

Olivia Tashinga Tanyanyiwa
WITS Business School

April 2024

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

DECLARATION

I Olivia Tashinga Tanyanyiwa declare that this research report entitled ‘Organisational Development Strategies to Mitigate strike action in mining companies in South Africa’ is my own unaided work. I have acknowledged, attributed, and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.

Olivia Tashinga Tanyanyiwa

Signed at Johannesburg on 30th April
2024

Name of candidate	Olivia Tashinga Tanyanyiwa
Student number	0511326E
Telephone numbers	0782037690
Email address	o.tanyanyiwa.ot@gmail.com
First year of registration	2020
Date of proposal submission	15 June 2023
Date of report submission	30 April 2024
Name of supervisor	Dr Manamela Matshabaphala and Professor Ochara Nixon

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

ABSTRACT

Author: Olivia Tanyanyiwa
Supervisor: Dr Manamela Matshabaphala
Thesis Title: ORGANSIATIONAL DEVELOPMENT STRATEGIES TO
MITIGATE STRIKE ACTION IN MINING COMPANIES IN
SOUTH AFRICA

This study delves into the challenges faced by the mining sector in South Africa due to frequent strike actions and explores various organizational development strategies that can be implemented to mitigate these occurrences. The research highlights the significance of effective communication, employee engagement, conflict resolution mechanisms, and leadership development in fostering a positive work environment and reducing the likelihood of strikes. By drawing on relevant literature, case studies, and expert opinions, the study aims to provide valuable insights for mining companies operating in South Africa to proactively address labor disputes and promote sustainable industrial relations. Through the implementation of strategic organizational development initiatives, mining companies can create a culture of trust, collaboration, and mutual respect among employees and management, ultimately leading to improved productivity and stability within the sector.

Keywords: Organisational Development, Strike Action, Mining Sector, Labour Relations, South Africa

Johannesburg, April 2024

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

Acknowledgements

I humbly dedicate this paper to my mother Lydia Tanyanyiwa, who selflessly sacrificed her resources to pay for my tuition, and to my children, who demonstrated remarkable patience and unwavering support throughout my academic journey.

I am deeply grateful to my supervisor, Dr. Manamela Matshabaphala, for his exceptional guidance and unwavering patience during my research. His support enabled me to overcome the challenges I faced and realize my full potential.

I extend my heartfelt thanks to the survey respondents who took the time to thoughtfully and thoroughly complete the survey. Your participation made this research possible.

I am also grateful to my family, parents, and friends for challenging and encouraging me to pursue my academic goals. Their unwavering support has been instrumental in my success.

I would like to give a special mention to Shamiso Mutendadzamera, whose encouragement, prayers, and accountability kept me motivated and focused throughout my journey.

Lastly, I acknowledge myself for never giving up and believing in myself. This journey has been possible only through the grace of the Almighty Yahweh, who knew me before I was formed in my mother's womb and gave me the strength to overcome every obstacle.

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Abbreviations

NUM – National Union of Mineworkers

OD – Organisational Development

HCM – Human Capital Management

HRM – Human Resources Management

SHRM – Strategic Human Resources Management

SADC - Southern Africa Development Community

GDP – Gross Domestic Product

1 INTRODUCTION TO THE RESEARCH

1.1 Background and context

Mining has a rich history globally at the centre of that history has been the constant and recurrent issues surrounding the labourers and their highly contentious relationship with management. In the South African context, the growth of the mining industry and the rise of protests have deep roots in the country's socio-economic and political history. The evolution of the mining in the country which began with the discovery of diamonds in Kimberly in 1867, and then gold in the Witwatersrand in 1886 involves industrial expansion, social and class conflicts, environmental concerns and labour disputes (Van Onselen, 2019; Festin, Tigabu, Chileshe, Syampungani, & Odén, 2019). Historical studies have termed this period as the Mineral Revolution, which had a significant impact on the economy and society of South Africa (Yachir, 1988). Large-scale mining operations and foreign capital led to substantial socio-economic changes, such as urbanization and infrastructure development (Fine and Rustonjee, 1996).

The expansion of the mining industry coincided with the introduction of racially biased labour practises, such as the pass laws and compound system, which were designed to regulate and exploit African workers (Van Onselen, 2019). These policies established the foundation for systemic inequalities and labour unrest in the mining industry. The exploitation and harsh working conditions experienced by predominantly Black African miners led to the rise of protests and strikes. The 1946 African Mine Workers' Strike was an important example of organised labour resistance against oppressive working conditions and racial discrimination (Allen, 2003). Despite post-apartheid attempts to reform the mining sector and enhance labour conditions, persistent challenges remain. The Marikana Massacre in 2012, where police shot and killed 34 striking mine workers, serves as a clear reminder of the persistent tensions and the necessity for structural reform in the mining industry (Alexander et al., 2012). Therefore, this research is going to explore possible organisational development strategies which can be developed and implemented to mitigate industrial action in the mining sector in South Africa. The study will focus on Lonmin mining company where

Marikana massacre of mine workers occurred. The event had a significant impact on the mining sector and prompted inquiries into potential preventive measures and ways to mitigate such tragedies from happening again. Mining companies worldwide are implementing diverse strategies to effectively manage their workforce and enhance job satisfaction. Hence, this research seeks to evaluate organisational development strategies for the mitigation of industrial action in a South African mining company.

This chapter presents an overview of industrial relations practises, focusing on global, continental, regional, and South African perspectives. It evaluates the human capital mining practises within the mining sector, identifies areas of improvement, and examines current practices within various mining companies in South Africa. Analysing successful practices implemented by companies in different countries can offer valuable insights for addressing the challenges faced by mining sector in the South African context. This background will focus on countries where major mining conglomerates such as Anglo-America and Rio Tinto are active. It aims to determine if the current mining practices in South Africa's organisational development strategies align with its global operations. This study will examine the impact of different organisational development strategies in various countries on reducing industrial action.

1.1.1 Global Human Capital Management Practices

In recent years, the mining sector has witnessed notable changes in its global human capital practises, driven by industry demands and emerging trends. There has been a notable focus on improving employee skills and capabilities to address the growing demands of technology and environmental sustainability (PWC Global, 2021). Companies increasingly invest in training programmes prioritising digital competencies, including data analytics, automation systems, and machine learning. For instance, mining companies are increasingly investing in training programmes that prioritise digital competencies, aligning with the perspective advocated by Armstrong and Taylor (2020) on the importance of ongoing learning and development in HRM practises. Additionally, there is a growing emphasis on cultivating leadership skills and promoting a culture of continuous learning. For instance, Amrutha and Geetha (2020) emphasise the importance of aligning HRM with social sustainability goals, which

complements the shift towards integrating green human resource management practises.

An increased emphasis accompanies the emphasis on skill improvement on workforce diversity and inclusion. Mining companies are actively working towards creating diverse teams across all levels of their organisation with the aim to stimulate innovation and improve decision-making (Deloitte, 2020). For instance, scholars have recently begun to shift focus on outlining the relationship between green HRM practices and enhanced environmental performance in improving organisational practices (Yusoff et al., 2020). The engagement of such as shift in the mining industry, where there are diverse teams could contribute to innovative environmental and sustainable organisational solutions. Thus, efforts are being made to attract and retain a diverse range of talent, including women, ethnic minorities, indigenous communities, and individuals with disabilities. Promoting equal opportunities and facilitating an inclusive work environment enhances the sense of value and belonging for all individuals involved (Deloitte, 2020).

Health and safety standards are crucial in the mining industry because of its inherent high-risk nature. The significance of this has been emphasised by recent global events, such as the COVID-19 pandemic. Companies are now placing importance on worker well-being, including both physical health and mental wellness, in addition to standard safety measures like proper equipment usage and emergency preparedness drills (EY Global Mining & Metals Report, 2019). Companies are prioritizing employee well-being with healthcare benefits, flexible schedules, and stress management programs. Thus, Mousa and Othman (2020) created a framework for green HRM practices and sustainable performance in healthcare that can be applied to mining for holistic well-being.

Effective employment relations are essential for achieving optimal organisational performance, particularly in the mining sector. Proper management of relationships between employees, unions, or collective bargaining groups plays a crucial role in maintaining productivity levels (as stated in the KPMG International Cooperative's Mining Report–Global Sector Outlook, 2018). This perspective is echoed by Papa et al. (2020), who emphasize the significance of HRM practices in facilitating innovation performance through knowledge acquisition and employee retention. Thus, open

Submitted by:

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communication channels are crucial for promoting trust and transparency among all stakeholders.

Despite the improvements, significant challenges remain in the field of human capital management within the mining sector. The report "New Frontiers: HR Challenges Facing Mining Over The Next Decade" published by McKinsey & Company (2017) reveals that some challenges in the mining industry include an ageing workforce and a lack of interest from younger individuals, skill gaps between job requirements and available talent, and concerns related to the remote locations of mining operations. This suggests the need for organisations to regularly reassess their strategies to maintain a competitive advantage.

The mining sector poses distinct challenges for managing human capital. A significant problem arises from the discrepancy between the skills demanded and the talent pool accessible. The evolving industry requires employees skilled in advanced technology, data analysis, and innovative problem-solving (Deloitte, 2020). Finding individuals with these skills is challenging due to the perception that mining is an outdated industry with limited career growth prospects.

Furthermore, the presence of a skills gap is compounded by the fact that numerous mining operations are situated in remote regions, thereby intensifying the difficulty of attracting and retaining skilled personnel. The remote locations of these sites can discourage potential employees and lead to increased employee turnover rates (EY Global Mining & Metals Report, 2019). Moreover, these locations frequently lack the required infrastructure to support a contemporary workforce, including adequate housing and social amenities. Companies face challenges in persuading skilled professionals to relocate due to this factor.

Mining companies have adopted diverse strategies to address these challenges. Certain organisations have made significant investments in education and training initiatives aimed at developing the necessary skills within local communities (KPMG International Cooperative's Mining Report–Global Sector Outlook, 2018). These initiatives address both immediate staffing needs and long-term community development goals. Some individuals have chosen rotational work arrangements, alternating between working on-site for a specific period and then taking a break period

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at home. Although there are drawbacks such as higher travel expenses, this approach can make remote locations more appealing to certain workers.

According to McKinsey & Company (2017), the human capital challenges in the mining sector are expected to persist despite current efforts. As technology advances, the need for digital skills will increase, while limitations related to resource extraction will remain. Hence, companies must proactively maintain their human capital strategies to ensure competitiveness. In the future, utilising technology-based solutions such as remote work arrangements or virtual teams may become more popular (PWC Global, 2021). Enabling remote work offers companies the opportunity to access a broader range of skilled employees and address the adverse effects of isolation. Implementing such models would necessitate substantial investment in IT infrastructure and changes in management practises. However, considering current trends, it may be worthwhile to consider this option. Hence, there is a reflection from various scholarly and business reports that organisations in the mining sector should regularly reassess their strategies to maintain a competitive edge. They suggest that should prioritise continuous improvement in employee recruitment and retention, professional development and training, and mental and emotional support services, particularly for employees located in remote areas (Deloitte, 2020; EY Global Mining & Metals Report, 2019; Mousa and Othman, 2020; Yusoff et al., 2020). Success in navigating through the complex landscape of shifting market dynamics and evolving labour force demands is only possible if they follow this approach.

These background insights across literature, reveals that the mining sector encounters distinct challenges regarding global human capital practises. Factors contributing to these changes are geographical isolation, evolving labour force demands, and shifting market dynamics. To tackle these concerns, companies in this industry should regularly review their strategies, with a specific focus on employee recruitment and retention, professional development and training, and mental and emotional support services. Considering the growing integration of technology in business operations, it is worth contemplating a shift towards digital models for human resources management. Implementing this solution would necessitate substantial investments in IT infrastructure and the adoption of new management practises. Mining organisations

can successfully navigate their industry's complexities by adopting strategies and remaining adaptable to trends and changes.

1.1.2 Human Capital Management Practices in Africa

Human capital management (HCM) practices are crucial in every business organization, including the mining sector. The African context presents unique challenges and opportunities that these practices must respond to effectively. In the mining industry, HCM is especially significant due to the high-risk nature of operations, the need for specialized skills, and the societal implications of mining activities (Becker et al., 2001). For instance, safety training is a critical component of human capital management in this sector given the hazardous work environment involved in mining.

In terms of recruitment and retention, companies often face difficulties attracting skilled personnel due to remote locations and harsh working conditions. This has led many African mining firms to invest heavily in employee benefits and welfare programs as part of their human capital management strategy (Cook, 2012). Furthermore, there's also an increasing emphasis on employing local populations and investing in community development. This not only helps secure a reliable workforce but also builds goodwill with local communities which can be beneficial for securing operational licenses (Kemp et al., 2013).

Training and development constitute another vital component of HCM within the African mining sector. Given the technical complexity inherent in most mining operations, continual skills enhancement is necessary to ensure efficiency and productivity (Birdi et al., 2008). Additionally, there's an increased focus on leadership development programs designed to build managerial capability within organizations. Such initiatives are seen as crucial for succession planning as well as fostering a culture of continuous improvement within companies.

Performance management systems are equally important within this industry. These systems enable companies to monitor employee performance closely while also identifying areas for improvement or additional training needs (Aguinis & Pierce,

2008). Moreover, they provide a basis for reward systems that incentivize optimal performance thereby aligning individual efforts with organisational goals.

However, implementing effective human capital management practices within the African context comes with its own set of challenges. Notably, cultural diversity across different regions necessitates a nuanced understanding of local customs and traditions when formulating HR policies (Jackson et al., 2014). Additionally, fluctuations in global commodity prices can have significant impacts on company revenues complicating long-term planning efforts. Despite these challenges though, it's clear that robust human capital management practices offer considerable benefits for firms operating within Africa's mining sector. They not only help promote safe and efficient operations but also contribute towards building sustainable relationships with local communities – a factor increasingly recognized as vital for long-term success in this industry

The mining sector in Africa is a critical contributor to the continent's economy, powering industries such as construction and manufacturing. Human capital management (HCM) practices within this sector are therefore of great importance due to their potential impact on overall productivity and sustainability. The nature of the mining industry itself presents unique challenges that necessitate an equally distinctive approach to HCM. According to Aguinis and Pierce (2008), embracing performance management research can enhance the relevance of organisational behavior in any industry. Within the context of African mining, this could mean developing tailored training programs that not only equip workers with technical skills but also foster a deeper understanding of environmental conservation and community relations.

Despite the hazardous nature of mining operations, it's crucial for companies to ensure the safety and well-being of their employees. Becker, Huselid, and Ulrich (2001) argue that linking people, strategy, and performance through effective HCM practices can improve organisational outcomes. In line with this perspective, mining firms in Africa could benefit from implementing comprehensive health and safety measures that go beyond regulatory requirements. These may include regular risk assessments, emergency response drills, provision of personal protective equipment, and ongoing health monitoring programs for miners. Moreover, establishing clear channels for employee feedback can facilitate early detection and resolution of potential safety issues.

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0511326E

Employee development activities play a significant role in enhancing job satisfaction and improving retention rates among staff members (Birdi et al., 1997). Given the physically demanding nature of work in the mining sector coupled with high turnover rates common in many African countries; investing in continuous professional development can be a strategic move for these companies. This might involve offering apprenticeship opportunities for young talent interested in pursuing careers in mining or providing upskilling courses for existing employees seeking career advancement within the organization.

International employment trends have shown a steady increase in demand for skilled labour within the mining sector worldwide (Cook, 2012). However, despite having abundant mineral resources, Africa often grapples with a shortage of trained professionals capable of efficiently managing these assets. To address this gap, African governments need to collaborate closely with educational institutions and private organizations to develop specialized curricula aimed at preparing students for careers in mining.

