



Managing cultural diversity for high teams' performance in the PGM mining industry around the Brits Area

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
DE	Diversity and Equality
DM	Diversity Management
ERB	Ethics Review Board
ET	Engineering Team
ET1, ET2, etc.	Engineer Team Member 1, Engineer Team Member 2, etc. (used to anonymize individual roles)
HCM	Human Capital Management
HOD	Head Of Department
HR	Human Resources
KPI	Key Performance Indicator
MM	Middle Management
MM1, MM2, etc.	Middle Manager 1, Middle Manager 2, etc. (used to anonymize individual roles)
NWP	North West Province
NVivo	NVivo (software for qualitative data analysis)
ODD	Organizational Design and Development
PGM	Platinum Group Metals
PGM	Platinum Group Mining
PT	Production Team
PT1, PT2, etc.	Production Team Member 1, Production Team Member 2, etc.
SHEQ	Safety, Health, Environment, and Quality
SM	Senior Management
SM1, SM2, etc.	Senior Manager 1, Senior Manager 2, etc. (used to anonymize individual roles)

SME	Small and Medium-sized Enterprises
SME	Subject Matter Expert
UNCTAD	United Nations Conference on Trade and Development

ABSTRACT

The Platinum Group Metals (PGM) mining industry, particularly in South Africa, operates in a highly diverse cultural environment. Managing this diversity is essential for improving team dynamics, productivity, and innovation. However, challenges such as language barriers, cultural conflicts, and limited awareness of diversity management principles hinder organizational performance in this sector.

This study critically analyzes the management of cultural diversity within the PGM mining industry in the Brits Area, North West Province, South Africa. It aims to understand the main factors affecting diversity management and its impact on team performance, thereafter proposing strategies for optimizing workforce inclusiveness and productivity. A qualitative approach was employed, focusing on interviews and focus groups with 21 participants, including senior managers, middle managers, human resources personnel, and team members from production and engineering departments. The study utilized thematic analysis to explore perceptions of diversity management, challenges encountered, and the effectiveness of current strategies.

The findings revealed varying levels of awareness of diversity management across organizational hierarchies. Senior management showed high awareness, while operational teams had significantly lower levels of awareness. The main challenges included language barriers and cultural conflicts, which negatively affected communication and collaboration. Leadership commitment and diversity training were identified as necessary for fostering inclusion, though the effectiveness of these initiatives was inconsistent.

The study concludes that to enhance team performance and organizational outcomes, PGM mining companies must adopt long-term diversity strategies that include tailored training programmes, measurable goals, and sustained leadership involvement. Addressing communication barriers and promoting cultural competence are critical to achieving these objectives.

Keywords

Cultural diversity, team performance, diversity management, organizational outcomes, leadership, communication barriers.

CHAPTER 1: INTRODUCTION AND BACKGROUND

Mining in the present generation is premised on providing the resources that different aspects of the world economy need to continue functioning. This comprises manufacturing, construction, and energy (Zhang *et al.*, 2023). The term governance is primarily linked with mining, which can be regarded as the identification and exploitation of materials existing naturally around the world through the use of technical personnel and equipment and manual labour.

This industry utilizes people and generates income that is necessary for the development of first- and third-world countries. Therefore, there is a significant positive correlation between diversity management (DM) and the sustainability and survival of mining firms (Natalia, 2017). Workers and employment diversity represent deliberate and purposeful processes for organizations to welcome and embrace equal representation in the workplace, including factors such as colour, gender, ethnicity, age, and cultural adherences (Inegbedion, 2020).

The enhancement of diversity in the workplace suggests that companies can improve employees' potential, thereby improving team results that will contribute to the achievement of mature and diversified mining companies. A typical objective or organizational mission is to maintain the managerial and organizational configuration and functioning of these firms once the material resources, especially minerals, are depleted (Inegbedion, 2020).

Managers of mining firms have often claimed that the primary drivers of positive organizational performance include maintaining staff enthusiasm and encouraging diversity and inclusion. The increasing demand for diversity management and inclusion has compelled many companies to organize campaigns in the last two decades. Nevertheless, despite such efforts, the general practice of diversity management between the layers of organizational structure and at all managerial levels has not improved (Nadiv & Kuna, 2020).

The outcomes of the organization are greatly influenced by diversity management. Mining organizations worldwide concur that diversity management is a helpful strategy, and have implemented several schemes for diversity in workplaces. The various patterns of organization concerning diversity efforts on local as well as international levels are depicted in Figure 1.

The main aim of this study is to demonstrate how philosophical approaches focus on the implementation of diversity in the framework of globalization. This must be

considered, especially in the case of the generally male-dominated professions of international business, with particular emphasis on the mining industry and the role of the guardian. To demonstrate the implication of diversity in the mining sector, 25 of the largest mining companies in the world, according to market capitalization, were examined.

The research identifies the context or field in these mining firms' home countries and determines the theoretical lens they embrace regarding diversity with specific prioritized dimensions. The study identifies three distinct configurations: such a function could be undertaking, protective, or responsive. These configurations help develop the knowledge and implementation of diversity management by mining companies in various regions.

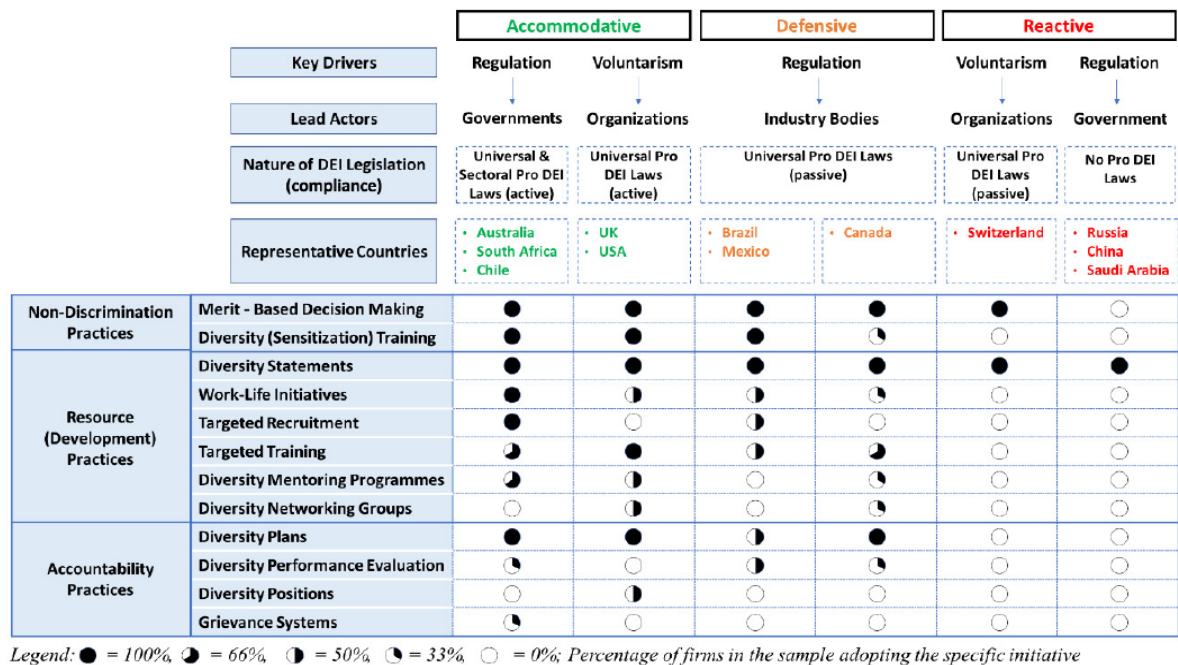


Figure 1: Linking Organizational Field configurations to Diversity Initiatives in Mining firms (Colgan, 2016)

The culture of the people in the Commonwealth of Australia, which has a multi-ethnic population, has contributed to the inequalities of the mining sector. Measures that have been implemented in Australia include “defining women as a resource to be engaged with to enhance the realization of gender and race diversity”, recruitment and employment of Indigenous peoples, and a mandatory course on cross-cultural issues mainly affecting Indigenous people (Maru & Davies, 2011).

China is well known as one of the biggest mining countries on the international level, but because of its population and cultural peculiarities, it has several intense problems. The Chinese mining industry has attempted to alter the pressing issue of a lack of diversification and employ more women and minorities through the use of quotas (Kritchrimai & Wang, 2022).

By global standards, Canada is one of the most advanced countries with a policy on women’s equality and diversity; thus, they use legislative actions to ensure proper representation of women in the mining industry. Most mining companies in Canada have adequate diversity and inclusion policies and practices that focus on women, Indigenous people, and cultural competence (UNCTAD 2020).

The extraction industry, especially mineral wealth, has always been a prominent sector in Southern African countries, including Botswana and Zimbabwe, and has influenced diversity management. In recent years, a significant improvement has been noted in the inclusion of women and other vulnerable persons in the mining fields, but some controversy remains (Mining, 2021).

