



THE RESPONSIBILITY, ETHICS AND
ACCOUNTABILITY OF DIAMOND
AND GOLD COMPANIES FOR
WORK PERFORMANCE IN
SIERRA LEONE

MR. PETER SAHR BENDU

A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE MASTER'S DEGREE
OF BUSINESS ADMINISTRATION INTERNATIONAL
COLLEGE RAJAMANGALA UNIVERSITY OF
TECHNOLOGY KRUNGTHEP
ACADEMIC YEAR 2019

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Project The responsibility, ethics and accountability of
diamond and gold companies for work performance
in Sierra Leone

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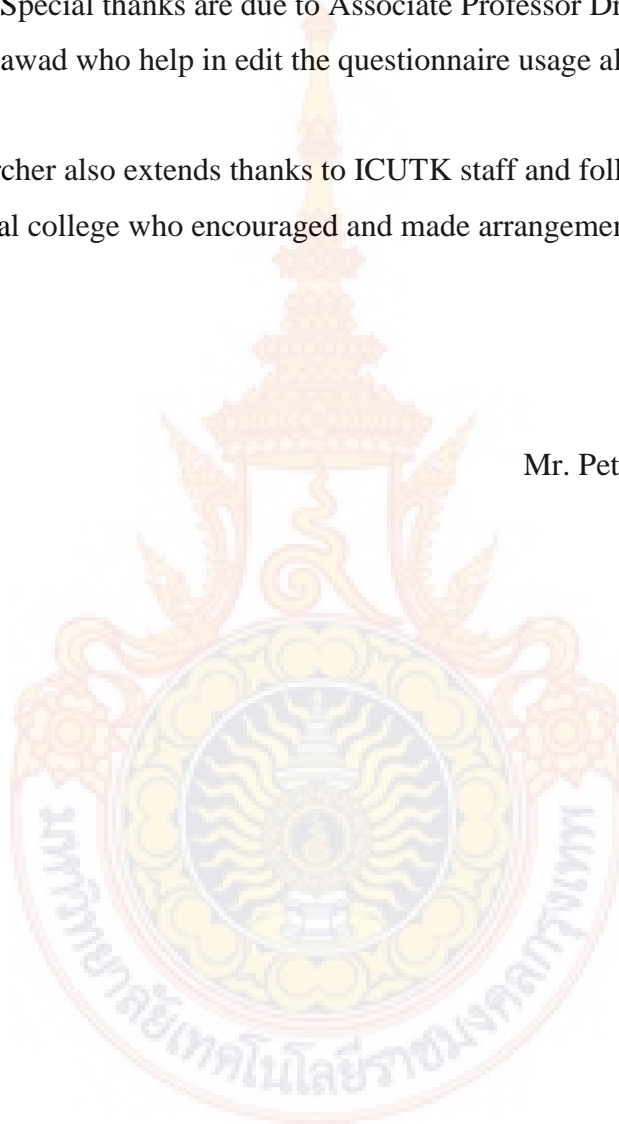
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Mr. Peter Sahr Bendu



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Abstract

The objectives of this research were to identify the problems of management in corporate responsibility, ethics and accountability base on government of Sierra Leone mining. The procedures of the research are; Group technique was used to be interviewed employees from gold and diamond companies to find the problem of management in responsibility, ethics and accountability. Population of the research are employee, managers, CEO and HR department of gold company and diamond company in Sierra Leone. Sample Groups were selected by 30 employee, 10 managers, five CEOs and 10 HR department from diamond company and gold company.

The research instruments used in collecting the data were five-point Likert scale questionnaires were used to interview the employee of diamond company and gold company. The quantitative data were analyzed using the descriptive statistics of arithmetic mean and standard deviation. Opened questionnaires used in-depth to interview for managers, CEO and HR department of diamond company and gold company. The data were analyzed by using qualitative methods. The results of the study found that by using both methods Quantitative and Qualitative. as mean, standard deviation and percentage. qualitative On the diamond and gold companies in Sierra Leone and that the country's current legal framework that regulates the diamond and gold companies does not promote transparency, accountability and responsible diamond and gold operation (international best practice) hence

misappropriation of mineral funds consequently results in high poverty level in the country. Though this paper uses the experience of Sierra Leone, it can serve as a foundation to other mineral wealth countries especially of Sub-Saharan Africa.

Keywords: Government, Sierra Leone, Diamond, Gold, Mining



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Chapter 1

Introduction

1.1 Background and Rationale

The consequences of poor management by mining sectors or diamond and gold companies extend beyond employees, organization and those in rural areas. The recent mudslide and flooding in the capital and other areas, which claimed the lives of hundreds, are cruel reminders of how vulnerable the country as a whole to adverse ecological changes. The large man-made challenges Sierra Leone must surmount to survive as a nation that is successive government have rolled out the red carpet for corporations to undertake “responsible” investments without truly holding them accountable for their transgressions. Therefore, the new management must take a lesson from the past and its people by deploying the environmental protection and good leadership skill of modern managers that truly works (Conteh, 2018).

Octea Mining Company, for instance, taxes evaders formerly known as Koidu Holdings in Kono district (Eastern Province of Sierra Leone) have not being honoring national cleaning exercise scheduled for every first Saturday of the month. They are land grabbers and exploiters of our natural resources that have not given back or rendered any benefit to employees and community service to the people with all the looming environmental disaster they have caused the diamond and gold districts to suffer.

Previously mining companies were given brown envelopes to government official in exchanged for bad diamond and gold mining laws which had serious effects to people.

The Chinese mining company, Shandong Iron and Steel Ltd., acquired full control of the concession after it purchased the debts of the insolvent African Minerals Ltd. Recently, mining had been taking place at a frenetic pace, with little or no environmental safeguards. The villages in the valley are paying the price. Swamplands have been covered with ore sludge and water sources pollute or destroy livelihood. Nothing grows anymore in the swamps and it is dangerous to drink whatever water is left. (Conteh, 2018)

Abandoned mine shafts are no longer maintained and start deteriorating fast. Miners venture underground and stay there for several days in harrowing conditions in the hope of finding riches. Sometimes tunnels collapse and workers are trapped. Required safety precautions are not taken and, in many mines, workers suffer from the poisonous by-products of mining. Not only the workers are poisoned, their families suffer when they go home with contaminated clothing. Musa Sada, the Nigerian Minister of Mines & Steel Development, speaks about being deeply touched by a woman in the Northern Nigerian outpost of Bagega who continues mining, despite having lost eight children to lead poisoning brought home through her activities. (MiningA.net., 2017).

Recent investigations by Sky News and Amnesty International were exposed that children as young as only four years old are working in mines in the Democratic Republic of Congo (DRC) mining cobalt. With such extreme consequences, the mineral is a key component in the manufacturing process of lithium ion batteries, making it a multi-billion-dollar business with industry giants like Samsung, Vodafone and Apple as clients. Despite substantial profit margins for resellers, the children doing the actual labours are earning less than \$1 a day in harrowing conditions. Their lives are in danger, and they are suffering. (Chuhan-Pole, Dabalen, & Land, 2017).

Corporate social responsibility (CSR) has become an important area focusing the companies' today. Involvement in charity ranges from cash and material donations, scholarships, community development and environmental cleanups. This is a far cry from the doctrine of Friedman 2019, which states that the one and only responsibility of a firm is to engage in activities that will increase its profits within the confines of the law. Corporate social responsibility is now an integral part of what a company is all about. However, no matter how it is specifically defined, corporate social responsibility cannot be a separate or sometimes equal element in the collection of strategies that propel a company towards its ultimate goals. Real corporate social responsibility is linked to, and meanwhile an integral part of corporate strategy. (O'Riordan & Fairbrass, 2014).

Several studies have been conducted on corporate social responsibility. In the context of Safaricom limited, Kweyu (2018) studied employees' attitudes towards corporate social responsibility in selected Kenyan companies. The studies have

investigated the impact of CSR on economic outcome such as corporate financial performance and marketing methods and customer relationship management as well. Mulwa (2001) studied CSR at the individual level mainly concerns with the external impact of CSR on potential employees via mechanism like corporate reputation. It is focused on organization attractiveness towards prospective employees rather than current employees.

The studies support the idea that CSR can positively affect employees' attitude whereas little has been said about the influence of CSR on employees' performance through job attitude. Safaricom limited employees actively participate in corporate social responsibility. An employee is given a chance to come up with a project; his or her proposal will be presented to the management team in charge of corporate social responsibility. Once it has been accepted, he /she will be the leader of the project to ensure that everything is implemented. Safaricom guarantees that employee who join the CSR project earns points and employees are appraised based on their performance and participation in CSR. Salary increment, for instance, motivates employees to be part of corporate social responsibility. Despite the obvious benefits of the mining industry through the years, it is also an industry fraught with problems. However, other mines conducted the opposite way, where there was a shift towards machine-oriented diamond and gold mining and operations were expanded. Although the shift had a positive impact on local economic growth, it also had a major negative impact on the countries and there have been social, economic and environmental consequences. In Africa, especially in Sierra Leone, the negative effects of mining activities toward environment are deforestation and a loss of biodiversity. Another largely ungoverned environmental concern is the pollution caused by mining through leakage and tailings dumping. (MiningA.net., 2017).

Tailings left-over materials from diamond and gold mining and are often dumped into rivers resulting metals contamination. Several African mines have also experienced cyanide leaks – the deadly poison is used to extract gold. Rivers and dams are re-routed to create exposed riverbeds for mining which has a detrimental effect on fish and wildlife that use rivers for sustenance. Open-pit mines are eventually abandoned and fill up with stagnant water which becomes infested with mosquitoes. These sites are ideal of malaria breeding areas and other deadly diseases.

The effects of mining in Sierra Leone have left large-scale devastation when companies do not honor their responsibility. Mining areas are left in an unsustainable condition, plant species and wildlife are threatened and these areas are at risk of becoming lifeless wastelands. Sierra Leone, Kono is famous for diamonds and is notorious for its diamond-fuelled civil war. These precious stones have been mined in the country since the 1930s. If the government continues the same pattern of disregard for the environment, established over the past decade, the only certain outcome is that by 2035 the country would have become a full-blown environmental tragedy. Unrestrained resource exploitation is a dangerous gamble. Illegal mining has left a trail of destruction in Kono. Rivers and wetlands have been badly affected. (Conteh, 2018).

The picture on the ground is of an environment beaten out of shape and character so much that people are willing to abandon their ancestral land for an uncertain future. The inhabitants of the village desperately want to be relocated. Their farmlands and water sources have been destroyed by expanding dry mining activities. They could not fish anymore and the women who depended on backyard gardens were forced to stop when “machines took away their stream.” The company periodically supplies the community with tank water for domestic use, however, until recently, resisted their call for relocation. According to an elder, ‘a village without farmland and stable water sources is a village in name only. Complaints have been dispatched to the mining and environmental regulators but there has been no meaningful response. The people and their leaders feel thoroughly abandoned. The despondency observed in communities in Kono is beginning to take root here as well. The law and institutions of power are failing the people and the environment yet again. The consequences of poor environmental management extend beyond farmers and those in rural areas. The recent mudslide and flooding in the capital and other areas, which claimed the lives of hundreds, are cruel reminders of how vulnerable the country as a whole is, to adverse ecological changes. (Conteh, 2018)

Kwalanda (2001) studied corporate social responsibility practices at Safaricom Limited found that corporate social responsibility was a key component of both corporate and business strategies. The study also referred there was a plan, budgetary

and staff allocations for corporate social responsibility. The purpose of the study was to enable the company to attain a positive corporate brand image. Kamau (2001) investigated the awareness of the social responsibility concept among managers in Kenyan firms and concluded that there was indeed awareness but lack of positive implementation of the concept. A study by William and Siegel (2001) revealed that corporate social responsibility is only a way to attain differentiation and has no effects on profits and financial performance. Ayele (2003) studies social responsibility practices of polythene manufactures in Kenya and stated that though management of these firms was aware of the concept, little was done to implement it. Gichana (2014) conducted a survey of corporate social responsibility practices by Kenyan companies listed in the Nairobi Stock Exchange. The survey concluded that larger companies were more aware of the social responsibility concept and applied to it more. Closer though was a study by Ominde (2006) on the link between corporate social responsibility and its link to strategy among companies listed in the Nairobi Stock Exchange. She found that companies studied engaged in corporate planning, and the corporate plan include a corporate social responsibility strategy, which was viewed as crucial for achieving business success. Recently, the emphasis on CSR has shifted from unilateral profit oriented to multilateral social benefit. (Valentines & Fleischman, 2018)

To establish benefits of corporate responsibility, ethics and accountability, companies (intentions) should manage their business processes to produce an overall positive effect on society in order to determine the factors that affect communities and private businesses and the commitment of business organizations to contribute to sustainable economic development by working with employees, their families, the local community and society at large. Therefore, it could improve their lives in ways that are good for business reputations and for development. (Crawford & Scaletta, 2005)

The actual effect of these challenges and opportunities recently was identified in an earlier 2016 KPMG's "International Survey of Corporate Responsibility Reporting. This report surveyed more than 1,600 companies worldwide and documented the top 10 motivators driving corporations to engage in. This involves sustainable way over a long period of time. Companies should focus on a favorable

position. Also, by securing resources are available to meet the needs of people, resources can be available to future generations, and the needs of the natural environment are respected. To avoid an increasingly likely doomsday scenario, the government needs to adopt a more responsible approach to resource exploitation that prioritizes protection of the environment and the people who live in the community (Conteh, 2018). Meanwhile the reengineering of radical rethinking and redesign of business processes make dramatic improvements in performance, such as costs, quality, services and speed. More precisely, providing returns to society by offering jobs or showing responsibility in international, national and local communities minimizing any negative effects on the natural environment. (Jinjiri, Rizal, & Norlena, 2010).

However growing attention has been given to CSR, many studies have been more focus on stakeholders outside the corporation than internal stakeholder such as employees. Therefore, there is the need to examine the effect CSR on its important stakeholders. Employees' perception of an organization's ethics and accountability may influence their attitude and performance, which in turn will have effect on their organization. There is therefore need for a detailed and focused study to establish employees' perceptions of benefits of corporate social responsibility. This study seeks to answer the question of what Safaricom employees' perceptions on benefits of corporate social responsibility. (Nadeem, Naveed, Muhammad, & Noman, 2012).

1.2 Purpose of the Study

1.2.1 General purposes

1.2.2 The purposes are to inquire the magnitude to which corporate responsibility, ethics and accountability practices in the diamond and gold mining sectors of Sierra Leone corporations

1.2.3 To help the public become involved and engaged in the fight against corruption.

1.2.4 To increase in citizens' requests for information from the government

1.2.5 To make mechanism responsive in diamond and gold mining

1.2.6 To make mechanism credible in the diamond and gold mining sector

1.3 Specific Purposes

1.3.1 To study ethics of diamond and gold companies on Sierra Leone mining

1.3.2 To study accountability of diamond and gold mining companies on
Sierra Leone

1.3.3 To study economic growth, open communication, and transparent
financial accountability on Sierra Leone diamond and gold companies.

