stands a greater chance of making much profit because according to Robbins and Barnwell (1994) the use of modern infrastructure and advanced technological equipment in business organisations leads to increase in productivity. These findings actually confirmed by the respondent's reaction to the statement "the company makes more profit." To this statement 134 (67%) of the workers strongly agreed. Also, 57 (28. 5%) of them said they agree with the statement that Gold Fields Ghana Limited makes a lot of profit. Three (3.5%) of the respondents, however, did not respond to the statement. It is clear from the responses given by workers that the company has chalked down some level of success in the areas of profit making and infrastructural development. This goes to support the company's Human Resource Development report of 2009 that the company has put up an ultra-modern six unit

class room block for the Tarkwa community and has purchases brand new excavators for the company.

Table 9, also shows that Gold Fields Ghana Limited has not attained much as far as human resource development and controlling of health hazards are concerned. From the table, a total of 42 (21%) of the respondents agreed with the statement which states that the company has helped its employees to develop their skills and knowledge. On the contrary, 158 (79%) of the respondents disagreed with that statement. This means majority of the respondents think the company has not offered them the needed opportunity to upgrade their skills and knowledge. Hence the need for the management of Gold Fields Ghana Limited to commit more resources in training there employee.

Workers responses also indicate that the company has failed woefully in dealing with the environmental and health challenges that the company poses to its workers and inhabitants living in the vicinity where the company is located. This stems from the fact that all the respondents 200 (100%) of the respondents vehemently disagreed with the statement to deal with the environmental and health challenges that mining activities pose. This finding supports Daft (2007), assertion that mining companies often fail to put in place mechanisms that can help to reduce environmental hazards that emanate from their mining activities. For this reason, there is an urgent need for Gold Fields Ghana Limited to put in place measures that will help reduce the health hazards that the company's mining activities pose to its workers and other inhabitants.

Table 9, further indicates that a total of 19 (9.5%) of the respondents agree with the statement; “The company has been able to help its workers to achieve their economic needs”. On the other hand, 181 (90.5%) disagreed with such a statement. This shows that most workers in Tarkwa mining center expects Gold Fields Ghana Limited to increase their wages so as to enable them meet their economic needs. Thus it can be said that the company has not been able to meet one of its employee’s desires – gaining sufficient salary to cater for their needs.

Finally, results in Table 9, demonstrate that workers in Gold Fields Ghana Limited think the company is a reputable one. This is because majority – 139 (69.5%) of the respondents are in support of the claim that the company has gained national and international recognition. However, 43 (21.5%) of them disagreed with such a claim.

Also, 18 (9%) of the respondents did not express any opinion on the claim. Three inferences could be drawn from the above discussion. Firstly, workers of Gold fields Ghana limited consider the company as an organisation that puts much premium on the expansion of its infrastructure rather than helping its human resources to develop. Secondly, the company is not doing which to reduce the environmental problems that mining activities cause in areas where the mine is located.

Finally, workers at Tarkwa mines consider Gold Fields Ghana Limited as a reputable mining company. Thus, the company will have to ensure that appropriate steps are taken to address the environmental problems its activities cause. Also, the company must work hard to meet workers needs.

The study, further, sought to uncover the various staff development programs put in place by the management of Gold Fields Ghana Limited Tarkwa mining center to help develop staff of the company. To this end, research questions two was thus posed “What are the staff development programmes in Tarkwa Goldfields?” items 11 – 26 probed into respondents knowledge and opinions about the various staff development programs employed by the company.

Results in Table 10 represent employees vie about whether Gold Fields Ghana Limited has put in placed specific training programmes for its staff.

**Table 10: Workers view on the existence of training**

| Statement   | Frequency | Percent |
|---|-----------|---------|
| Gold Fields Ghana Limited the company has a policy for the development of workers | 130       | 65      |
| The company has not got any policy on the development of its human resource       | 39        | 19.5    |
| I am uncertain that the company has a policy on its human development             | 31        | 15.5    |
| Total   | 200       | 100.0   |

Source: Field survey, 2011

From Table 10, it can be said that generally employees of Gold Fields Ghana Limited are aware of some training programmes that have been instituted

by the company to help train its staff. The reasons for this assertion is that the result indicates that 130 (65%) of the workers agreed with the statement which says “Gold Fields Ghana Limited has put in place training programmes for its staff”. However, 39 (10.5%) of the respondents disagreed with this statement while 28 (14%) of them indicated they were uncertain about the existence of any such programmes. Added to those who claimed they were uncertain are those who said they do not have any knowledge about the existence of such programmes. These latter findings point to the fact that not all members of staff in Gold Fields Ghana Limited have adequate knowledge about the various training programmes that have been put in place by management of the company. It, therefore, follows that employees who are unaware about the company’s training programmes will not take advantage of such programmes to be trained.

Workers were again, required to identify specific training programmes that the company has instituted. Results of employee’s responses are presented in Table 11.

Employees were required to indicate whether the company has put in place the programmes outlines in Table 11 or not. From the responses of workers it could be said that the company has instituted three main training for its workers. These programmes are monthly in-service training on tools maintenance, clearly vedio conferencing on mining techniques and annual in-service training on environmental protection. Specifically results from table 12 shows that 100 (50%) of the respondents are fully aware of the monthly training of workers on tools maintenance. However, while 13 (6.5%) of the workers posit there is no such



programme, 87% of them stated they are unaware about the existence of such as program.