1.1 Context of the Study

There are extensive mining options for the platinum group of metals in the Brits area of the North West province of South Africa. These opportunities would enhance the employment of people in the country as well as foreigners. It can also be noted that mining companies are keen on diversity management and have implemented several policies that ensure they attain this aspect of inclusion. However, despite this recognition, the goal has still not been adequately attained. It is necessary to introduce the specifics of factors affecting the implementation of diversity management practices into this framework.

The cultural factors identified in the Brits Area North West indicate that diversity may consist of factors such as language, manners, and customs. One must recognize and accept such diverse factors as necessary for enhancing the quality of shared relations to ensure that the workplace remains cordial. The following are specific

recommendations that may assist in resolving the current conflict arising from diversity. However, the manager who holds the responsibility of promoting diversity should consider several aspects of the mining sector as they may influence the process.

This investigation employed quantitative data gathered from questionnaires that aimed to establish the experiences and perceptions of the employees, managers, and HODs within the PGM mining industry in the region of the Brits Area, North West. This study conducted face-to-face interviews and focus groups, questions concerning the minimum baseline practices, problems faced by the mining employers, and effective diversity management practices to attain the commitment of employees and maintain the highest team productivity.

1.2 Problem Statement

As may be seen in various South African mining locations, the Brits area is occupied by a range of people of different origin, culture, language, and race. Such diversity is both an advantage and a disadvantage for mining companies that are located in this area. Various kinds of employment and the related backgrounds of organizational employees may influence expectations and views, enhancing team co-efficiency and creativity (Chen, 2019). Cultural diversity is a key ingredient for success and business growth, while effective management is a combination of consideration, manners, and effective communication, which primarily guarantees a healthy organizational working context that seeks to accommodate a diversity of diverse people (Colgan, 2016).

A further challenge affecting many mining firms in the North West province is an HRM challenge that arises from developing highly differentiated employees. Such differences include language barriers, which impair communication between workers from different regions, cultural differences, and the development of dissimilar policies concerning working conditions. This results in conflict, complications, and contributes to wastage of resources within and between the relevant teams, which is disadvantageous to organizations.

The previous political system in South Africa affected the mining industry and its people. Apartheid has established how race and racial discrimination affects relations and diversities in modern South Africa, which is still experienced at the present time. Some examples are documentaries depicting Native American and black people's educational similarities with different ethnic groups and the lack of women and colour representation in leadership roles, which may have a serious effect on diversity management in the mining sector.

This investigation addresses such gaps in evaluating cultural diversity management and its impact on team performance in the PGM mining industry, focusing on the Brits \area, North West. The study provides insights into the prospects and the difficulties that exist in the process of high-team performance management in a diverse context for mining firms, which will contribute to the formulation of recommendations.

This study aims to extend existing knowledge regarding diversity management and provide practical recommendations on managing diversity in mining companies of the Brits Area, North West and other contexts. Therefore, cultural intelligence and multicultural work behaviour are important in PGM mining so that mining companies can enhance employee collaboration, productivity, and information production; this is necessary for contributing to the sustainable growth of the mining industry.

1.3 Research Objectives

This research aimed to critically examine and analyze the management of cultural diversity in the PGM mining industry near the Brits Area in North West province and its influence on team efficiency. This study identified the critical activities related to such concepts with the resultant performance consequences, where ideas on diversity management are helpful as a positive boost to high teams' performance, as follows:

- To identify and analyze the specific factors that contribute to the challenges of managing cultural diversity within the PGM mining industry in the Brits Area.
- To produce specific findings on the significant issues affecting the management of cultural diversity among mining firms in the Brits area, having clearly outlined the research objectives.
- To examine and explain the presence of cultural diversity within the PGM mining industry around the Brits area and its impact on team dynamics and performance.
- To propose and implement specific recommendations for increasing the effectiveness of cultural diversity management to optimize the performance of the PGM mining companies and personnel.

1.4 Justification of the Study

This research aims to identify the various aspects associated with cultural management in the PGM mining industry in the Brits Area. Organizations have experienced diversity challenges which have impacted the efficiency of teams, decreased creativity, and negatively affected the sustainability of the industry. Mining companies would derive benefit from the study findings to help them address cultural

factors that result in communication breakdowns, team conflicts, and aggregation/cohesion and productivity issues between different groups.

1.5 Research Delimitation

The study will cover the pressing need for inclusion and equal representation in order to enhance organisational performance and improve team dynamics. Despite ongoing efforts to promote diversity, the mining sector remains predominantly male-dominated, with significant challenges surrounding workplace inclusion.

The primary objective of this research is to investigate how diversity is managed within the Platinum Group Metals (PGM) mining sector located in the Brits Area of the North West province. The study will examine various factors that influence team performance and organisational outcomes, while also identifying areas requiring improvement in diversity management practices.

Particular attention will be given to the cultural barriers that often inhibit effective collaboration and productivity. Issues such as language barriers and cultural conflicts will be recognised as central obstacles obstructing inclusivity and teamwork within the mining workforce.

1.6 Summary

This chapter discusses the importance of mining as a critical industry that supports global economies by providing essential resources for manufacturing, construction, and energy. It highlights the significance of diversity management (DM) within the mining industry, especially in culturally diverse regions like South Africa.

The chapter introduces the need for inclusion and equal representation to boost organizational performance and team dynamics. Despite efforts to promote diversity, mining remains a male-dominated sector with ongoing challenges related to workplace inclusion. The chapter introduces the primary objective of the research as being to examine how diversity is managed within the Platinum Group Metals (PGM) mining sector in the Brits Area, North West province. It explores the factors influencing team performance and organizational outcomes while identifying the need for improved diversity management practices. The study aims to address cultural barriers and provide recommendations for enhancing inclusivity within mining teams.

Challenges like language barriers and cultural conflicts are seen as central issues that hinder productivity and collaboration. The introduction sets the stage for a detailed exploration of the strategies required to foster a more inclusive workplace in the mining industry.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The authors define cultural diversity as the candidature of cultural differences in organizational relations and note that it is a relatively widely investigated concept owing to its importance in determining organizational results. Several studies establish that diversity enhances creativity, informs solutions, and encourages high performance of the organization (Ely & Thomas, 2001).

The factors include race/ethnicity, gender, age, religion and disability, sexual orientation, economic and social status, educational background/level, marital status, language, and physical characteristics (Abrahamson, 2014). It also covers the self-arranged spectrum of its views. The subject of the study involves the analysis of cultural diversity concerning the PGM mining stakeholders; their cultural differences include ethnic variations within the South African people and international employees.

According to Hunt, Layton and Prince (2015), this is confirmed by discovering that firms in the first quartile of racial and ethnic workforces had a 35% enhanced probability of enjoying superior stock returns than medians in their respective countries. This suggests that diversity management is an issue that requires the application of ethics but also promotes competition.

This research reviewed the literature that provided the study's theoretical foundation and focused on diversity management, particularly in the mining sector. For this reason, this research reviewed the theoretical foundations of diversity management to provide insights that would be of use to organizations when it comes to managing diversity and the challenges that come with it concerning theoretical and practical dynamics.

2.1 Theoretical Frameworks

2.1.1 ODD and Organizational Architecture for high-performance organizations

Mining business environment dynamics and competition, along with the focus on the PGMs, need to consider one important asset: the design and development of the organization, people, and organizational architecture. All this significantly enhances the functionality, stability and profitability of the mining companies that operate in this sector.

As mentioned in the PGM sector, this consists of competition, increased outer operational firms, extension of nationalization, and coupled with the uncertainty of the market, changes, and advanced technological progress, are some of the factors that

influence the operation of firms in the industry. The correct design is essential to the firm in general for it to sustain growth and competitiveness (Mining A., 2016).

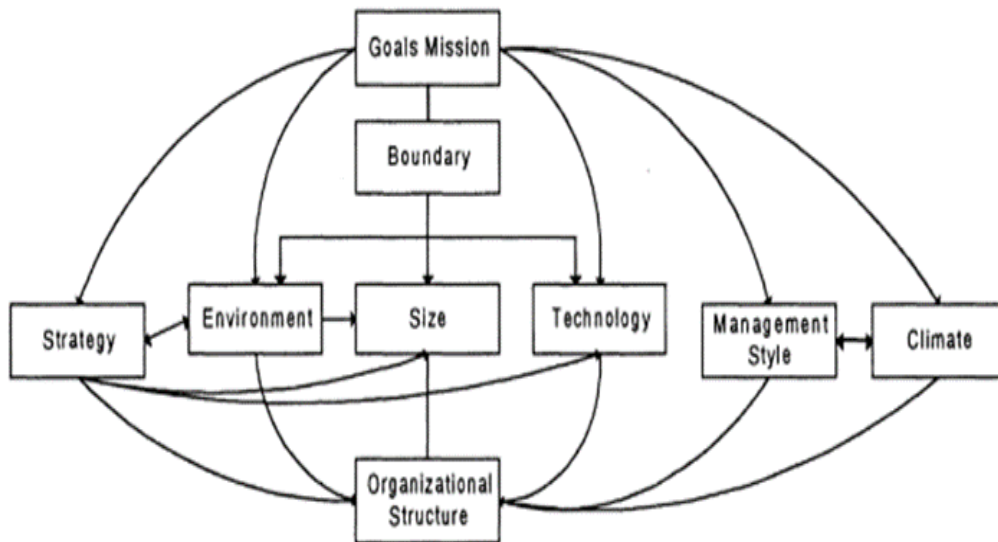


Figure 2: Organizational Structure & Design (McMillan, 2002)

With regard to ODD in mining, the PGM industry for design and architecture supports enhanced efficiency and effectiveness in organizational premises and success. Keeping in mind the objective of this research, the chapter focused on the fundamental strategies of managing ODD employees alongside the structural configurations of work organizations in the PGM industry. It examined the connection of these facets of work and organizational psychology and diversity management with the identification of organizational performance improvement brought about by applying diversity.