1.3.4 To study responsibility of diamond and gold mining companies on Sierra
Leone

1.4 Scope of the Study

This study was conducted from December 2018 to September 2019. The research focuses to identify the problems of management in corporate responsibility, ethics and accountability base on gold and diamond mining companies in Sierra Leone. Adhering to a code of ethics ensures that the public receives what it needs in a fair manner. It also gives the administration guidelines for integrity in their operations. That integrity, in turn, helps foster the trust of the community.

1.5 Significance of the Study

1.5.1 This study produces knowledgeable workers in Sierra Leone society in the industrial sector of gold and diamond. Also, it gives an opportunity for managers and employees to know how their resources were managed. It explains what was the organization/ community really reached them.

1.5.2 It tells the public, employees, stakeholders how trustworthy their leaders are. It brings checks and balances in governance private organization and other sectors in workplaces.

1.5.3 It will also help eradicate and minimize corruption in Sierra Leone. As organizations strive to optimize their operations, their main source of inputs that is raw materials, human resources emanate from the society.

1.5.4 It helps manage to balance stakeholders' needs which are one major relationship that they must nourish.

1.5.5 This largely helps in attracting the best expertise in terms of human resources as people will be drawn to working for brands they believe in. For instance, Safaricom has many students aspiring to work for them.

1.5.6 This study may enable managers to draw the employees' perceptions on the benefit in the CSR.

1.5.7 It may also help the shareholders and other sectors change their view in favor of engaging on corporate social responsibility more than before.

1.5.8 Multinational corporations within the diamond and gold industry and other industries can draw great learning from this study. In essence organizations that may be hesitant on engaging on corporate responsibility will now have greater and deeper insights as to the intangible benefits of this engagement. The results of this study and the subsequent recommendations are useful in terms of re-engineering their responsible activities to reflect the needs of the local communities as well as ensure that the corporations reap benefits.

1.5.9 It will help to attract investors if it is socially responsible. Outstanding performance and optimism shared by the then CEO of the leading mobile services,

1.6 Definitions of Terms

1.6.1 *Responsibility* is a simply situation where managers are responsible for ensuring that all employees are doing their jobs correctly, thoroughly, and on time.

1.6.2 *Mining* refers to advocacy to reform diamond and gold mining activity, as well as to a marketing strategy used by mining companies to promote their operations as environmentally or socially sound. Goals may vary by group.

This paper outlines the essentials of responsible mining and offers a guide to corporations who want become responsible. Eight principles are discussed: (1) social and environmental assessment, (2) transparency, (3) acceptance by stakeholders, (4) food production trumps questionable mining, (5) compliance with international standards, (6) corporate prequalification, (7) insurance and performance bonds, and (8) royalties, taxes and fees. Responsibility in diamond and gold mining companies can actually offer companies bigger and quicker profits, with no conflicts, with surrounding communities and with fewer impacts than irresponsible mining.

Industrial mines present both opportunities and risks to local residents, governments,

and the environment. Clearly, mining can provide significant local employment, economic opportunity, and government revenue. It provides many basic materials for our generation and future generations. But as minerals are public assets, decisions about their exploitation must be transparent, participatory and subject to informed scrutiny by civil society. Problems are arisen from the gross asymmetry of power between rich and knowledgeable mining corporations and impacted people who are unprotected by weak governance. Best-practice responsible mining seeks to redress this imbalance.

1.6.3. *Ethics* mean the moral person rests on a combination of key traits such as integrity, honesty, and trustworthiness. Integrity involves not only forthrightness and honesty or truthfulness, but also consideration for the soundness of the whole entity that one manages as well as of the society in which the organization is located. Integrity also means firm adherence to a code, such as an ethical code of conduct. Thus, being a moral person suggests that the individual has integrity and can be trusted. Ethics are also moral principles that guide the way a business behaves. The same principles that determine an individual's actions also apply to business. By acting in an ethical way, it involves distinguishing between right and wrong and then making the right choice. The ethics of any business-related operation have never been more in focus and prone to scrutiny and the natural resources industry is no exception, indeed it should, in principle, be one of the most attentive, given its transformative qualities where landscape and labour are concerned.

The hidden cost of jewelers: Human rights in supply chains and the responsibility of diamond and gold mining companies revealed that the practices of 13 leading jewelers, which collectively add up to about 10% of global jewelry sales, showed stark differences, while some companies have taken steps to address human rights risks in the gold and diamond supply chain, others had just relied on the assurances of suppliers. (Human Rights Watch, 2018).

1.6.4 *Accountability* is an assurance that an individual or an organization will be evaluated on their performance or behavior related to something for which they are responsible. The relationship between teams and the leaders responsible for their performance necessarily changes. Study has defined a new team-centered role for senior managers who lead multiple teams. The new role demands both translational

and transformational leadership behavior, as well as the mastery of key management practices in the areas of accountability, partnering, buy in, coaching, and resources. It is also an assurance that an individual or an organization (intuitions) will be evaluated on their performance or behavior related to something for which they are responsible. Corporate accountability involves being answerable to all an organization's stakeholders for all actions and results. The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property. For example, workers continued to show up late, take long breaks, and surf the internet during work hours because there was no accountability from management. My boss asked for my sales goals at the beginning of every month but I can never quite reach them. I was not worried about my job though because our company has not accountability for performance goals. Finally, the billing department was experiencing worker performance issues so they developed new workplace procedures in order to track worker performance and accountability to one's work. (Scheme, 2010)

Accountability can improve in developing countries. Firstly, training sessions for the public on democratic processes and ideals are an increasingly popular tool that aims to improve the performance of democratic governments with "bottom-up" accountability via increased political knowledge and public participation. These could support better governance in several ways. Public education programs could signal to citizens the value of participating in democratic processes. Second, it could help citizens learn about the political process and the performance of their elected officials. (Innovations for Poverty Action, 2016).

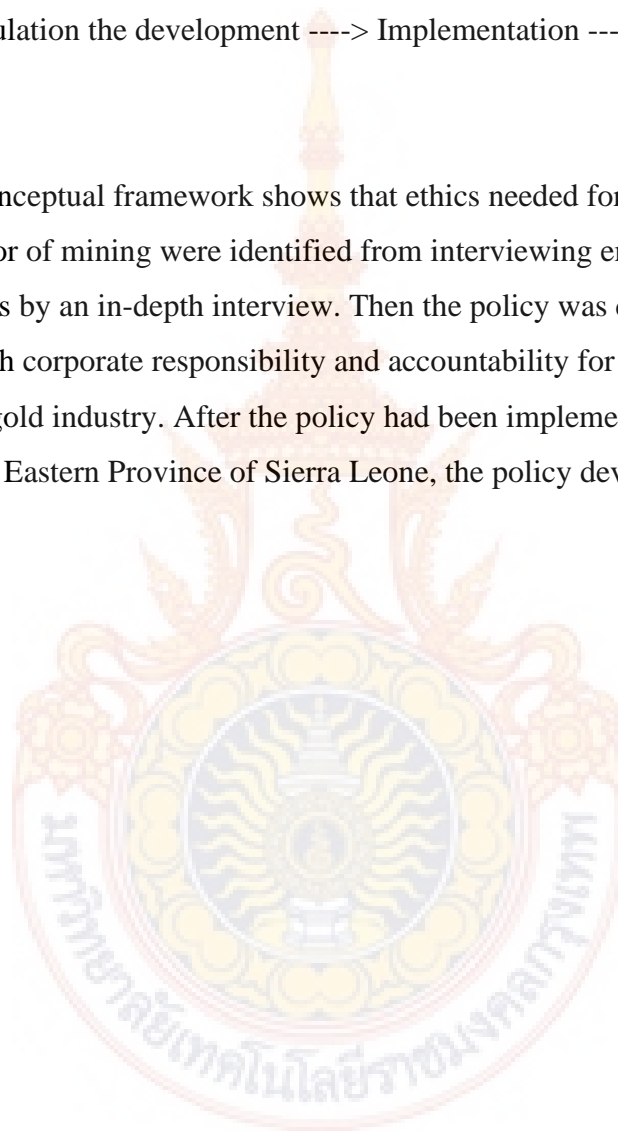
1.7 Conceptual Framework

The conceptual framework for this dissertation is composed of the problems of management in diamond and gold mining companies were follow, first the responsibility needed for working in the industrial sector of mining were identified from focus group interviews and in-depth interviews. Second, the ethical-based policy was developed in order to be used as a training tool for employees working in the industrial sector of mining companies in Sierra Leone. Third the policy of

accountability was implemented and later improved. The conceptual framework is demonstrated below:

Need assessment by focus-group and in-depth interview ----> Identify needed responsibility, ethics and accountability for working in the mining industrial sector----> Policy formulation the development ----> Implementation ----> Evaluation and revision.

The conceptual framework shows that ethics needed for working in the industrial sector of mining were identified from interviewing employees, experts, and HRD managers by an in-depth interview. Then the policy was developed to train the employees with corporate responsibility and accountability for working in the diamond and gold industry. After the policy had been implemented with 30 senior workers in the Eastern Province of Sierra Leone, the policy development was finally improved.



Chapter 2

Related Document and Research

In this chapter the researcher has reviewed the theories of responsibility, ethics and accountability. The relevant research and history of mining in Sierra Leone were also described in this chapter.

A summary of the relevant literature given in this chapter was to provide the backdrop for developing needed to work performance in the mining sector of gold and diamond, to demonstrate a conceptual framework of present study, and to develop a background for interview questions. To achieve these ends, the most recent literature pertaining to needed development to work performance in the mining sector was reviewed. Many references also were drawn from related fields of study, international and Sierra Leone publications to supplement the limited empirical studies related to the present research focus. The research will measure responsibility, ethics and accountability, as well as theories and literature reviewed will describe in this review.

2.1 Responsibility

2.1.1 Is a situation where managers are responsible for ensuring that, all employees are doing their jobs correctly, thoroughly, and on time. Expectations and goals are clear, conflicting priorities are addressed and readjusted as needed. (Objectives and goals are being met)

Managers are confronted with the responsibilities of leading employees and motivating them to succeed (Hall, & Donnell, 1979). Managers may yield better results when they couple their practice wisdom with a theoretical foundation. This conceptual may help administrators and educators by providing an overview of relevant theories of motivation and leadership and how they apply to work. The theories that are introduced include Maslow hierarchy of needs, Herzberg two factors or motivator hygiene theory. Managers are also charged with motivating employees to perform well in their jobs. While management skills may suffice for task related issues, motivation and organizational innovation requires leadership such as top executive leadership and organizational innovation, an empirical investigation of

nonprofit human service organizations. (Shin & McClomb, 1998). Some managers have learned to lead successfully based on their practice wisdom and personal experience, but as a group work administrator may rely too heavily on these two facets. Classic studies of leadership have demonstrated that managers conform to the tenets of one leadership theory or another, versus none at all, achieve more in their own eyes and those of their workers.

While this suggests that it is important for managers to know and apply leadership theories, the topics are not often covered outside of social work classrooms or beyond textbook readings (Latting J. K, 1991). Part of the reason for this may be that many leadership positions in social service agencies are held by professionals from other fields and therefore studied by academics in other fields. The call for attention to social work leadership has been echoing for several years. Leadership and management competencies defined by practicing social work managers: An overview of standards developed by the National Network of Social Work Managers. (Wimpfheimer, 2004).

2.1.2 Social responsibilities of enterprise system. (Heidelberg, 2017) has described that the businessmen believe that they are defending free enterprise when they declaim that business is not concerned “merely” with profit but also with promoting desirable “social” ends; that business has a “social conscience” and takes seriously its responsibilities for providing employment, eliminating discrimination, avoiding pollution and whatever else may be the catchwords of the contemporary crop of reformers. In fact, they are or would be if they or anyone else took them seriously - preaching pure and unadulterated socialism, “businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society these past decades”, he concluded.

A manager is a figurehead who plays ceremonial roles such as leading gatherings and comforting employees if a company experiences the death of a staff member. As a leader, a manager offers wisdom when appropriate and discipline when necessary. This leadership role encompasses teaching about business matters, and sometimes also stepping in to help employees deal with personal issues if a situation calls for this level of engagement and there is sufficient rapport. Managers can also act as liaisons, making connections with other businesses and organizations.

Managers run the organization (business), reviewing data, weighing opportunities and making entrepreneurial decisions about growth and finance. In this role, they decide how to spend and allocate money, whether for purchasing new equipment, making investments in inventory, or deciding to hire and pay additional staff. They also strategize about how to pay for these investments, either cutting costs in other areas, taking out loans or projecting the level of growth necessary to meet the added expenses via retained capital. Managers can also make decisions about the best ways to handle disturbances, whether these stem from employee. (Gartenstein, 2016).

However, a manager has a duty of care; a responsibility to ensure the welfare and safety of their staff. The workplace should be a secure space, somewhere employees can work without fear of injury, abuse or harassment. Managers should be receptive of concerns from employees regarding their health and safety in the workplace and be active to address them. If this is not the case, employees who have been subject to an accident or mistreatment in the workplace should consider speaking to legal professionals such as Sinnamon Lawyers regarding worker's compensation. (Professional Coaching and Mentoring Blog, 2015).

Managers must also be able to lead their teams, making decisions that are in the best interests of both the business and their staff. They should be setting the standard to conduct in the workplace and apply as example. A good leader knows when to encourage their staff to take their work to the next level and motivate them when they may be struggling. Managers should be willing to work with their staff, not being above and always be supportive of their staff. Maintaining and opening team environment and having confidence in staff improve morale, which leads to more loyal and effective workers. This should be a managerial goal. Staff should feel comfortable asking for advice and assistance, seeking feedback from and raising issues with their manager. A good manager celebrates a job well done and praises exceptional work. (Daskal, 2016).

From the educator definition response, it can be concluded that responsibility is the obligation to carry forward an assigned task to a successful conclusion, and responsibility goes with authority to direct and take the necessary action to ensure success. Also, for the proper custody, care, and safekeeping of property or funds entrusted to the possession or supervision of an individual.

2.2 Ethics

2.2.1 The ethical role of managers, or what the business ethicist Linda Trevino (Trevino, 1995) and her colleagues call ethical leadership, is a combination of being a moral person and being a moral manager. Being a moral person rests on a combination of key traits such as integrity, honesty, and trustworthiness. Integrity involves not only forthrightness and honesty or truthfulness but also consideration for the soundness of the whole entity that one manages as well as the society in which the organization is located. Integrity also means firm adherence to a code such as an ethical code of conduct. Thus, being a moral person suggests that the individual has integrity and can be trusted. (Cavanagh, 1999). In addition to these traits, being a moral person also involves behaviors such as doing the right thing, concern for people, being open, and standards of personal integrity.