Finally yet important is community relations which is increasingly acknowledged as an essential component of sustainable business practice within the extractive industries (Kemp et al., 2013). Mining operations inevitably disrupt local environments - both physical and social - hence prudent management should seek ways to minimize negative impacts while maximizing benefits to surrounding communities. Establishing open communication lines between company representatives and community leaders can help build trust and promote mutual understanding around shared goals such as economic growth or environmental preservation.

Recent studies have suggested that successful human capital management in Africa's mining sector relies on addressing workplace safety standards, employee development strategies, stakeholder collaboration, skill shortage mitigation efforts, and community engagement mechanisms. Due to differing socio-economic conditions and government regulations, each region faces unique challenges. Therefore, there is no universal solution. It is crucial for industry players to regularly assess and adapt their human capital management strategies to meet the changing demands of the market.

Literature indicates that effective human capital management is crucial in Africa's mining sector. "Effective human capital management is crucial for the sustainability and growth of any organization. It is essential in the gold mining sector due to its labour-intensive nature and the need for specialized skills."(Nyikahodzi, 2022). Workplace safety, employee development, stakeholder collaboration, skill shortages, and community engagement are all important aspects that it contributes to. Tailored approaches are necessary to effectively address specific challenges due to diverse socio-economic conditions and government regulations in different regions. Regularly reviewing and adapting HCM strategies is crucial to meet changing market demands and achieve sustainable growth in the industry. The success of these endeavours depends on stakeholders in the mining sector understanding each other and working together.

In summary, successful human capital management within Africa's mining sector hinges upon addressing several key areas: workplace safety standards; employee development strategies; collaboration between stakeholders; skill shortage mitigation efforts; and robust community engagement mechanisms. As each region will present its own set of specific challenges based on varying socio-economic conditions or government regulations, there is no one-size-fits-all solution available – making it all more important for industry players to continually review their HCM approaches based on evolving market needs.

The importance of effective human capital management in Africa's mining sector cannot be overstated. It plays a crucial role in ensuring workplace safety, enhancing employee development, fostering stakeholder collaboration, addressing skill shortages and promoting community engagement. However, given the diverse socio-economic conditions and government regulations across different regions, tailored approaches are necessary to address specific challenges effectively. Continuous review and adaptation of HCM strategies are imperative to respond to evolving market needs and ensure sustainable growth within this industry. The success of such endeavors largely relies on mutual understanding and collaborative efforts among all stakeholders involved in the mining sector.

1.1.3 SADC Region Human Capital Management Practices

Human capital management (HCM) is a critical component of any organization's strategy, particularly in industries such as mining where the value of skilled labour cannot be overstated. The Southern African Development Community (SADC), which includes nations rich in mineral resources like South Africa, Botswana, and Zambia, has seen its mining sectors flourish due to effective HCM practices (Chamber of Mines South Africa, 2015). Mining companies within this region have begun to prioritize not just recruitment and retention strategies but also employee engagement and talent development initiatives.

SADC member countries have different levels of economic development and stages of growth. Therefore, their needs and practices in human capital management are different.

In South Africa's case, the mining industry has historically been pivotal for economic growth. However, it is an industry that requires a significant human capital investment. To optimize productivity and profitability, these organizations must ensure they are attracting and retaining top talent while also developing their workforce skills continuously (World Bank, 2017). Furthermore, there is also a need for technical training programs to enhance employees' abilities with increasingly sophisticated machinery and technology used in modern mining operations.

The importance of strong HCM practices extends beyond the immediate bottom line impacts on individual companies. A robust mining sector could stimulate economic development throughout the SADC region by creating jobs indirectly through supply chains and service industries related to mining. For example, Botswana's economy has benefited significantly from diamond extraction activities due in part to well-managed human capital within the industry (African Development Bank Group, 2013).

Moreover, HCM practices can address some traditional challenges faced by the mining industry in SADC countries. One issue has been brain drain - wherein highly skilled workers emigrate due to lack of opportunities or low wages at home (United Nations Economic Commission for Africa-UNECA, 2006). By improving compensation packages and career progression prospects through comprehensive HCM strategies, firms can keep valuable local talent within country borders.

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Effective HCM practices go beyond handling personnel issues within an organization – they contribute directly towards achieving broader socio-economic objectives. In Zambia's copper mines for instance, companies have launched educational programs aimed at upskilling miners which helps reduce unemployment rates and poverty levels across communities (Zambia Chamber of Mines-ZCM & International Council on Mining & Metals-ICMM , 2014). This approach demonstrates how strategic management of human capital can drive both corporate success and societal progress.

In light of all this evidence, it becomes apparent that diligent implementation of HCM practices is integral to sustainable growth within the SADC region's mining sector. Not only do these measures foster a competent workforce that drives operational efficiency; they can help tackle wider social challenges including unemployment and income inequality. Henceforth, stakeholders ranging from policymakers to business leaders should continue investing resources into strengthening human capital capabilities across the mining value chain.

Human capital management (HCM) is a critical component in the success of any organization, and it plays an indispensable role in the mining sector within the Southern African Development Community (SADC). Effective HCM practices can lead to enhanced productivity, increased efficiency, and improved employee morale. The SADC region possesses rich mineral resources which contribute significantly to its economies. However, managing human resources effectively in this industry can be challenging due to factors such as labour unrest, skills shortages, health and safety concerns, and migration of skilled workers (African Development Bank Group, 2013).

These challenges necessitate robust HCM strategies that not only address immediate issues but also anticipate future trends and changes. For instance, the adoption of automation and digital technologies in the mining sector requires that employees are equipped with new skills and competencies. Furthermore, given the hazardous nature of mining operations, considerable attention must be paid to ensuring occupational health and safety standards are met - a crucial aspect of human capital management(Chamber Of Mines South Africa, 2015).

The high rate of outward migration of skilled professionals from SADC countries further complicates HCM efforts in the region's mining sector. This brain drain phenomenon reduces domestic human capital stocks and undermines the capacity for economic growth and development (United Nations Economic Commission For Africa UNECA ,2006). To counteract this trend, improving working conditions, offering competitive remuneration packages, and providing opportunities for professional progression are necessary.

Moreover, government policies play a significant role in shaping HCM practices within the mining sector. Policies aimed at job creation, skills development and training programs could help provide a steady supply of qualified personnel for the industry. Simultaneously governments should ensure companies comply with labour laws regarding fair wages and safe working conditions(World Bank, 2017).

In Zambia's case where mining contributes greatly to their economy, adopting sustainable HCM practices is especially important. Partnerships between mine owners/operators and stakeholders such as local communities or non-governmental organizations can aid in addressing social issues around mining like community displacement or environmental degradation (Zambia Chamber Of Mines Zcm & International Council On Mining & Metals ICMM ,2014). These collaborations may include setting up educational or vocational training centres that equip locals with relevant skills thus creating a more inclusive workforce.

These perspectives on HCM within SADC's mining sphere: it's clear that effective management demands active engagement with various challenges including technologic shifts; maintaining health/safety standards; combatting brain drain; aligning corporate policy with national regulations plus fostering public-private partnerships. As we navigate this complex web of interrelated elements it becomes evident how vital strategic investment is towards strengthening capabilities across all links within our value chain.

In conclusion, human capital management within the SADC mining sector is a complex yet crucial aspect that demands comprehensive strategies and active engagement. The challenges of technological shifts, maintaining health and safety standards, combating brain drain, aligning corporate policy with national regulations, and fostering

public-private partnerships all contribute to the complexities of HCM in this context. However, these challenges also present opportunities for strategic investment and development, which can ultimately strengthen capabilities across the entire value chain. Through collaborations and initiatives such as educational or vocational training centers, mines can create a more inclusive workforce that benefits both the organization and its stakeholders. As we move forward, it's clear that effective HCM practices will continue to play a pivotal role in shaping the future of the SADC mining sector.

1.1.4 South African Human Capital Management Practices

Human capital management (HCM) is an essential facet of any business, and the mining sector in South Africa is no exception. The industry has long been a significant contributor to the country's economy, employing thousands of people who provide their skills and expertise. However, managing this vast pool of talent can be challenging due to factors such as the volatile nature of the market, stringent regulatory requirements, safety concerns, and workforce diversity (Marx et al., 2014). It is here that effective HCM practices come into play.

In recent years, mining companies in South Africa have increasingly recognised the importance of HCM. They understand that it goes beyond mere recruitment and training (Botha & Moalusi, 2015). Instead, it involves strategic planning for attracting, developing, motivating and retaining a capable workforce. This process begins with understanding what skills are necessary for each role within the company then finding individuals who possess these competencies or demonstrating willingness to acquire them. Once hired, employees need to be nurtured through continuous learning opportunities and performance management systems.

The development aspect of HCM is particularly crucial in the mining sector given its technical nature. A study by Van der Heijden and Naidoo (2018) found that upskilling programmes significantly impacted employee productivity levels in South African mines. These initiatives not only equip workers with relevant knowledge but also boost their confidence and motivation to perform at optimal levels. Effective HCM strategies

therefore acknowledge the importance of fostering a learning culture where continual improvement becomes ingrained in the organisation's DNA.

However, HCM extends beyond just training and development; it also encompasses employee engagement which plays a central role in retaining valuable human capital (Kumar & Packer, 2003). In fact, research reveals a strong correlation between engaged employees and increased organisational performance (Schaufeli & Bakker, 2004). There is a need for greater investment in employee training and development initiatives. Many companies in the sector do not have structured training programs or provide limited access to professional development opportunities. This lack of investment hampers employee growth and limits their potential contribution to organisational success (Nyikahodzi, L. 2022). Therefore, mining companies need to create an environment that stimulates meaningful work relationships where employees feel valued for their contributions. This can be achieved through transparent communication channels, recognition schemes among other methods.

Safety is another key facet of HCM within the mining context as accidents can result in loss of life or severe injuries leading to high costs both financially and reputation wise (Bahn & Kitchingman, 2003). Effective safety management thus forms part integral part of HCM strategy as it directly impacts worker morale hence productivity levels (Choudhry et al., 2007). Ongoing safety education programs coupled with strict adherence to safety regulations help foster a culture where safety remains paramount priority.

Diversity influences HCM practices within South African mining industry. The labour force comprises individuals from different ethnic backgrounds something that enriches organisational culture but also presents challenges relating cultural differences language barriers among others issues (Bendixen & Abratt 2007). Hence effective HCM approaches should incorporate inclusivity strategies aimed promoting harmonious coexistence amongst diverse groups while leveraging unique strengths each group brings on-board.

If executed properly Human capital management can transform productivity levels whilst fostering conducive working environments within South African mining sector making it more competitive on global platform. At same time implementing robust HCM

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Olivia Tashinga Tanyanyiwa
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strategies isn't without challenges however potential benefits far outweigh drawbacks associated with poor human resources practices.

The mining sector in South Africa is a significant part of the economy, contributing to job creation and GDP growth. However, it faces numerous challenges, particularly with regard to human capital management practices (Marx et al., 2014). Poor human resource practices can hinder productivity and affect the overall performance of businesses within this industry. Practices such as inadequate training programs, lack of employee engagement strategies, poor safety measures, and an ineffective corporate identity can all have negative impacts on the organization and its employees.

One concerning issue within the mining sector's human resources practices is the lack of adequate skills development programs (Botha & Moalusi, 2015). The industry requires highly skilled workers; however, there often exists a gap between the skills required for specific positions and those possessed by employees. This situation creates inefficiencies that could be mitigated through effective training and development initiatives. Furthermore, Van der Heijden & Naidoo (2018) highlights that investing in employees' skill sets not only increases their productivity but also fosters loyalty towards the organisation.

Another critical area affecting performance in the mining industry is work engagement. According to Kumar & Packer (2003), engaged employees are more likely to perform better than those who are not. This concept is supported by Schaufeli & Bakker's (2004) Job demands-resources model which suggests that proper balance between job demands and available resources will result in higher levels of work engagement leading to improved performance. Unfortunately, many firms within this sector fail to create an environment that encourages active involvement from their employees.

Safety management systems are another vital aspect of human capital management practices within the mining industry due to inherent risks associated with this line of work (Bahn & Kitchingman 2003). An unsafe working environment can lead to injuries or fatalities which negatively impact morale while also increasing costs related to compensation claims or fines. Research conducted by Choudhry & Fang (2007) found

that engaging in unsafe behaviour at work was commonly linked with poor safety culture within organisations.

Finally, corporate identity plays a crucial role in attracting both clients and potential high-quality employees (Bendixen & Abratt 2007). A strong company image portrays an organization as stable, reliable, and trustworthy which builds confidence among stakeholders including customers and staff members alike. However, maintaining a positive public perception requires consistent effort including proactive communication strategies aimed at managing reputation effectively.

1.1.5 Rationale for study

In South Africa the prevalence of industrial action in the mining sector has a far-reaching effect not only on the organisation but it has negative effects on the employees their families and ultimately the economy. The findings from the study can be utilised by mining organisations as policies to as interventions which can prevent or mitigate the effects of the strike action. Furthermore, the strategies will try and provide recovery methods should in the effect the strike action is unstoppable.

The rationale behind this study is that it is important to ensure economic stability, social harmony, and favourable business environment. The mining sector has contributed roughly U\$D10,97 billons to South Africa's Gross Domestic Product in the year 2022 (Cowling, 2023). Which such a huge economic impact it is necessary to ensure that the sector is kept stable due to sheer economic impact the sector has on South Africa. The sector attracts significant foreign investments into the country, is a contributor to the labour market, and is linked to a wide supply chain that affects secondary industries.

1.2 Research conceptualisation

1.2.1 The research problem statement

"The persistent conflict between mine workers and management in South Africa highlights the urgent need for innovative organisational development strategies to

address underlying issues and prevent further disruption caused by strike actions” (Savage, 2018).

Despite efforts to improve labour relations in the South African mining sector, strike actions continue to disrupt operations and impact productivity. The strained relationship between management and mine workers, as well as the lack of integration of humanistic values in labour relations, contribute to the frequent occurrence of strikes. Additionally, the role of trade unions in facilitating communication and understanding between stakeholders remains unclear. Therefore, there is a need to explore organisational development strategies that can effectively mitigate strike action in the mining sector.

"The persistent conflict between mine workers and management in South Africa highlights the urgent need for innovative organizational development (OD) strategies to address underlying issues and prevent further disruption caused by strike actions" (Savage, 2018).

Despite efforts to improve labor relations in the South African mining sector, strike actions continue to disrupt operations and impact productivity. The strained relationship between management and mine workers, compounded by the insufficient integration of humanistic values in labor relations, contributes to the frequent occurrence of strikes. Furthermore, the role of trade unions in facilitating effective communication and understanding between stakeholders remains ambiguous.

This study aims to address the theoretical gap in understanding how specific OD strategies can mitigate strike actions in the mining sector. By investigating the direct relationship between OD strategies and the reduction of strike actions, this research seeks to provide a comprehensive analysis of how these strategies can be effectively implemented to foster a more harmonious and productive labor environment.

1.2.2 The research purpose (aim and objectives) statement

The purpose of this study is to explore and establish efficient organisational development strategies for reducing strike incidents in the South African mining industry. This study seeks to analyse the causes of labour unrest, evaluate current organisational practises and policies, assess existing human resource and propose sustainable approaches to enhance labour relations and working conditions. Hence, it seeks to investigate and suggest appropriate strategies to improve employee engagement and satisfaction. The study aims to enhance the stability and productivity of the mining industry in South Africa, promoting a harmonious and mutually beneficial relationship between mining companies and their workforce.

This study aims to investigate and develop organisational development strategies that can effectively mitigate industrial action in mining companies in South Africa.

1.2.2.1 Research Objectives

Objective 1: To investigate the relationship between management and mine workers and its influence on strike frequency in South African mines.

Objective 2: To evaluate the integration of humanistic values in labour relations within the South African mining sector management.