2.1.2 Key aspects to consider

The following aspects are important to consider:

- Organizational Design and Development: The vision is to establish the organizational structure to manage the PGM sector operation challenges and market issues.
- Organizational Architecture: This involves the setting, process, hard and soft structure, and climate of an organization, referring to the working environment that defines how tasks are arranged and delivered for growth, development, and optimization of the competitiveness of organizations in a business environment.

The study explores the connection between Diversity Management and Organisational Design and seeks to identify a systematic way of connecting structures

and practices already in place in an organization for managing diversity to improve productivity and competitive capacity in the industry.

Organizational design and development is a branch of management that deals with organizations and their structuring in a way that will enable the organization to achieve its objectives efficiently (Cameron, Bybee & Mowdle, 2002). Organizational architecture is a system that defines the structure of the properly organized company relations and nomenclature, the flow of the corporate work, business procedures and persons, and other segments that indicate the body of an organization (Nanayakkara & Wilkinson, 2021).

Due to the nature of the environment where the firm operates in the PGM sector, the executive interviews revealed that it engages in complex operations and assumes instances of advancements in the marketplace and technologies. Therefore, establishing an excellent organizational structure to create long-term growth and competitive advantage is necessary.

2.2 HCM-Human capital management for the high-performance organization

In the case of constructing higher-performance teams within the mining industry, the HCM should form part of such discourse. Human capital, or consumption, is significant in the framework of the mining sector, which is a sector that operates under very rough conditions that are known to place safety, efficiency, and high productivity as the fundamental pillars (Zhang *et al.*, 2023).

Although Hulland's theory (2020) can be easily described in simple terms, it still offers a detailed qualitative view of how various pieces, from salaries and wages to training and development to promote, relate and coordinate human capital management. This is particularly important because it provides a framework for the direction that organizations seeking to adjust their human resource strategies may be required to take.

The optimal structure, as outlined by the first principle, is that of the remuneration of workers, in which many elements are linked to the salary or wage. Other reasonable pay practices also help to select the best people to do the job and get the best out of the existing personnel. Moreover, linking targets to skills is essential, especially since it motivates employees to improve and perform well (Hulland, 2020).

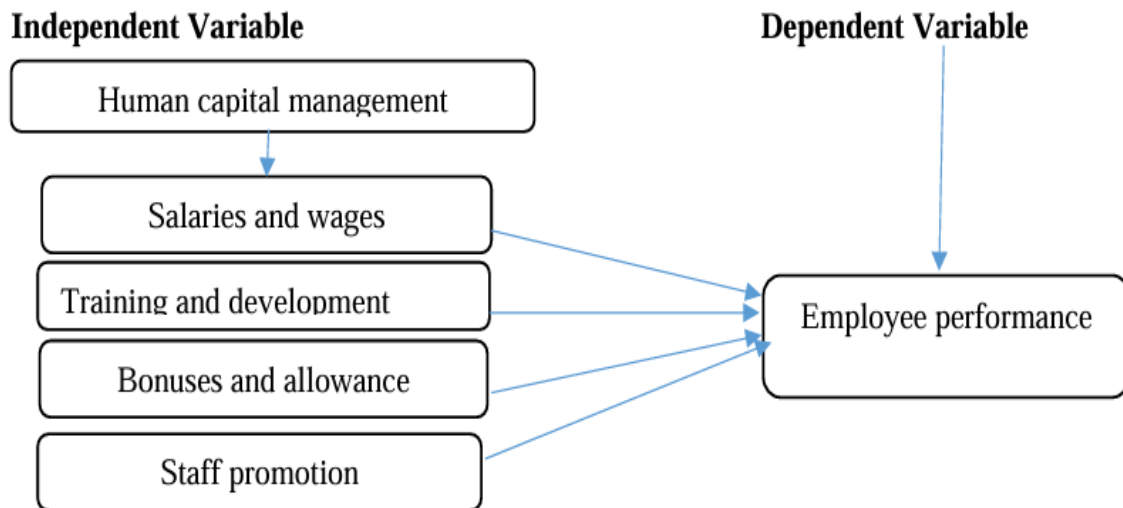


Figure 3: Conceptual framework of HCM (Hulland, 2020)

Elements of employee training, performance, and promotions, which are essential in structuring organizational human resources, are emphasised in the framework. Most companies that make a correlation between development and promotions by choosing to train their staff will confirm that a clear correlation exists between the two.

Therefore, the opinions regarding talent management and development inside the company through promotions and productivity are more favourable to retaining the best employees. Thus, in Hulland's attempt (2020), the theory establishes that it is multi-faceted enough to manage the subject of human capital, arguing that salaries cannot be provided without training or promotion since these elements are interconnected and contribute to attaining value and enhancing the satisfaction of organizational success and employees.

2.2.1 (HCM) Theories on Microlevels and their Significance

2.2.1.1 Maslow's Hierarchy of Needs Theory

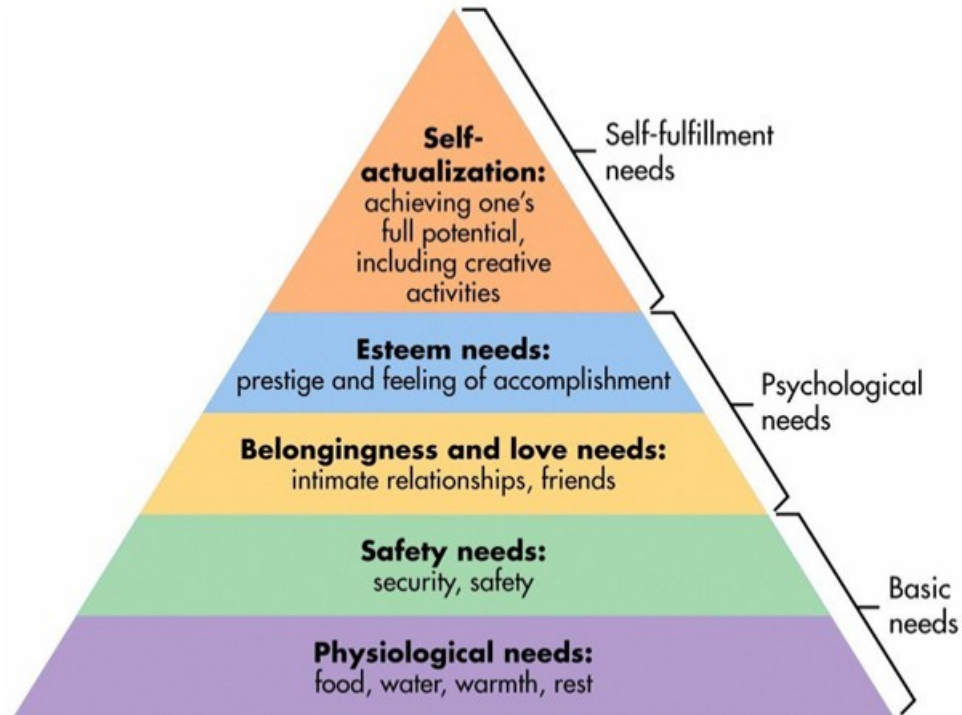


Figure 4: Maslow's Hierarchy of Needs Theory (Maslow, 1943)

The first framework is Maslow's Hierarchy of Needs, a basic psychological theory that organizes human motivation according to the level of need. Taylor's Theory X presupposes that people dislike work, are lazy, and must be coerced into work, while Theory Y suggests that people like work and are creative and self-motivating. Hence, when it comes to the concept of human-computer management, or HCM, it is relevant to consider the hierarchy of needs proposed by Maslow for the motivation of the workers and subordinates.

This hierarchy also assists in determining strategies, instruments, and methods that meet the employees' exercising needs at specific career stages. As Maslow explains, the techniques and practices of personnel management match the company's reward system with the needs hierarchy of employees and brings out new forms of motivation and training, increasing staff motivation and productivity (Maslow, 1943).

2.2.1.2 Herzberg's Two-Factor Theory



Figure 5: Herzberg's Two-Factor Theory (Herzberg, 1982)

Herzberg's Two-Factor Theory deals with the "motivator factors" that pertain to "satisfiers" and the "hygiene factors" that lead to dissatisfaction. The nature of the work involves hard work, recognition, opportunity for promotion, and promotions; all these aspects help make the employees happy and productive.