**Table 11: Training programmes used by Gold Fields Ghana Limited to train its staff**

| Programme   | Available<br>(f) % | Not Available<br>(f) % | Unaware<br>(f)% |
|---|--------------------|------------------------|-----------------|
| Monthly in-service training on tools maintenance              | (100) 50           | (13) 6.5               | (87) 43.5       |
| Monthly vedio-conference program on mining techniques         | (115) 57           | (66) 33                | (20) 10         |
| Quarteily in-service training on personal resource management | -                  | (183) 91.5             | (17) 8.5        |
| Weekly training on safety practices in the mine               | -                  | (104) 52               | (96) 48         |
| Annual in-service training on environmental protection        | (164) 82           | -                      | (36) 18         |

Source: Field survey, 2011

Table 11 further indicates that 11 (57%) of the workers agree with the fact that management of Gold Fields Ghana Limited video conferencing program on under techniques of mining in each year. Apart from this number, 66 (33%) of the workers stated that there is no such program for workers in the company. These two contractor findings demonstrate that not all members of the company are

privileged to benefit from the training programmes that have be instituted by Gold Fields Ghana Limited. This situation is made more evident by the 20 (10%) of the respondents who stated categorically that they are unaware of any program that offers them the opportunity to learn modern techniques of mining within the company.

Table 11, also indicates that 183 (19.5%) of the workers claim Gold Fields Ghana Limited does not organise quarterly in-service training for workers on their personal resource manage while 17 (8.5%) of them pointed out that they are unaware whether the company organises such training or not. From the table also, all the respondents 200 (100%) indicated that the company does not have a training programme on safety in practices in the mine. On the contrary majority 164 (82%) of the workers stated that the company organises an annual in-service training on environmental protection for its workers.

The findings above bring two critical issues to the fare. Firstly, training programmes that are instituted by Gold Fields Ghana Limited generally center on maintenance of tools, mining techniques and environmental protection. Secondly, the company's training programmes do not offer employees opportunity to upgrade their skills and knowledge in resource management and personal safety practices. These findings therefore suggest that management of Gold Fields Company have failed to develop their human resource capacity as far as safety practices and resource management are concerned. The findings actually contradict Griffin's (2004) conclusion that mining companies usually put in place

training mechanisms that give their employees the chance to acquire competencies necessary for their job.

Table 12 presents respondents' responses on some of the reasons why the employees in the company do not take part training services that the company organises.

**Table 12: Reasons why employees do not participated in training services organised by Gold Fields Ghana**

| Reasons                                       | Frequency | Percent |
|---|-----------|---------|
| My supervisor does not allow me to attend     | 40        | 20.0    |
| I have too busy to attend other programmes    | 78        | 39.0    |
| My department does not organise such training | 30        | 15.0    |
| I do not know that such training exist        | 52        | 26.0    |
| Total   | 200       | 100.0   |

Source: Field survey, 2011

A look at Table 12 shows that there are varied reasons that hinder employees of Gold fields Ghana Limited from participating in the various training programmes that the company organises. For example while 40 (20%) of the workers attribute their inability to attend training programmes to the failure of their supervisors to grant the permit, 78 (39%) of them say they are constrained by their busy schedules to attend training programmes. Furthermore, 30 (15%) of the respondents attribute the failure to the fact that the departments they belong to

do not organise training for them. Finally, 52 (26%) of the workers claim programmes exist in the company. Hence their refusal to attend.

The study further sought to find out how the development programmes organised by the company influence the performance of workers in the company.

Table presents respondents' responses.

**Table 13: Relationship between staff development programmes and employees career development plan**

| Statement  | SA<br>(f)% | SD<br>(f) % | A<br>(f) % | D<br>(f) % |
|--|------------|-------------|------------|------------|
| The training programmes attend reflect my career development plan                                  | -          | (89) 44.5   | (64) 32    | (47) 23.5  |
| The training attend adds more knowledge and experience to what I have                              | (12) 62    | -           | (76) 38    | -          |
| The programmes enable me to become very efficient  | (138) 69   | -           | (25) 12.5  | (37) 18.5  |
| The training programmes compound the difficulties I face in dealing with my tight schedule at work | (40) 20    | (28) 14     | (132)66    | -          |
| Training programmes helps me to become motivated   | (78) 39    | (14) 7      | (69) 34.5  | (23) 11.5  |

Source: Field survey, 2011

As shown by shown by the data in Table 13, training programmes organised by Gold Fields Ghana Limited have both positive and negative impacts

on the employee of the company. Workers generally showed their disapproval to the claim that training programmes organised by the company reflect their career development plan as a total of 136 (68%) of the respondents disagreed with the claim. However, 64 (32%) of them agreed with it. This indicates that only a few of the workers of Tarkwa mines feel that the training programmes organised by the company are relevant as far as their personal career development is concerned. Table 13 shows that workers at Tarkwa mines the training programmes organised by management of Gold Fields Ghana Limited for their really help to improve the knowledge and experience of workers agreed with the statement which said the “Training programmes give more knowledge and experience to workers. Again, the training programmes also enable workers to become efficient and motivate workers as shown by Table 13. From the table majority of the workers agree that training programmes organised by management of Gold fields Ghana Limited promote employees’ efficiency and motivates them.