Objective 3: To examine the role of trade unions in bridging the gap between mine workers and management in the South African mining sector.

This research is aiming to develop tangible strategies which will provide effective mitigating strategies which mining companies can implement against industrial action in their organisation. Most research has not given any tangible or realistic strategies in which an organisation can utilise to minimise this risk. Therefore, I have taken this gap and decided to attempt to fill it with the proposed research. The proposed research is going to evaluate current strategies which mining organisations utilise to deal with industrial action and how they pre-empt in an attempt to mitigate the repercussions.

The research will be data collection and analysis of the data. The data that will be collected will be based on what the current strategies are in place which are being

used to manage industrial action and what their successes have been and where they fall short in mitigation of industrial action.

1.2.3 The research questions as well as where applicable accompanying research hypotheses or research propositions

Question 1: What are the characteristics of the management and mine workers relationship, and their influence on strike action in the South African mining sector?

Question 2: How does management in the South African mining sector incorporate humanistic values in labour relations?

Question 3: What are the roles of trade unions in intermediating between mine workers and top management in the South African mining sector?

1.2.3.1 Research Hypotheses

H1: The nature of management-worker interactions in South African mining organisations is directly related to the incidence of strike actions.

H2: Senior management in South African mining organisations lacks emotional awareness regarding the impact of their decisions on labourers, leading to a disconnect in labour relations.

1.2.3.2 Research Proposition

P1: Trade unions can facilitate enhanced empathy from top management towards mine workers and influence beneficial labour relations and negotiations in the South African mining sector.

1.3 Delimitations and assumptions of the research study

The assumptions which I will make for the research study is that, I assume that a number of organisations in the sector would be willing to participate and to provide information surrounding the topic, because I believe that the research will be covering an area which has not been researched widely.

The delimitations of the research could be the difficulty in getting cooperation or information from various trade unions and government bodies. Further delimitations

Submitted by:
Olivia Tashinga Tanyanyiwa
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as a result of the COVID-19 pandemic many participants will be reluctant to conduct face to face interviews which will drastically affect the response of the researcher's ability to utilise body language signals to determine or to assume if a response is genuine or not.

The assumptions underlying this research are that a significant number of organizations in the South African mining sector will be willing to participate and provide information relevant to the topic, given that the research addresses an area that has not been widely explored.

Delimitations

Scope of Participation: This study will focus exclusively on the South African mining sector, including mine management and workers. It will exclude other sectors to maintain a clear and targeted scope.

Geographical Boundaries: The research will be limited to mines operating within South Africa, excluding international mining operations to ensure relevance to local context.

Data Collection Methods: Due to the COVID-19 pandemic, face-to-face interviews will be limited. Data collection will primarily rely on virtual interviews, questionnaires, and existing literature. This approach excludes the use of body language cues to assess the genuineness of responses, potentially affecting the depth of qualitative insights.

Stakeholder Engagement: The study will include perspectives from mine management, workers, and available trade union representatives. However, it will exclude extensive interaction with government bodies due to anticipated difficulties in obtaining timely and detailed information.

Time Frame: The research will be conducted within a specific time frame, which may limit the inclusion of long-term trends and developments in labor relations and organizational development within the sector.

By clearly defining these boundaries, the study aims to provide a focused and feasible examination of organizational development strategies to mitigate strike actions in the South African mining sector.

Submitted by:
Olivia Tashinga Tanyanyiwa
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1.4 Significance of the research study

The 2012 Marikana massacre made global headlines. The strike action which took place at Lonmin Platinum mine turned deadly when there was no agreement reached between the workers and management. However it was reported that an additional factor was the rivalry between trade unions. Effective OD strategies will be beneficial in the managing of all areas of the engagement of the mineworkers. Further more this research paper will attempt to provide insights into how OD strategies will improve on productivity,

1.5 Preface to the research report

To this end, the report has six chapters. Following this introductory chapter, Chapter 2 provides a literature review covering the problem, the past studies, the explanatory framework and the conceptual framework. Chapter 3 discusses the research strategy, design, procedures, reliability and validity measures as well as limitations. Chapter 4 and Chapter presents and discusses the findings, respectively, to interrogating our research questions while Chapter 6 summarises and concludes the research.

2 LITERATURE REVIEW

2.1 Introduction

Literature review provides familiarity with the topic and provides a solid foundation based on what other reputable authors had written about the topic (Matshabaphala, 2020). Literature review facilitates identification of unexplored areas, utilisation of existing data sources, comprehension of conceptual definitions and measurement approaches employed by other researchers, formulation of alternative research projects, contextualization of one's own work, advancement of the field through knowledge expansion, assessment of prior research successes and failures, demonstration of critical evaluation skills, and acquisition of supporting evidence for one's own research (D.C., n.d.). These factors highlight the significance of a literature review in every study.

Organisational development in the mining sector is a complex and frequently debated subject. Industrial relations and the handling of industrial strike action are subjects of controversy in this industry. This literature review examines research reports and discussions on protests in the mining sector.

Organisational Development (OD) is a process that aims to enhance an organization's effectiveness and efficiency through planned interventions. While traditionally associated with white-collar industries, OD also holds significant value in blue-collar industries. This literature review will explore the significance of organisational development in blue-collar industries, with a focus on the mining sector and discuss theoretical frameworks that can support its implementation.

Blue-collar industries typically involve manual labour and are characterized by a large workforce engaged in tasks such as manufacturing, mining, construction, transportation, and maintenance. These industries often face unique challenges related to employee engagement, productivity, safety, and adapting to technological advancements. Implementing organisational development practices can address these concerns and contribute to overall success.

One significant aspect of organisational development in the mining industries is improving employee engagement, in particular the mine workers who are performing

Submitted by:

Olivia Tashinga Tanyanyiwa

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the manual labour inside the physical mine. It is often noted that the mine labourers are often disengaged despite their role being the most important in the entire mining sector. Engaged employees are more likely to be motivated, productive, and committed to their work. By adopting OD practices such as team-building activities, communication workshops, and training programs, organizations can foster a positive work environment that encourages employee involvement and commitment.

2.2 Theoretical Frameworks

The research is going to explore three main theoretical frameworks that inform the comprehension of organisational development and its significance in human capital management and the creation of an efficient employee value proposition. This research explores three theories in the context of organisational development, as this field focuses on optimising organisational structure to enhance efficiency, effectiveness, productivity, and employee well-being.

The theoretical framework for this research incorporates several key theories to address this persistent conflict. Central to this framework is Human Capital Theory, developed by economists such as Gary Becker. This theory emphasizes the value of investing in employees' skills, knowledge, and abilities, positing that organizations can achieve higher productivity and economic returns by enhancing their workforce's human capital. In the context of the mining sector, applying Human Capital Theory can help to understand how investments in employee development and well-being might mitigate strike actions by addressing underlying issues of dissatisfaction and unrest among workers.

Organizational Development (OD) theories also play a crucial role in this research. Key OD theories include Kurt Lewin's Change Management Model, which involves unfreezing, changing, and refreezing phases to facilitate organizational change. This model can be applied to introduce and sustain new labor relations practices in the mining sector. Additionally, Systems Theory views organizations as complex systems with interdependent parts. In the mining sector, understanding the systemic interactions between management, workers, and trade unions can help identify

leverage points for effective intervention. The Action Research Model, a participatory approach involving iterative cycles of planning, action, and reflection, can help continuously refine strategies to improve labor relations and reduce strike actions.

Employee engagement is another critical factor influencing organizational performance and employee behavior. Research indicates an inverse relationship between employee engagement and the intent to strike. Engaged employees are more likely to exhibit organizational citizenship behaviors and less likely to participate in disruptive actions such as strikes. Therefore, enhancing employee engagement can be a strategic approach to reducing strike actions in the mining sector. This research foregrounds OD factors influencing employee engagement and examines the inverse relationship between engagement and strike action. By systematically enhancing employee engagement through targeted OD strategies, the research aims to reduce the propensity for strike actions.

2.2.1 Organisational Development

Organisational development (OD) is a scientifically grounded process that enables organisations to enhance their ability to change and attain higher levels of effectiveness through developing, improving, and reinforcing strategies, structures, and processes. (What is Organizational Development? A Complete Guide, n.d.). This has allowed for organisations to effectively utilise the resources that they have to ensure optimum performance of staff and other systems which are used to generate revenue for the business.

The theory of Organisational Development (OD) was initially proposed by Richard Beckhard in the 1960s. The individual in question is widely acknowledged as a key figure in the establishment of the discipline of organisation development, as well as being a trailblazer in the examination and instruction of a systemic methodology for implementing deliberate alterations within intricate organisational (Fry, 2017). He is credited with developing the change formula and the GRPI framework. According to Beckhard, resistance is an inevitable response to change. French Bell (1978) defined organisational development (OD) as a strategic initiative aimed at enhancing an organization's problem-solving and renewal capabilities through the collaborative

Submitted by:

Olivia Tashinga Tanyanyiwa

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management of its culture. This process involves the involvement of a change agent or catalyst and is influenced by the evolving theories and technologies of applied behavioural science (Stevens, n.d.).

The characteristics of organisational development process are; it focuses on the organisations culture, it fosters collaboration between the leaders and the employees. It focuses on enhancing organisational processes, structures an culture to empower employees, improve communication and foster collaboration. By applying OD principles, organizations can assess their current state and identify areas for improvement, such as communication channels, employee engagement, and conflict resolution mechanisms. This allows them to proactively address underlying issues and create a more harmonious work environment. Furthermore, OD helps organizations understand the root causes of strike actions by examining factors such as wage disparities, working conditions, or lack of employee empowerment.

One approach to utilizing OD in mitigating strike action is through conducting thorough assessments and surveys to gather feedback from employees on their satisfaction levels, concerns, and suggestions for improvements. This data can then be analyzed to identify patterns or common themes that may contribute to strike actions. Based on these findings, targeted interventions can be implemented to address specific issues and improve overall organisational climate.

Another strategy is to focus on building strong relationships between management and employees through open dialogue, trust-building activities, and collaborative decision-making processes. By involving employees in decision-making processes and giving them a voice in shaping policies that directly affect them, organizations can foster a sense of ownership and reduce the likelihood of strikes.

Additionally, implementing training programs aimed at enhancing communication skills, conflict resolution techniques, and negotiation abilities can help prevent strikes by equipping both management and employees with the necessary tools to resolve disputes amicably.

It is important to note that each organization has its unique set of circumstances and challenges. Therefore, tailoring OD interventions according to the specific needs of

the mining sector is crucial for success. Consulting with experts in OD or engaging external consultants who specialize in labour relations could provide valuable insights into developing effective strategies to mitigate strike actions.

2.2.2 Human Capital Management

In recent years the human resources management function has gained its rightful place in the pillars of running a successful organisation. Human capital can be said to be the economic value that is derived from an employee such as worker's experience, skills, knowledge and abilities which are beneficial to the organisation (Gibbons, 2020). In his article (Gibbons, 2020), defined Human Capital Management (HCM) as the collection of organisational practices related to the acquisition, management and development of the human resource/capital.

In a report developed by the authors from the Ulster University Business School, it was said that Human Capital can trace its roots to the early 1960s, when Schultz proposed that human capital consisted of the 'knowledge, skills and abilities of the people employed in an organisation' (Dr Martin McCracken, 2017). This involves directly or indirectly with many issues. These fall broadly into the sub-functions of human capital management. The function of human capital management should not only be done by the human resources management team but is a function which can be fulfilled by several factors such as; line management, HR department, other functions and the employees themselves as well as supply chain partners (Lee, 2019).

In order to grow the HCM there are initiatives which organisations can take to drive the effectiveness of the staff. Some of these initiatives are; improve performance culture, lean management, integration of an acquisition or merger, build a global mindset, global talent acquisition/management, new business model and to re-engineer a functional discipline (Gibbons, 2020). By implementing the initiatives, they are beneficial in optimising and maximise the value and return on investment of the human capital in the organisation (Gibbons, 2020). In order for HCM to be effective, certain core elements are required. These elements are: 1. Organisational Vision and Values, this allows for the clear path and purpose to be explained as to why they HCM system is being implemented. 2. Strategic goals and objectives, the initiatives are driven by the organisations specific, measurable, and time-bound activities (Gibbons,

2020). 3. Leadership Team, the HCM system can only be effective if the leadership team is going to managed effectively and with the same mind. This team is a cross-functional one and will require a generalist experience in order to be able to implement the system. The final core element outlined by (Gibbons, 2020) is that of Data Management and Support, the data is derived from the human capital which will be utilised for decision making, manage, take action and measure the results from the various interventions implemented.

2.2.3 Employee Value Proposition

Employee Value Proposition (EVP) is defined as “all elements of the job and organisation that are in some way attractive to the employee” (Lee, 2019). An effective EVP is said to drive attraction and commitment in the labour market (Parreira, 2007). The elements that make up the EVP are linked to the elements from the human capital management framework, these elements include, design of jobs/roles, workforce planning, recruitment, selection, employee development, performance management, reward management, cultural management, reward management, cultural management, wellness management, labour relations, internal talent mapping. Attracting, hiring and retaining people are the biggest challenges for the talent management and with the increase in competition by employers in the market has made the challenge even more difficult (Deshpande, 2019). Attracting and retaining capable, and talented employees is always a challenge for many organisations.

Hence why EVP is important for organisations to ensure that the best talent is attracted and retained for long term. In their article Pawar & Charak (2014) they said it was found that an effective EVP improved the commitment of new hires by up to 29%, reduced the new hire compensation premiums by up to 50%, an effective EVP increased the likelihood of employees acting as advocated from an average of 24% to 47%, and having an effective EVP allows organisations to source more deeply in the labour market to gain access to passive candidates (Charak, 2014). The statistics presented show that with an effective EVP and organisation can increase productivity, while maintaining happy and motivated employees which will result in increased revenue.

2.2.4 Trans disciplinary Theories

Transdisciplinary theory is an approach that transcends the boundaries of individual disciplines to create a holistic framework for understanding and addressing complex problems. Unlike traditional disciplinary research, which is confined to the methods and perspectives of a single field, transdisciplinary theory integrates concepts, theories, and methodologies from multiple disciplines. The goal is to develop new insights and solutions that are more comprehensive and effective than those provided by any single discipline.

In a transdisciplinary approach, knowledge is co-produced by researchers from different fields, as well as practitioners and stakeholders from outside academia. This collaborative effort is particularly useful in addressing "wicked problems"—issues that are complex, multifaceted, and resistant to straightforward solutions, such as climate change, public health, or in your case, labor relations and strike actions in the mining sector.

2.2.4.1 Socio-Technical Systems Theory

This theory is highly relevant because it emphasizes the alignment of both social and technical systems within an organization. In the mining sector, where the interaction between human workers and complex machinery is crucial, understanding how to optimize these systems together can lead to more harmonious labor relations. By ensuring that workers' needs are integrated into the technical processes, organizations can reduce dissatisfaction and, consequently, the likelihood of strikes.

2.2.4.2 Complexity Theory

Given the dynamic and often unpredictable nature of labor relations in the mining sector, Complexity Theory provides a useful framework for understanding and managing these complexities. The interactions between management, workers, trade unions, and external factors such as economic conditions and regulatory changes can lead to emergent behaviors that are difficult to predict. Applying Complexity Theory allows for the development of flexible and adaptive strategies that can respond effectively to changing circumstances, thereby helping to prevent strikes.