In contrast, hygiene factors like wages, job contents, and organization policies need to prevent dissatisfaction but are insufficient for long-term motivation. When applied to the HCM context, Herzberg's theory underlines not only the need to address harmony factors as the precondition for managing the environment of organizations but also to focus on the proper motivators that will influence the behaviour of the employees and the enhancement of the organizational results and job satisfaction rate (Herzberg, 1982).

2.3 Managing cultural diversity for high team performance

PGM mining can be considered a vital component of the current economy since it provides people with the metals and minerals considered essential in the automotive industry, catalytic converters, jewellery, and electronics, amongst others. The growing interest in applying advanced technologies in mining and the systemic growth of legislation protecting the environment has raised awareness of operational performance and relations with shareholders and the public (Mining, 2016).

In this regard, diversity management appears as one of the significant strategic business priorities for the PGM mining firms because it defines a path for developing a large and robust pool of talent that may contribute to increasing innovation and maintaining high safety and organizational efficiencies at a time of heightened competitive pressures and an unpredictable business environment in the industry.

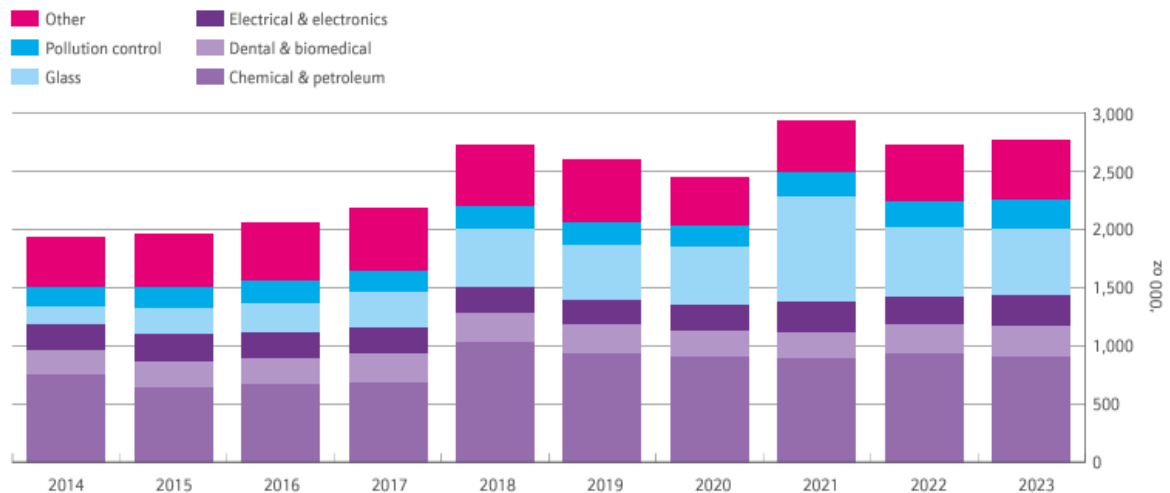


Figure 6: Industrial Demand for PGMs 2014-2023 (Mining A., 2016)

Mining has been singled out as the industry that, in terms of difficult start status, has assumed a stereotype model that is mainly male-dominated, with few women, Indigenous people and other groups who are significantly underrepresented in organizations (Abrahamson, 2014). Historically, the mining domain was characterized by high physical activity, high levels of risk, and a male-dominated workplace; thus, it effectively constructed particular barriers to entry and/or promotions for those not from the mining background.

However, with increasing levels of consciousness amongst stakeholders, the industry has been put under pressure to make it more socially aware and accountable for its actions; in this regard, diversity management is now a requirement of the organizational system for mining organizations that seek long-term strategic business development, which includes a social licence to implement the business, and seeks the accumulation of the best pool of talent (Metals, 2020).

Thus, while diversity management is understood as a business imperative, several factors preclude its implementation in the mining industry. Culture, as one of the significant sources of diversity, presents a major obstacle to workplace diversity; this is because cultural resistance entails a process through which persons may act in a manner that is resistant to change owing to prejudice held either personally or as part of the organization's policy against minority groups (Thomas, 2008). There is, in addition,

often a lack of training programmes concerned with the expansion of diversity perception, which can sometimes be the reason for conflicts between employees and result in misunderstandings with co-workers who originate from different cultural backgrounds (Molina Kaarna, 2022).

Smith (2012) has observed that structural barriers, including inadequate educational results and a shortage of diversity, especially in ethnicity, are further challenges that must be overcome. Studying these barriers requires social interventions and academic, policy, and cultural modifications.

Describing general management directions for organizations operating in the mining industry, the approach builds on the techniques for managing and handling diversity as a concept before it begins to present a problem. One of the fundamental postulates of this strategy is the recognition of the fact that the demographic profile of the mining industry is in a transition phase.

This assists mining companies who may then be in a position to consider issues related to demography and anticipate changes that could occur in the needs and expectations of the population enough to provide for the human resources needed in the mines.

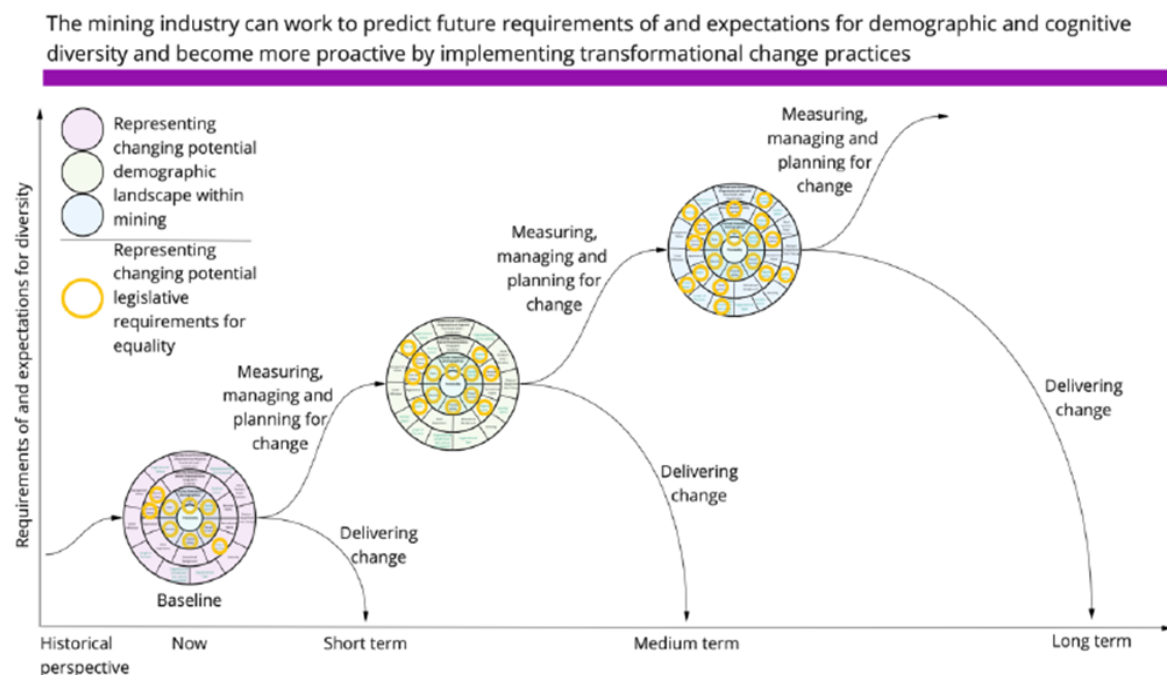


Figure 7: Proposed approach to proactively managing diversity within the mining

This approach focuses on the work and movement concerning the legislation dealing with equity. Appealing to the necessity of addressing new and more demanding diversity and inclusion policies adopted by mining organizations, the latter should

integrate references to diversity management into their practices. Apart from effecting the change, which is ultimately in the company's best interests, the strategy should demonstrate to the staff that the company's management is concerned about eradicating discrimination in workplaces.

This method of proactive diversity management, to which every detail above has subscribed, is characterized by a specific focus on numerical indicators, the management thereof, and systematic preparation for change. Specifically, assessing the benchmarks for the diversity of efforts and establishing diversity management initiatives and long-term visions are the significant levers available to the mining organizations to drive change across the sector (Gosling, 2020).

2.4 Summary

This chapter reviews prominent literature on cultural diversity, focusing on how diversity management impacts organizational performance in the mining sector. It highlights theoretical frameworks such as Organizational Design and Development (ODD) and Human Capital Management (HCM) to demonstrate the importance of diversity in enhancing creativity, problem-solving, and productivity.

The review identifies both positive and negative aspects of diversity, pointing out that while it boosts innovation, it also presents challenges like language barriers and cultural conflicts. Studies reveal that leadership and organizational architecture are critical in promoting successful diversity initiatives. The chapter emphasizes the role of training, leadership commitment, and clear communication as central strategies to managing diversity effectively. Examples from various countries, including Australia, China and Canada, present global perspectives on diversity management within the mining industry.