Finally, results from the responses of workers clearly demonstrate that the training programmes often over burden the employees. This stems from the fact that 160 (80%) of the respondents agreed with the statement”. The training programmes compound workers difficulty of dealing with tight and overloaded schedules at work. However 40 (20%) of the respondents disagreed with this claim.

What actually constituted the motivation of workers in Gold Fields Ghana Limited was also one of the issues that the study sought to find out. Table 14

therefore presents respondents' responses about what served as their source of motivation to work in the company.

**Table 14: Source of motivation for employees at Tarkwa mines**

| Statement                              | Frequency | Percent |
|--|-----------|---------|
| Payment of health bills by the company | 40        | 20.0    |
| Provision of accommodation facilities  | 31        | 15.5    |
| Improved salaries                      | 60        | 30.0    |
| Good human relations                   | 17        | 8.5     |
| No availability of job                 | 52        | 26.0    |
| Total                                  | 200       | 100.0   |

Source: Field survey, 2011

Results in Table 14 shows that workers of Gold Fields Ghana Limited are motivated by many factors to work with the company. These factors include payment of health bills, provision of accommodation facilities, enhanced salaries among others. To 40 (20%) of the respondents, they are motivated to work with Gold Fields Ghana because the company pays their hospital bills. This confirms Badiakos (2007) finding that Gold Fields Ghana Limited as mining company pays the health bills of its workers with the view to motivating them.

Also while 31 (15.5%) of them consider the provision of accommodation facilities as their source of motivation, 60 (30%) of the respondents posit that their main source of motivation comes from the fact that the employees usually increase their salary. The large number of respondent considering increased salary

as their main source of motivation really goes to support the general assertion that many workers consider the salary they receive as the main reason why they toil and sweat everyday.

According to Abnori (2007) good human relationship is the catalyst for development and improvement in every human organisation. This is exemplified by the 17 (8.5%) of the Gold Fields Ghana Limited workers who intimated that their source of motivation for working with the company comes from good interpersonal relationship among the staff of the company.

However, many – 52 (26%) of the workers said they derive their source of motivation from the fact that there is not much job in the country. This finding implies that though the workers at Tarkwa mines may not be satisfied by the condition of service in the company they have remained resolute to work for the company but in future when there're is any job that offers them better advantages they will leave their present job. This finding, therefore, supports the 2010 statistical service department report that most Ghanaian populace engage in mining (both legal and illegal) due to the lack of jobs in the country.

The results show in Table 15 brings two main issues to the fore. First, it could be said that workers at Gold Fields Ghana Limited are generally impressed and motivated by the company's policy of footing their health bills and providing accommodation for them. A study conducted by Asare Badiako (2009) revealed labour turnover in Gold Fields Ghana Limited is controlled by these two factors. Hence, it is safe to say that most Tarkwa mining center workers consider the provision of accommodation and free health care service as the basis for their

continuous stay in the company. Secondly, Gold Fields Ghana Limited stands the risk of loosing most of its staff to other companies that would enter the mining market with better or higher salary offers. This is because most of the workers have indicated they are working with the company simply because of lack of job opportunities. Thus there is an urgent need for the company to make an upward adjustment of its salary so as to continuously make the workers feel comfortable to work with the company.

Table 15 presents respondents' views about some of the benefits workers derive from training programmes.

**Table 15: Importance of training programmes to Tarkwa mining center workers**

| Statement   | Frequency | Percent |
|---|-----------|---------|
| Training increases the knowledge base of workers      | 47        | 23.5    |
| Training improves my skills on the job                | 94        | 47      |
| Training programmes help me to develop my career plan | 54        | 27      |
| Training programmes enable me to get promotion        | 5         | 2.5     |
| Total   | 200       | 100.0   |

Source: Field survey, 2011



Results from Table 15 shows Tarkwa mining center workers of Gold Fields Ghana Limited derive four main benefits from the human resource development programmes that the company organises for its workers. According to Baumbach (2002), in-service training enhances the knowledge of workers as it introduces them to new source of knowledge and fills the vacuum in their minds. This claim is exemplified by 47 (23.5) of the workers who indicated that training programmes increase their knowledge base.

Clearly, most of the Tarkwa mining center workers have has their skills improved by the training programmes they attend. This stems from the fact that 94 (47%) of the workers pointed out that the training given to them by Gold Fields Ghana Limited helps to improve their skills. Another benefit which workers derive from such training programmes is the development of their career plans actually explains why majority of them disagree with the statement that training programmes reflect workers career development plan. It could again be said that as far as promotion is concerned, only a few of the workers at Tarkwa mining center enjoy. This is because only 5 (2.5%) of the workers identified promotion as the benefit they derive from the training programme they attend.

Table 16 presents respondents responses on some of the challenges workers face from the training programmes the company organises.