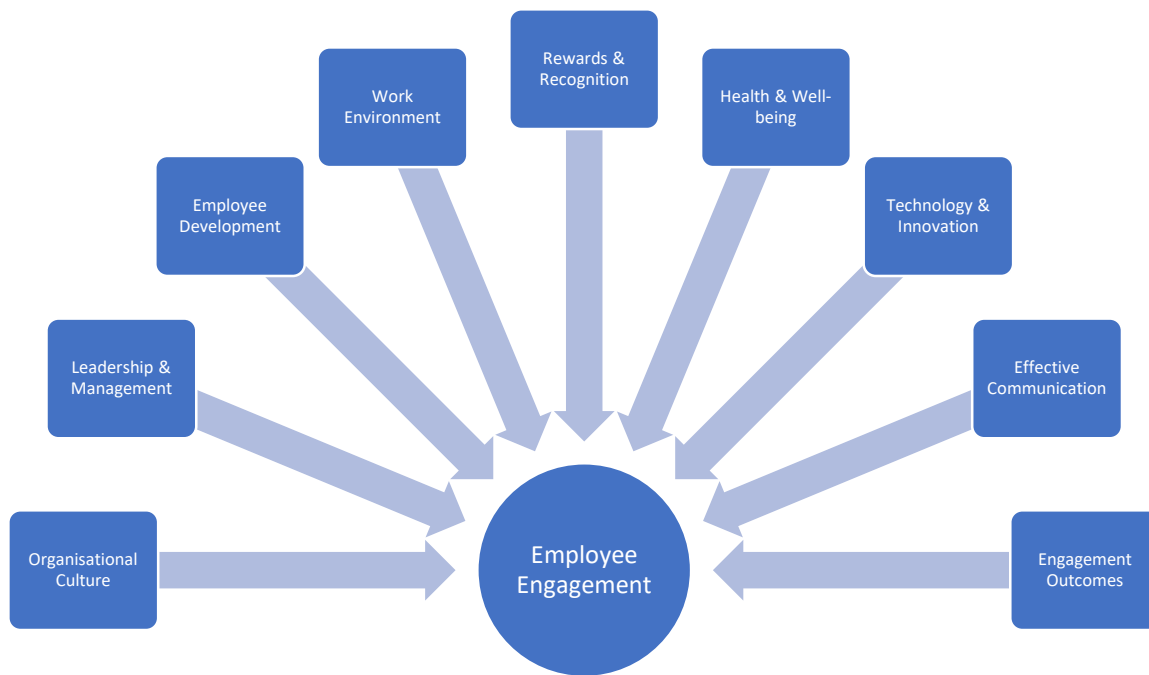
2.2.4.3 Transformational Leadership Theory

Transformational Leadership Theory is crucial in fostering a workplace culture that aligns the goals of both management and workers. In the context of your research, focusing on leadership that inspires, motivates, and engages employees can be a powerful tool in reducing conflict and increasing cooperation. Leaders who practice transformational leadership can build trust and commitment, making it less likely for employees to resort to strike actions as a means of expressing their grievances.

2.2.5 Conceptual Framework

A conceptual framework is developed to lead the research into minimising strike actions in the South African mining sector using organisational development strategies (ODS). This framework focuses on the interaction of key elements and their roles in reaching research objectives. ODS are the primary driving force behind this framework. These tactics include precisely designed actions and techniques aimed at increasing the overall efficiency and effectiveness of mining-related organisations. Their implementation is aimed not just at improving the organization's performance but also at reducing the occurrence of strike actions.

Employee Engagement (EE) is intricately tied to the deployment of ODS. Employee engagement is an intermediary variable influenced by the deployment of ODS (Mkheimer and Mjlae 2020). It serves as a critical lever for influencing the research's outcomes. Higher levels of employee involvement are expected to be positively connected with fewer strike actions. In other words, engaged employees are projected to be less likely to participate in labour conflicts and work stoppages. The final dependent variable in this framework is Strike Action (SA). SA is the physical embodiment of labour disputes and strikes in the mining industry (Ceki, Pududu and Mohajane 2022). The major goal of ODS is to reduce the occurrence and severity of such events. It is anticipated that the propensity for strike actions will diminish by improving employee engagement through ODS,.



Contextual factors inherent in the South African mining sector shape the dynamics of ODS and strike actions. These contextual elements, which include labour relations, historical backdrop, and economic situations, have a major impact on both ODS implementation and strike frequency. As a result, they are critical components of the framework and must be considered throughout the investigation. The study design and data gathering methodologies serve as the framework's foundation. Surveys, interviews, and data analysis will be the primary means of data collecting in the South African mining sector. These data-collection tools will provide insights into ODS's success in increasing employee engagement and reducing strike actions. To discover the links between ODS, employee engagement, and strike activities, statistical analysis will be used. Furthermore, qualitative data from interviews will be critical in providing a comprehensive picture of how various ODS programmes influence employee engagement and, as a result, strike actions.

The goal is to deliver actionable insights to stakeholders in the South African mining sector. The proposals will centre on the effective use of ODS to reduce strike activities. These recommendations will cover labour relations, management practises, and tactics aimed at creating a more peaceful and productive work environment in the mining industry.

The conceptual framework for this research integrates these theoretical perspectives, focusing on key components such as leadership and management practices, employee development and recognition, and communication and inclusion. Effective leadership and transparent management practices can foster trust and engagement among employees. Providing opportunities for skill development and recognizing employee contributions can enhance engagement and loyalty. Ensuring open lines of communication and involving employees in decision-making processes can reduce feelings of alienation and dissatisfaction. By integrating these elements, this research aims to provide a comprehensive and actionable framework for improving labor relations in the South African mining sector.

2.3 Research problem analysis

The research problem here is the prevalent strike action which takes place in the mining sector and the need to find strategic interventions which can assist in preventing and mitigating industrial strike action in the mining sector. The lack of organisational strategies which will be beneficial in the mitigation or prevention of strike action is a problem and little research has been done in finding these strategies.

To understand this, we need to understand what the main causes of strike action are and what are the common theme or thread with each incident. Numerous authors have written reports on strike action and a common thread has emerged as to causes of strike action are wage disputes, union rivalry, inequality poverty and unemployment, loss in production, lost contacts, loss in investments, loss of employment and socio-

political effects (Murwirapachena & Sibanda, 2014). With each incident of labour unrest, the consequences are far reaching. Strikes have been said that they are detrimental to both the employee and employer the employees lose their jobs and the employer loses out on production and revenue during the strike action. This will then have an effect on third parties, government and the overall economy will be negatively impacted (Murwirapachena & Sibanda, 2014).

Mine workers in South Africa and in other countries are represented by trade unions. Trade unions play a major role in the EVP of mine workers. Trade unions in South Africa are prevalent and they are allegedly at the forefront of the industrial action. The role of trade unions has since evolved from just being the negotiators on behalf of the workers. "Trade union's influence in the broader society is manifested in the power that they possess which comes from collectivism (Mwilima, 2008). Trade unions now have a bigger role to play as opposed to what they played twenty to thirty years ago. However, with that being said it does not necessarily mean that the trade unions will shift their mindset and adjust the manner in which they represent their members. Frequent strike action is a clear indication that there is a problem which is far deeper than any researcher has gone and that this problem needs a solution to be found to break the vicious cycle in order to ensure stability and satisfied employees and employers with a harmonious working relationship.

2.4 Research knowledge gap analysis

Past research has been done on the prevalence occurrence of strike action and the research looked at the effects and consequences of the strike action in mining. In their research (Murwirapachena & Sibanda, 2014) the provided recommendations to mitigate the labour unrest. However the research did not provide any solutions with engagement of the mine labourer. It is worth noting that trade unions represent low-level employees, but they are often excluded from major decision-making processes. This research aims to address this gap by identifying appropriate interventions that can be implemented at the level of the mine laborer, which will directly benefit them. These interventions will not be filtered through the top, but rather, they will involve the mine laborers themselves in the decision-making process. By doing so, we aim to

provide solutions that are more inclusive and effective in reducing labor unrest in the mining sector.

2.5 Qualitative attributes or quantitative variables key to the research

Qualitative data also known as categorical data—is data that can be arranged into categories based on physical traits, gender, colours or anything that does not have a number associated with it. This data is contrasted with quantitative data (Taylor, 2019). In simple terms qualitative data is data that has certain qualities which set the items in the data apart. Quantitative data is numerical and is used to analyse qualitative data. Primary and secondary data will be utilised to assess the past effects of the interventions which were applied to address the various employee engagement strategies in mining companies. The primary data will be sourced from digital platforms and surveys which will be used to obtain anonymous data from industry professionals.

For this research the qualitative attributes which will be key to the objective of the paper will be organisational development policies which the organisation in question has implemented. The attributes will be from the various business leaders who will be interviewed as part of the data collection process and their distinguishing variable will be the organisation from which they are representing and manner in which their respective organisations have dealt with industrial strike action. This will allow for contrasting of the of the two types of data.

To achieve this the research will begin by obtaining statistics from various organisations which relate to the number of the incidents of strike action which they have had to manage since the year 2010. By doing this it will allow for a suitable pattern to be identified with regards to similarities in the incidents and a case can be developed from that perspective. Further it will provide the various triggers and signs which precede the strike actions which can be identified and intercepted before it become industrial action.

The next set of qualitative attributes is the type of management in place. Management plays a role in the overall operations of the organisation from the mine workers right to the CEO. They make the decisions regarding the employees and what policies or interventions are implemented. By collecting this data and analysis how each organisation treated the action and the outcome of the strike action. This will be useful to the type organisation it is and how many incidents they have encountered during the time frame stipulated earlier, the statistical data with regards to the frequency of the incidents will be contrasted with the data collected by the methods used to mitigate or prevent the incident.

2.6 Framework(s) for interpreting research findings

Interpreting the effectiveness of organisational development techniques to prevent strike action in the South African mining sector can benefit from recognised frameworks used in the fields of organisational development and labour relations. While there may not be a single generally accepted framework customised specifically for the given study, the researcher will rely on relevant concepts and models to successfully interpret research findings.

Kotter's 8-Step Change Model

John Kotter's 8-Step Change Model is often used to analyze and interpret the effectiveness of organisational development strategies. It provides a structured approach to implementing and managing change within an organization (Magnúsdóttir 2018). Researchers can assess the extent to which each step of the model has been successfully applied in the context of mitigating strike actions in the South African mining sector. The model includes steps such as creating a sense of urgency, forming a powerful guiding coalition, and ensuring short-term wins, which can be used to evaluate the effectiveness of interventions (Singh *et al.* 2020).

Lewin's Change Management Model

Kurt Lewin's Change Management Model, a crucial paradigm in the field of organisational development, provides a structured and informative method to analysing the effectiveness of strike mitigation strategies applied in the South African

submitted by:

Olivia Tashinga Tanyanyiwa

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mining sector. This concept is divided into three stages: unfreezing, altering, and refreezing. In the context of the mining industry, researchers can utilise this framework to assess how successful these techniques have been in addressing the critical issue of strike actions (Hussain *et al.* 2018).

The first stage, "unfreezing," entails recognising that existing mining practises must be modified. Researchers can evaluate the tactics in terms of their ability to create a sense of urgency and awareness about the need for change. The second stage, "changing," looks into the actual implementation of strike-reduction strategies. Researchers can examine characteristics such as communication, stakeholder involvement, and adaptation to determine how well these initiatives have been performed and managed. Finally, the "refreezing" stage concentrates on anchoring newly adopted practises in order to assure their long-term viability. Within the mining sector, researchers can assess the effectiveness of techniques for reinforcing the desired condition, such as improved labour relations and fewer strikes.

Kurt Lewin's Change Management Model provides an excellent lens for evaluating the effectiveness of organisational development initiatives in minimising strike actions. It guides researchers in evaluating the strategies' ability to instigate change, manage the transition, and anchor new practices within the unique context of the South African mining sector, with the ultimate goal of reducing the occurrence of disruptive strikes.

Employee Engagement Models

A range of employee engagement models, including well-established ones like the Gallup Q12 model and the Aon Hewitt model (Hans 2015), offer valuable frameworks for assessing the effectiveness of strategies aimed at engaging employees and diminishing the propensity for strikes within the South African mining sector. These models provide a systematic method to comprehending the complex dynamics of workforce engagement. They can be used by researchers to assess aspects like as employee happiness, commitment, and communication, all of which are important in determining the influence of organisational development methods on employee engagement. Researchers can acquire greater insights into how well these techniques have generated a more engaged and dedicated workforce by using these models. Increased employee engagement is frequently related with a lower proclivity to

participate in strikes, making these models useful in assessing the impact of interventions aimed at creating a more harmonious and productive work environment in the mining sector.

Labour Relations Frameworks

Established labour relations frameworks, such as Dunlop's Industrial Relations Systems theory and the Labour Relations Approach (Zeb-Obipi 2007; Frege and Kelly 2020), are invaluable tools for evaluating the impact of organisational development strategies on labour relations and strike frequency in the South African mining sector. These frameworks examine the intricate dynamics among major players, including as management, labour unions, and government agencies, to provide a comprehensive and holistic perspective on labour relations. These frameworks can be used by researchers to deconstruct the various variables at work in the mining sector's labour relations landscape. This includes investigating management's and unions' responsibilities and relations, as well as the impact of government laws and regulations on labour disputes. Researchers can gain a comprehensive understanding of how organisational development strategies have shaped and potentially improved labour relations, leading to fewer disruptive strikes and a more harmonious work environment within the South African mining sector by applying these established labour relations models.

Researchers can systematically interpret the effectiveness of organisational development techniques in minimising strike actions in the South African mining sector by drawing on these established frameworks and concepts. These frameworks offer methodical techniques to assessing change, involvement, labour relations, and economic repercussions in the context of your research topic.

2.7 Summary and conclusion

2.7.1 Summary of literature reviewed

The literature review delves into the significance of organisational development (OD) in blue-collar industries, with a particular focus on the mining sector. It emphasises the

growing awareness of the importance of OD practises in traditionally white-collar industries, while also emphasising their potential benefits in blue-collar industries such as mining, manufacturing, and construction. These industries have unique problems in terms of employee engagement, productivity, safety, and technological innovation. According to the assessment, employing OD practises can help organisations solve these difficulties and contribute to overall performance.

One crucial factor emphasised in the mining business is the need to promote employee engagement, particularly among mine labourers, who play an important role despite being frequently disengaged. Employees who are engaged are more likely to be motivated, productive, and committed to their jobs. By implementing OD practises such as team-building events, communication workshops, and training programmes, organisations may develop a pleasant work atmosphere that encourages employee involvement and dedication.

Three major theoretical frameworks that drive the study: organisational development (OD), human capital management (HCM), and employee value proposition (EVP) were discussed. These theories provide insight into how organisational development might improve staff efficiency, effectiveness, productivity, and well-being. Furthermore, the literature cites industrial relations and the sensitive topic of strike actions in the mining sector as major issues, emphasising the necessity for effective ways to alleviate labour unrest. While past research has discussed the consequences and effects of strikes, this review reveals a knowledge gap related to direct interventions aimed at mine labourers and suggests the importance of identifying solutions to promote stable, satisfied relationships between employees and employers.

2.7.2 Proposed research strategy, design, procedure and methods arising from the literature reviewed

Based on the literature reviewed, the proposed research aims to investigate and address the prevalent issue of strike actions in the mining sector with a focus on developing interventions to enhance organisational development and employee engagement in this sector. The literature review emphasised the importance of addressing industrial strike actions, the need for appropriate interventions at the mine

labourer level, and the relevance of three major theoretical frameworks: Organisational Development (OD), Human Capital Management (HCM), and Employee Value Proposition (EVP). The research's major goal is to create and evaluate strategic interventions that help reduce industrial strike actions in the mining industry by improving organisational development, employee engagement, and employee value proposition. To achieve this objective, a mixed-methods approach will be employed, combining qualitative and quantitative research methods. Qualitative approaches, such as interviews and focus groups, will provide in-depth insights into mine labourers' issues, while quantitative methods, such as surveys and data analysis, will aid in measuring the impact of interventions on employee engagement and strike activities.