The literature review concludes that while diversity offers significant benefits, its successful integration requires strategic planning, ongoing training, and leadership involvement to address inherent challenges and improve team performance and organizational outcomes.

CHAPTER 3: RESEARCH METHODOLOGY

This research aims to establish the best practices for managing cultural diversity in the PGM mining industry among organizations affiliated with the PGM cluster in the Brits Area, North West Province, bearing in mind the challenges that are likely to be encountered and the opportunities that can be exploited. Therefore, the research conducted in the context of the proposed topic reflected on the adoption of diversity management for team performance in this sector.

In this chapter, the authors describe the premises and strategy of the study, referring to such aspects as a theoretical framework, paradigm, and method; furthermore, the approach and structure are discussed; and finally, the data collection methods are presented. Using this framework ensures that the study is sufficiently systematic, rigorous, and justified to determine the effects of cultural diversity on the teams in the PGM mining industry within and in the Brits Area, North West province.

Table 1: Perceptions of Diversity Management

High Awareness • Senior Management (SM1, SM2, HR1) - Participants demonstrated deep comprehension of diversity as a strategic asset. SM1 noted that "diversity is a competitive weapon," emphasizing its role in driving innovation. HR1 highlighted the inclusive environment it fosters.
Moderate Awareness • Middle Management (MM1, MM2), Production Team (PT1, PT2), Engineering Team (ET1, ET2) - Awareness existed, but the participants recognized gaps in understanding. MM1 mentioned, "We are on the right path," indicating an evolving recognition but the need for further integration.
Low Awareness • Production Team (PT3, PT4), Engineering Team (ET3, ET4) - Participants lacked awareness of the strategic importance of diversity, with PT3 stating, "There are no cultural policies at all," indicating a gap needing significant development.

Table 2: Challenges in Managing Diversity

Language Barriers	• Senior Management (SM3), Production Team (PT1, PT2), Engineering Team (ET1) - Participants expressed concerns over communication issues. SM3 stated, "Language disparity often leads to conflicts," affecting productivity, particularly in technical discussions.
Cultural Conflicts	• Middle Management (MM3, MM4), HR Management (HR2) - Participants highlighted cultural clashes as a challenge. HR2 mentioned, "Cultural clashes occur when team members have differing expectations," affecting cohesion and performance
Miscommunication	• Production Team (PT5, PT6), Engineering Team (ET5, ET6) - Miscommunication was common and led to inefficiencies. PT5 emphasized, "There is a need for clearer communication channels," showing the impact of miscommunication on team dynamics.

Table 3: Impact on Team Dynamics, Strategies for Effective Management, Role of Leadership in Diversity Management, and Future Directions

Theme	Category	Details and Interpretations
Impact on Team Dynamics	Creativity Boost	Senior Management (SM1, SM2), Middle Management (MM1, MM2) - Diversity enhanced creativity. SM1 noted, "Our diverse team led to breakthroughs", indicating diverse perspectives fostered innovation in problem-solving.
	Problem-Solving Enhancement	HR Management (HR1, HR2), Production Team (PT1, PT2) - Diversity improved problem-solving abilities. HR1 remarked, "Varied perspectives help us find robust solutions", underlining how diversity aids comprehensive problem resolution.
	Collaboration Improvement	Engineering Team (ET1, ET2) - Collaboration was enhanced but required extra effort. ET1 stated, "We must work harder to stay on the same page", pointing

		out that while diversity added value, it also needed deliberate management.
Strategies for Effective Diversity Management	High Effectiveness	Senior Management (SM1, SM4), HR Management (HR1) - Training was highly effective for these roles, helping them leverage diversity in teams. SM1 emphasized, "Training is crucial for understanding diversity's role".
	Moderate Effectiveness	Middle Management (MM1, MM3), Production Team (PT3) - Training had moderate impact. MM1 suggested, "We need more practical guidance", indicating that while the training was helpful, implementation needed more contextual support.
	Low Effectiveness	Engineering Team (ET4, ET5) - Training was less effective due to perceived irrelevance. ET4 noted, "Training felt generic", highlighting the need for tailored programs addressing specific team challenges.
Role of Leadership in Diversity Management	Significant Role	Senior Management (SM1, SM2), HR Management (HR1), Production Team (PT1, PT2) - Leadership was viewed as crucial in promoting diversity. SM2 stated, "Leaders must walk the diversity talk", stressing the importance of visible commitment from leaders.
	Limited Role	Middle Management (MM3, MM4), Engineering Team (ET3, ET4) - Leadership's influence was seen as limited at these levels. MM3 observed, "Support feels like a box-ticking exercise", indicating a gap between high-level advocacy and practical implementation.

Future Directions and Recommendations	Long-Term Vision	Senior Management (SM1, SM2), HR Management (HR2) - Participants stressed a long-term perspective. SM2 stated, “Diversity should be embedded in our long-term strategy”, highlighting the need for sustainability.
	Sustainable Strategies	Middle Management (MM1, MM2), Production Team (PT1, PT2) - Emphasized sustainability of efforts. MM1 mentioned, “Regular training and policy reinforcement are key”, suggesting ongoing efforts rather than temporary initiatives.
	Measurable Goals	Engineering Team (ET1, ET2) - Participants highlighted the importance of tracking progress. ET1 noted, “Measurable goals allow us to see improvements”, emphasizing accountability in diversity initiatives.

3.1 Research Philosophy

An interpretive research philosophy was selected for the study since this sector appreciates the complicated issue of diversity. Interpretivism posits that in data collection, the interpretation and the multiple layers of social phenomena are relevant and meaningful within their context. This enables the comprehension of the diverse aspects of cultural diversity in the teams and their impact on their performance since it considers how different people may perceive the phenomenon.

3.2 Research Approach

This investigation employed a qualitative research approach as a means of obtaining an understanding of how diversity can be managed as well as its implications on teams. This method implies a specific analysis of attitudes, behaviours and experiences from various perspectives in the mining industry. The research design used in the study is the

case study analysis, which helps in a detailed examination of the issues about diversity management other than extensive data alone.

3.3 Research Design

This research relied on the exploratory case study approach, with the target being the Brits Area, North West PGM mining industry teams. Such a design was chosen because the data that can be collected for this project may be located in documents, artifacts, interviews, and observations, *inter alia*. Among the advantages of case studies, certain studies are constructive regarding incident analysis within a given setting, especially when the phenomenon under discussion merges with the environment in which it exists.

3.4 Selection of Interviewees

The stakeholders at Crocodile Mine were interviewed using questionnaires that contain semi-structured questions. Individuals from the team, managers, and people from the human resources department were included among the respondents. The aim of these interviews was to understand the complex and distinct nature of different events, how they picture themselves in various ways, and any other information about the team's performance during these events.

Since the survey intended to capture all the aspects of diversity management practiced in the PGM mining sector, as experienced at the East Plats Crocodile Mine, 21 interviews were conducted in the organization. The interviews were grouped as follows.

Table 4: Sample Selection, Size & Population

Selection Group	Simple Population	Female	Male
Senior Management	4	2	2
Middle Management	4	2	2
HR Team	2	1	1
Production Team	5	2	3
Engineering Team	6	3	3

The research intended to bridge the general framework of diversity management practices and the efficiency of the specific industry within the main organizational context in as much as it concerns the workers' performance.

3.4.1 Observations

The observations included physical observation to describe the diversity management as practiced and the people's relationships within the implementing organization. It furthermore revealed facts related to how cultural issues may impact organizational processes and the team.

3.4.2 Document Analysis

These may include a diversity outline of the company in employee handbooks, diversity training guides, and diversity management performance reports. This could be analyzed to find out the strategies and policies regarding the issue in the company.

This form of qualitative research will gather information and perceptions of teams in focus group discussions to assess the diversity of teams. The approach is helpful in how other people are approached from different perspectives and during the initial meetings when discussing the matters highlighted during the interview or observation.

The researcher was thus mainly concerned with establishing the prospects and difficulties of diversity management in the PGM mining sector within the Brits Area, North West and the effects of the practice on group productivity by employing these instruments.

3.5 Data Analysis

NVivo was selected for this research due to its robust capabilities in managing and analyzing qualitative data. It offers comprehensive tools for organizing a wide range of data formats, including interviews, focus groups, and multimedia, which is essential for thoroughly exploring complex data sets.

The software's advanced coding and thematic analysis features enable researchers to systematically identify patterns and themes within the data, supporting the development of insightful conclusions. Furthermore, NVivo's collaborative features make it suited to team-based research, facilitating efficient data sharing and joint analysis. These capabilities make NVivo valuable for conducting rigorous and systematic qualitative research.

3.6 Ethical Considerations

This research adheres to fundamental ethical principles, which encompass, but are not limited to, obtaining necessary approvals from the Ethics Review Board. It is imperative that participants are provided with comprehensive information regarding the study, ensuring they fully understand its aims and implications. Furthermore, measures are in place to protect the identity of all participants, safeguarding their personal information from disclosure.