**Table 16: Challenges workers face from the training programmes Gold Fields Ghana organises for its workers**

| Statement  | SA         | A        | SD       | D         |
|--|------------|----------|----------|-----------|
|  | (f) %      | (f) %    | (f) %    | (f) %     |
| Inadequate time  | (129) 64.5 | (68) 34  | (13) 6.5 | -         |
| Training is irrelevant to my job and not practical               | -          | (5) 2.5  | (98) 49  | (97) 48.5 |
| Trainers could not communicate concept well                      | (65) 32.5  | (100) 50 | (32) 16  | (3) 15    |
| Training environment was not conducive                           | -          | -        | (148)    | (52)      |
| Training make my job very stressful                              | (89) 44.5  | (86) 43  | (5) 2.5  | (20) 10   |
| Lack of financial support to attend external training programmes | -          | (2) 1    | (100) 50 | (98) 49   |

Source: Field survey, 2011

Data in Table 16 shows that workers in Gold Fields Ghana Limited – Tarkwa mining center are confronted with some constraints hence the training programmes the company organises for them do not endear to their benefit fully. The challenges as revealed by Table 16 include lack of time, training being to theoretical, lack of competent instructors among others. Results from Table 16 indicate that workers in Tarkwa do not have much time at their disposal to attend

training programmes organised by the company. This is evident by the fact that a total of 197 (98.5%) of respondents agreed with the statement that “workers in the company generally do not have adequate time to attend training programmes while 3 (1.5%) of them disagreed with it. This finding really confirms Proctor’s (200) conclusion that though employees would naturally want their workers to be abreast of new techniques required to enhance their performance such a desire is always inhibited by lack of time.

Results in Table 16 also show that training programmes organised by Gold Fields Ghana Limited for its workers are often not conducted by competent facilitators who can effectively communicate new ideas, knowledge and experiences to workers. This stems from the background that a total of 165 ((82.5%) of the respondents agreed with the claim that “trainers do not communicate concept well to the workers while 35 (17.5%) of them disagreed. This lack of competent instructors as shown by the responses of workers also led to the training programmes being overly theoretical. The 195 (97.5%) of the workers who agreed with the statement that “the training programmes organised by the company are irrelevant and not practical,” confirms the above assertion.

According to Tamakloe (1998), whenever concepts are taught to learners in complete abstract terms, such learners do not feel the relevance of what they learn. This there is the need for management of Gold Fields Ghana Limited to employ more competent training instructors who would use appropriate teaching methodologies to help workers understand what they are taught during in-service training programmes organised by Gold Fields Ghana Limited are usually

conducted in a conducive environment. This is because all the respondents – 200 (100%), disagreed with the statement “training programmes are not conducted under conducive environment.” However, the Tarkwa mining center workers generally consider such training programmes to be additional burden because they come with a lot of stress. From Table 16, a total of 175 (87.5%) respondents indicated that the training programmes organised by management of Gold Fields Ghana Limited often compound their challenges and make their work very stressful. This finding is in consonance with Hurst’s (2008) assertion that most workers are unwilling to attend training programmes because they are already over stressed by their busy schedules in the company. This means that management of Gold Fields Ghana would have to find appropriate ways of making their training programmes more attractive and less stressful to workers.

Finally, results from Table 16, demonstrate that management of Gold Fields Ghana have been doing their best when it comes to giving their workers financial assistance to attend external training programmes. This is based on the fact that majority – 198 (99%) of the respondents disagreed with the statement “workers lack the financial assistance to attend external training programmes”. Only 2 (1%) of respondents disagreed with this claim. This finding goes to support Ephraim’s (2010) conclusion that Gold Fields Ghana Limited spends enough resources in training its workers abroad.

### Delivery methods in training workers of Gold Fields Ghana Limited

The following delivery methods are considered to be some of the appropriate ways through which workers in an organisation can be trained in-house classroom setting, classroom setting away from the office, college or university setting, self-paced computerised learning and video conferencing. The study sought to find out if Gold Fields Ghana Limited employs these modalities to train its human resource base. Hence item 23 on the questionnaire was posed thus. “Which of the following delivery method are frequently used by the company to train its workers?”

**Table 17: Workers’ opinion on the frequency of use of delivery techniques**

| Delivery method                        | Never<br>(f) % | Rarely<br>(f) % | Regularly<br>(f) % |
|--|----------------|-----------------|--------------------|
| Self-paced computerised learning       | (51) 25.5      | (51) 47         | (55) 27.5          |
|  | Mean= 6.77     | St.dev. = 4.1   |                    |
| College or university setting          | (85) 42.5      | (78) 39         | (37) 18.5          |
|  | Mean= 1.35     | St.dev= 0.49    |                    |
| Classroom setting away from the office | (29) 14.5      | (100) 50        | (71) 35.5          |
|  | Mean= 2.68     | St.dev= 1.47    |                    |
| In-house classroom setting             | (75) 37.5      | (77) 38.5       | (48) 24            |
|  | Mean= 2.2      | St.dev= 0.89    |                    |
| Video conferencing                     | (50) 25        | (100) 50        | (50) 25            |
|  | Mean= 1.24     | St.dev= 0.43    |                    |

Source: Field survey, 2011

Result in Table 17 reveals that in-house classroom setting and classroom setting away from the office are the delivery methods frequently used by Gold

Fields Ghana Limited to train its workers. The responses indicate that both delivery techniques were used regularly. Workers response to the use of in-house classroom setting recorded a higher mean of 6.77 with a standard deviation of 4.1 while that on classroom setting away from the office has a mean of 2.7 and a standard deviation of 1.5. The figures portray that the other delivery techniques are not often used by the company to train its workers.

The findings indicate that most of the commonly known means of training employees were not frequently used by Gold Fields Ghana Limited. Mullins (2002) recommends self-paced computerised learning and video conferencing as the two most convenient means of training employees. On the contrary, data on the procedures of training employees reveal that in-house classroom and classroom setting away from the office are often used by the company though these media of training are generally considered to be very stressful.