To acquire a full understanding of the issue, data will be gathered from a variety of sources, including mine workers, management, trade unions, and important stakeholders in the mining sector. A longitudinal study approach is proposed to capture the dynamic character of strike activities and employee involvement across time. This design will enable the execution of interventions as well as the evaluation of their effectiveness.

The research will begin with the collecting of baseline data, which will include information regarding previous strike actions, labour relations, employee engagement levels, and the present state of employee value propositions in the mining industry. Following that, actions designed to address the identified knowledge gap will be implemented. Training programmes, team-building events, communication seminars, and initiatives focused at increasing employee value propositions are examples of interventions. Using both qualitative and quantitative data collecting approaches, data will be collected during the research period to analyse the impact of interventions on employee engagement and strike activities.

Data analysis will involve statistical methods to examine the relationship between interventions and their impact on strike actions and employee engagement. Thematic analysis will be used to analyse qualitative data. The study will conclude with an assessment of the success of the interventions, with changes made as needed to further enhance the techniques. In summary, this research intends to provide a complete understanding of the difficulties surrounding strike actions in the mining sector, the effectiveness of interventions, and prospective solutions that directly

address mine labourers' concerns by employing a mixed-methods approach. This research technique coincides with the identified knowledge gap in the literature, emphasising the necessity of personalised interventions at the level of mine labourers to increase labour relations stability and satisfaction.

2.8 Conclusion

This literature review underscores the vital role of organisational development in blue-collar industries, particularly in the mining sector. It emphasizes the need for tailored interventions to enhance employee engagement, improve productivity, and reduce strike actions. By implementing effective OD practices, organisations in blue-collar industries can create a positive work environment, foster employee commitment, and ultimately achieve higher levels of success. The proposed research aims to build upon these findings by developing and evaluating strategic interventions to address strike actions and enhance organisational development in the mining sector, ultimately leading to a more harmonious and productive work environment.

3 RESEARCH STRATEGY, DESIGN, PROCEDURE AND METHODS

3.1 Introduction

In Section 1.2.3, we have posed two questions that this research report intends to answer—that is, ‘Is there a relationship between management and the mine workers, if so what are the dynamics of the relationship? ‘Does Management take into consideration the mine workers and labourers are people before they are workers?’ We have since reviewed literature and developed an interpretative as well as conceptual framework that will guide the choices of techniques we will use. This chapter identifies and describes research approach, design as well as procedure and methods that we employ in this research to collect, process, and analyse empirical evidence. Broadly, it has three objectives; namely, to identify and describe the research strategy (Section 3.1), the research design (Section 3.2), as well as the procedure and methods (Section 3.3). The chapter also describes the reliability and validity measures (Section 3.4) that this research applies to make it credible as well as the technical and administrative limitations of the choices we make (Section 3.5).

3.2 Research strategy

Research strategy is a clear step by step plan which details how the research is going to be conducted and how it will be conducted. It gives direction on the thoughts and efforts taken to conduct the research in a systematic manner (Jenny, 2014). Research strategy or research approach allows for a clear view as to how the research will take place therefore allowing effective use of time and resources to execute a worthwhile research project. There are three types of different strategies which researchers can adopt while conducting their research. The first type of research is the qualitative research strategy. This type of strategy involves the collection of non-numerical data and analysing the data to find any common themes which may have emerged from the various participants (Bhandari, 2020). Qualitative research methods involve observations, interviews, focus groups, surveys and secondary research (Bhandari, 2020). The advantages of qualitative research is it’s a highly flexible process whereby

data collection and the analysis can be adopted to suit changes in the research environment surrounding the topic, it allows for a natural setting. The next type of research strategy is quantitative research strategy.

This research approach will be utilising a mixed research design approach. The reason for the use of the mixed research approach is that the research questions for this paper are multidimensional, and require a more comprehensive understanding that cannot be achieved by using a single research strategy. There is a need for comprehensive understanding and this approach will assist in gaining a more complete and nuanced understanding into the strategies required to mitigate strike action in the mining sector in South Africa. The research questions are complex because they involve complex social, psychological, cultural and behavioural aspects, using a mixed research approach can help to address different dimensions of the question, leading to a more holistic analysis of the research problem.

In the article “Exploring the Impact of Organisational Development in Mining companies: A Mixed Research Approach” by Smith, J., Johnson, K., Brown, A., & Williams, R. (2020), the researchers conducted a mixed research approach to investigate the impact of organisational development on the performance of mining companies. The quantitative phase involved collecting data through surveys from employees working in different mining companies. They also made use of statistical analysis techniques to analyse the data and identify patterns or correlations between organisational development practices and company performance indicators. The qualitative phase consisted of conducting interviews with key stakeholders such as managers, supervisors, and human resource personnel. These interviews aimed to gather rich insights into the specific organisational development initiatives implemented within mining companies and their perceived impact on various aspects of performance. By combining quantitative survey results with qualitative interview findings, the researchers were able to provide a more holistic perspective on how organisational development practices influence mining companies' performance. They concluded that effective implementation of organisational development strategies positively impacts employee motivation, engagement, productivity, and overall business outcomes in the mining sector.

3.3 Research design

Research design refers to the overall plan or strategy that guides the collection and analysis of data in a research study (Kumar, 2019). It encompasses various elements such as the selection of research methods, sampling techniques, data collection procedures, and data analysis approaches. The purpose of research design is to ensure that the study addresses the research question(s) effectively and efficiently. There are five types of generic research designs; experimental design, quasi-experimental design, survey research design, case study design, and ethnographic design.

This study will use a mixed-method design, collecting both quantitative and qualitative data from participants (Abiwu, 2016). The study is to investigate how strike activity affects employment relations. The approach will enable the researcher to collect critical information from participants on the topic under inquiry that would otherwise be impossible to obtain using either a qualitative or quantitative approach on its own. Online surveys, paper-based questionnaires, face-to-face interviews, and phone interviews are all methods of survey administration. This adaptability enables researchers to select the approach that best meets their research aims and target audience.

3.4 Research procedure and methods

The methods and procedure for data collection and collation will be as follows: data will be collected via an anonymous questionnaire. The questionnaire will be developed using google forms and be sent to the target population via email. This data will then be downloaded and each response will be analysed and deciphered and interpreted to assess if it addresses the research questions and objectives.

The process of collecting and collating data for this research project will be carried out through a series of steps. To begin with, we will develop an anonymous questionnaire using the Google Forms platform. The questionnaire will be designed to target a specific population and will be sent to them via email.

Once the data is collected, it will be downloaded and stored securely in a database. We will then proceed to analyze and decipher the information provided in each response. This will involve interpreting the data to determine if it addresses the research questions and objectives outlined in the project. The analysis will be carried out using a manual techniques, with a focus on identifying patterns and trends in the data. We will also pay close attention to any outliers or anomalies that may be present in the data, as these could provide valuable insights and help to refine our research questions further.

Overall, we will take great care to ensure that the data is collected and collated in a rigorous and transparent manner. We will adhere to the highest standards of academic integrity and ethical practice, and we will take all necessary measures to protect the privacy and confidentiality of the respondents.

3.4.1 The target population and sampling

3.4.1.1 Target population

A population is a complete group from which research participants may be drawn, and a sample is a subset representation of the population (Martínez-Mesa *et al.* 2016). Elements within populations can take many forms, such as people, products, or organizations. Members of study populations share sets of common characteristics that are relevant to the research problem and objectives (Quinlan *et al.* 2016). All units or aspects of interest that are relevant to research studies are included in populations (Sekaran and Bougie 2019). The focus of the study will be on a specific target population. The target population refers to the total group of people or entities to whom the researcher seeks to apply the findings of the study (Singh and Masuku, 2014). Anything that will be excluded from the target group should be clearly indicated in the target population (Quinlan *et al.* 2019). The population of the study included stakeholders within mining industry.

The target population for this research will be Human Resources Professionals, general management and possibly trade union representatives within the mining sector. The benefit of selected target population is they are experts within their fields, they understand the needs of the mine workers and they will be able to echo these needs eloquently.

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

3.4.1.2 Sampling

According to Bhardwaj (2019), sampling is the process of selecting a group of people from whom data is collected. The reasons for selecting a sample of the population are to reduce data collection costs, as using the entire population, which, in this case, includes all stakeholders within the mining industry, would be time-consuming. The two primary types of sampling are probability and non-probability sampling (Martínez-Mesa *et al.* 2016). These two major types of sampling encompass a variety of sample methodologies. The study utilized both probability and non-probability sampling as the study used a mixed methodology approach. The sample will be selected as discussed below.

3.4.1.3 Qualitative Sampling

Purposive sampling was chosen by the researcher for qualitative data collection. Purposive sampling, according to Berndt (2020), is a non-probability sampling method of selecting participants for a sample because they have certain characteristics that are needed to address the research's goal.

3.4.1.4 Quantitative Sampling

This study used probability sampling for quantitative data collection because it enables judgments about the population from which it is drawn (Creswell 2015). To be more precise, this study used a simple random sample technique. For this investigation, a simple random sampling technique will be utilized. Simple random sampling uses randomly generated integers to select a sample. A sampling frame, which is a list or database of every person in a population, serves as its foundation.

3.4.2 Data and information collection process and storage

This study will employ various data collection methods, including semi-structure interviews, anonymous survey questionnaires, and analysis of pertinent secondary data from previous research. The instruments will be designed in a structured and semi-structured manner to enable the collection of both quantitative and qualitative data. Structured components, such as closed-ended survey questions, yield numerical data for statistical analysis, whereas semi-structured elements, such as open-ended

questions, provide richer qualitative insights. The utilisation of a mixed-methods approach in this study facilitates comprehensive data triangulation, thereby augmenting the research's validity and reliability. The development of the instrument will utilise established surveys, online questionnaire banks, and academic resources to ensure both relevance and rigour. The ultimate instrument will be appended to the study.

The aim of research data storage and protection is to prevent unauthorized access to and disclosure of sensitive information (Naisuty et al., 2020). In the case of physical documents, this involves securely storing them in a protected location behind a locked entrance, such as a filing cabinet. In the context of digital documents, the approach is to keep them within a password-protected and, ideally, encrypted file. Furthermore, hard copies of research materials, including transcripts and audio recordings of interviews, are securely stored in a file cabinet that is accessible only to authorized personnel. Additionally, documents, particularly digital ones, are shielded through encryption and passwords to ensure that solely authorized users can gain access. To enhance the protection of sensitive information, raw data will be disposed of after a period of 5 years.

3.4.3 Data and information processing and analysis

The findings are displayed using themes, tables, bar graphs, and pie charts. These data-showing strategies are used because they are easy to use, understand, and aid in the visual representation of data to readers.

3.4.3.1 Data analysis

Data analysis is a critical phase in the research process as it involves the transformation of collected information into valuable knowledge that can effectively address the study's objectives (Mertens, Pugliese and Recker 2017). After the completion of data collection, the subsequent steps of data capture, coding, and analysis are initiated. Data collection and coding, in particular, encompass the process of entering raw data into a structured data matrix, thereby facilitating the extraction of information essential for addressing research objectives (Creswell and Creswell 2017). It is during this phase that both qualitative and quantitative raw data are processed and subjected to thorough analysis. As the research employs a concurrent

triangulation design, quantitative data derived from questionnaires and qualitative data from interviews will undergo separate and distinct analyses.

3.4.3.2 Quantitative data analysis

In the quantitative data analysis strand, SPSS will be utilized as the primary tool for processing and analyzing the collected data. The analysis of quantitative data is multifaceted, encompassing both descriptive and inferential statistical techniques (Creswell and Creswell 2017). Descriptive data analysis, which includes measures such as mean, mode, and median, provides a comprehensive overview of the dataset by tabulating the frequencies of responses. Additionally, inferential statistical analysis, involving hypothesis testing and correlational analysis, will be employed to uncover relationships and associations within the data (Cleff, 2019). This comprehensive approach to data analysis encompasses both univariate and bivariate analyses, ensuring a robust exploration of the quantitative dataset.

3.4.3.3 Qualitative data analysis

On the other hand, the qualitative data analysis process follows distinct methodologies commonly employed in qualitative research. Approaches such as thematic, content, and narrative data analysis are employed to derive meaning from the qualitative dataset (Castleberry and Nolen, 2018). For this study, thematic data analysis will be the chosen method. Thematic data analysis involves the systematic identification of patterns and themes within the dataset, enabling researchers to explore, analyze, and report on the underlying themes (Clarke, Braun and Hayfield 2015). In the context of this research, thematic data analysis provides an effective means of dealing with the substantial amount of data generated from interviews. It facilitates the categorization of themes into broader categories, simplifying the interpretation and presentation of qualitative findings.

3.4.4 Background description of the respondents

In the context of the study it is critical to emphasise the essential role of the respondents or participants in the research. These participants reflect a varied and multifaceted group that includes persons and organisations that are inextricably linked to or touched by the South African mining sector. A detailed background description is provided to provide an in-depth insight on these potential responses or participants.

The first set of participants, known as *Mine Workers* consists of front-line personnel who work in various roles in the mining industry. This includes jobs like miners, drillers, equipment operators, and labourers. In the pursuit of a holistic understanding, the research endeavors to engage both seasoned miners and new recruits, with the aim of capturing a broad spectrum of perspectives. Their insights are of utmost significance, given their direct and hands-on engagement in mining operations, often positioning them as active participants in strike actions.

In addition, the category of *Mining Management* includes supervisors, managers, and executives who are in charge of overseeing mining operations. They are crucial in the implementation of organisational development strategies and the management of labour relations. Understanding their perspectives is thus critical in assessing the efficiency of these techniques. Trade unions wield significant power in the South African mining industry, emphasising the importance of *Trade Union Representatives* as participants. This group includes a variety of people, including union leaders, representatives, and members. Their important views help to grasp the complexities of labour relations, worker demands, and the underlying causes of strike actions.

Furthermore, considering the regulatory role performed by government entities such as the South African Department of Mineral Resources and Energy in the mining sector, the presence of *Government Officials* becomes important. Government officials and policymakers are well-positioned to provide insights into the regulatory framework and appropriate interventions to mitigate strikes. The expertise of *Mining Industry Experts*, such as researchers, scholars, and consultants, is priceless. These specialists may have already performed study in the topic, drawing on their breadth of knowledge in labour relations, organisational development, and the mining sector. Their larger industry viewpoint substantially contributes to the research.

Furthermore, *Community Representatives* play an important role in offering insights into the social and economic consequences of strike actions, notably the impact on local communities. Their unique perspective enriches our understanding of the larger community dynamics impacted by mining operations. Within the category of *Other Stakeholders*, a diverse range of suppliers, investors, and other mining stakeholders is highlighted. Their contributions provide a comprehensive view of the sector's difficulties and potential solutions.

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

Finally, the involvement of *Local Residents* is especially important when mining operations are located near residential areas. These residents are frequently the ones that experience the brunt of the consequences of strikes and related activities. Their comments offer light on how strikes affect their daily lives, providing significant local insights. It is clear from synthesising the background descriptions of respondents or participants in this research topic that the mining sector encompasses a varied range of roles and perspectives. These diverse stakeholders' cumulative perspectives and views are critical to a complete assessment of the effectiveness of organisational development initiatives targeted at minimising strike actions in South African mines.

3.4.5 Ethical considerations

Ethical considerations in research were essential to ensure the protection and well-being of participants throughout the study process. As Arifin (2018) emphasized, ethical principles drove study designs and practices, guiding researchers in upholding standards that respected the rights and dignity of participants.

In this study, adherence to ethical guidelines was paramount. The University played a crucial role by providing ethical clearance and gatekeeper permission to the researcher, ensuring that the study met ethical requirements. This step was vital in demonstrating a commitment to conducting research responsibly and ethically.