Participants will not be subjected to any form of coercion; instead, they will be invited to sign informed consent forms. This process ensures that their participation is entirely voluntary, and they are made aware of their rights throughout the research.

Throughout the duration of the study, constant communication was maintained among the organisations participating in the research. This open line of communication is vital for several reasons. It not only supports the participants' engagement and sense of involvement but also fosters an environment of trust and respect. Furthermore, it is essential to approach these interactions with sensitivity, given the focus on gathering information related to participants' cultural backgrounds and values.

By actively engaging with participants, the research seeks to create a collaborative atmosphere that facilitates the sharing of insights into their unique cultural experiences. This engagement is not merely a compliance measure; rather, it embodies the ethical obligation to treat participants with dignity and respect, recognising the richness and diversity of their perspectives. Ultimately, this approach aims to ensure that the research is conducted with integrity, fostering a mutually beneficial relationship between the researchers and the participants involved.

3.7 Summary

This chapter presents the research methodology adopted to investigate cultural diversity management in the PGM mining sector around Brits Area, North West. A qualitative approach was used, focusing on case study analysis to explore the perceptions and experiences of employees and managers in this sector. The study utilized interviews and document analysis as primary data collection methods, with 21 participants from various organizational levels and cultural backgrounds. The methodology emphasized the importance of understanding the impact of diversity on team performance through thematic analysis.

The chapter explains the rationale for selecting a qualitative method to gain in-depth insights into attitudes, behaviours, and practices related to diversity management. Ethical considerations, including participant consent and confidentiality, were discussed. The chapter explains the use of NVivo software to organize and analyze qualitative data, ensuring systematic and rigorous research. It concludes by emphasizing that the research design enables a comprehensive examination of how diversity is managed and how it affects team dynamics in the mining sector.

CHAPTER 4: RESULTS

This chapter examines the results of interviews conducted to discuss the management of cultural diversity regarding high team performance in the PGM mining industry around the Brits Area. The study sought to establish how diversity, in this case, culture, is accommodated to produce its effect on team cohesiveness and organization performance. Four senior managers, four middle managers, two human resource managers, six members of the production team, and six members of the engineering team, representing a total of 21 participants from eight different cultural backgrounds, were selected to achieve the cross-sectional data gathering about the current practices, challenges and opportunities regarding cultural diversity management.

SIGNIFICANT ROLE

■ Senior Management ■ Middle Management ■ HR Management
■ Production Team ■ Engineering Team

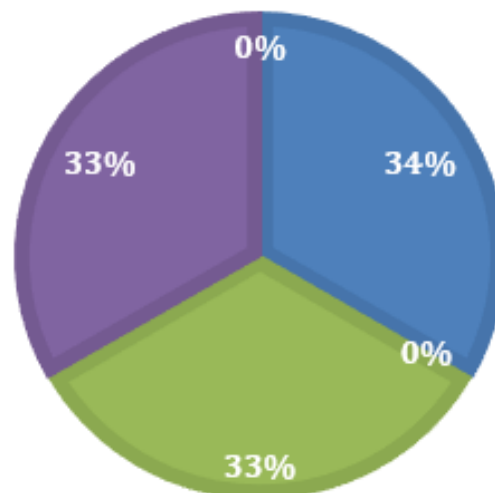


Figure 8: Participant Breakdown by Role and Cultural Background

Figure 8 provides a visual representation of the participant breakdown by role and cultural background, showing the distribution of senior managers, middle managers, human resources personnel, production team members, and engineering team members, each representing diverse cultural backgrounds. This highlights the cross-sectional nature of the study's data gathering.

4.1 Perceptions of Diversity Management

The perceptions of diversity management among participants varied significantly across different organizational levels. This variation in awareness and understanding of diversity management principles highlighted the strengths and areas for improvement in the organization's approach to managing cultural diversity.

4.1.1 High Awareness

Senior Management and HR Management exhibited the highest levels of awareness and understanding regarding diversity management. Participants in these categories, such as SM1, SM2, and HR1, demonstrated a deep comprehension of the strategic importance of diversity in driving innovation and competitive advantage. For instance, SM1 emphasized that “diversity is not an option but a competitive weapon”, underscoring the belief that leveraging diverse perspectives is necessary for promoting more ingenious decision-making processes.

HR1 expressed similar sentiments, recognizing the role of diversity in creating a more inclusive and productive work environment. The high degree of awareness in these groups is likely due to their exposure to strategic discussions and training on diversity management, which are more accessible at the senior and HR levels.

4.1.2 Moderate Awareness

In contrast, the Middle Management, Production, and Engineering Teams displayed moderate awareness of diversity management principles. Participants such as MM1, MM2, PT1, PT2, ET1, and ET2 acknowledged the importance of diversity but perceived it as a developing aspect within their work environment. MM1 noted, “We are on the right path, but there's still room for improvement”, reflecting a recognition of diversity management's value, albeit with an understanding that the practice is evolving.

The moderate awareness in these groups suggests that while they are aware of the benefits of diversity, there is still a need for more comprehensive training and communication to fully integrate diversity practices into their daily operations.

4.1.3 Low Awareness

Participants from the Production Team and Engineering Team, specifically PT3, PT4, ET3, and ET4, exhibited the lowest levels of awareness regarding diversity management. These participants expressed a limited understanding of diversity's strategic role in the organization. For example, PT3 remarked, "There are no cultural policies at all, just SHEQ policies that support discrimination", indicating a significant gap in awareness and a potential area for focused training and development.

The low awareness in these groups may be attributed to their roles, which are more operational and may not regularly involve discussions on strategic initiatives like diversity management.

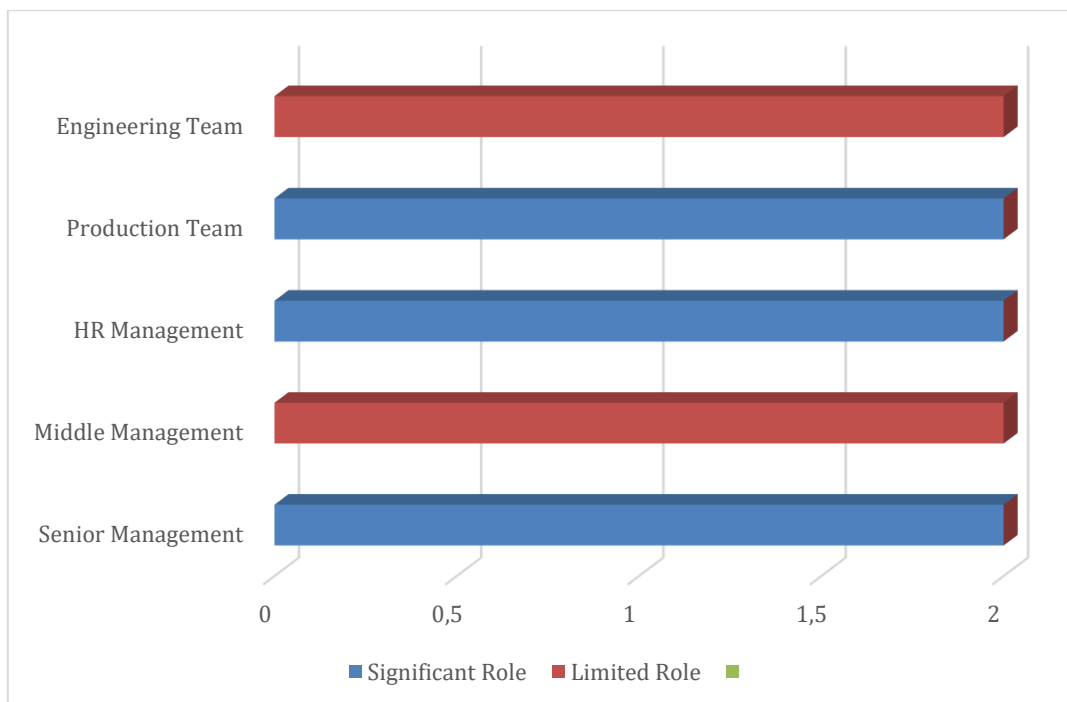


Figure 9: Awareness Levels of Diversity Management by Role

Figure 9 illustrates the varying levels of awareness of diversity management across these organizational roles. Senior and HR management exhibit the highest levels of awareness, while middle management, production, and engineering teams demonstrate moderate to low levels of understanding. This underscores the need for targeted training across all levels, particularly at the operational level.

4.2 Challenges in Managing Diversity

The challenges in managing diversity within the organization were primarily centered on language barriers, cultural conflicts, and miscommunication, which were prevalent across various levels.

4.2.1 Language Barriers

Language barriers were a significant challenge identified by participants from Senior Management (SM3), the Production Team (PT1, PT2), and the Engineering Team (ET1). SM3 highlighted that “misunderstandings due to language disparity, especially in technical details, often lead to conflicts”, reflecting the critical impact that language differences may have on communication and operational efficiency.

This issue was particularly acute in the Production and Engineering teams, where clear communication is essential for safety and productivity.