The findings imply that most of the techniques adopted by Gold Fields Ghana Limited to train its workers tend to put more stress on the workers. Perhaps workers' dislike for training may be attributed to the additional burden which such training programmes impose on them. The results, therefore, confirm earlier finding by Thompson (2009), that the attempt by most companies to cut down cost of training makes them adopt methods that rather compound the burden and stress of workers.

Table 18 presents respondents' views on how they assess the performance of Gold Fields Ghana Limited as far as training of the workers was concerned.

**Table 18: Tarkwa mine workers assessment of the performance of Gold Fields Ghana Limited in training its workers**

| Measure       | Frequency | Percent |
|---------------|-----------|---------|
| Encouraging   | 33        | 16.5    |
| Average       | 21        | 10.5    |
| Excellent     | 2         | 1.0     |
| Below Average | 144       | 72.0    |
| Total         | 200       | 100.0   |

Source: Field survey, 2011

Respondents were further probed to find out how they assess the performance of Gold Fields Ghana Limited in training its workers. From table 18, it is clear that the workers of Tarkwa Mining Center 144 (72%) generally think the company is not doing well in training its workers. The result shows that only a few segments of the workers in the company see the company's effort of training its workers to be encouraging. This finding explains why McFarland (2004) states that in many business organisation the workers generally have a feeling that their management's effort to train them is not enough yet the channels of communications in such organisations do not allow them to vent their feelings to their employers.

### Staff development programme and performance

Research questions 3 sought to find out how the staff development programmes organised by Gold Fields Ghana Limited influence the performance of workers in the company. Items 27 – 34 on the questionnaire were used to elicit responses in this regard.

**Table 19: The relevance of training programmes toward the attainment of the Gals of Gold Fields Ghana Limited**

| Statement  | SA<br>(f) % | SD<br>(f) % | A<br>(f) % | D<br>(f) % |
|--|-------------|-------------|------------|------------|
| Training programmes help workers to understand what the company seeks to achieve | (81) 40.5   | (31) 15.5   | (78) 39    | (10) 5     |
| Training programmes help the company to control its labour turnover              | (11) 55     | (124) 62    | (7) 3.5    | (58) 29    |
| Training programmes enable workers to be very efficient                          | (79) 39.5   | (41) 20.5   | (68) 34    | (12) 6     |
| Training programmes enhance the skill and knowledge of workers                   | (130) 65    | -           | (59) 29.5  | (11) 5.5   |
| Training programmes help the company to increase its productivity                | (123) 61.5  | (13) 6.5    | (60) 30    | (4) 2      |

Source: Field survey, 2011

In any organisation the effectiveness or other wise of programmes are assessed either directly or indirectly. An indirect means of measuring the



relevance of programmes run within an organisation is to solicit the views of personnel in the organisation about what the organisation seeks to achieve. Thus item 27 sought Tarkwa mine workers' opinion about the relevance of the training programmes organised for workers in Gold Fields Ghana Limited. The result of workers response is shown in Table 19.

From Table 19, it is obvious that the aims and goals of Gold Fields Ghana Limited is made known to workers through the training programmes that the company organises for its workers. This analogy is drawn from the fact that majority - 159 (79.5%) of the respondents are of the view that training programmes help them to understand what Gold Fields Ghana Limited seeks to achieve. However, 40 (20.5%) of the respondents did not agree with this position. This finding goes to support Garvin (2007), conclusion that most business firms train their employees in a manner that help the workers to know and understand what they want to achieve and how to achieve such targets.

Results from Table 19 shows that while a total of 182 (91%) of the respondents disagree with the statement "training programmes help Gold Fields Ghana Limited to control its labour turnover." 18 (9%) of them agree with it. This result indicates that workers who gain more experience and knowledge through the training programmes organised by the company often leave the company. This finding is in sharp contrast to Ephraim's (2009) position that labour turnover help companies to control the rate of labour turnover.

Gold Fields Ghana Limited trains its workers in order to ensure efficiency in their work output. This claim is exemplified by responses of workers in

table 20. The reason for such a deduction is that a total of 147 (73.5%) of the respondents agreed with the statement which says “training programmes help workers to be very efficient while 53 (26.5%) of them disagreed with it. As Ivancevich (2008), put it the productivity level of every company depends on how efficient its workers are. It could therefore be said that through the training programmes organised by Gold Fields Ghana Limited the company is able to increase its productivity.

Workers’ responses also show that the training programmes organised by Gold Fields Ghana Limited is very important because such programmes help them to gain more skills and knowledge. From the table, a total of 189 (94.5%) of the respondents agreed with the statement that training programmes enhance workers’ skills and knowledge while 11 (5.5%) of them disagreed with it.

It is also clear from Table 19, that Tarkwa mining center workers of Gold Fields Ghana Limited are of a general view that the company’s training programmes help it to increase its productivity. This is based on the fact that a total of 183 (91.5%) of the workers agreed with the statement that “training programmes help Gold Fields Ghana Limited to increase its productivity” while 17 (8.5) of them disagreed.

The result from Table 20 shows that Tarkwa mining center workers are of the opinion that the training programmes organised by Gold Fields Ghana Limited is very important. Workers’ responses indicate that the company’s training programmes help them to become very efficient and aid them to understand what it seeks to achieve at any point in time. In addition, training

programmes organised by Gold Fields Ghana Limited help its workers to gain more knowledge and skills and help to increase the productivity of the company.