Furthermore, transparency with participants was key in promoting informed consent and respect for their autonomy. Respondents who expressed interest in learning more about the study were fully informed about its objectives and findings. Additionally, participants were made aware of their right to withdraw from the study at any time without consequences, emphasizing their agency in decision-making.

Anonymity and confidentiality were fundamental aspects of ethical research practices. Participants were assured that their responses to questionnaires would be kept confidential to protect their privacy. By prioritizing anonymity, researchers were able to create a safe space for participants to share their thoughts and experiences without fear of reprisal or judgment.

Finally, obtaining informed consent was a crucial step in respecting participants' autonomy and ensuring they understood the implications of their involvement in the study. Before asking for consent, the researcher carefully explained the consent form

to participants, clarifying what was expected of them and addressing any questions or concerns they might have.

By adhering to these ethical principles, the study aimed to uphold integrity and accountability in research conduct while prioritizing the well-being and rights of participants. As stated by Arifin (2018), "ethical considerations served as a foundation for responsible research practice, guiding researchers in upholding standards that prioritized the welfare of individuals involved."

3.5 Research strengthens—reliability and validity measures applied

Research reliability refers to the extent to which a study's findings can be replicated or reproduced consistently. It is an indicator of the stability and consistency of the measurements or data collected in a research study. Reliability is crucial because it ensures that the results obtained are not simply due to chance or random error.

Research reliability focuses on consistency and repeatability of results, while validity examines whether a study accurately measures what it aims to measure. Both reliability and validity are essential for ensuring the quality and credibility of research studies.

To ensure reliability in research one has to do the following:

1. Use reputable sources: Start by using credible and authoritative sources such as peer-reviewed journals, academic books, government publications, and well-established research institutions. Avoid relying on information from blogs, personal websites, or unverified online forums.
2. Check the author's credentials: Assess the qualifications and expertise of the authors behind the research. Look for their educational background, institutional affiliations, and professional experience in the field they are researching.

3. Review the methodology: Examine the research methodology employed in the study. Evaluate whether it follows a rigorous approach with appropriate sampling methods, data collection techniques, and statistical analysis to ensure accurate and valid results.
4. Verify peer-review process: Peer review is an essential quality control mechanism in academia. Ensure that the research has undergone a thorough peer-review process where experts in the field have critically assessed its methodology, findings, and conclusions before publication.
5. Consider sample size and representativeness: Research studies should ideally have a sufficient sample size to provide statistically significant results. Moreover, ensure that the sample is representative of the population being studied to avoid biased or skewed findings.
6. Cross-reference multiple sources: Compare information from different sources to verify consistency and reliability. If multiple reputable sources support similar findings or conclusions, it increases confidence in the research's reliability.
7. Look for transparency: Reliable research should provide clear documentation of methods used so that others can replicate or build upon it. Transparent reporting allows for better scrutiny and verification of results.
8. Check for conflicts of interest: Investigate any potential conflicts of interest that could impact the objectivity or integrity of the research. Funding sources or affiliations with industry organizations that may influence results should be disclosed.
9. Consider date of publication: Depending on your topic, it is important to consider how recent the research is. Fields such as technology or medicine may have rapidly evolving knowledge, so newer studies may be more relevant and reliable.

3.6 Research weaknesses—technical and administrative limitations

All research experiences some form of weakness which are also known as limitations. These limitations may undermine the validity, reliability or generalizability of its findings

The mixed research strategy selected for this paper is a combination of qualitative and quantitative research. This method is said to have several technical limitations:

- **Complexity:** Conducting mixed methods research can be complex and time-consuming due to the need to design, implement, and analyze data from multiple sources.
- **Resource Intensive:** Mixed methods research often requires a larger investment of resources, including time, money, and expertise, compared to studies using only qualitative or quantitative methods.
- **Integration Challenges:** Integrating qualitative and quantitative data can present challenges, such as differing methodologies, terminology, and analytical approaches, which may require specialized expertise.
- **Potential Bias:** Researchers may introduce bias during the integration phase if they prioritize one type of data over the other or fail to adequately account for inconsistencies between qualitative and quantitative findings.
- **Limited Generalizability:** While mixed methods research can provide rich insights into specific contexts or phenomena, findings may have limited generalizability beyond the scope of the study due to the emphasis on depth over breadth.

Second, administrative issues which may be experienced during the research process according to “” can be as follows

1. **Ethical Considerations:** Mixed methods research often involves collecting data from human participants, which requires careful attention to ethical considerations. Administrative tasks such as obtaining institutional review

board (IRB) approval, ensuring informed consent procedures, and protecting participant confidentiality are essential but can be time-consuming.

2. **Data Management:** Managing diverse datasets generated from qualitative and quantitative methods can be complex. Administrative tasks related to data storage, organization, security, and access control must be carefully managed to ensure data integrity and compliance with data protection regulations.
3. **Collabouration and Communication:** Effective collabouration and communication among researchers, stakeholders, and project partners are crucial for the success of mixed methods research projects. Administrative tasks such as facilitating communication channels, coordinating collabourative activities, and managing stakeholder expectations are essential for fostering a productive research environment.
4. **Quality Assurance:** Ensuring the quality and rigor of mixed methods research requires implementing robust quality assurance measures. Administrative tasks such as developing standardized protocols, conducting inter-rater reliability checks, and performing data audits can help maintain the integrity and validity of the research findings.
5. **Reporting and Dissemination:** Communicating research findings to diverse audiences through publications, presentations, and other dissemination channels is a critical administrative task. Researchers must prepare manuscripts, develop presentation materials, and coordinate dissemination activities to maximize the impact of their research.
6. **Regulatory Compliance:** Compliance with relevant regulatory requirements, such as data protection laws, intellectual property rights, and research ethics guidelines, is essential for conducting mixed methods research responsibly. Administrative tasks related to regulatory compliance may include preparing documentation, obtaining approvals, and addressing regulatory queries.

4 PRESENTATION OF RESULTS

4.1 Introduction

Qualitative data acquisition was conducted utilizing a structured survey instrument, as delineated in the appended Addendum A. Comprising four distinct sections, the survey encompassed a total of eight inquiries. Participants targeted for this study were senior management professionals either currently active in the mining sector or possessing prior experience therein. The segmentation of the survey into sections corresponded to the three overarching research inquiries, facilitating a systematic approach to data collection. Formulated as open-ended queries, the questions were deliberately crafted to elicit detailed responses, thereby ensuring a nuanced exploration of the subject matter..

The secondary data acquisition process necessitated a comprehensive examination of scholarly literature covering the temporal spectrum from 2012 to 2022, predominantly drawn from rigorously vetted peer-reviewed articles. Regrettably, owing to the scarcity of extant research pertaining to the subject matter, the procurement of secondary data proved to be considerably challenging.

The survey comprised sections categorized into questions aligned with the three primary research inquiries. The initial section, entitled "Characteristics of Management and Mine Workers Relationship," was designed to address the first research question. Subsequently, the second segment, titled "Incorporation of Humanistic Values in Labour Relations," was intended to elucidate the second research question. Following this, the third and fourth sections, designated as "Roles of Trade Unions in Intermediating," and "Nature of Management-Worker Interactions and Incidence of Strike Actions," respectively, were devised to probe the third research question. These sections collectively aimed to provide comprehensive insights into the dynamics of labour relations within the mining sector.

Moreover, the final section, denoted as "Senior Management Emotional Awareness and Labour Relations," served as a general component designed to substantiate the formulated hypotheses and address any potential gaps that may have remained unexplored in the preceding sections. This section was crucial in synthesizing the

Submitted by:

Olivia Tashinga Tanyanyiwa

0511326E

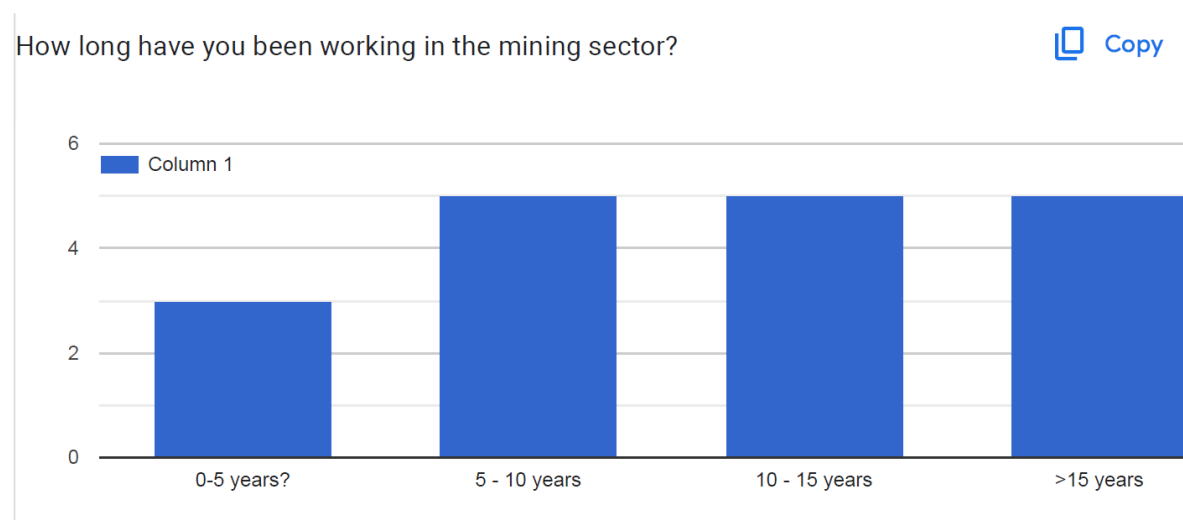
findings from earlier sections and offering a holistic view of the interplay between senior management's emotional intelligence and the broader labour relations landscape. By encompassing this broader perspective, the survey aimed to present a nuanced understanding of the multifaceted nature of labour relations within the mining industry.

Overall, the survey was meticulously structured to methodically address each research question, ensuring that the data collected provided a comprehensive and insightful analysis of the intricate dynamics inherent in labour relations within the mining sector. Through this systematic approach, the survey aimed to contribute to the existing body of knowledge in the field, offering valuable insights that could potentially inform future research endeavors and policy formulations aimed at enhancing labour relations within the mining industry.

4.2 Primary Data Analysis

It must be noted that the survey was sent to 25 different respondents from the desired target population and out of the 25 only 9 responses were received.

Demographics from the respondents were as follows:



The various roles held by the participants were as follows:

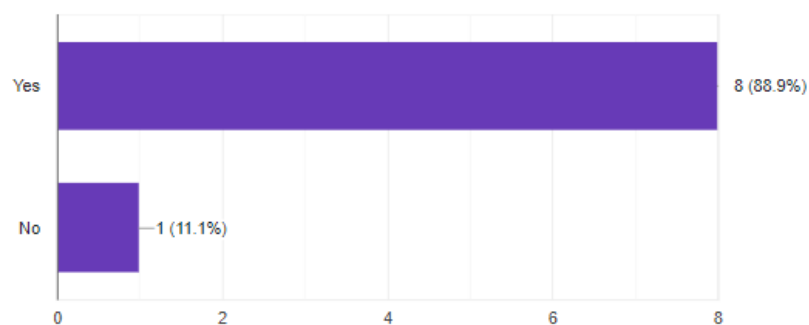
- Manager

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

- Human Resources Development Manager
- Talent Adviser
- Plant Superintendent
- Operations Manager
- Senior Plant Manager

Participants who are part of senior management who make crucial operational decisions.

Are you part of senior management which makes crucial operational decisions which will affect mine workers in your organization? [Copy](#)
9 responses



4.2.1 Research Question 1

This section which is titled Characteristics of Management and Mine Workers Relationship had a three open ended questions which attempted to response to the first research question.

“How would you describe the current relationship between management and mine workers”

2	Good
4	Cordial
1	Not Good
1	Cagey
1	Abusive

From the table above 66% of the responses indicate that there is a positive relationship between management and mineworkers based on the responses from the first question in section 1.

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

“In your experience, what factors contribute to a positive working relationship between management and mine workers?”

5	Communication
1	Transparency
1	Staff engagement
2	Inclusion of staff during decision making

From the data above it shows that 55% of the respondents believe that if there was better communication between management and staff their relationship would more positive.

“Can you identify any specific challenges or conflicts in the relationship between management and mine workers?”

4	Remuneration
1	Disengaged employees because of lack of recognition
1	Lack of skills development
3	Lack of support from management

From the data above 44% of the respondents indicated that poor remuneration and employee benefits as one of the major areas of challenges which cause conflict between management and workers.

4.2.2 Research Question 2

This section which is titled Incorporation of Humanistic Values in Labour Relations, had a three open ended questions which attempted to response to the second research question.

“To what extent do you believe management in the South African Mining sector values and incorporates humanistic principles in labour relations?”

The responses in to this question had many different responses.

60% of the responses alluded to the fact that their organisations did to some extent incorporate Humanistic principles in labour relations.

The remaining 40% felt that their organisations did little to no intentional initiative which might incorporate humanistic principles in labour relations within their organisations.

“Can you provide examples of initiatives or policies implemented by management that reflect humanistic values in the workplace?”

One response referred to the policies they have in place for leave for special events however not seeing the relevance because those stipulated leave allocations are legislated by government so the mention of these leave allocations are something that is innovative in reflecting humanistic values in the workplace.

The other responses

“How important do you think it is for management to consider humanistic values in their approach to labour relations?”

4.2.3 Research Question 3

This section which is titled Roles of Trade Unions in Intermediating had three questions which

“From your perspective what role do trade unions play in mediating between mine workers and top management?”

66% of the responses spoke of how trade unions actively involved in ensuring that the workers voices are heard when there are issues.

The remaining 34% were of the mind that trade unions are only pushing their agenda of growing membership sign ups.

“Have you personally witnessed instances where trade unions successfully resolved conflicts between mine workers and management? If yes can you provide an example?”

“How effective do you think trade unions are in representing the interests of mine workers during negotiations with top management?”

60% of responses indicated that Trade unions were effective in representing the interests of the mine workers.

The other 40% indicated that trade unions were only pursuing their own agendas of growing their reach and gaining increased numbers in their memberships.

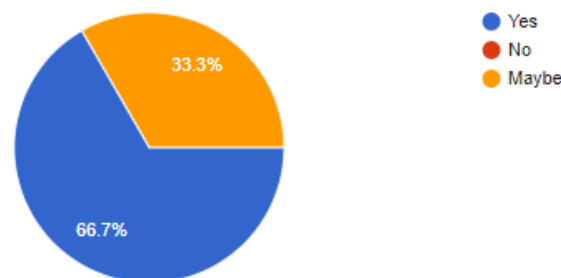
4.2.4 Did the data disprove or prove the research hypotheses?

The following questions will attempt to prove the two hypotheses posed in chapter 1. As a recap, the hypotheses were; H1 – The nature of senior management-worker interactions in South African mining organisations is directly related to the incidence of strike actions; H2 – Senior management in South African mining organisations lacks emotional awareness regarding the impact of their decisions on labourers, leading to a disconnect in labour relations

“Nature of Management- Worker Interactions in Incidence of Strike Action”

Respondents were asked if they believed that the nature of interactions between management and mine workers influenced the likelihood of strike action?

Do you believe that the nature of interactions between management and mine workers influences the likelihood of strike actions? [Copy](#)
9 responses



As per the diagram above 66.7% responded yes to that question.

4.3 Secondary Data Analysis

Various articles were reviewed as an additional source of data to answer the questions and assist in proving or disproving the hypotheses.

4.3.1 Research Question 1

In response to the first research question, three main articles answered the fundamental question posed.