4.2.2 Cultural Conflicts

Cultural conflicts were more commonly reported by Middle Management (MM3, MM4) and HR Management (HR2). These participants noted that differences in cultural norms and expectations often led to misunderstandings and conflicts within teams. HR2 pointed out that “cultural clashes occur when team members have differing expectations about work pace and output”, which can hinder team cohesion and performance.

4.2.3 Miscommunication

Miscommunication, often stemming from both language barriers and cultural differences, was a prevalent issue reported by participants from the Production Team (PT5, PT6) and the Engineering Team (ET5, ET6). These participants observed that miscommunication frequently led to errors and inefficiencies, negatively impacting team dynamics and overall productivity. PT5 emphasized the need for “clearer communication channels and perhaps more training on effective communication strategies”, highlighting a critical area for improvement in managing diversity within the organization.

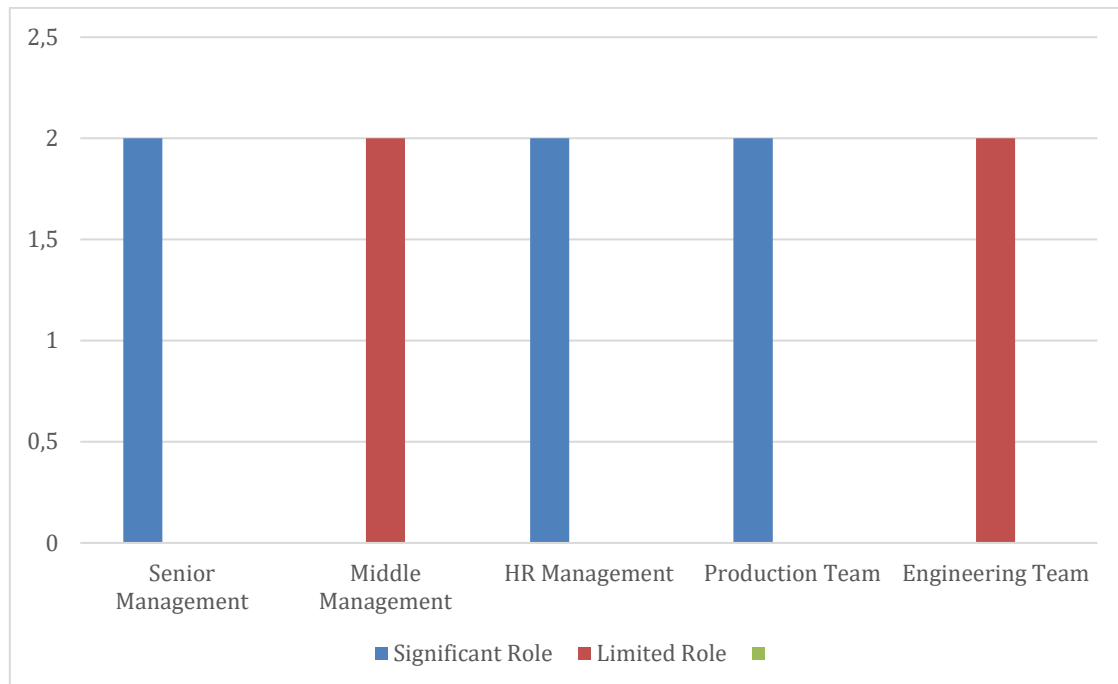


Figure 10: Challenges in Managing Diversity

Figure 10 focuses on the challenges faced in managing diversity, particularly language barriers, cultural conflicts, and miscommunication, which are common issues across senior management, production, and engineering teams. This figure highlights the areas where the organization must improve communication strategies and address cultural differences to enhance team cohesion and performance.

4.3 Impact on Team Dynamics

The impact of cultural diversity on team dynamics within the organization is multifaceted, influencing creativity, problem-solving, and collaboration across various levels of the workforce. The perceptions and experiences of the 21 participants reveal both the benefits and challenges of managing diversity in a team setting.

4.3.1 Creativity Boost

One of the most significant positive impacts of diversity identified by participants was the enhancement of team creativity. This was particularly evident among Senior Management (SM1, SM2) and Middle Management (MM1, MM2). Senior Management participants emphasized that including diverse perspectives encourages a more

innovative environment where unconventional ideas are more likely to be generated and explored. SM1 noted, “Our diverse team has led to breakthroughs in areas we hadn’t considered before”, highlighting how different cultural backgrounds contribute to a richer pool of ideas and solutions.

Similarly, Middle Management participants recognized the role of diversity in challenging the status quo, encouraging team members to think outside the box. MM2 stated, “Diversity forces us to look at problems from multiple angles, which is invaluable for innovation”. This suggests that the strategic integration of diversity at higher levels of the organization can drive creative outcomes that benefit the entire company.

4.3.2 Problem-Solving Enhancement

The role of diversity in enhancing problem-solving capabilities was also a central theme, particularly among HR Management (HR1, HR2) and the Production Team (PT1, PT2). HR Management participants noted that team diversity often leads to more comprehensive problem-solving approaches, as team members bring different experiences and perspectives. HR1 observed, “When we encounter a problem, the varied perspectives in our team help us find more robust and well-rounded solutions”.

This sentiment was echoed by Production Team members, who clarified how the diversity in their teams allowed them to identify and address issues more effectively. PT1 mentioned, “In our work, having team members who think differently is a huge advantage. We can solve problems faster and more efficiently”. This indicates that diversity boosts creativity and enhances the team’s ability to tackle challenges more effectively.

4.3.3 Collaboration Improvement

While diversity was commended for its positive impact on creativity and problem-solving, its influence on collaboration was more nuanced, particularly within the Engineering Team (ET1, ET2). Participants from the Engineering Team reported that while diversity improved their problem-solving capabilities, it also required a more deliberate effort to maintain effective collaboration.

ET1 stated, “Diversity has made us more creative, but it also means we must work harder to stay on the same page”” This reflects the complexity of managing diverse

teams, where the benefits of varied perspectives must be balanced with the need for clear communication and cohesive teamwork. ET2 added, “We’ve learned to appreciate our differences, but it takes time and effort to ensure everyone is aligned”. This suggests that while diversity can enhance collaboration, it also requires careful management to ensure all team members can work together effectively.

Table 5: Impact on Team Dynamics

	Creativity Boost	Problem-Solving Enhancement	Collaboration Improvement
Senior Management	2	0	0
Middle Management	2	0	0
HR Management	0	2	0
Production Team	0	2	0
Engineering Team	0	0	2

4.4 Strategies for Effective Diversity Management

4.4.1 Training Participation

All participants acknowledged the importance of diversity training, though their perceptions of its effectiveness varied widely. Senior Management (SM1, SM4) and HR Management (HR1) reported the highest levels of effectiveness from diversity training, with SM1 stating, “The training has been crucial in helping us understand and leverage diversity in our teams”. These participants recognized the role of training in fostering an inclusive culture and improving team dynamics.

In contrast, Middle Management (MM1, MM3) and the Production Team (PT3) reported moderate effectiveness, with participants noting that while the training was beneficial, it did not always translate into practical improvements in day-to-day operations. MM1 remarked, “The training is helpful, but we need more practical guidance on how to apply these principles in our teams”.

The Engineering Team (ET4, ET5) expressed the lowest satisfaction levels with diversity training, citing a lack of relevance to their specific roles. ET4 commented, “The training felt generic and didn't address the challenges we face in our technical work”. This highlights the need for tailored training programmes that resonate with the unique needs of different teams within the organization.

Table 6: Perceived Effectiveness of Diversity Management Training

Role	High Effectiveness	Moderate Effectiveness	Low Effectiveness
Senior Management	2	0	0
Middle Management	0	2	0
HR Management	1	0	0
Production Team	0	1	0
Engineering Team	0	0	2

4.5 Role of Leadership in Diversity Management

4.5.1 Significant Role

The role of leadership in promoting and sustaining diversity was widely acknowledged, particularly among Senior Management (SM1, SM2) and HR Management (HR1). These participants emphasized that leadership is essential in setting the tone for an inclusive culture. SM2 stated, “Leaders need to walk the diversity talk. If we don’t prioritize it, no one else will”. Similarly, HR1 noted that effective leadership is critical to embracing organizational diversity initiatives.

The Production Team (PT1, PT2) also recognized the importance of leadership in driving diversity, though they expressed a desire for more consistent support from management. PT2 remarked, “We see the benefits of diversity, but it needs to be reinforced more consistently by our leaders”.

4.5.2 Limited Role

Conversely, participants from Middle Management (MM3, MM4) and the Engineering Team (ET3, ET4) reported that leadership played a more limited role in promoting diversity within their teams. MM3 observed that, “There’s support for diversity, but it feels more like a box-ticking exercise than a genuine commitment”.

This suggests that while leadership may advocate for diversity at a high level, there is a gap in how these initiatives are perceived and implemented at the middle management level. Similarly, ET3 noted, “We hear about diversity from the top, but it doesn’t always trickle down to our level” This highlights the need for more consistent and impactful leadership engagement across all levels of the organization to realize the benefits of diversity fully.