### **Ways to improve human resource development practices in Gold Fields Ghana Limited**

The fourth objective of the study sought to find ways of improving human resource development practices. Hence, Tarkwa mining center workers were required by items 34 – 36 to suggest some of the best ways to improve Human Resource Development practices in Gold Fields Ghana Limited. The results of workers’ responses are presented in Tables 20 – 21.

**Table 20: Suggestions from workers on ways to improve human resource development practices**

| Suggestion  | Frequency | Percent |
|---|-----------|---------|
| More experts should be allowed to tech and train workers  | 45        | 22.5    |
| Workers should be sent abroad for training  | 3         | 1.5     |
| More time should be given to workers to attend training programmes  | 60        | 30      |
| Training allowances should be paid promptly   | 32        | 16      |
| Training should be made compulsory  | 41        | 21.5    |
| Scholarship should be awarded to workers who excel during internal training programmes so that they can pursue external training programmes | 19        | 9.5     |
| Total   | 200       | 100.0   |

Source: Field survey, 2011

From Table 20, it can be said that only a few – 3 (1.5%) of the respondents in Tarkwa mining center are of the view that workers of Gold Fields Ghana Limited should be sent abroad for training. A simple deduction from this result is that majority of the workers in the company do not consider the practice of sending workers abroad for further training to be necessary.

Workers' suggestions as presented in Table 20 also show that Gold Fields Ghana Limited would have to employ experts to train its personnel. What is not clear in these suggestions is the kind of experts that workers require as trainers. According to Donnelly (2002), some experts have technical knowledge and experience but do not know how to impart knowledge because they lack pedagogical skills while others are abreast of appropriate ways to impart knowledge and skills to leaders though they way not necessarily have practical experiences about what they teach. In this case the latter would be appropriate for training workers in Gold Fields Ghana Limited because they can effectively impart knowledge and skills to workers during the training programmes.

Workers' suggestions on Table 20 further indicate that allocation of ample time for worker to attend training programmes and prompt payment of training allowances are key to the success and improvement of human resource development practices in Gold Fields Ghana Limited. Workers, again see the award of scholarship to brilliant and hard working individuals in the company for further studies; as one of the surest ways to improve human resource practices in the company.

Workers' responses point to the need for Gold Fields Ghana Limited to make its training programmes obligatory for all its workers. Finally the use of appraisal services to measure the out put of workers and trainers is another way workers think can be used to improve human resource development practices in Gold Fields Ghana Limited. According to Decenzo and Robbins (2002), performance appraisal helps workers to be on their toes all the time. This means whenever performance appraisal is conducted on the training programmes organised by Gold Fields Ghana Limited, it will help both the trainers and workers to be very efficient.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **Introduction**

This concluding chapter comprises a summary of the findings and discussions presented in chapter four. It also highlights the main lessons drawn from the study. The chapter ends with recommendations aimed at improving the human resource development practices in Gold Fields Ghana Limited. The study examined the human resource development practices and employee performance in Gold Fields mining department. Questionnaires were used to gather data from 200 respondents. The summarized findings, conclusions and recommendations are presented in the following sections.

#### **Summary**

The first objective was centered on Human Resource Development practices in Gold fields mining department and the main findings are that

- Gold Fields Ghana Limited has a policy on its human resource development however some of the workers in the company were not aware of such a policy
- The workers of Tarkwa mining center seek to gain more knowledge, promotion, sufficient salary and to develop their career plans.

- Gold Fields Ghana Limited has not given much opportunity for its workers to benefit from the training programmes it organises

The second objective examined the types of human resource development programmes organised by Gold Fields Ghana Limited to train its workers. The key findings are that:

- Gold Fields Ghana Limited has put in place training programmes for its workers. However, not all the personnel in the company have adequate knowledge about the development programmes run by the company
- Tarkwa mining center workers are often faced with challenges such as excessive control by superiors, inadequate time, stress from the daily routines and lack of information about the conduct of training programmes. These challenges always militate against the workers' effort to fully take part in the training programmes organised by the company.
- Though the training programmes provide workers with more knowledge and make them very effective; it puts more stress on many of the workers. However, the training programmes also help workers to gain promotion.
- Good human relation practices coupled with provision of accommodation, attractive salaries and payment of health bills are the major sources of motivation to workers in Gold Fields Ghana Limited
- The training programmes organised by Gold Fields Ghana Limited are characterized by weaknesses such as inadequate time frame, lack of competent trainers to impart knowledge and lack of consistency between workers' professional needs and content taught to them.

The third objective which focused on relationship between employee development and the performance of Gold Fields Ghana Limited's performance identified the following issues;

- The training programmes organised by the company help workers to understand what the company seeks to achieve and enable workers to become very efficient
- The training programmes also help workers to gain more experiences, skills and knowledge
- The promotion of workers is dependent on how successful workers complete their training programmes yet not all the workers who underwent training in Tarkwa mining center have had promotion.
- Training programmes help Gold fields Ghana Limited to increase its productivity.

The fourth objective focused on soliciting Tarkwa mine workers' views on ways to improve human resource practices. The following findings came out:

- Tarkwa mining center workers want the company to employ experienced instructors to train them
- The time allotted for in-service training is not adequate
- The workers want training programmes to be made compulsory

## **Conclusions**

The conclusions were drawn from the findings which were based on the specific objectives of the study.