2.2.2 The essence of ethics, of course, is doing the right thing, especially under difficult circumstances, and that involves being able to reason well about what the right thing to do actually is. To be able to reason well about a difficult ethical situation, a person needs to be open to learn from multiple sources about the situation while taking care not to harm people and actually attempting to treat people well in the decision-making process or when decisions are being implemented. To be able to make good decisions ethically, an individual needs to have thoughtfully developed his or her personal set of standards or values, a personal code of conduct or integrity. Personal standards allow an individual to think through a decision with a clear rationale in mind. When decisions involving ethical considerations need to be made, Trevino and her colleagues argue, the moral person sticks to her or his core values, tries to be objective and fair, exhibits concern for society and the welfare of those in society, and follows ethical decision-making rules.

But being a moral person is not the only requirement for becoming a moral leader (Gilligan, 1982). Moral leadership also includes being a moral manager, which involves recognition that the leader or manager serves as a role model for others in all his or her duties. It also means providing rewards and discipline around the ethical and unethical decisions made by others, so that a clear message is sent about what behaviors are and are not acceptable in the organization or situation. In addition, moral management means communicating openly, explicitly, and frequently about

ethics and values. One question that frequently arises in considering the ethics of management is whether individuals can be considered moral leaders or managers in their work lives if they act unethically in their personal lives or vice versa.

Considering that an individual's character is reflected in all his or her decisions and actions, such an inconsistency would reflect badly on the individual as a whole. The branch of ethical theory called virtue ethics explores this relationship in depth.

(Cavanagh, 1999). Ethical decision-making problems arise for managers and leaders when decisions involve a moral conflict that is, a moral situation in which a person must choose between at least two equally bad choices, or when there are multiple ethical considerations, some of which conflict with each other.

In such circumstances, which are common in business, the manager has to be able to think through the consequences and ethical implications of the decision thoroughly and mindfully so that the best possible decision can be made given the constraints, implications, and ethical considerations. If the decision itself cannot be reframed as a situation in which all parties can benefit that is, a win-win situation then the manager needs a decision-making framework to help. To help managers think through ethical moral conflicts, the business ethicists Gerald Cavanagh and his colleagues have developed a decision-making framework that relies on the ideas of philosophers and ethicists and applies those ideas to business decisions. This approach combines four methods of ethical reasoning rights and duties, utilitarianism, justice, and the ethics of care into a framework that helps managers and leaders step through a logical thinking process to sort out the ethical dimensions of a difficult and inherently conflictual situation. (Cavanagh, 1999).

It can be concluded that ethics is a moral philosophy that involves systematizing, defending and recommending concepts of right and wrong conduct in moral behavior in humans and how one should act. Also, it studies people's beliefs about morality, ethics seeks to resolve questions dealing with human morality concepts such as good and evil, right and wrong, virtue and vice, justice and crime.

2.3 Accountability

2.3.1 Harris and Lambert (1998) stated the relationship between teams and the leaders responsible for their performance necessarily changes. The study has defined a

new team-centered role for senior managers who lead multiple teams. The new role demands both translational and transformational leadership behavior, as well as the mastery of key management practices in the areas of accountability, partnering, buy-in, coaching, and resources/ systems. A second dimension of the new role is the creation of a positive working environment for teams by promoting and sustaining company characteristics linked to team results characteristics such as customer satisfaction and communication. (Ford, Mills and Stangor, 1995)

2.3.2 In an experiment on PR interview racial bias, white sales managers evaluated the resume of either a white or African-American applicant for a sales position. Managers exhibited a PR interview racial bias, giving a more positive hiring recommendation for the white versus African-American applicant even though their resumes were exactly the same. However, when managers felt accountable to others for their evaluations, they suppressed racial bias by evaluating the African-American's credentials more positively. The experiment identifies a condition under which pre-interview racial bias against African-American sales applicants may be attenuated and delineates a strategy by which managers may overcome pre-interview racial bias. (Ford, Gambino, Lee, Mayo, & Ferguson, 2004).

2.3.3 Public managers increasingly lament about negative effects of accountability. Despite these reports and the importance of accountability in public organizations, it is yet unknown when it has positive or negative effects on managers. Overcoming two major obstacles in accountability research, this study therefore investigates 'how accountability affects public manager's work behavior. Firstly, this study applies a cognitive theory offering a promising way out of the current theoretical dead-end. Secondly, the quasi-experimental research design makes the complex concept of accountability more tangible and findings transferable to practice. Moreover, individual level characteristics such as motivation are used to investigate a potential interaction between contingency and individual level characteristics. Results indicate both positive and negative effects of accountability on work behavior and hence strongly challenge the positive normative connotation of accountability. (Ossege, 2016).

2.3.4 Management contributes to strengthen accountability in joint agreements in a federal system. A case study approach is used to analyze implementation of the

Australian National Education Agreement as a joint agreement between the commonwealth and state governments. Special attention is directed to the Australian government's Reform Council as both a completely new aspect of intergovernmental relations and the manifest application of performance management as a key component of joint agreements. The study demonstrates that performance management has limited capacity for strengthening accountability in federal agreements, observing a need to examine new approaches that attempt to accommodate new types of performance systems to more effectively improve joint service delivery arrangements and strengthen accountability mechanisms. (Jones, & Bouckaert, 2017).

The responsible person is the individual(s) who actually complete the task. The responsible person is responsible for action (implementation). Responsibility can be shared. The degree of responsibility is determined by the individual. The above definitions provide a much greater level of clarity and are easy to understand within an administration, and casting our mind back to the scenario provided earlier, we would now be able to ascertain whose fault it should the project failure or success. The accountable person is the individual who is ultimately answerable for the activity or decision. This includes yes or no authority and only one accountable person can be assigned to an action. Accountability does not necessarily live at the very top but rather it is positioned at the most appropriate level, with the person who can be accountable for the work.

Yoo (2013) said that the primary goal was to analyze Korean human resource development practitioners of workplace learning and performance (WLP) competencies and to identify the most needed competencies for them. The findings revealed that intervention implementation specialist's role and interpersonal related competencies ranked highest on both current expertise and current importance. The most needed individual competencies at present and in the next five years were knowledge management, cost-benefit analysis, knowledge capital, technological literacy, and leadership are needed competencies in the next five years. These research projects studied about competencies development in the industrial sector for gold and diamond mining companies in Sierra Leone, and policy development to train the competencies for the performance of employees in the organization. However,

there is no research for developing competencies for work performance in the industrial sector of senior employees. Thus, the researcher thinks to develop competencies of senior workers/employees for work performance in the industrial sector by building the policy to develop them. Besides, the researcher wants to develop the needed competencies to respond to the community's need in which surrounded by mining companies/factories.

However, according to the educator definition response, it can be concluded that accountability in ethics and governance, accountability is answerability, blameworthiness, liability and the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private worlds. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences. Also, in governance, accountability has expanded beyond the basic definition of being called to account for one's actions. It is frequently described as an account-giving relationship between individuals, for example A is accountable to B when A is obliged to inform B about A actions and decisions to justify them, and to suffer punishment in the case of eventual misconduct. Accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability. Finally, accountability is concerned primarily with records, while responsibility is concerned primarily with custody, care, and safekeeping.

2.4 Background of Sierra Leone and Diamond and Gold Sectors

Organized mining began in the 1920s with bauxite first being recorded in 1920 along the Falaba to Waia road Diamonds were found in the early 1930s, from 1934 to 1956 the Sierra Leone Selection Trust (SLST) held the monopoly for mining, prospecting for and marketing diamonds throughout Sierra Leone. The Consolidated African Selection Trust Ltd (CAST), which owned mining operation around West Africa, provided the initial capital for the SLST.

The monopoly was originally given for 99 years but in 1955 the SLST gave up rights to alluvial deposits outside its lease area. This allowed artisan and small-scale mining of alluvial deposits, and by 1965 there had been a large movement from agricultural work to working these deposits in 1970 a joint SLST and government organization was formed called the National Diamond Mining Corporation (NDMC). Before the start of the Civil War in 1991, there were 250,000 people made a living in the mining and quarrying sector with direct and indirect employment accounting for 14% of the country's total labour force. The mineral wealth of Sierra Leone, especially in diamonds, became a key factor in its instability and the outbreak of Civil War. (Wikipedia, 2018).

2.5 Resource Curse

Despite being among the top-ten diamond-producing nations, the mining sector faces many challenges, including weak laws and smuggling issues. Sierra Leone is losing large revenue that could have been earned from taxes and licensing agreements. Those revenues could be reinvested for example in the healthcare sector to help those people whose health is affected by mining operations (United States Govt., 2010). The research suggests that 50% of Sierra Leone's diamonds and gold were smuggled annually. National Advocacy Coalition on Extractives: NACE (2009) argues that with good institutional reforms, Sierra Leone can increase mineral exports seven-fold by 2020. Sierra Leone's mining performance is extremely poor as compared to Botswana, where mining contributes approximately 38% to their GDP.

2.6 Gold

Gold mining in Sierra Leone consisted of small-scale operation exploiting alluvial deposits. After the end of the Sierra Leone Civil War exploration of gold grew and by 2013 to 2015 new modern mines are expected to be in production. In 2010 Cluff Gold, a British company, found gold deposits in the rocks of the southern Kangari hills and was planning to build a mechanized mine to extract it. In 2009 production levels of gold decreased by 17.71 percent to 5060 Troy Ounces (157 kg) from 6150 Troy Ounces (191 kg) in 2008. This was due to a drop-in mining activity

in the second half of the year and was despite a rise in the price of gold on the global market. The drop may also have been due to increased smuggling as the Government of Sierra Leone had raised the duty to higher than the neighboring countries. The increase in the value of gold meant gold exports were worth 15.73 percent more at US\$4,764,000 in 2009 compared to US\$4,116,400 in 2008. (Wikipedia, 2018).

2.7 Diamonds

Diamonds are found in about a quarter of Sierra Leone in the south-east and east of the country, with the diamond fields cover 7,700 square miles. The main production areas are concentrated around the drainage areas of rivers in the Kono, Kenema and Bo Districts. In the Kono, Kenema, Bo and Pujehun Districts there are 1,700 artisanal mining licenses in operation.

In 2009 the government recorded exports of 400,480 carats (80,096 g) of diamonds, this included 143,620 carats (28,724 g) of industrial diamonds and 256,860 (51,372 g) of gem diamonds. This was an increase of 7.86 percent on the previous year which was a result of legislative changes, in the form of a new mining law, to enable fees and royalties to be collected more effectively and an increase in the amount of diamond mining. Diamond exports were worth US\$ 78,373,900 in 2009 accounting for 59 percent of the country's exports. The drop in the value of diamonds on the world market meant that the value of diamond exports decreased by 20.68 percent in 2009 compared to 2008. The largest diamond found in Sierra Leone, and the third largest diamond in the world, was a 969.8 carat (194 g) rough diamond. It was found in 1972 and named the Anal of Sierra Leone. (Wikipedia, 2018).

Sierra Leone should have been one of the world's richest countries, being blessed with resources, including gold and diamonds. However, it remains one of the world's poorest countries, ranking 203 out of 206 countries by World Development Report that diamonds should have brought is not evident, and Sierra Leone is still emerging from scars from the recent brutal Sierra Leone Civil War, which was fuelled by illicit diamond trading. Revenue from mining in Sierra Leone has not been redistributed to benefit the larger population. The mining industry contributed 4.5% towards its Gross Domestic Product (GDP) in 2007. Economic development is low

due to poor management of resources and unrealized potential revenue. (Wilson, 2013)

2.8 Diamond and Gold Mining Industry Economic Sectors

Policies regarding well-management of mining industry should be done alongside a broader focus for the economy's development, and greater efforts should be done to expand the manufacturing and service sector, which currently only contribute 12% to the GDP. Sierra Leone produces raw diamonds but gem-quality diamonds are manufactured in developed countries like Belgium. For example, the government of Sierra Leone can provide greater tax incentives for investors to conduct businesses and invest in Sierra Leone, to facilitate the transfer of technology and skills to the native workers. One recent example is the Gemstone School Sierra Leone, which was established as an institution to improve diamond polishing, cutting and jewelry-manufacturing skills to boost job-training and employment opportunities locally and to attract overseas investors. (Wikipedia, 2018).

2.9 Slavery and Freedom

The Sierra Leone river, with a natural harbor at its mouth where Freetown now stands, is one of the places where slaving ships of the European nations regularly put into trade with local rulers for their transatlantic cargo. But it is also the site selected by a British abolitionist, Granville Sharp, for a practical experiment in philanthropy. In the 1780s the number of freed slaves in London was growing, as a result of actions such as Sharp's in the 1772 case of James Somerset. The question is where they should best live and be employed. Sharp's answer was that they should settle in the continent from which they or their ancestors came (Gascoigne, 2002).

By agreement with a local chief of the Temne tribe, known to the British as King Tom, twenty miles of hilly coast are secured for the purpose (they lie between the mouths of two notorious slaving rivers, the Sierra Leone and the Sherbro). Here there arrived from London, in 1787, a naval vessel carrying 331 freed slaves, 41 of them were women, and - somewhat confusing the issue in philanthropic terms - 60 white London prostitutes. (History World, 2011).

The experiment gets off to a disastrous start. Half the settlers died in the first year. Several of the freed slaves opt for a prosperous new life working for local slave traders. And King Tom's successor, King Jemmy, attacked and burnt the settlement in 1789. But it is rebuilt on a new site, and is given the name Freetown. A corner is turned with the arrival of 1000 freed slaves from Nova Scotia and other black settlers from Jamaica, and with efficient administration from 1794 by a new governor, Zachary Macaulay.

The future of the settlement becomes secure when the British government, after abolishing the slave trade in 1807, takes responsibility for Sierra Leone in 1808 as a base in the campaign against slaving ships. It is also used as a refuge for slaves freed by naval action in the Atlantic. Known as 'recaptives', as many as 50,000 are brought in British vessels to Freetown during the next half century. (History World, 2016).

Captured by slave traders in regions throughout west Africa, the recaptives have not even a common language. Anglican and Methodist missionaries in Freetown achieve the task of providing them with a shared culture, in the form of the English language and Christianity.

The most famous of the recaptives demonstrates the point. Samuel Crowther, married to an African woman, released from the same slave ship as himself, becomes the first African to be ordained an Anglican priest (a distinction which brings him an audience with Queen Victoria in 1851). Crowther spends the last thirty years of his life as bishop of a vast diocese, centred on Lagos and known simply as the Niger territory. (History World, 2011).

2.10 Protectorate: 1896-1961

During the 19th century the territory of the colony around Freetown remained small, though treaties of friendship were made with neighbouring chiefs along the coast. However, the colonial scramble for Africa, beginning in the 1880s, made the British government realize that a deeper hinterland was essential if the valuable port of Freetown was to remain viable. There was a danger of encirclement by the French, busily extending their colony of Guinea to the east of Sierra Leone.