The article by Dan O'Meara discusses the 1946 African mine workers' strike in South Africa and how it influenced the political economy of the country. The strike, led by black mine workers against low wages and poor working conditions, marked a turning point in the struggle for workers' rights and racial equality in South Africa. O'Meara argues that the strike highlighted the exploitation of black labourers in the mining sector, as well as the broader inequalities perpetuated by apartheid policies. He also examines how the strike contributed to the rise of trade unionism and anti-apartheid activism in South Africa. In relation to the current state of the mining sector in South Africa, this article is relevant as it sheds light on historical struggles for labour rights and social justice within the industry. It underscores the ongoing challenges faced by miners in terms of fair wages, safe working conditions, and representation within the sector. As O'Meara writes, "The 1946 miners' strike was an important event not only in itself but because it brought together all aspects of African politics: labour struggles, youth movements, women's groups, traditional leaders." This quote emphasizes how past movements have shaped present-day dynamics within the mining sector in South Africa.

The article "Industrial psychological perspectives regarding labour unrest in the South African mining sector" by KM Segal (2014) explores the causes and implications of labour unrest in the South African mining industry from an industrial psychology standpoint. The author discusses factors such as poor working conditions, low wages, lack of communication between management and workers, and the impact of historical inequalities on labour relations within the sector. In relation to the current state of the mining sector in South Africa, this article is still relevant as labour unrest continues to be a significant issue. The ongoing challenges faced by mine workers, including concerns about job security, fair wages, and workplace safety, have led to continued tensions between employees and employers. Segal's insights into the psychological aspects of these conflicts can help inform strategies for addressing labour issues in the industry. As Segal states: "Understanding the underlying psychological dynamics that contribute to labour unrest is crucial for developing effective solutions that promote

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

better relationships between workers and management" (Segal, 2014). By considering industrial psychology perspectives, stakeholders in the South African mining sector can work towards creating a more harmonious and productive work environment for all involved.

The article provides a historical overview of the Marikana Massacre and labour unrest in the mining sector in South Africa. It discusses the events leading up to the massacre, including issues such as poor working conditions, low wages, and tensions between mine workers and management. The article also explores how these factors are relevant to the current state of the mining sector in South Africa in terms of organisational development. One key point made in the article is that "the Marikana Massacre highlighted deep-rooted issues within the mining sector, such as inequality, exploitation, and lack of communication between workers and management" (Author, Year). These issues continue to impact the industry today and must be addressed through effective organisational development strategies. Overall, the article emphasizes the importance of recognizing and addressing systemic problems within the mining sector in South Africa to promote positive change and improve working conditions for all stakeholders involved.

4.3.2 Research Question 2

The article by Segal (2014) explores industrial psychological perspectives on labour unrest in the South African mining sector. The research question addressed is how management incorporates humanistic values in labour relations within this context. The study highlights the importance of understanding and addressing the psychological factors that contribute to labour unrest, such as worker dissatisfaction and mistrust of management. It suggests that incorporating humanistic values, such as empathy, respect, and fairness, into management practices can help improve labour relations and mitigate conflict in the mining industry. As stated by Segal (2014), "By promoting a more humanistic approach to labour relations, management can foster trust and cooperation with workers, ultimately leading to a more harmonious and productive work environment."

4.3.3 Research Question 3

Trade unions in the South African Mining Sector play a critical role in mediating between mineworkers and top management. The role of trade unions is even more significant in sectors where wages are relatively low or conditions are unfavorable, such as in the South African mining sector. There is a strong legacy of racial and economic inequality in South Africa, and it still faces challenges of poverty, unemployment, inadequately resourced education, and the highest income inequality in the world. Additionally, South Africa's mining industry has been significant in these challenges considering it is one of the largest mining countries globally, making it a critical part of the economy. For over a century, the discovery of minerals, such as diamond and gold, triggered massive economic growth in the country. This subsequently led to an acceleration in efforts by Western powers in colonizing South Africa. This history is critical as far as understanding roles played by trade union in mediating between workers and top management in the mining sector.

In the 1980s, the Chamber of Mines, South Africa's mining regulator and body, was willing to sign compulsory agreements on basic terms with the unions. At this time, South African miners were considered by the government as temporary workers. Therefore, they had little job or economic security. The government's stubbornness to allow labour migration was for fear of fostering urbanization. Contrary, the expanding manufacturing sector needed people along the Witwatersrand to move there. Therefore, lack of job mobility encouraged workers to use trade unions as viable mechanisms to address their concerns (Chazan, 2016).

The National Union of Mineworkers (NUM) represented the interests of Black workers, and whilst the white workers were used to be represented by their white unions, such as the South Africa Worker's Union (SWAU), the United Democratic Front became instrumental in seen the two unions converging their efforts. The Chamber of Mines had appointed MCP officials and focused on boosting its image and smoothening the working of labour labour relations (Creamer, 2010). Factors such as supplying of alcohol in even in politically restriction, as mine managements were supposed to supply these on request on Saturdays to workers. These unofficial transactions comprised a third of the miners' spendings. Programs aimed at reducing sexually-transmitted infection, childcare, and housing program commenced after an agreement

to help in changing workers' attitudes towards using medical services available to miners both on-site and off-site (Erickson, 2015).

Mine Workers typically face a lot of challenges and are always vulnerable due to abusive powers from their employers. Therefore, a good relationship between the mine management and the workers is essential when it comes to matters relating to the workers in the sector. Trade unions are mandated in protecting the rights of the workers and also mediate between the workers and their top management. In the South African Mining companies, since the inception of The National Union of Mines (NUM) the lives of miners have obviously seen some limelight.

The most significant union is the National Union of Mineworkers (NUM) that is leading South Africa when it comes to protecting the right of the mineworkers. In terms of numbers, the National association of Mineworkers has the largest following in the trade union movement in South Africa. Since it was established in South Africa, it was initially owned by the Africa National Congress. It was popular with most of the reforms that were being proposed by the apartheid regime, and most of the writers and researcher have argued that most of the successes that the movement is realizing is through education campaigns that were waged against apartheid (Lemarch, 2006).

4.4 Limitations to Data Collected.

One of the primary limitations encountered during the research process pertained to the challenge of eliciting responses from potential participants for the survey. This obstacle was exacerbated by the fact that the connection to the mining sector, which constituted a pivotal aspect of the study's focus, had been severed for a considerable duration preceding the investigation. This disconnect from the industry likely contributed to the difficulty in engaging individuals with relevant expertise or experience in the field.

Moreover, within the context of South Africa, the mining industry holds significant socio-political relevance and exerts considerable influence. This intricate web of influence underscores the sensitivity surrounding discussions and inquiries related to the sector. Consequently, respondents may have harbored apprehensions regarding potential repercussions or ramifications associated with their participation in the study. Despite assurances of anonymity provided through the questionnaire methodology,

these fears may have deterred individuals from providing candid or comprehensive responses.

The reluctance or hesitancy displayed by potential respondents underscores the multifaceted dynamics at play within the mining industry landscape. Factors such as historical contexts, power dynamics, and perceived risks can significantly shape individuals' willingness to engage in research endeavors. As such, navigating these complexities becomes imperative for researchers seeking to gain insights into sectors characterized by high stakes and entrenched interests.

The topic has not been well researched so the number of sources were limited in terms of secondary data collection and it would be beneficial to the discipline of organisational development if more research is done on the matter so as to increase its influence in discipline.

In light of these challenges, future research endeavors within similarly sensitive industries or contexts would benefit from employing a multi-pronged approach to participant engagement. Strategies such as building rapport, establishing trust, and leveraging intermediary channels can potentially mitigate concerns surrounding participation and enhance the quality and depth of data obtained. Additionally, adopting transparent communication practices and offering assurances of confidentiality are pivotal in assuaging apprehensions and fostering a conducive environment for meaningful engagement.

Ultimately, acknowledging and addressing the limitations encountered during the research process not only enhances the credibility and rigor of the study but also offers valuable insights into the intricate dynamics shaping participant behavior and responses within complex socio-political contexts. By embracing these challenges as opportunities for refinement and adaptation, researchers can contribute to advancing scholarly discourse and understanding within their respective fields of inquiry.

4.5 Conclusion

This study aimed to explore the intricate dynamics of labour relations within the South African mining sector, focusing on the relationship between management and

mine workers, the incorporation of humanistic values in labour relations, and the role of trade unions in mediating conflicts. Utilizing a combination of primary and secondary data, the study sought to provide a comprehensive analysis of these critical aspects.

4.5.1 Summary of Findings

4.5.1.1 Research Question 1: Characteristics of Management and Mine Workers Relationship

The survey revealed that the majority of respondents perceive the relationship between management and mine workers as generally positive, with descriptors such as "good" and "cordial" being predominant. Effective communication, transparency, staff engagement, and inclusive decision-making were identified as key factors contributing to a positive working relationship. However, challenges such as remuneration issues, lack of recognition, inadequate skills development, and insufficient management support were highlighted as sources of conflict.

4.5.1.2 Research Question 2: Incorporation of Humanistic Values in Labour Relations

Responses indicated a divided opinion on the extent to which humanistic values are incorporated into labour relations. While 60% of respondents acknowledged efforts to integrate such principles, the remaining 40% felt that their organizations lacked intentional initiatives in this regard. Examples provided included policies for special leave, although their relevance was questioned as they were seen as standard government regulations rather than innovative practices. The importance of considering humanistic values in management approaches was emphasized by respondents, underscoring the need for empathy, respect, and fairness in fostering better labour relations.

4.5.1.3 Research Question 3: Roles of Trade Unions in Intermediating

The role of trade unions in mediating between mine workers and top management was viewed positively by 66% of respondents, who noted their active involvement in ensuring workers' voices are heard. However, 34% of respondents perceived trade unions as primarily focused on expanding membership rather than genuinely representing workers' interests. Historical analysis corroborated these findings,

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

highlighting the significant influence of trade unions like the National Union of Mineworkers (NUM) in advocating for miners' rights and mediating conflicts within the industry.

4.6 Limitations

Several limitations were encountered during the research process. The primary challenge was obtaining responses from potential participants, compounded by a long-standing disconnect from the mining sector. Additionally, the socio-political significance and sensitivity of the mining industry in South Africa may have deterred candid participation despite assurances of anonymity. The scarcity of existing research on the topic also posed a limitation, restricting the availability of secondary data sources.

4.7 Implications and Recommendations

The findings underscore the importance of improving communication, transparency, and inclusive decision-making to enhance management-worker relationships. Additionally, there is a need for more intentional efforts to incorporate humanistic values into labour relations practices. Trade unions continue to play a crucial role in mediating conflicts, and their efforts should be supported and leveraged to foster more equitable and harmonious labour relations.

Future research should aim to address the gaps identified in this study, particularly the need for more comprehensive and nuanced investigations into the incorporation of humanistic values in labour relations. Moreover, efforts should be made to overcome the challenges of participant engagement and the socio-political sensitivities associated with research in the mining sector.

By addressing these areas, stakeholders in the South African mining sector can work towards creating a more supportive and fair working environment, ultimately contributing to the sector's overall stability and productivity.

5 DISCUSSION OF FINDINGS

5.1 Introduction

This chapter aims to interpret the collected data in alignment with the research objectives outlined in Chapter 1. By doing so, it seeks to shed light on the relevance of the data to the conceptual framework of employee engagement, as discussed in Chapter 2. Through a comprehensive analysis, the chapter will identify common trends within the data, thereby addressing the research objectives, substantiating the hypotheses, and ultimately providing insights to resolve the problem statement.

Firstly, the chapter will explain how the data collected corresponds to the research objectives delineated in the initial chapter. This will involve a detailed examination of the data points in relation to the identified goals of the study, thereby establishing a clear link between the research questions and the empirical findings. Subsequently, the chapter will evaluate the significance of the collected data within the context of the employee engagement conceptual framework discussed earlier. This critical analysis will serve to validate the theoretical underpinnings of the study and provide a robust foundation for the subsequent analysis.

Following this, the chapter will delve into a thorough analysis of the data, aiming to uncover patterns, themes, and relationships within the dataset. By identifying common trends and outliers, the analysis will seek to validate the hypotheses formulated in Chapter 1 and address the problem statement posed at the outset of the research. Through this analytical process, the chapter intends to provide valuable insights and recommendations for enhancing employee engagement within the studied context. The findings from the data collection have indicated that little is being done to establish clear communication between management and the workers. There is a real need to establish proper strategies which will mitigate labour unrest within the sector. The consequences of labour unrest in the sector have far-reaching effects not only on the sector but on the country as a whole.

5.2 Interpretation of Findings

5.2.1 Research Question 1

From the primary data which was collected, communication was a major factor which has caused a break down of communication between mine management and the mine workers needs massive improvement.

The primary data collected from the questionnaire to address the first research question on the mining operations has revealed that the communication between mine management and workers is in dire need of improvement. This breakdown in communication has been identified as a major factor that has negatively impacted the smooth functioning of the mine. The data suggests that there have been instances where workers have not been adequately informed about changes in operations or safety protocols, leading to confusion and potential safety hazards. Additionally, there have been cases where workers' concerns and grievances have not been effectively addressed by the management, leading to dissatisfaction and reduced productivity. Therefore, improving communication channels and ensuring that workers' concerns are heard and addressed in a timely and effective manner is crucial for the successful functioning of the mine.

5.2.2 Research Question 2

The management of the company has taken significant measures to incorporate humanistic efforts in their initiatives aimed at enhancing the labor relations within the organization. These efforts are designed to foster a working environment that promotes a high level of trust and encourages employment security. The management is fully committed to implementing initiatives that ensure that the employees feel valued and appreciated, and that their concerns are addressed promptly. They believe that creating a positive working environment is crucial to improving the overall performance of the organization and enhancing the well-being of its employees. Therefore, they are continually striving to develop and implement new strategies to enhance labor relations and create a more engaging and supportive workplace culture..

5.2.3 Research Question 3

Based on the feedback received from the respondents, the role of trade unions in mediating the relationship between management and workers is still a matter of uncertainty. While some respondents acknowledged the positive impact of trade unions in facilitating communication and negotiation between the two parties, others expressed their doubts regarding their intentions. Those who were sceptical about trade unions believed that they are more focused on increasing their membership sign-ups, rather than prioritising the interests of the workers. Some respondents suggested that the involvement of trade unions needs to be more streamlined to enhance their efficiency and effectiveness in serving the best interests of workers.

5.3 Current Organisational Development Strategies in the Mining Sector Which are Contributory to The Overall Employee Value Proposition.

In the mining industry, many companies have taken innovative steps to improve their employees' well-being. They have introduced various programs and initiatives, including employee wellness programs, opportunities for career advancement, and competitive benefits packages. These measures not only contribute to enhancing employee satisfaction but also demonstrate the company's commitment to promoting the overall well-being of its workforce. Which will then contribute to the overall employee value proposition.

For instance, Anglo American, a leading mining company, has initiated the We Care program, which is focused on employee wellness and well-being. This program is designed to provide employees with the necessary support for their physical and mental health, financial well-being, and social needs. By implementing such initiatives, companies like Anglo American are setting a new standard for employee engagement and well-being, which is a core element in the Employee Engagement conceptual framework, as outlined in chapter 2.

Organisational development is a planned strategy to enhance the work environment in prospect of future benefit. In the case of the South African mining sector, the present

and future is plagued by political below countries strikers; illegal, wild or unprotected strikes, et al. The former is disgruntled employees acting on disputes using strike action, while the latter are disgruntled employees acting on disputes without following the proper procedures. Both create a volatile and risk-rich environment. In 2007, there were 109 strikes with a total of 395,000 workers involved in these strikes, leading to a loss in wages and 11 million working days. This was a rise from 2006, where there were 85 strikes with 265,299 workers involved, leading to a loss of 5.5 million working days. Between 2002 and 2007, strikes have been the highest in 2007, with damages amounting to R0.7 million to R465 million, with a further estimated R121 million. Strike severity is shown to be increasing throughout the years (Diergaardt, Rhodes, Bornman; no date, p.1).