With respect to the first objective, it can be concluded that although Gold Fields Ghana Limited has well defined policies that underpins its human resource development practices and programmes, some members of the company are not aware and do not have much understanding about what the company seeks to achieve. Despite Gold Fields Ghana Limited having policies on its human development programmes the company had not given its workers, particularly those in the mining department enough opportunity for them to benefit from the training programmes. As result, most of the workers consider counseling and monitoring exercises conducted by management of the company to be mere formalities that workers undergo.

As regards the specific human resource development programmes Gold Fields Ghana Limited uses to train its workers, it can be said that the company conducts in service training on issues such as how to handle mining tools or implements, environmental protection, safety in the mine among other. These programmes are done on monthly and yearly bases yet some of the workers in the mining department do not often partake in such training programmes because they are not provided with information concerning such exercises. It was also realized that some of the workers who normally partook in the training sections thought that the training programmes compound their stress. The company's monthly and yearly training of its workers are done through video conferencing and in-house classroom teaching and learning. However, because of stress, lack of time, inconsistency between content taught and workers actual needs and lack of professionally trained instructors, most of the workers do not consider such

training programmes as beneficial. External training programmes conducted by the company are strictly the reserve of workers at the managerial level and this form of discrimination is disliked by most of the workers. All these weakness in the company's training programmes have made the workers consider Gold Fields Ghana Limited's effort of training its workers to be below average.

Regarding the third objective, it can be said that though the company aims at using its training programmes to help its workers understand or know what the company seeks to achieve; most of the workers still lack such knowledge or understanding. The reason for this is the workers lack information about the company's programmes and policy's. Aside this challenge, the training programmes usually help the workers to gain more skills and practical knowledge about their mining activities. One key issue that energizes most of the workers to take part in the training programmes is that promotion in Gold Fields Ghana Limited is dependent on how successful workers complete their training programmes.

Workers' responses on the fourth objective pointed to the fact that Gold Fields Ghana Limited will have to adopt certain prudent measures so as to make its human resource development programmes more effective and beneficial. Some of these measures as suggested by the workers are; the use of professionally trained instructors, allotment of adequate time to training programmes, prompt payment of training allowances and making training programmes obligatory for all workers.

## **Recommendations**

The evidence arising out of the summarized findings and conclusions point to some issues that needs to be addressed by the management and workers of Gold Fields Ghana Limited. It is therefore recommended that:

- Management discuss thoroughly with workers the main policies and programmes of the company on quarterly basis during performance review sessions where individuals met supervisors or managers for their performances to be assessed
- Management employs experts who can effectively impart knowledge to workers during the training programmes.
- Management provides information on training programmes to workers and gives workers ample time to attend training programmes.
- Management pay training allowances promptly to workers
- Training programmes to be designed to suit the needs of workers, this can be done by performing a gap analysis to determine worker's training needs and organising both on or off-the-job training programmes

For the workers, it is recommended that

- They assist management to identify the various challenges associated with the company's human resource development training programmes, by giving management training feedback on training programs
- They feel at ease to discuss appropriate ways to improve the company and increase its productivity

- Cooperate with management when it comes to resolving human resource development problems

### **Areas for further study**

The study examined the human resource development practices and employee performance in Gold Fields Ghana Limited – Tarkwa Mining Department. The following areas are suggested for further research:

- A replication of the current study on a nation-wide basis by the Ministry of Water, Lands and Mineral Resources or any interested individual will be commendable. This will provide a more in-depth study into issues pertaining to human resource development in mining industries in Ghana.
- Further research should look at impact of mining activities on inhabitants of mining centers. This will help stakeholders to ascertain the appropriate ways of improving the lives of individuals who are negatively affected by mining activities in Ghana.

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- d) Masters Degree
- e) Professional Certificate
- e) Other, Specify .....

4. How long have you been working with Tarkwa Goldfields?

- a) 1 – 3 years
- b) 4 – 5 years
- c) 6 – 9 years
- d) 10 – 12 years

5. Your religion

- a) Christianity
- b) Islam
- c) African Traditional Religion
- d) Other, Specify .....

**Section A: Human resource practice**

6. Tarkwa Goldfields has policy on human resource development?

- |          |                          |            |                          |
|----------|--------------------------|------------|--------------------------|
| Agree    | <input type="checkbox"/> | Uncertain  | <input type="checkbox"/> |
| Disagree | <input type="checkbox"/> | Don't Know | <input type="checkbox"/> |

7. Indicate the extent to which the following guiding principles of Goldfields are clear to you.

|                      | Very<br>Clear | Clear | Uncertain | Not clear |
|----------------------|---------------|-------|-----------|-----------|
| Corporate Vision     |               |       |           |           |
| Corporate Goals      |               |       |           |           |
| Corporate Objectives |               |       |           |           |
| Mission Statement    |               |       |           |           |

8. Which of the following form part of your personal goal(s) as a worker of Goldfields Tarkwa mines.

- a. Obtain more learning experience on the job.
- b. Get promotion on the job
- c. Develop my career path and become a manager
- d. Get more pay for my services rendered

9. Have you been offered the needed opportunity for the attainment of your personal goal(s)?

- a. Yes
- b. No

Explain your answer .....

.....

10. In your opinion, is Goldfields achieving its goals and objectives?

.....  
 .....