During the 1890s frontiers were agreed with French Guinea and with independent Liberia to the south. In 1896 Britain declared a protectorate over the entire region within these frontiers.

The imposition of a protectorate enraged many of the inland chiefs, unconsulted on the matter, and leads to an uprising in 1898. In the long term the chiefs retain much of their local authority under the overall British administration, and some of their number are appointed to the legislative council in Freetown. Similarly, a few descendants of the original freed slaves, known locally as Creoles, are elected to the council.

After World War II this token political involvement was widely seen as inadequate. Internal self-government based on universal suffrage was introduced in 1951. In 1961 Sierra Leone became an independent state within the Commonwealth. (History World, 2011).

2.11 Independence: From 1961

The initial few years as a functioning democracy ended with the election in 1967 of an opposition party led by Siaka Stevens. From this point Sierra Leone declined into a long era of repressive rule, military coups and - by the end of the century - terrifying and violent anarchy.

Siaka Stevens remained in control for eighteen years by dismantling the country's checks on the abuses of power. From 1971 Sierra Leone was a republic with himself as executive president. From 1978 it was a one-party state, increasingly crippled by high-level corruption (the nation has considerable wealth of a kind easy to misappropriate, in the form of diamonds).

In 1985 Stevens retired and nominated the head of the army, Joseph Momoh, as his successor. Corruption and economic decay continued, until a coup topples Momoh in 1992. The result was a military council led by a 29-year-old captain, Valentine Strasser.

Sierra Leone's problems were compounded by a rebel guerrilla force, the RUF (Revolutionary United Front). From 1991 the RUF, led by Foday Sankoh, launched attacks from bases in Liberia against the southern regions of Sierra Leone. Strasser, while trying to cope with the steady advance of the guerrillas, claimed to be about to

return the country to civilian rule. But before doing so he was himself toppled in another military coup, in January 1996. (History World, 2011).

2.12 Election and Anarchy: 1996-1999

The new military junta honoured the existing plan for imminent elections. They were held in February 1996 and a civilian, Ahmad Kabbah, became president. The junta handed power over to him in an orderly fashion but a year later, in May 1997, Kabbah was removed from office in a third military coup. The leader on this occasion, Johnny Koroma, declared himself head of state.

Neighbouring nations, led by Nigeria, now took a hand. Troops arrived to restore Kabbah, the elected president. But by this time Sierra Leone was sinking into a violent anarchy almost matching the recent horrors in Rwanda.

Thugs supporting the two rebel leaders, Sankoh and Koroma, roam country districts wielding machetes to sever limbs (often of children) in a campaign of terror which forms part of an attempt to grab the nation's diamonds.

By June 1997 Koroma and Sankoh were partners, with Sankoh accepting a role in Koroma's military government. But subsequent events brought very rapid changes. In February 1998 Nigerian forces expelled Koroma from Freetown and reinstate the legitimate president, Ahmad Kabbah. In January 1999 Sankoh and the RUF drove Kabbah once again from his capital city, while civil war between the factions continued elsewhere in the country. (History World, 2011).

2.13 The Lomé Agreement: 1999

In July 1999 Kabbah and Sankoh reached a controversial peace agreement in Lomé, the capital of Togo, putting in place arrangements for a shared government. The proposal was that Sankoh would occupy the role of vice-president to Kabbah's presidency. He would also have the potentially lucrative post of head of the nation's Mineral Resources Commission. An amnesty was at the same time agreed for Koroma and his rebel troops. Foreign governments (including Britain, the former colonial power) support the compromise. But many regards with dismay a deal which places Sierra Leone's precious diamonds in hands bloodied by so many atrocities.

In October 1999 the two rebel leaders, Sankoh and Koroma, arrived together in Freetown. They surprised everyone by apologizing for the atrocities committed during the eight years of civil war and asking for forgiveness.

The performance might not be entirely convincing. But the eagerness of the rest of the world to secure the fragile treaty was evident later in the same month, when the UN security council committed 6,000 troops to a peace-keeping role in Sierra Leone. One of the rebel leaders, Foday Sankoh, was given a ministerial position in the government under the power-sharing agreement. But he failed to fulfil his pledge to disarm his troops in the RUF.

In the early months of 2000, the situation again spiraled out of control in a renewal of civil war. There was panic as the violent men of the RUF move inexorably towards the capital, Freetown. In May, the rebels seized 300 members of the UN force, which was too weak to oppose them. Britain, the ex-colonial power, sent 700 paratroops and two warships to safeguard the evacuation of foreigners.

A few days later the situation was, at least temporarily, transformed. A pro-government demonstration turned violent outside the Freetown house of Foday Sankoh. He escaped over his garden wall and vanished until being discovered in hiding ten days later. Amid public jubilation, he was paraded through the streets and then thrown into gold.

Nevertheless, the situation remained tense and uncertain. The RUF still controlled the diamond mines in the north and east of the country. And the other rebel leader, Johnny Koroma, while proclaiming his intention of cooperating with the government (and indeed chairing the National Peace Council), had a track record of violent insurrection.

During 2001 some 60% of the country remained in the hands of the brutal RUF, who had a habit of terrorizing local populations by chopping off the limbs of children. They were supported by the corrupt president of neighboring Liberia, Charles Taylor, who liked everyone wanted a share of Sierra Leone's diamond wealth. (History World, 2011).

2.14 A New Beginning: 2002

By 2002 there was in Sierra Leone an international peace-keeping force of 17,500 troops (the largest in the world at the time). In January, a new peace treaty was signed between President Kabbah and the rebel forces. The war was declared to be over, and a general election was planned. The election, held in May, provided the most promising opportunity for many years of a genuine new beginning for Sierra Leone. President Kabbah won a massive 70% of the vote. The RUF, at 1.7%, failed to win a single seat (it is by now under a new leader, Pallo Bangura, with Foday Sankoh in gaol awaiting trial on many charges of murder). The other rebel leader, Paul Koroma, won a mere two seats. President Kabbah have at last a real chance of returning his country to peaceful rule.

As a result, the mineral sector of Sierra Leone lacked transparency, accountability and effective regulation guidelines on how mineral revenues should be utilized. This have led to the misuse and embezzlement of mineral resource revenues. The Mines and Minerals Act, 2009 No. 12 of 2009. which was the main legislative policy that governs the mining sector of Sierra Leone have a gap on these good governance strategies, which in effect thwarts the development of Sierra Leone

Apart from the state's allocation and utilization of mineral resources, the traditional authorities, such as the chiefs also play a critical role in the governance of the mining sector of Sierra Leone. This is because they play a part in the consultation and leasing of land for mining purposes and receive percentage of mineral revenues dispensed to the grassroots. Though, the Minerals and Mining Act, 2009 No. 12 of 2009. did not stipulate the role of the chiefs in diamond and gold mining contract negotiations (which is often done by central government), it did indicate the percentage of grassroots mineral revenues that should go to them.

Despite the lack of legislation that clearly stipulates how monies that go to the chiefs should be used, it is assumed that it will be used for community development. On the contrary however, studies revealed that too often, chiefs have tended not to have interest in investing mineral revenues in the development of their people. Besides, there are no transparency and accountability mechanisms on how the revenues are received and utilized. The lack of community stakeholder engagement and no proper regulation accounts for this (Boachie, 2011).

Besides the central and traditional authorities, the district council also play a crucial role in the mineral resource governance in Sierra Leone. Mineral revenues that go to the district councils are also supposed to be used for development purposes. However, with the current system of the district councils where only two third of council members are elected, with the District Chief Executive appointed by the President, some authors have argued that this system makes the institution vulnerable to political cronyism and patronage (Obeng & Debrah, 2019). Previous financial audit in the districts council have raised serious financial irregularities including, misappropriation of revenues, improper auditing systems, among others. Similarly, the IMF had in its poverty reduction strategy confirmed that “weak financial management practices is rampant and there is general lack of accountability and transparency in the utilization. (History World, 2011).



Chapter 3

Methodology

This study aimed to explore the problems the management faces in the industrial sector of gold and diamond companies in Sierra Leone, to develop a policy of the needed ethics in diamond and gold companies in Sierra Leone, to study how to develop ethics in mining in Sierra Leone, and to study the corporate responsibility and accountability practices of the company. The study was designed as a multi methods research design employing both a qualitative and quantitative research. methods

The technique used to collect the qualitative data was the in-dept interview with the employees from gold and diamond companies who were at the management level which were managers, CEO, HR to find the problems of management in responsibility, ethics and accountability.

3.1 Research Design

As mentioned earlier that this study employed a multi methods research employed the qualitative and quantitative method for data collection. The researcher began the research process by conducting a qualitative study with needs assessment in order to identify the problems of management and responsible mining, the quantitative study using questionnaire for a data collection. The results of the data analysis of both qualitative and quantitative research were then combined to come up with the results of the study.

3.2 The Data Collection Tool

The data collection tool for the qualitative part was an interview. The semi-structure interview guide was used for collecting the qualitative data concerning the problem of management of the gold and diamond companies in Sierra Leone, as well as developing a policy of the needed ethics in diamond and gold companies in Sierra Leone, to study how to develop ethics in mining in Sierra Leone.

The data collection tool for a quantitative part was a questionnaire to study the corporate responsibility and accountability practices of the company.

3.3 The Data Collection

The data collection was done accordingly to the research design, the qualitative data

In-depth interview technique was used to interview managers, CEO, HR department to find the problems in diamond and gold companies as the qualitative data collection. The interviewed data were analyzed qualitatively.

Questionnaire was used to study the opinion of the employees at the diamond and gold companies. The population in this research were: managers, CEO, HR department. The sample group were selected as purposive sampling group, 30 employees, 10 managers, 10 people in HR department, and five CEOs.

The data were analyzed by using statistical method as mean, standard deviation and percentage for qualitative methods and quantitative methods were described for the problems.

3.4 The Data Collection Tools Development

The researcher has developed two different data collection tools, an interview guide for a qualitative data and a questionnaire for a quantitative data.

3.4.1 Interview guide development

The interview guide was designed as an open question with 9 items, asking the research informants to describe their experiences on the managing of the gold and mining company concerning the ethics and responsibility of the company in doing the business. The interview guide was then submitted to the experts to validate the content validity by using the IOC to enable find the consistency between the interview forms and objectives. (Rovinelli & Hambleton, 1977). The interviews guide was reviewed accordingly to the experts' suggestions.

3.4.2 Questionnaire development

The questionnaires were developed concerning the ethical practice and the responsibility of the Gold and Mining company in doing business. It is intended for employee to answer the questions. The questionnaires for the employees contained twenty items. The questionnaire was then submitted to four experts to judge the congruence of the question with the objective to come up with Index of Consistency

(IOC) value. Upon the IOC validation, it was shown that all the questions had the index of consistency between .50 – 1.00

The details of the development were presented below:

Table 3.1: The suitability index and its meaning

Category	Items	IOC	Meaning
1	Employees Appreciation	.80	Suitable
2	Company Integrity	.80	Suitable
3	Law Enforcement	.50	Suitable
4	Operational Transparency	.80	Suitable
5	Financial Transparency	.80	Suitable
6	Government Supervision	.80	Suitable

3.4.3 The informants and sample selection

The informants for the qualitative data collection were the CEOs and the managers of the diamond and gold company with the total of 25 informants, five from CEOs and 20 from managers and HR staff. They were selected purposely.

The sample for the quantitative data collection were 30 employees at the gold and mining company. They were randomly selected from the population of the workers at the two companies.

3.4.4 The data collection

3.4.4.1 Qualitative data collection

The qualitative data were collected by in-depth interview the CEOs and the managers and HR staff of the diamond and gold company. The 9 interview guides were used for a semi-structured interview with the following details:

- Conducting an in-depth interview with 20 People. The in-depth interview was done by video-conference three times with the managers. The video-conference was recorded by cell phone.

- The interview guides were used to interview five CEOs, using WhatsApp video call then the data were recorded. The researcher has transcribed the recorded video in to a written passage.

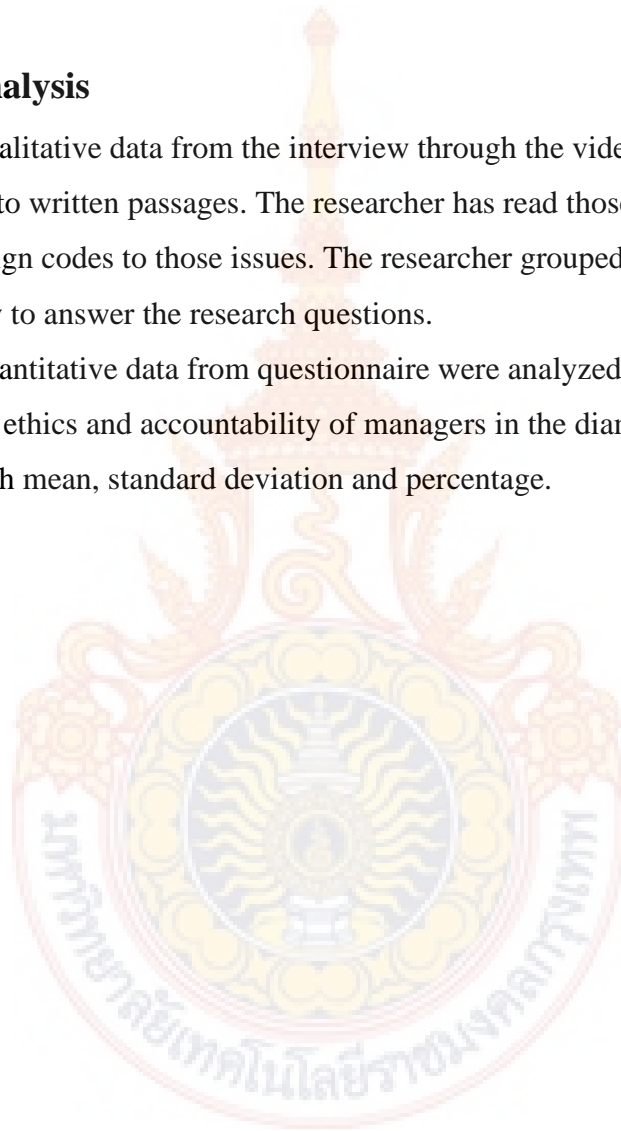
3.4.4.2 The quantitative data collection

The quantitative data collection was done through the questionnaire survey with 30 employees. Questionnaires were sent by email to those employees in the diamond and gold companies. The representatives of those two companies were asked to answer questionnaires by email of the 30 people.

3.5 Data Analysis

The qualitative data from the interview through the video conference were transcribed in to written passages. The researcher has read those passages several times then assign codes to those issues. The researcher grouped (merged) the codes into a category to answer the research questions.