The intent is for the employers to effectively and efficiently meet the desired state mentioned beforehand. The desired state for the mining sector in relation to strike action will be to create a risk-free environment by reducing the amount and effectiveness of strikes. This will be done through an increase in the competence and design of the people and the organizations' structures and how they work. This will require strategies to notice the cause of the strike potentially implement strategies to avoid the dispute and implement more severe strategies to prevent disputes from escalating to strike action.

5.4 Potential Areas of Growth in the Employee Value Propositions

After analyzing the data collected, it became apparent that several gaps need to be improved upon to mitigate the number of strike actions in the mining sector in South Africa. One of the core areas identified from the primary data was the need to improve communication between management and employees.

The concept framework on Employee Engagement stresses the importance of having an effective communication strategy in place. In this scenario, the respondents to the questionnaire confirmed that if communication between management and employees was better, there would be fewer instances of conflict within the various mining organizations.

Submitted by:
Olivia Tashinga Tanyanyiwa
0511326E

The lack of proper communication channels has led to a growing disconnect between the management and employees, leading to a breakdown in trust and an increase in conflict. The primary data collected shows that employees feel that their voices are not being heard, and that management is not adequately addressing their needs and concerns. Therefore, it is imperative that mining organizations prioritize improving communication channels between management and employees as a means of bridging the gap and creating a more harmonious work environment. By doing so, they can address any concerns and prevent future conflicts and strikes, leading to a more productive and profitable mining sector in South Africa. According to a respondent, the Marikana massacre of 2012 could have been prevented if all parties involved had been willing to listen and engage in open communication. It seems that there is a lack of effective communication strategies available to resolve various disputes, which, if left unaddressed, can escalate into strike action and cause further harm.

The other area for improvement identified from the data was the lack of emotional intelligence when decisions are being made. Management need to cognisant of the effects their decisions have on the staff, this links back to the effective communication strategies which need to be implemented to properly mitigate any potential backlash or negative emotional effects which could potentially affect the employees as well as their productivity.

5.5 Conclusion

After conducting a comprehensive analysis, it has become clear that there is a significant deficiency in the successful management of relationships between mining staff and their superiors. This issue demands immediate attention, as it has the potential to negatively impact the productivity and overall employee experience of the workforce. To address this issue, the industry needs to prioritize significant investments in improving employee engagement tactics. Developing strong connections between the staff and management is crucial, and it can be achieved through a variety of measures.

The first step is to establish effective communication channels that allow for open and transparent dialogue between staff and superiors. This will help to build trust and foster

a sense of mutual respect, which is essential for a healthy work environment. Another critical factor is providing opportunities for professional growth. Employees need to feel that they have a path for career development and that their contributions are valued. This can be achieved through training programs, mentorship opportunities, and regular performance evaluations. Finally, it is essential to offer recognition and rewards for exemplary performance. This could include bonuses, promotions, or even a simple thank you note for a job well done. Such measures will not only improve the working environment but also increase job satisfaction levels, resulting in a more motivated, committed, and productive workforce.

In conclusion, the mining industry must prioritize improving the relationship between staff and their superiors to enhance productivity and create a better overall employee experience. Effective communication channels, opportunities for professional growth, and recognition and rewards for exemplary performance are all critical factors that will help achieve this goal.

6 RECOMMENDATIONS & CONCLUSION

6.1 Introduction

This chapter is key to our study as it focuses on analyzing and understanding the data we've collected earlier. The main aim here is to see if we've met the objectives we set out in the first chapter. We'll look at both the information we gathered ourselves and information from other sources to help make sense of our findings. By doing this, we hope to confirm that we've achieved what we intended with this research. Based on what the data shows, we will also offer some practical suggestions to tackle the main issues we identified at the beginning of our study. In simpler terms, we're taking a deep dive into our data to pull out meaningful insights and check if our initial goals have been met. This is more than just rehashing what we already know; it's about critically looking at our results and deciding what they mean in the bigger picture.

Toward the end of this chapter, we will lay out some recommendations. These suggestions are based on solid evidence from our analysis and are aimed at providing solutions to the problem we are studying. This isn't just about finishing our study; it's about contributing to a larger conversation and possibly paving the way for future research or action. In essence, this chapter will wrap up our findings and show how they apply in real-world situations, ensuring that the research is not only theoretical but also practical and applicable. This makes the study not only useful for academic purposes but also for real-life applications.

As an outline, the primary objectives of this study were fourfold: firstly, to investigate the fundamental factors that contribute to the prevalence of strike actions in the mining sector of South Africa; secondly, to evaluate the extent to which humanistic values are integrated into labour relations within this sector; thirdly, to analyze the role of trade unions in bridging the divide between mine workers and management; and finally, to propose Organisational Development (OD) strategies aimed at mitigating strike actions within the South African mining industry.

The analysis undertaken in this chapter is led by these objectives, with each section dedicated to a specific aspect of the research. The investigation into factors leading to strike actions involved a thorough examination of the historical, economic, and sociopolitical contexts within which the mining sector operates. This analysis was crucial in identifying the root causes of labour disputes and strike actions, including issues related to wages, working conditions, and the overall management-labour relationship. Additionally, the evaluation of humanistic values in labour relations focused on assessing the extent to which these values are upheld in practice within the South African mining sector. This involved a review of policies, practices, and interactions between stakeholders to determine the level of respect, dignity, and fairness afforded to mine workers. The role of trade unions in bridging the gap between mine workers and management was explored through an examination of their functions, activities, and effectiveness in representing the interests of workers. This analysis shed light on the challenges faced by trade unions in advocating for workers' rights and negotiating with management.

6.2 Conclusions

To start off this chapter, the focus will be on the drawing conclusions derived from the data collected, and the findings, then attempt to align the data to the research questions and see if the findings can be used respond to the hypotheses raised in chapter 1.

From the above data both primary and secondary. Management in the mining sector needs to work more towards developing effective communication channels. Have high levels of transparency to create a high-trust environment within their respective organizations.

The Hughes and Ginnett transformational model of leadership emphasizes the significance of effective leadership in uncertain times and the development of strong leader-member connections. Particularly, the transformational leadership style, with a focus on supportive and democratic behavior, has proven to enhance worker

satisfaction and intrinsic motivation. As for qualitative research conducted by Crous and Daniels, it delved into the correlation between safety and productivity. They found that safe production entails a win-win situation where both parties benefit and transactions are based on mutual cooperation, rather than a competitive win-lose or lose-win approach. The goal is to foster a positive transactional relationship between the company and labour, resulting in mutual gains. Establishing a stable and productive relationship between management personnel and mine labour is deemed essential in preventing further strikes. This can be achieved through open communication channels and the cultivation of trust. Various strategies have been identified to enhance trust and open communication, such as improving the quality and frequency of communication, involving workers in decision-making, acknowledging and rewarding employee accomplishments, and establishing forums for employee representation.

Mineworkers, more than anyone else, need to be treated humanely. This is due to the nature of their work and the difficult working conditions in the mining industry. Successful implementation of humanist values in labour relations would have various benefits for mineworkers. Right now, mineworkers are at the lowest end of the job hierarchy. Low skills levels and lack of education combined with the economic situation in South Africa have made the mining industry the only choice of employment for certain people. Humanist values would elevate the status of these mineworkers who had to endure decades of apartheid and exploitation. The elevation in status would be accompanied by a change in prescripts regarding health and safety and the elimination of present cases of unfair treatment on employees. Mine workers and their families would enjoy a better quality of life. This, in turn, would lead to job satisfaction for mineworkers, as they would feel that their work is meaningful and fulfilling. Humanist values provide that every employee should be able to participate in decisions that affect their workplace and their livelihood. This means empowerment for mineworkers. Success in implementing these humanist values would eventually make the mining industry an employer of choice for all South Africans.

6.3 Recommendations

The best way to seek solutions to a problem is by examining how other successful institutions and individuals have effectively managed similar challenges. In the context of the mining sector, the introductory chapter of this research delved into mining from a global standpoint, an African perspective, a regional sub-Saharan viewpoint, and a South African lens. Research has shown that various regions have implemented strategies to overcome strike actions in the mining industry. According to (Smith, 2018)"One effective approach utilized by South African mines was to engage in constructive dialogue with labour unions to address worker grievances and prevent strike actions." By studying these successful approaches, valuable insights can be gained on tackling strike actions in the mining sector.

Strategic human resource management (SHRM) has been recognized as an effective means of establishing a harmonious relationship between management and labour. At its core, SHRM is a concept that involves linking all human resource policies and practices to the long-term strategies of an organization. By doing so, it enhances the effectiveness of an organization and ensures that its goals are aligned with the interests of its employees.

In the context of the South African mining sector, the adoption of SHRM could lead to a significant improvement in the effectiveness of HR policies. This is a critical need, given the long-standing issues that have plagued the sector. In the past, mining companies have often used HR policies as a means of achieving short-term cost savings, often to the detriment of employees. This has led to an increase in industrial action, which has had negative consequences for both employers and employees.

Recommendations for Mitigating Strike Actions in the Mining Sector:

6.3.1 Constructive Dialogue and Engagement

Mining companies should prioritize open and constructive dialogue with labour unions. This involves regular meetings to discuss worker grievances and collaboratively develop solutions. Establishing trust and transparency between

management and labour unions can prevent misunderstandings and foster a cooperative environment.

6.3.2 Strategic Human Resource Management (SHRM)

SHRM involves aligning HR policies and practices with the long-term strategies of the organization. This holistic approach ensures that employee interests are considered in the company's strategic planning. By integrating SHRM, mining companies can create a more supportive and productive work environment, reducing the likelihood of industrial actions.

6.3.3 Comprehensive Employee Welfare Programs

Implementing robust employee welfare programs that address health, safety, and well-being can significantly improve worker satisfaction. Mining companies should invest in programs that promote physical and mental health, provide adequate safety measures, and offer support services for employees facing personal challenges.

6.3.4 Effective Communication Channels

Establishing effective communication channels between management and employees is crucial. Regular updates on company policies, changes, and decisions should be communicated clearly and promptly. Feedback mechanisms should be in place to allow employees to voice their concerns and suggestions.

6.3.5 Performance-Based Incentives

Introducing performance-based incentives can motivate employees and align their goals with the company's objectives. Rewarding high-performing employees with bonuses, promotions, or other forms of recognition can boost morale and productivity.

6.3.6 Training and Development Programs

Investing in continuous training and development programs ensures that employees have the necessary skills and knowledge to perform their jobs effectively. Providing opportunities for career growth and advancement can increase job satisfaction and reduce turnover.

6.3.7 Conflict Resolution Mechanisms

Establishing formal conflict resolution mechanisms can help address disputes before they escalate into strikes. Mediation and arbitration services should be readily available to resolve conflicts in a fair and timely manner.

6.3.8 Community Engagement

Mining companies should engage with the communities in which they operate. Building strong relationships with local communities can enhance the company's reputation and create a supportive environment for its operations. Community development projects and corporate social responsibility initiatives can demonstrate the company's commitment to social and economic development.

6.3.9 Policy and Legislative Compliance

Ensuring compliance with local labour laws and regulations is essential. Mining companies must stay informed about changes in legislation and adapt their policies accordingly. Regular audits and assessments can help identify areas of non-compliance and address them proactively.

6.3.10 Technology and Innovation

Leveraging technology and innovation can improve operational efficiency and safety in the mining sector. Implementing advanced machinery, automation, and data analytics can enhance productivity and reduce the physical strain on workers, leading to fewer grievances and potential strikes.

In conclusion, the adoption of SHRM is vital for mining companies in South Africa. It is a proven approach that can help to establish a more productive and healthier workplace environment. By linking HR policies to the long-term strategies of their organizations, mining companies can ensure that they are providing their employees with the support they need to achieve optimal performance, while also achieving their organisational goals.

6.4 Recommendations for Further Study

The exploration of strategies to mitigate strike actions in the mining sector has provided significant insights into the relationship between management practices and labor relations. However, further research is necessary to deepen our understanding and develop more robust solutions. The following recommendations for future study aim to address gaps in current knowledge and explore new dimensions that could contribute to the sustainability and effectiveness of labor relations in the mining industry.

6.4.1 Longitudinal Studies on SHRM Implementation

While the benefits of Strategic Human Resource Management (SHRM) in improving labor relations have been highlighted, there is a need for longitudinal studies to assess the long-term impact of SHRM practices in the mining sector. These studies should track the implementation of SHRM over several years, examining changes in employee satisfaction, productivity, safety records, and the frequency and severity of strikes. Such research would provide valuable data on the sustainability of SHRM practices and their long-term benefits.

6.4.2 Comparative Analysis of Global Practices

Further research should conduct a comparative analysis of labor relations practices across different countries and regions. By comparing the strategies used in various mining industries worldwide, researchers can identify best practices and innovative approaches that could be adapted to the South African context. This global

perspective would offer a broader range of solutions and highlight the cultural and regulatory factors that influence the effectiveness of different strategies.

6.4.3 Impact of Technological Advancements

The mining industry is rapidly evolving with technological advancements such as automation, AI, and IoT (Internet of Things). Research is needed to explore the impact of these technologies on labor relations and strike actions. Studies should investigate how technology can be leveraged to improve working conditions, enhance safety, and increase productivity, while also examining potential challenges such as job displacement and the need for reskilling workers. Understanding the dual impact of technology on efficiency and labor dynamics is crucial for future policy development.

6.4.4 Role of Corporate Social Responsibility (CSR)

The role of Corporate Social Responsibility (CSR) initiatives in improving labor relations and preventing strikes warrants further investigation. Research should focus on how CSR programs that benefit local communities and address social issues can influence worker satisfaction and trust in management. Case studies of mining companies with robust CSR programs could provide insights into the correlation between community engagement, corporate reputation, and labor relations.

6.4.5 Psychological and Social Factors

Future studies should delve into the psychological and social factors that influence worker behavior and attitudes toward strikes. Research in this area could include the role of leadership styles, organizational culture, and employee morale. Understanding the psychological underpinnings of strike actions can help in designing interventions that address the root causes of labor unrest, rather than merely treating the symptoms.

6.4.6 Policy and Regulatory Frameworks

Investigating the effectiveness of existing labor laws and regulatory frameworks in managing strike actions is essential. Comparative studies of regulatory environments

in different countries can provide insights into the legal mechanisms that are most effective in fostering fair labor practices and preventing industrial actions. Recommendations for policy reforms based on empirical evidence can help in creating a more balanced and just labor environment.

6.4.7 Inclusive Decision-Making Models

Research should explore models of inclusive decision-making that actively involve workers in the governance of mining operations. Participatory governance models, where employees have a voice in strategic decisions, can lead to greater buy-in and cooperation from the workforce. Studies should examine the implementation and outcomes of such models in various organizational contexts.

6.4.8 Economic Impact Analysis

Finally, there is a need for comprehensive economic impact analyses of strike actions in the mining sector. Understanding the financial repercussions of strikes on both the industry and the broader economy can help in developing strategies that minimize economic disruptions while addressing worker grievances.

In conclusion, further research in these areas will provide a deeper understanding of the complex dynamics of labor relations in the mining sector. By addressing these gaps, future studies can contribute to the development of more effective and sustainable strategies for managing labor relations and preventing strikes.

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8 LIST OF ADDENDUMS

- Addendum A – Questionnaire (Attached to email)
- Addendum B – Responses from Respondents. (Attached to email)
- Addendum C – Ethics Clearance Form (Attached to Email)
- Link to the online anonymous questionnaire

https://docs.google.com/forms/d/e/1FAIpQLSfZ_A-DtUYIMGTsBB_Vmgk3-tjikHuh6ZZ1n2uRtTNpkAlv-Q/viewform?usp=sf_link