- b. Not at all ( )
- c. Slightly ( )
- d. Significantly ( )

17. What motivate you to work?

.....  
 .....

18. Which of the following form part of the benefits of the training programmes you have attended so far.

- a. It has increase my knowledge base. [ ]
- b. It has increase my skills on the job [ ]
- c. It has develop my career path. [ ]
- e. It has given my promotion and cash. [ ]
- f. Other, specify .....

.....

19. What are some of the weaknesses of the training programmes that you have attended so far?

- a. Inadequate time [ ]
- b. Training irrelevant to my job [ ]
- c. Not very practical [ ]
- d. Too much time allotted to the training programme [ ]
- e. Trainers could not communicate the concept well [ ]
- f. The training environment was not conducive [ ]

g. Other, specify.....  
.....

20. Training and development opportunities fairly opened to all employees?

Yes [ ] No [ ]

Explain your answer,.....  
.....

21. Do you think **Goldfields** is committed to the training and development of its employees?

Yes [ ] No [ ]

Explain your answer,.....  
.....

22. Have you been trained to successfully carry out your current job?

- a. Don't know ( )
- b. Not at all ( )
- c. Slightly ( )
- d. Significantly ( )

23. Which of the following delivery methods are frequently employed in the training programmes provided?

| <b>Methods</b>                               | <b>Very frequent</b> | <b>Fairly frequent</b> | <b>Not At all</b> |
|--|----------------------|------------------------|-------------------|
| In- house Classroom Setting                  |                      |                        |                   |
| Classroom Setting Away from the Office       |                      |                        |                   |
| College, university, or Institute or Setting |                      |                        |                   |
| Self-paced Computerised Learning             |                      |                        |                   |
| Video conferencing                           |                      |                        |                   |

24. How do you assess current job performance?

.....  
.....

25. What factors contributed to your current state of proficiency in your job.

a. My academic training and qualification [ ]

b. My long service on the job [ ]

c. My good relationship with the team and managers [ ]

d. My training from my former company [ ]

e. Other, specify .....



.....  
.....

26. Indicate all the relevant training programmes you have attended since you joined **Goldfields**, and indicate the extent to which they are relevant towards the attainment of the organization's goals.

Rank your score according to the following:

- a. Not relevant -1
- b. Neutral -2
- c. Relevant -3
- d. Very relevant – 4

| Course Title | Year | Relevance |   |   |   |
|--------------|------|-----------|---|---|---|
|              |      | 1         | 2 | 3 | 4 |
| 1.           |      |           |   |   |   |
| 2.           |      |           |   |   |   |
| 3.           |      |           |   |   |   |
| 4.           |      |           |   |   |   |



If 'Agree' How and at what frequency? (Monthly, Quarterly, Annually)

.....

31. How has the training helped you improve on your work?

- a. Given me more insight into my work [ ]
- b. Given me the needed skills to work with [ ]
- c. My work is now easier to be done [ ]
- d. Am able to solve my problems on the job [ ]

32. Training and development programmes are effectively implemented according to the needs of the organization and the individual employees?

- |          |     |            |     |
|----------|-----|------------|-----|
| Agree    | [ ] | Uncertain  | [ ] |
| Disagree | [ ] | Don't Know | [ ] |

33. Training has had an impact on the growth of Goldfields ?

- |          |     |            |     |
|----------|-----|------------|-----|
| Agree    | [ ] | Uncertain  | [ ] |
| Disagree | [ ] | Don't Know | [ ] |

**Section D: Recommendations for hrd practices**

34. I expect the HR/training department to undertake the following to ensure performance and attainment of Goldfields, Tarkwa goals?

- a. Refresher of all training programmes [ ]
- b. Creating awareness for the existing programmes [ ]
- c. Ensuring maximum participation of programmes [ ]
- d. Develop workers in pursue of excellence [ ]

e. Undertake a through training needs analysis to understand the training needs of workers [ ]

35. What weaknesses of the HR department are you aware of?

.....  
.....

36. What intervention do you propose for the HR department.

.....  
.....

**APPENDIX B**

**QUESTIONNAIRE FOR HUMAN RESOURCE MANAGER**

This questionnaire will help the researcher to gather information on “the nexus between human resource development and employee performance of Goldfields Tarkwa mines”. You are therefore pleased to respond as passionately as possible. The information provided would be treated confidentially.

1. Does Goldfields Tarkwa mines has any structured training programs for employees

a) Yes

b) No

If yes, please explain

.....  
.....

2. How long have you been running this training for your employees?

.....  
.....

3. What are the objectives of these training programs?

.....  
.....

4. State the people involved in accessing your training programmes.

.....  
.....

5. What has been the performance of the employees for the last three years?

.....  
.....

6. What is the policy on Human Resource Development?

.....  
.....

7. How effective is the policy?

.....  
.....

8. What need to be improved?

.....  
.....

9. What has been the annual headcount of employees since 2009?

2009 –

2010 –

2011-

10. What has been the annual profit of Goldfields Tarkwa mines since 2009?

2009 –

2010 –

2011 -

11. What has been the annual turnover since 2009?

2009 –

2010 –

2011 --

12. Do you see staff training as the main cause of Goldfields Tarkwa mines growth?

Strongly Agree [ ]

Agree [ ]

Strongly Disagree [ ]

Disagree [ ]

13. What factors have accounted for growth of Goldfields Tarkwa mines?

.....  
.....