The quantitative data from questionnaire were analyzed to determine the responsibility, ethics and accountability of managers in the diamond and gold companies with mean, standard deviation and percentage.



Chapter 4

Data Analysis

The primary purpose of this research was to study the problems of management in diamond and gold mining sectors for managers, employees and local communities to work responsible mining of Diamond and Gold Industry and then addressed to develop the learner's or employees to work in the mining sector then benefit the people of Sierra Leone. The findings and analysis of the study were presented in this chapter and arranged by the research objectives.

4.1 Research Objectives

4.1.1 To study the ethics of diamond and gold companies on Sierra Leone mining. It was found that in doing the mining companies lost the employees appreciation with the frequency of 12.5% with the following details.

4.1.2 The companies failed to adhere to mines and mineral policy.

4.1.3 The Diamond and gold companies in few occasions supported developmental aspiration of the communities.

4.1.4 The Diamond and gold mining companies stopped business without compensation to worker or employees.

4.1.5 No disciplinary action was taken against any diamond and Gold companies for flouting the mining law.

4.1.6 The owner of the land where diamond and gold are discovered faced harassment, intimidation, and violence.

4.1.7 Diamond and gold mining companies in Sierra Leone carried out their mining operation with no conformity with the international best Practice.

4.1.8 Diamond and gold mining companies were not transparent and accountable to for their actions to towards communities diamond and gold companies flouting the minerals mining Laws or policies in Sierra Leone.

4.1.9 Mining companies in Sierra Leone lacked integrity with the frequency of 12.5%.

4.1.10 Diamond and gold mining companies did not consider corporate responsibility as a good will gesture to be performed in Sierra Leone.

4.1.11 Diamond and gold mining companies did not involve in activity to mitigate environmental damages in Sierra Leone because the law cannot be enforced.

4.1.12 Local and national government officials rarely responded to formal complaints.

4.1.13 The new government in Sierra Leone was on the verge of implementing cooperate responsibility as the see how many local communities' environmental degradation and what happened to the capital city during mudslide in 2018 that cause thousands of deaths.

4.1.14 Diamond and gold mining companies did not disclose their profits and losses, the also withheld information from the general public diamond and gold mining companies were not accountable at all and were not adhering to the community development agreements.

Table 4.1: Ethics Accountability and Corporate Responsibility

Factors	Ethic	Accountability	CSR(Regulation)
Internal	Employee Appreciation	Operational Transparency	Government Supervision & Insufficient Laws
	Company Integrity	Financial Transparency	
External	Insufficient Laws	Government Supervision	

Table 4.2: Statistical Table on the Operation of the Companies

Main Factors of Mining Operation	Percentage (Frequency/ Total)	Accumulative Frequency
Employee Appreciation	12.5%	
Company Accountability	12.5%	25%
Law Enforcement	25%	50%
Operational Transparency	12.5%	62.5%
Financial Transparency	12.5%	75%
Government Supervision	25%	100%
TOTAL	100%	

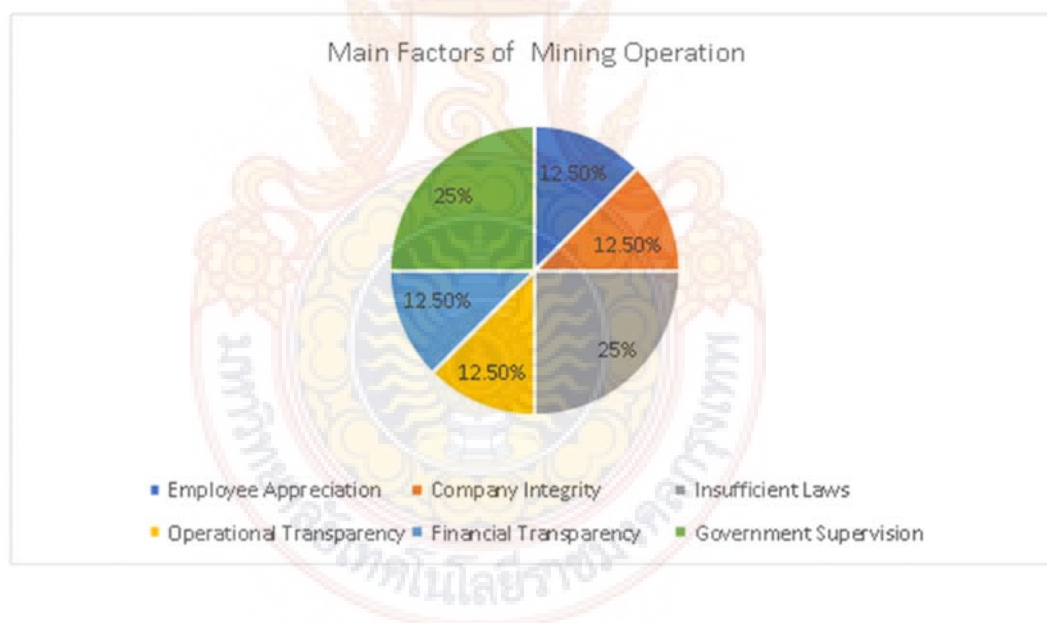


Figure 4.1: Core problem

Internal: employee appreciation; external: insufficient laws.

Internal: operation and financial transparency; external: government supervision

The figure shows most of the sample revealed and agreed that these problems were the unethical diamond and gold mining industry sector practice.

4.2 Results of the Interview Data

Diamond and gold mining companies do not consider corporate responsibility as a good will gesture to be perform in Sierra Leone: no insights: implementation commitment: *Less government supervision*

Do not adhering to international best practice: implementation commitment: *Lacks of government supervision*

Companies do not involve in activity to mitigate environmental damages in Sierra Leone because the law cannot be enforced: No insights: implementation commitment: *Less government supervision*

Local and national government officials rarely respond to formal complaints: *Insufficient laws.*

In the future there will be a strict law to which every diamond and gold mining company has to comply: implementation commitment: *Lacks of government supervision*

The new government in Sierra Leone is on the verge of implementing cooperate responsibility as the see how many local communities' environmental degradation and what happened to the capital city during mudslide in 2018 that cause thousands of deaths. implementation commitment: *Government supervision*

Core Problem in regulation: Less implementation commitment and insufficient laws

4.2.1 From Questionnaires Created on Ethics

No disciplinary been taken against diamond and gold mining companies by NMA for failing to adhere to mines and mineral policy: *Company's lacks integrity*

Diamond and gold companies fail to adhere to international best practice and other core values: *Less employee appreciations and poor safety records*

No international standards are met in their operation: *Insufficient laws*

Diamond and gold companies in few occasions supported developmental aspiration of the communities. *Company lacks standard and integrity*

They work because there was no other means to support their family: Moral climate problem: *Less employee appreciation*

Diamond and gold mining companies closed without no benefits to worker or employees: *No employee appreciation and insurances*

Workers are not insured and the work under difficult conditions. The houses of the affected people are not built or relocate before commencement of mining's.

Moral climate problem: *No employee appreciation*

No disciplinary action is taken against any diamond and gold companies for flouting the mining law/ policies. *Government supervision: Insufficient laws*

People houses has been depilated and the company did not rehabilitat then for the people with the community where the company is operating: *No employee appreciation and insurance*

Companies gives brown envelop or bribe to government representatives in order not to enforce mining policies: government's probation: *Corruption and insufficient laws*

Loss of biodiversity, soil erosion and pollution, and formation of sink holes: *Company's Lacks integrity*

No compliance with cooperate social responsibility: *Company lack integrity*

Air and water pollution as a result of mining, acid mine drainage, toxic waste and abandoned mines continue to pose serious risks to Sierra Leone communities and its environment: *No company integrity*

Treat staff it unfairly: *Less employee appreciation*

Community activists in diamond and gold mining areas face harassment, intimidation, and violence: *No company integrity*

Core problem: Internal: No employee appreciation; external: insufficient laws

4.2.2 From Questionnaires Created on Accountability

Diamond and gold mining companies are not transparent and accountable to communities/ministry: *Companies lacks financial transparency*

Multinational companies flouting the minerals mining laws or policies.: *Lacks operational transparency and accountability*

Mining in Sierra Leone carrying out their mining operation with no conformity with the international best practice: *Less government supervision*

The mining companies are not accountable except for information demand by the public but they determine which information to give out: *Government supervision*

No disclose of their profits and losses, the also withheld information from the general publics: ***Financial transparency***

They are not accountable at all and are not adhering to the community development agreements: ***Operational transparency***

No declaration of profits of the mining companies: ***Financial transparency***

Gold and diamond mining operation/ activities are carrying in with no transparent/ accountable manner: ***Lacks financial transparency***

Core problem: Internal: Lacks of operation, financial transparency and accountability; External: Less government supervision

Some of their explanations for those who responded in the affirmative are that, only the company's authorities, local governments official, traditional leaders of mining and chiefs those closely related to the royal stools benefit from the royalties and other opportunities related to the diamond and gold mining sector.

Opinion of managers, CEOs and HR interview results on responsibility were shown below figures:



Figure 4.2: Opinions toward responsibility

4 people said they support workers and their family

3 people said the meet International standards are met in their operation

2 people said Disciplinary action is taken against any diamond and gold mining company for flouting the mining law/policies.

1 person said compliance with cooperate social responsibility

Total = 10

Opinion of managers, CEOs and HR interview results on ethics were shown below figures:

What would you do if someone in management level asked you to do something unethical?

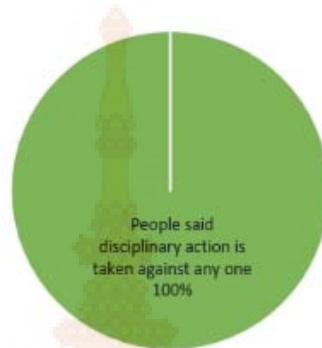


Figure 4.3: Ethic towards company reputation

6 people said Yes

4 people said Yes but sometimes ignore

Total = 10

Thus ethics makes the company reputation outstanding?

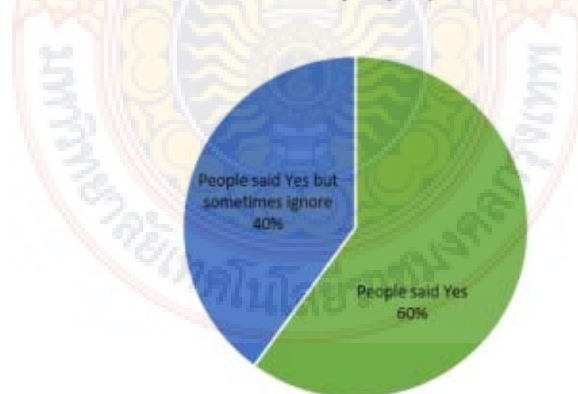


Figure 4.4: Opinion towards unethical aspect

10 people said disciplinary action is taken against any one

Total = 10

What advice would you give to young graduate or employees?

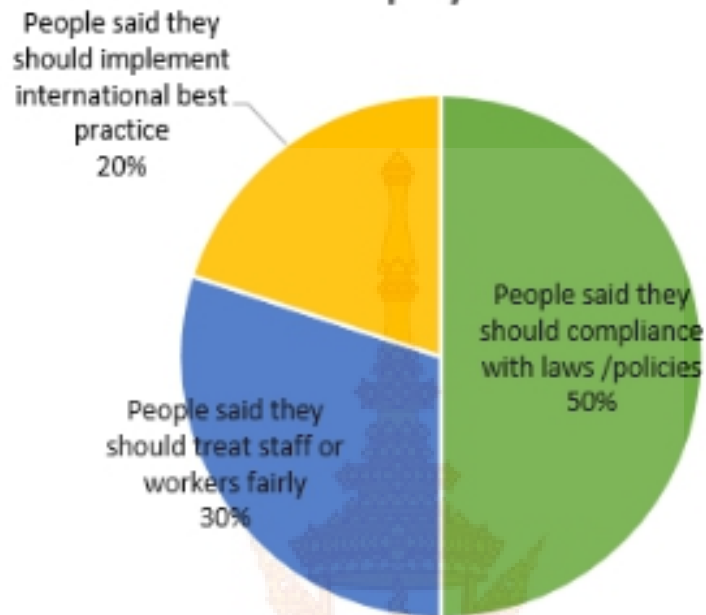


Figure 4.5: Advice to young graduate/ employees on ethic

5 people said they should compliance with laws/ policies

3 people said they should treat staff or workers fairly

2 people said they should implement international best practice

Total = 10

Opinion of managers, CEOs and HR interview results on accountability were shown below figures:

In your opinion what do you think of accountability?

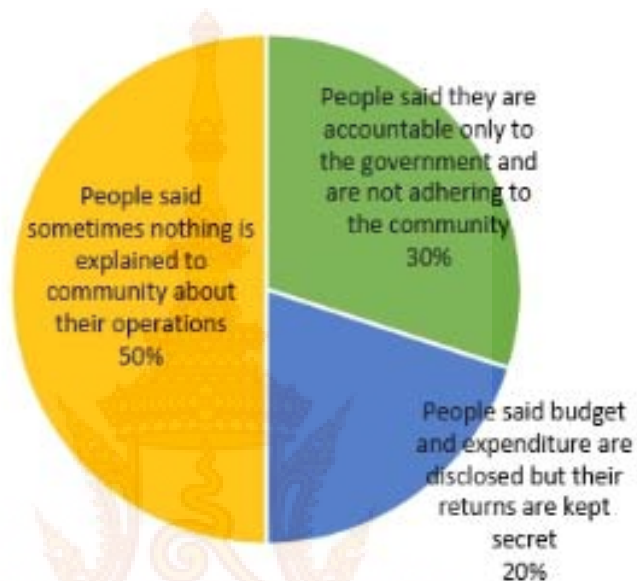


Figure 4.6: Opinion towards accountability

3 people said they are accountable only to the government and are not adhering to the community

2 people said budget and expenditure are disclosed but their returns are kept secret

5 people said sometimes nothing is explained to community about their operations

Total = 10

Thus accountability makes your company reputation outstanding?

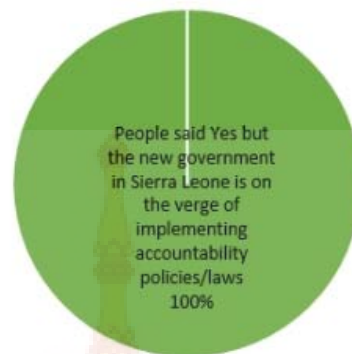


Figure 4.7: Accountability towards company reputation

10 people said Yes but the new government in Sierra Leone is on the verge of implementing accountability policies/laws

Total = 10

What advice would to young graduate and employees?

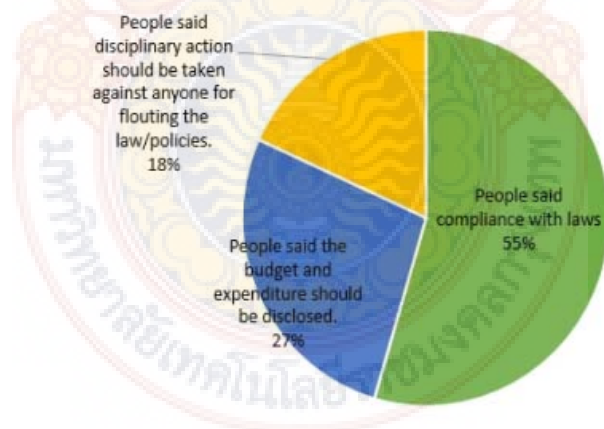


Figure 4.8: Advice to young graduate/ employees on accountability

6 people said compliance with laws

3 people said the budget and expenditure should be disclosed.

2 people said disciplinary action should be taken against anyone for flouting the law/ policies.

Total = 10

Opinion of employees' interview results on accountability were shown below figures:



Figure 4.9: Knowledge of employees on ethics, accountability and responsibility

18 people have basic understanding about it

6 people don't have any idea

4 people Familiar with the topic

2 people have idea about it

Total = 30

What makes companies responsible in your opinion?

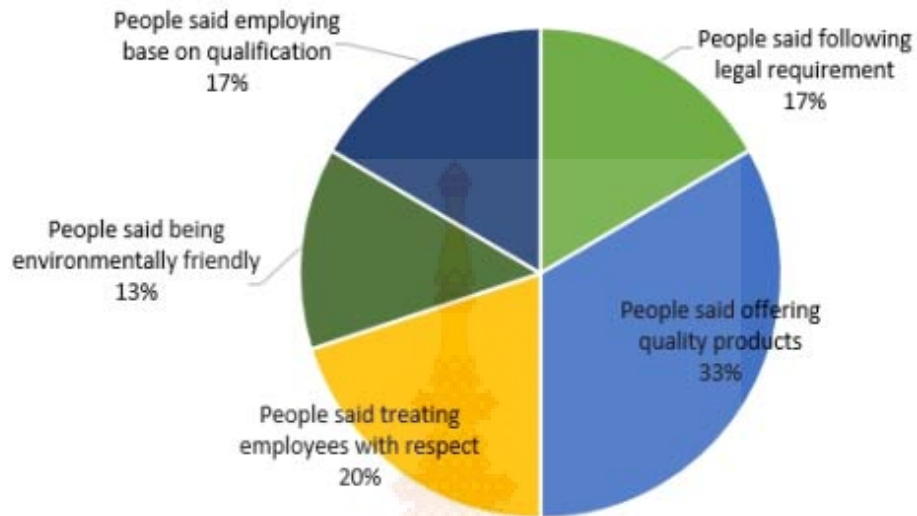


Figure 4.10: Opinion toward company responsibility

5 people said following legal requirement

10 people said offering quality products

6 people said treating employees with respect

4 people said being environmentally friendly

5 people said employing base on qualification

Total = 30

How much attention do you pay to ethics policy of the organization?

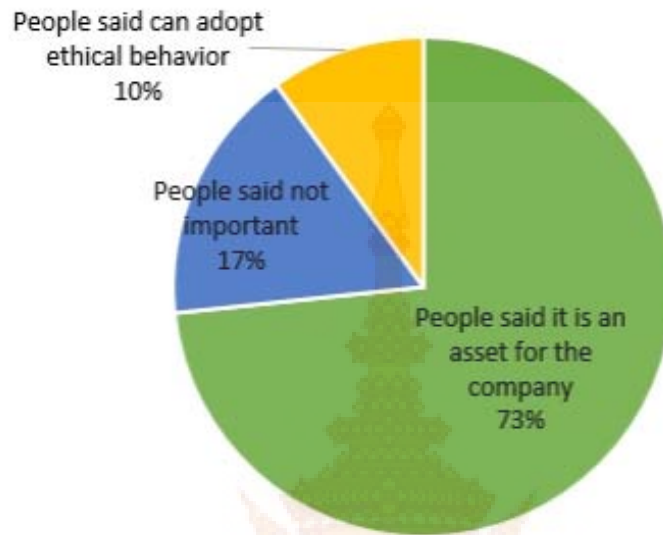


Figure 4.11: Opinion toward ethic policy

22 people said it is an asset for the company

5 people said not important

3 people said can adopt ethical behavior

Total = 30

What are the most important reason for organizations to adopts ethical activities in your opinion?

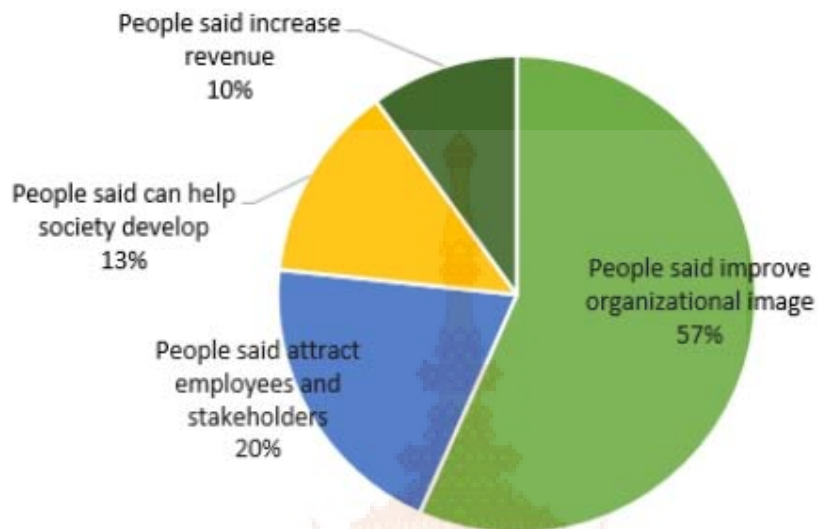


Figure 4.12: Opinion toward reason for adopts ethical activities

17 people said improve organizational image
6 people said attract employees and stakeholders
4 people said can help society develop
3 people said increase revenue
Total = 30

How ethics and accountability influence organization image in your opinion?

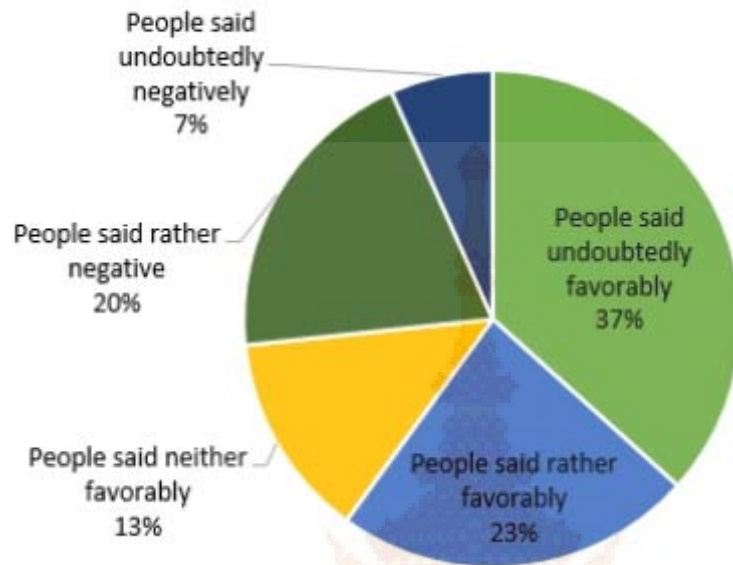


Figure 4.13: Opinion toward ethic and accountability influencing

11 people said undoubtedly favorably

7 people said rather favorably

4 people said neither favorably

6 people said rather negative

2 people said undoubtedly negatively

Total = 30

**Do you engaged in activities that aimed to improve
environmental and society wellbeing?**

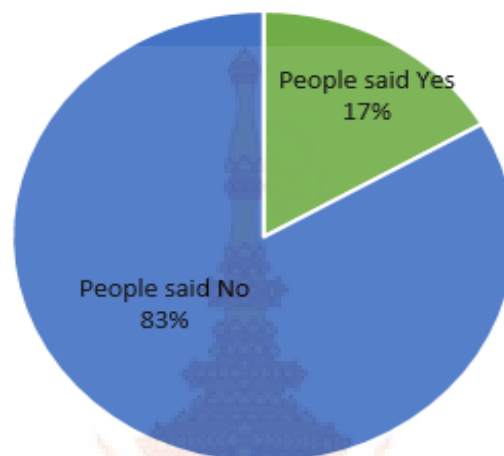


Figure 4.14: Opinion toward activities engagement

5 people said Yes

25 people said No

Total = 30

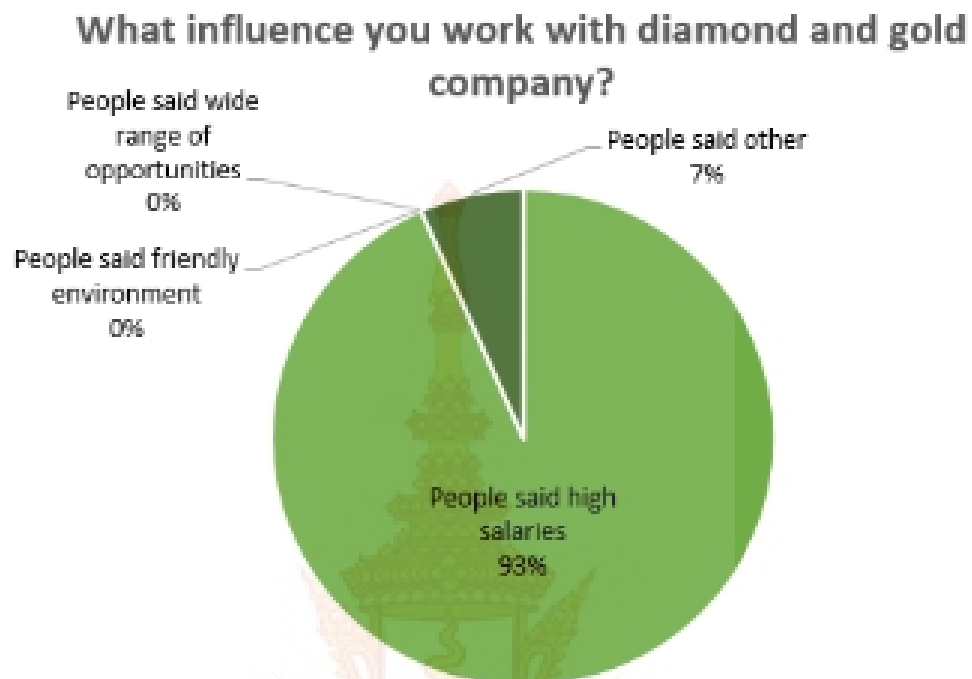


Figure 4.15: The influences to work for the company

28 people said high salaries

No one said wide range of opportunities

No one said friendly environment

2 people said other

Total = 30

Do you recognize diamond and gold as a responsible company in Sierra Leone?

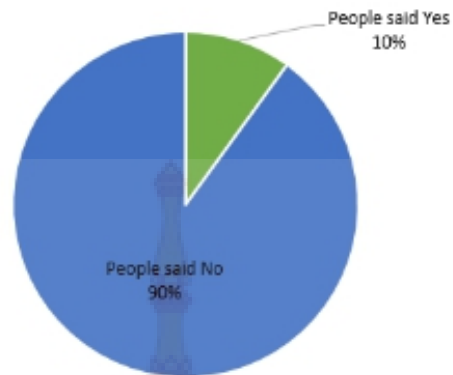


Figure 4.16: Recognition toward company

3 people said Yes

27 people said No

Total = 30

Did you hear of any activities that the companies undertake to be socially and ethical responsible?

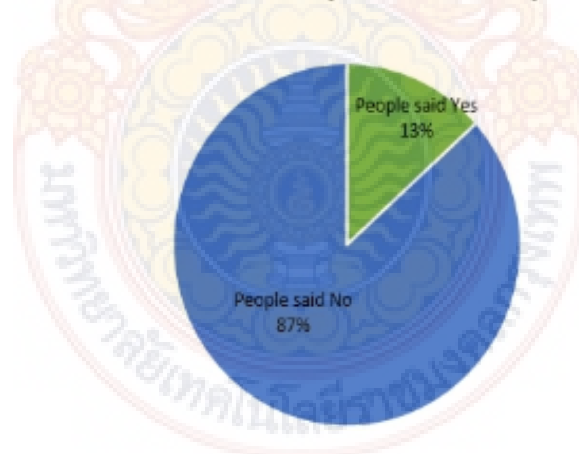


Figure 4.17: Company's activities for sociality and ethical responsibility

4 people said Yes

26 people said No

Total = 30

If yes, what are these activities?

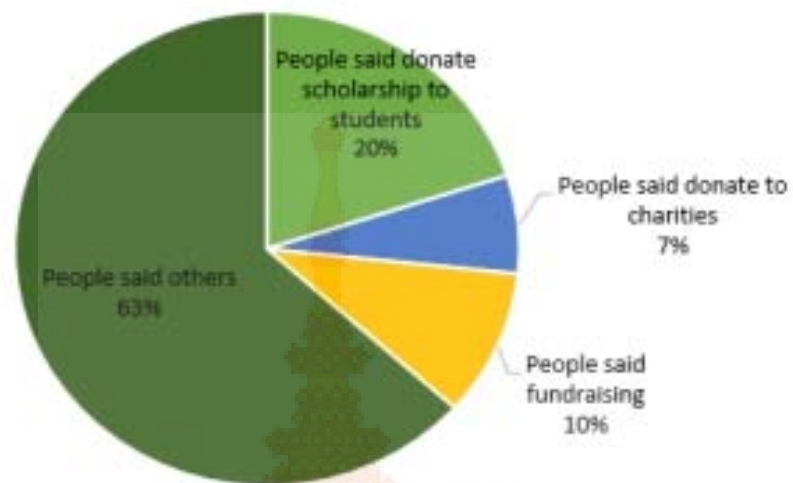


Figure 4.18: Activities of company

6 people said donate scholarship to students

2 people said donate to charities

3 people said fundraising

19 people said others

Total = 30

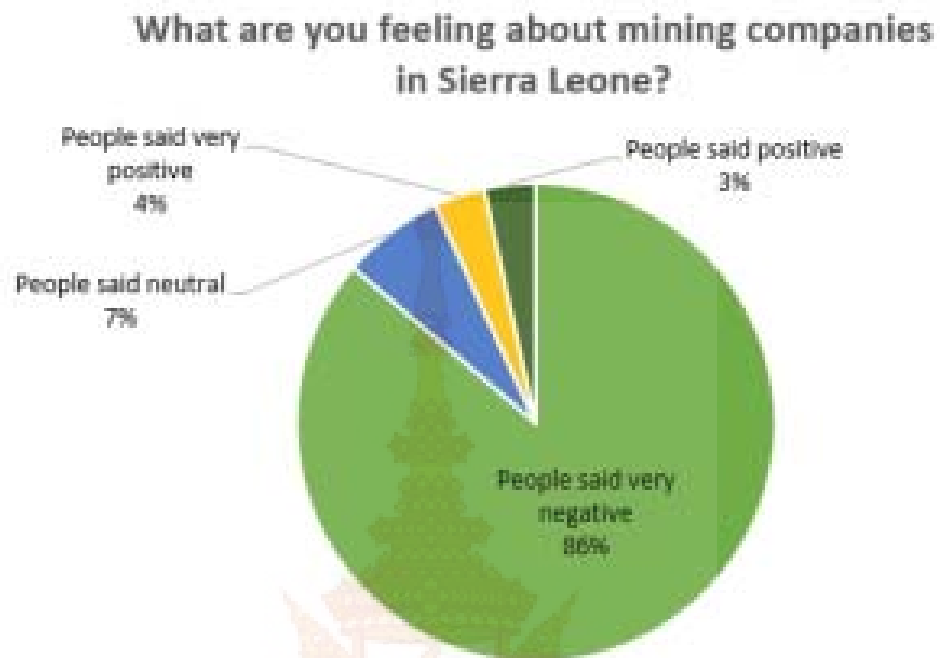


Figure 4.19: Feeling toward Sierra Leone

25 people said very negative

2 people said neutral

1 person said very positive

1 person said positive

Total = 30

How would you rate mining company's ethical behavior?

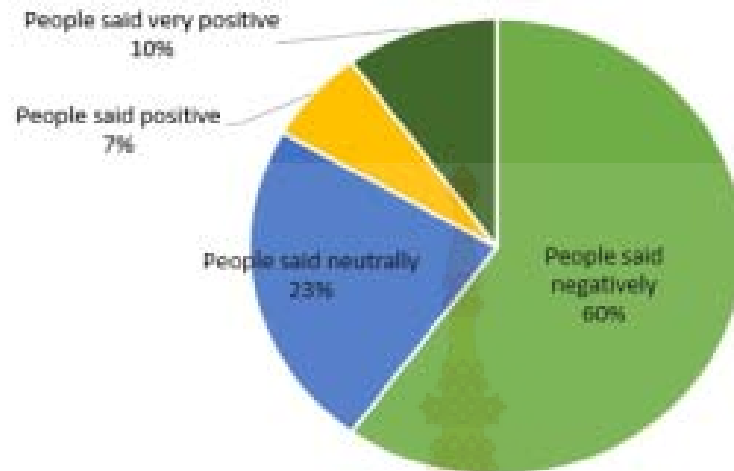


Figure 4.20: Rating for ethical behavior

18 people said negatively

7 people said neutrally

2 people said positive

3 people said very positive

Total = 30

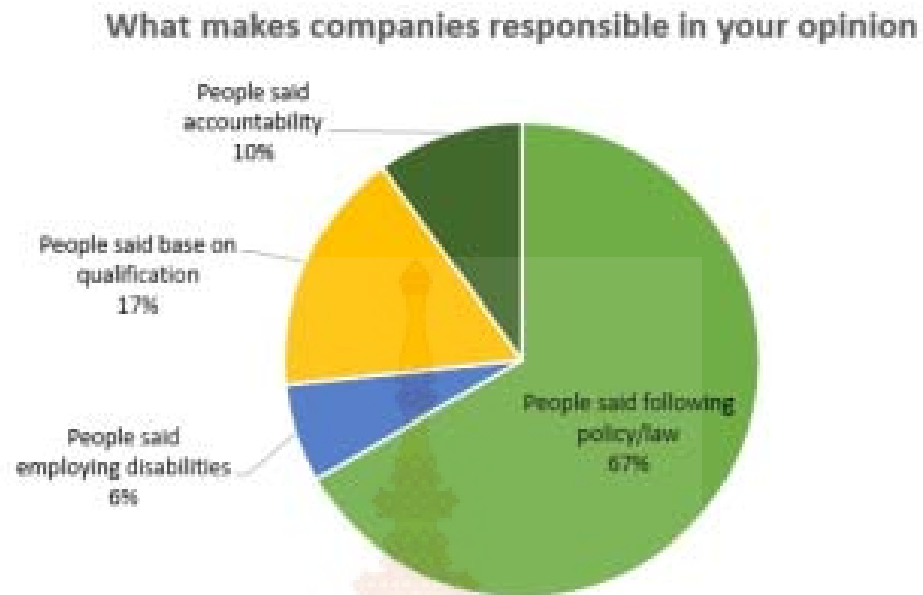


Figure 4.21: Opinion toward company responsibility

20 people said following policy/law

2 people said employing disabilities

5 people said base on qualification

3 people said accountability

Total = 30

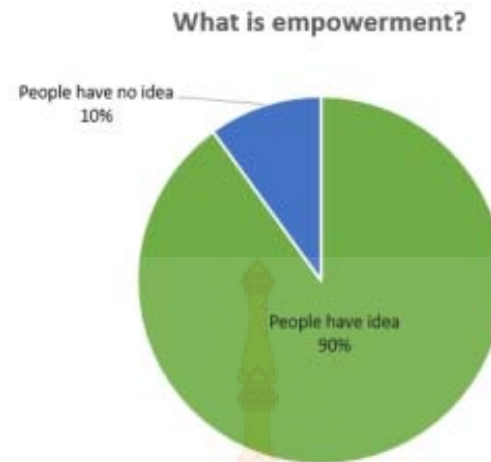


Figure 4.22: Opinion toward empowerment

27 people have idea

3 people have no idea

Total = 30

How is accountability understood from your perspective as an individual?

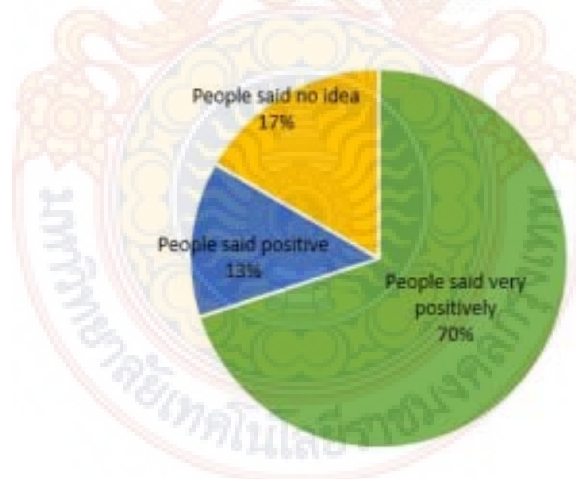


Figure 4.23: Understanding toward accountability

21 people said very positively

4 people said positive

5 people said no idea

Total = 30

Some of their explanations for those who responded in the affirmative are that, only the company's authorities, chiefs and those closely related to the royal stools benefit from the royalties and other opportunities related to the diamond and gold sector.

This situation is so due to the lack of transparency and accountability in the access and utilization of the royalties and mineral revenues. Others still maintained that the cost of living is very high and that the mining sector has not helped them in anyway, adding that only those who work directly with the mining companies and its related sectors benefit from the wealth of the minerals.

The mineral funds were also once again identified by the respondents as being a major reason why they think they don't benefit from the mining sector. They particularly did not understand why all the colossal amount of money from the mining sectors has not been used to fund economic development in their communities. The field data and particularly this assertion is similar to the study findings arrived (Wacam,2012), an NGO working in mining communities across Ghana, that "mining communities surveyed perceive mining as not being beneficial to them...". Contrary to this, those who opined that they have benefited from the sector explained that either they or other members of their communities works or has ever worked with a diamond and gold mining companies in the area.

The authentic assessment for evaluating the problems of the employees and managers was evaluated by the HRD experts with the IOC methods. The value of statistic was accepted. Then the authentic assessment from was improved to the experts' recommendations as follows: The description of each qualification level was improved to be clearer and easier to evaluate. The criteria were improved by using level in every problem.

The satisfaction evaluation from of the employees after learning with the policies for ethics in diamond and gold mining development was designed for evaluating employee's feeling and opinions towards the policies. The form contained twenty-five statements of a Likert-scale type. The form was composed of learning activity, learning material and evaluation. It was checked for its content validity, the usage of language to find the suitability by HRD experts with the IOC methods. The

value was accepted Then, it was evaluated by 30 employees after learning. It was analyzed by using the statistics.

The evaluation form of the policies usage was evaluated after being tried out. The procedures of the evaluation were as follows: First, the evaluated form was made by the researcher that covered learning methodology, learning process and learning environment. Second, the form was checked for its content validity and usage of language by the HRD experts. The data was analyzed by the IOC technique. The value was accepted. Third, the form was improved by experts' recommendations. The language usage in the form was to be clearer and more understandable. Fourth, it was evaluated by six HRD experts. Finally, the data was analyzed by using the statistics of mean and % to find the suitability of problems usage.

After the policy was implemented and evaluated, the needed responsible mining policy development was accordingly revised. The researcher collected experts' recommendations and the revised the policy as follows:

The principle of the policy was generally appropriate. However, some words should have been clearer and more specific such as "to develop the employees and managers of ethics in mining sector of gold and diamond to have the needed problems "should be changed to develop the employees of the mining industry to be proactive and qualified employees for supporting the industrial sectors in Sierra Leone. And it should add " It is the policy that focusses on the and responds to the local community's needs.

The objective of the study the problems in diamond and gold mining sectors. It should have matched with the topic. So, the objective should be changed from "To develop the needed responsible resource for work performance in the mining industrial sector in Sierra Leone to" To develop the needed skills of employees for work performance in the mining industrial sectors of gold and diamond in Sierra Leone.

The learning process is based on constructionism. The employees should participate in selecting the content and working activities. Constructionism, the employees should know how to work, learn with eagerness in order to build a project or work.

The contents are appropriate for the needs of the employees and society. However, the researcher should be careful of applications such as how the employees apply for the knowledge or how the managers/employers consider the content that will be useful for working.

The experts recommended that the time, content and activities should matched each other. The content and activities may not match with the time because there are a lot of content and activities. So, the researcher improved the time. Some activities were trained outside the company working environment such as project practice and based activities.

The experts recommended that the learning and working process focuses on constructionism, so it should build learning experience for the learners and workers. There should be activities that induce the workers/employee's interest in learning and working, as well as applying experience and knowledge to create new work idea. The researcher arranged based activities for employees to have interest in learning new idea, applying knowledge, and creating future work.

According to the experts, suggestions, there should have been a variety of activities for employees/workers and to let them participate wholly in order to develop knowledge, skills and attitude. The researcher arranged the activities of both inside and outside company or working place, for example, simulation, roleplay, group discussion and project practice, etc. In addition, there are other activities such as base activities.

The experts recommended using media of various forms both authentic and locally made, especially the which employees who work in the gold and diamond industrial sector must be able to use. The researcher arranged the programs for employees and society to learn such as PowerPoint and internet. In addition, there are other activities such as a study tour of the industrial area and workplace.

The experts propose that there should be learning resources for employees arranged in the plan. Therefore, the researcher will arrange a study visit in the plan twice a year.

4.3 Evaluation

Unlike the respondents who were optimistic that there can be improvements provided the right things are done, there were others who were pessimists and responded that the situation indeed looks hopeless to the extent that nothing can be done about it to bring improvement to especially diamond and gold mining communities and regions such as the Eastern province of Sierra Leone.

4.4 The Ethical Considerations

The ethics was considered by the following's practices:

4.4.1 The participants identities were kept anonymous.

4.4.2 All of the research participants were told to be free of withdrawing from participating in the data collections at any time if they do not feel comfortable.

4.4.3 The research results from the study are used primarily for the purpose of the study.

4.5 The Research Validity

The validity of the research was assured from the following actions: First, the data collection instrument, the questionnaires was validated by five expert and the research advisors. Second, the data collection was carefully managed to make sure that the data reflect the true opinion of the participants who provide the information

4.6 Identification of Responsible Diamond and Gold Companies

After analyzing the data, the needed responsibility can be identified as follows:

- Knowledge can be identified as management, environment, supervision and law/policies.
- Attitude can be identified as self-discipline, and accountability.
- Social and environmental assessment,
- Transparency,
- Food production trumps questionable mining
- Compliance with international standards

- Corporate prequalification
- Insurance and performance bonds
- Royalties, taxes and fees.



Chapter 5

Conclusion Discussion and Recommendations

This chapter concluded and interpreted the study's result presented in the previous chapter. It was divided into three sections. The first one is the conclusion derived from the study's finding. The second discusses the theoretical and practical implications of the result of this study, and the final section outlines recommendations for future research.

5.1 Research Conclusions

The objectives of the research were to study the ethics, the accountability, the economics and the communication, the financial transparency and the responsibility of the gold and mining companies. The research conclusions responded to the objectives of the research as follows:

5.1.1 The ethics of the companies.

It was found that in doing the business the companies lost the employees appreciation with the frequency of 12.5% with the following details.

- 1) The companies failed to adhere to mines and mineral policy.
- 2) The owner of the land where diamond and gold are discovered faced harassment, intimidation, and violence.
- 3) Diamond and gold mining companies in Sierra Leone carried out their mining operation with no conformity with the international best Practice.

5.1.2. The accountability.

It was found that in doing business the employees felt the companies lacked of the accountability with the frequency of 12.5% with the following details:

- 1) The companies failed to adhere to mines and mineral policy.
- 2) The Diamond and gold mining companies stopped business without compensation to worker or employees.
- 3) No disciplinary action was taken against any diamond and Gold companies for flouting the mining law.

4) Diamond and gold mining companies did not involve in activity to mitigate environmental damages in Sierra Leone because the law cannot be enforced.

5.13. Economic, communication and transparency.

Concerning the economic, the communication and the transparency, the employees has agreed that there are the lack of these three issues in the operation of the companies, they were:

1) Diamond and gold mining companies were not transparent nor accountable for their actions to towards communities. Diamond and gold companies flouting the minerals mining Laws or policies in Sierra Leone.

2) Local and national government officials rarely responded to formal complaints.

3) Diamond and gold mining companies did not disclose their profits and losses. They also withhold information from the general public. Diamond and gold mining companies were not accountable at all and were not adhering to the community development agreements.

5.1.4. The responsibility of the companies and the associate agency.

Concerning the responsibility, the employees viewed that there were lacking of responsibilities of the companies and the government agency concerning the operation of the two companies as follows:

1) The Diamond and gold companies in few occasions supported developmental aspiration of the communities.

2) Diamond and gold mining companies were not accountable for their actions to towards communities. The diamond and gold companies flouted the minerals mining Laws or policies in Sierra Leone.

3) Diamond and gold mining companies did not consider corporate responsibility as a good will gesture to be performed in Sierra Leone.

4) The new government in Sierra Leone was on the verge of implementing cooperate responsibility as the see how many local communities' environmental degradation and what happened to the capital city during mudslide in 2018 that cause thousands of deaths.

5.2 Discussion

5.2.1. The companies' ethics in doing the mining business

The finding indicated that the gold and diamond mining workers did not think that the mining companies operated the business ethically. The unethical practice might be caused by the fact that the companies had learned that running the business under the fail regulations of the new government offered them the opportunity to exploit the benefits of the workers as well as the country. It is the lesson they have learned from the past. This situation was supported by the finding of Conteh (2018) that the mining company practice might have followed the previous done mining companies such as Shandong Iron and Steel Ltd, the company that gained the profits from the foreign investment promotion that let the company have full control of the concession. The finding was also supported by the writing from Mining in Africa (2017) that suggested that many multi-billion dollars businesses like Samsung, Vodafone, and Apple are those who benefit from the poor.

5.2.2. The accountability of the mining companies.

The companies lacked the trust from the workers in the two companies due to failing to adhere to mine and mineral policy of the Sierra Leone government. They did not offer the compensation to the workers after stopping business. The accountability problem also arisen when the company committed the wrong doing of business but there were no disciplinary action taken from the government. Moreover, the companies did not involve inactivity to recover or compensate the environmental damage in Sirra Leone because the law cannot be enforced. The wrong doing and the not doing may have led to the lack of trust that influenced the accountability. These may be caused by the fact that the Sierra Leone government was the new government, formed by the International Peace-keeping Force in 2002, the new established government lacked of legislation (Boachie & Danquah, 2011).

5.2.3. The issue of economic, communication and transparency.

The findings revealed that the gold and diamond mining companies were not transparency nor accountable for their actions toward community. They also violated the mining law and not observing the country's mining policy. Concerning the problem of communication, it was found that the local government did not response to the formal complains. Concerning the economic, the companies did not disclose

their profits nor losses for the sake of the economy of the workers. The information was withheld from the general public. The companies did not adhere to nor support community development. The situations may have been caused by the fact that the companies are small companies that may not have earned enough profit to support the community development. They also may think that doing community development may not help the company to gain any benefit. This is supported by the study of McWilliam and Siegel (2001) that concluded that the corporate social responsibility such as participating in community development has no effect on the company's profits and performance. So that the companies opt not to do it.

5.2.4. The responsibility of the companies.

It was hoped by the local people that the companies offered the local community development under the scheme of CSR or Corporate Social Responsibility. However, it was found that the companies had done too little or too few to support the local community development. The companies did not see the need to offer the CSR towards the local community development. The result came out this way may be from the reason that the two companies consider themselves a small and low profitable company, the CSR function may not be beneficial, economically to them. This concept was supported by McWilliam and Siegel (2001) that revealed that CSR has no effect on profits and financial performance. The study by Gichane (2014) supported the finding as well that large companies are more aware of the social responsibility concept. The failure of the Sierra Leone government to exercise the country's legislation in order to protect the people and the environment may have been caused by being the new government. This was in line with the concept presented by Sierra Express Media (2018) that suggested that the government needed to adopt a more responsible approach to resource exploitation that prioritized protection of the environment and the people in the community.

5.3 Recommendation for Implications

From the study results, the researcher has offered the following recommendation for implementations:

5.3.1. The Sierra Leone government establish the clear and applicable legislation for the mining companies to be followed. Since the country is very rich in

natural resource, specifically gold and diamond. The valuable natural resources could be well managed for the wealth of the people and the country.

5.3.2. The government should establish a local representative to collaborate managing the natural resources for the mutual benefit of all parties including the private company, the local community and the country.

5.3.3. The government should have an easy and effective communication channel among the private company the local representative and the government agency.

5.4 Recommendation for Further Study

5.4.1. This study has found that there was unethical practices of the mining companies however, there was still not known the causes of the unethical practices, the researcher suggested studying the causes of the unethical mining in the country.

5.4.2. The researcher recommended studying organizing the CSR for the environmental protection for the mining companies in the country.

3. There should be the R&D (Research and Development) conducted on the Environment friendly mining in the country since the gold and diamond can be the best revenue of the country the green mining concept should save the country environment while generating the income to the country.

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Appendix A

Mining organization began in the 1920s with bauxite first being recorded in 1920 along the Falaba to Waia road. Diamonds were found in the early 1930s, from 1934 to 1956 the Sierra Leone Selection Trust (SLST) held the monopoly for mining, prospecting for and marketing diamonds throughout Sierra Leone. The Consolidated African Selection Trust Ltd (CAST), which owned mining operation around West Africa, provided the initial capital for the SLST. (Geological Survey, 2010).

The monopoly was originally given for 99 years but in 1955 the SLST gave up rights to alluvial deposits outside its lease area. This allowed artisan and small-scale mining of alluvial deposits, and by 1965 there had been a large movement from agricultural work for working these deposits in 1970 a joint SLST and government organization was formed called the National Diamond Mining Corporation (NDMC). Before the start of the Civil War in 1991 250,000 people made a living in the mining and quarrying sector with direct and indirect employment accounting for 14% of the country's total labour force. The mineral wealth of Sierra Leone, especially in diamonds, became a key factor in its instability and the outbreak of Civil War.

Despite being among the top-ten diamond-producing nations, the mining sector faces many challenges, including weak laws and smuggling issues. Sierra Leone is losing large revenue that could have been earned from taxes and licensing agreements. Those revenues could be reinvested for example in the healthcare sector to help those people whose health is affected by mining operations.

Research suggests that 50% of Sierra Leone's diamonds and gold were smuggled annually. NACE argues that with good institutional reforms, Sierra Leone can increase mineral exports seven-fold by 2020. Sierra Leone's mining performance is extremely poor as compared to Botswana, where mining contributes approximately 38% to their GDP. (Geological Survey, 2010)

Gold mining in Sierra Leone consisted of small-scale operation exploiting alluvial deposits. After the end of the Sierra Leone Civil War exploration of gold grew and

by 2013 to 2015 new modern mines are expected to be in production. In 2010 Cluff Gold, a British company, found gold deposits in the rocks of the southern Kangari hills and is planning to build a mechanized mine to extract it. In 2009 production levels of gold fell by 17.71 percent to 5060 Troy Ounces (157 kg) from 6150 Troy Ounces (191 kg) in 2008. This was due to a drop-in mining activity in the second half of the year and was despite a rise in the price of gold on the global market. The drop may also have been due to increased smuggling as the Government of Sierra Leone had raised the duty to higher than the neighboring countries. The increase in the value of gold meant gold exports were worth 15.73 percent more at US\$4,764,000 in 2009 compared to US\$4,116,400 in 2008.

Diamonds are found in about a quarter of Sierra Leone in the south-east and east of the country, with the diamond fields cover 7,700 square miles. The main production areas are concentrated around the drainage areas of rivers in the Kono, Kenema and Bo Districts. In the Kono, Kenema, Bo and Pujehun Districts there are 1,700 artisanal mining licenses in operation. (Sigismund, 2009)

In 2009 the government recorded exports of 400,480 carats (80,096 g) of diamonds, this included 143,620 carats (28,724 g) of industrial diamonds and 256,860 (51,372 g) of gem diamonds. This was an increase of 7.86 percent on the previous year which was a result of legislative changes, in the form of a new mining law, to enable fees and royalties to be collected more effectively and an increase in the amount of diamond mining. Diamond exports were worth US\$ 78,373,900 in 2009 accounting for 59 percent of the country's exports. The drop in the value of diamonds on the world market meant that the value of diamond exports decreased by 20.68 percent in 2009 compared to 2008. The largest diamond found in Sierra Leone, and the third largest diamond in the world, was a 969.8 carat (194 g) rough diamond. It was found in 1972 and named the An-al of Sierra Leone.

Sierra Leone should have been one of the world's richest countries, being blessed with resources, including gold and diamonds. However, it remains one of the world's poorest countries, ranking 203 out of 206 countries by World Development Report.[8][19] Wealth that diamonds should have brought is not evident, and Sierra

Leone is still emerging from scars from the recent brutal Sierra Leone Civil War, which was fuelled by illicit diamond trading. Revenue from mining in Sierra Leone has not been redistributed to benefit the larger population. The mining industry contributed 4.5% towards its Gross Domestic Product (GDP) in 2007 Economic development is low due to poor management of resources and unrealized potential revenue.

Policies regarding well-management of mining industry should be done alongside a broader focus for the economy's development, and greater efforts should be done to expand the manufacturing and service sector, which currently only contribute 12% to the GDP. Sierra Leone produces raw diamonds but gem-quality diamonds are manufactured in developed countries like Belgium. For example, the government of Sierra Leone can provide greater tax incentives for investors to conduct businesses and invest in Sierra Leone, to facilitate the transfer of technology and skills to the native workers. One recent example is the Gemstone School Sierra Leone, which was established as an institution to improve diamond polishing, cutting and jewelry-manufacturing skills to boost job-training and employment opportunities locally and to attract overseas investors. (Geological Survey,2010). Minerals (Yearbook, 2018), Area Reports, International, Africa and the Middle East. Government Printing Office)

Appendix B

Dear Mr./Mrs./Ms.,

This questionnaire aims to explore your opinion for creating the research of master degree in ICUTK university Bangkok, this information given by the respondent will be beneficial for the society and no harm.

Questionnaire for employee of diamond and gold companies:

Rating Scale	Level of Agreement				
	5	4	3	2	1
Quantitative Analysis X, SD, %	Strongly Agree	Very Agree	Agree	Less Agree	Least Agree
Responsibility Gender..... Educational Background..... Name of the mining company you are working for?..... What is your current position?.....					
1. Mining sector must face weak laws and smuggling issues.					
2. Government does not recognize people whose health is affected by mining operation.					
3. Government do not have policy of environmental protection.					
4. Environmental disaster, such as water source polluted or destroyed livelihood.					
5. Leaders of community always promote charity such as cash and material donations, scholarships, community development and environmental cleanups.					
6. The owners of mining sector and gold do not recognize of environmental destruction.					

Rating Scale	Level of Agreement				
Quantitative Analysis X, SD, %	5	4	3	2	1
	Strongly Agree	Very Agree	Agree	Less Agree	Least Agree
7.The mining sectors support and help to recover poverty and a high rate of unemployment.					
8.The owner of mining support the healthcare, education and welfare to the employee.					
9.The effects of mining in Sierra Leone are when companies do not honor their responsibilities.					
10.Required safety precautions are not taken and, in many mines, workers suffer from poisonous by product of mining.					
<u>Ethics</u>					
11. Gold and Diamond mining companies in Sierra Leone create a code of ethics ensure that the public receives what it needs in a fair manner.					
12.The integrity helps foster the trust of the community.					
13.The Gold and Diamond mining companies in Sierra Leone made a great effort to develop a legal framework that regulates the public, private sector.					
14.There are prevention of corruption and conflicts of interests.					
15.Mining has three pillars: Prevention of corruption, investigation and education of the public.					

Rating Scale	Level of Agreement				
Quantitative Analysis X, SD, %	5 Strongly Agree	4 Very Agree	3 Agree	2 Less Agree	1 Least Agree
16.The ethical behavior of public officials, businessowners ensure that they perform their duties in the public's interest rather than for personal gain.					
17.Government focuses on implementing norms of ethics in mining.					
18.Heads of institutions also bear an important responsibility and regulated by law.					
19.In your candid opinion mining company's is adhering to it cooperate social responsibility.					
20.Mining companies involved in activity to mitigate environmental damages.					
<u>Accountability</u>					
21.Mining operation/activities are carrying in transparent manner.					
22.Disciplinary been taken against your mining company by National Mineral Agency (NMA) for failing adhere to mines and mineral policy.					
23.Environmental Impact Assessment (EPA) always caution your mining company for environmental degradation.					
24.Sierra Leone mining companies adhere to international best practice.					
25.Mining companies transparent and accountable to your institution/agency/ministry.					

Rating Scale	Level of Agreement					
Quantitative Analysis \bar{X} , SD, %	5 Strongly Agree	4 Very Agree	3 Agree	2 Less Agree	1 Least Agree	
26. Government agency always taken disciplinary actions against multinational company for flouting the minerals mining laws/policies.						
27. In your frank opinion mining companies (for diamond and gold) in Sierra Leone carrying out their mining operation in conformity with international standard.						
28. Mining companies consider accountability as a good will gesture to perform whenever company is please.						
29. Mining companies in Sierra Leone are exceptional in international best practice.						
30. Sierra Leone mining company's core value are accountability and transparency.						

Questionnaire for CEO, Managers and HR department of Diamond and Gold companies:

In-depth-Interview	Qualitative Research
<p>This is an interview with CEO, Managers and HR department of Diamond and Gold mining Companies. This research work is purely for a master's degree dissertation in ICUTK university in Thailand, Bangkok and nothing else.</p> <p>Gender:</p> <p>Name:</p> <p>Educational Background:</p> <p>Company Name:</p> <p>Position:</p> <p>Email:</p> <p>Telephone:</p>	
<p>1.In your frank opinion, the government set clear of corruption prevention or not?</p> <ul style="list-style-type: none"> • Yes • No 	
<p>2.Could you tell me how much shares government given there?</p> <p>Please explain.....</p> <p>.....</p> <p>.....</p>	
<p>3.Why Sierra Leone is the poorest though it has good or valuable resources?</p> <p>Please brief explain.....</p> <p>.....</p> <p>.....</p>	
<p>4.What is the management of government to manage(solve) for responsibility, ethics and accountability in the mining sector?</p> <p>Brief explain.....</p> <p>.....</p> <p>.....</p>	

<p>5.How accountable is your company to various stakeholders, the Ministry of Mines and Mineral Resources, the National Mineral Agency (NMA), Environmental Impact Assessment (EPA). the people were you carrying your mining operation?</p> <p>Please explain.....</p> <p>.....</p> <p>.....</p>
<p>6.Has any disciplinary been taken against your mining company by the NMA for failing adhere to mines and mineral policy?</p> <ul style="list-style-type: none"> • Yes • No
<p>7.Has the EPA caution your mining company for environmental degradation?</p> <ul style="list-style-type: none"> • Yes • No
<p>8.Do you consider cooperate social responsibility as a good will gesture to be perform whenever your mining company is please?</p> <ul style="list-style-type: none"> • Yes • No
<p>9.What is your opinion on the functions the National Mineral Agency (NMA)?</p> <p>Please explain.....</p> <p>.....</p> <p>.....</p>
<p>10.Do you consider the NMA an effective Mines and Minerals monitoring agency?</p> <ul style="list-style-type: none"> • Yes, please complain..... • No, brief complain.....

Future suggestion According to Robson,2011) the qualitative data can be collected through interviews and written data. The future research should highly consider to include the qualitative data collecting method since it can more find out about the behavior of diamond and gold mining companies and reliability as dissatisfactions of the local communities or any other businesses prior to the testing the significant of the quantitative data. Furthermore, different variables from other researches such as accountability are advised to include in future research (Acosta,2013).