Figure 11: Role of Leadership in Diversity Management

Figure 11 highlights the perceived role of leadership in promoting and supporting diversity management within the organization, specifically focusing on how this is experienced across different levels. While senior management and HR teams generally recognize and advocate for diversity, participants from middle management (MM3, MM4) and the engineering team (ET3, ET4) reported a more limited and less effective role of leadership in driving diversity initiatives.

4.6 Future Directions and Recommendations

The future of diversity management in the organization hinges on establishing a clear long-term vision, sustainable strategies, and measurable goals. Senior Management (SM1, SM2) and HR Management (HR2) emphasized the importance of a long-term vision to ensure that diversity initiatives are temporary and integral to the organization's ongoing development. SM2 stated, "Diversity should be a continuous effort embedded in our long-term strategy".

Middle Management (MM1, MM2) and the Production Team (PT1, PT2) emphasised the need for sustainable strategies that can withstand organizational changes and continue to promote diversity. MM1 mentioned that, "Sustainability in our diversity efforts means regular training, policy reinforcement, and consistent leadership commitment".

Finally, participants from the Engineering Team (ET1, ET2) highlighted the importance of setting measurable goals to track progress and ensure accountability. ET1 remarked, "Measurable goals allow us to see where we are succeeding and where we need to improve".

Table 7: Perceptions of Diversity Management

Theme	Category	Details and Interpretations
Perceptions of Diversity	High Awareness	Senior Management (SM1, SM2, HR1) – Participants demonstrated deep comprehension of diversity as a strategic asset. SM1 noted that “diversity is a competitive weapon”, emphasizing its role in driving innovation. HR1 highlighted the inclusive environment it fosters.
	Moderate Awareness	Middle Management (MM1, MM2), Production Team (PT1, PT2), Engineering Team (ET1, ET2) - Awareness existed, but the participants recognized gaps in understanding. MM1 mentioned, “We are on the right path”, indicating an evolving recognition but the need for further integration.
	Low Awareness	Production Team (PT3, PT4), Engineering Team (ET3, ET4) - Participants lacked awareness of the strategic importance of diversity, with PT3 stating, “There are no cultural policies at all” indicating a gap needing significant development.

Table 8: Challenges in Managing Diversity

Theme	Category	Details and Interpretations
Challenges in Managing Diversity	Language Barriers	Senior Management (SM3), Production Team (PT1, PT2), Engineering Team (ET1) - Participants expressed concerns over communication issues. SM3 stated, “Language disparity often leads to conflicts” affecting productivity, particularly in technical discussions.
	Cultural Conflicts	Middle Management (MM3, MM4), HR Management (HR2) - Participants highlighted cultural clashes as a challenge. HR2 observed that, “Cultural clashes occur when team members have differing expectations”, affecting cohesion and performance.
	Miscommunication	Production Team (PT5, PT6), Engineering Team (ET5, ET6) - Miscommunication was common and led to inefficiencies. PT5 emphasized, “There is a need for clearer communication channels”, showing the impact of miscommunication on team dynamics.

Table 9: Impact on Team Dynamics, Strategies for Effective Management, Role of Leadership in Diversity Management, and Future Directions

Theme	Category	Details and Interpretations
Impact on Team Dynamics	Creativity Boost	Senior Management (SM1, SM2), Middle Management (MM1, MM2) - Diversity enhanced creativity. SM1 noted, “Our diverse team led to breakthroughs”, indicating diverse perspectives fostered innovation in problem-solving.
	Problem-Solving Enhancement	HR Management (HR1, HR2), Production Team (PT1, PT2) - Diversity improved problem-solving abilities. HR1 observed that, “Varied perspectives help us find robust solutions”, underlining how diversity aids comprehensive problem resolution.
	Collaboration Improvement	Engineering Team (ET1, ET2) - Collaboration was enhanced but required extra effort. ET1 stated, “We must work harder to stay on the same page”, pointing out that while diversity added value, it also needed deliberate management.
Strategies for Effective Diversity Management	High Effectiveness	Senior Management (SM1, SM4), HR Management (HR1) - Training was highly effective for these roles, helping them leverage diversity in teams. SM1 emphasized, “Training is crucial for understanding diversity’s role”.
	Moderate Effectiveness	Middle Management (MM1, MM3), Production Team (PT3) - Training had moderate impact. MM1 suggested that, “We need more practical guidance”, indicating that while the training was helpful, implementation needed more contextualised support.
	Low Effectiveness	Engineering Team (ET4, ET5) - Training was less effective due to perceived irrelevance. ET4 noted, “Training felt generic”, highlighting the need for tailored programmes addressing specific team challenges.

Role of Leadership in Diversity Management	Significant Role	Senior Management (SM1, SM2), HR Management (HR1), Production Team (PT1, PT2) - Leadership was viewed as central to promoting diversity. SM2 stated, "Leaders must walk the diversity talk", emphasising the importance of visible commitment from leaders.
	Limited Role	Middle Management (MM3, MM4), Engineering Team (ET3, ET4) – Leadership's influence was seen as limited at these levels. MM3 observed, "Support feels like a box-ticking exercise", indicating a gap between high-level advocacy and practical implementation.
Future Directions and Recommendations	Long-Term Vision	Senior Management (SM1, SM2), HR Management (HR2) - Participants emphasised the long-term perspective. SM2 stated that, "Diversity should be embedded in our long-term strategy", highlighting the need for sustainability.
	Sustainable Strategies	Middle Management (MM1, MM2), Production Team (PT1, PT2) – Emphasizing the sustainability of efforts. MM1 mentioned, "Regular training and policy reinforcement are key", suggesting ongoing efforts rather than temporary initiatives.
	Measurable Goals	Engineering Team (ET1, ET2) - Participants emphasised the importance of tracking progress. ET1 noted, "Measurable goals allow us to see improvements", emphasizing accountability in diversity initiatives.

4.7 Conclusion

From the information obtained in the study, the researchers proposed that PGM mining firms around the Brits Area must effectively manage cultural diversity to achieve high team performance. These issues have revealed such critical areas as the extent of companies' awareness of diversity management and related concepts and practices; the problems of communication, the affirmative effects of diversity; the crucial role of diversity management training and leadership; and the envisioning of long-term perspectives with concrete and realistic strategies and objectives.

This chapter presented the results of the study, highlighting the perceptions of diversity management across different organizational levels within the mining industry. While senior and HR management exhibited high awareness of diversity principles, middle management and operational employees demonstrated only moderate understanding.

Key challenges included language barriers and cultural conflicts, which negatively affected team cohesion and communication. Despite diversity enhancing creativity and problem-solving, its impact on collaboration was mixed, requiring deliberate management efforts. The findings emphasized that diversity training was essential but needed to be more tailored to the specific needs of different teams for better implementation and outcomes.

CHAPTER 5: DISCUSSIONS

This chapter analyzes and discusses the outcomes of the research study on managing cultural diversity for high team performance in the PGM mining sector around the Brits Area, noting the importance of widespread knowledge in relation to diversity management principles, essential communication issues and their consequences, positive organizational changes on teams, and the importance of specific training interventions along with leadership.

4.5 Interpretation of Key Findings

4.5.1 Perceptions of Diversity Management

The research suggested that first-line and second-line managers, in general, were more aware of diversity management principles than middle management and operational employees. Such an outcome aligns with the findings of Ely and Thomas (2001), who pointed out that leaders significantly influence the organizational culture and extent of support of diversity. In addition, managers are fundamentally more aware and exposed to diversity training and strategic discussion than operational employees are.

However, among the middle-line management and the operational employees, a varied understanding was observed and measured, suggesting that there could be a gap in communication and training in the firm. Nishii and Mayer (2009) obtained similar results and noted that emotional appeal inconsistencies, insufficient training, and a lack of comprehensive information limited middle managers in diversity policy implementation. Such a situation may give a client a very high level of strategic vision from the perspective of the senior management but a low incorporation of that vision throughout the day-to-day operational activities.

4.5.2 Challenges in Managing Diversity

The main difficulty that undermined communication was seen to be language disparity. This is a barrier that has a negative impact on team performance and safety because misunderstandings easily take place due to language barriers. Chen (2019) observed that where there are language barriers in relation to safety and productivity in

the workplace, this can interfere with the free flow of communication, resulting in organizational problems and inconveniences.

Henderson, Stackman, and Lindekilde (2016) were concerned that communication problems might exacerbate cultural differences and reduce cohesion within the team. To mitigate this, it was suggested that organizations invest in language training and have resources such as interpreters who could ease the communication difficulties. Should communication barriers remain unaddressed, there will be future adverse consequences for organizations in the PGM mining business, mainly because safety is a priority in this area.

4.5.3 Impact on Team Dynamics

The research established that cultural diversity positively affected creativity and problem-solving among the various groups. This finding supports theoretical precepts in organizational literature that indicate the advantages of diversity in organizational performance (Datenschick & Page, 2007). People from different backgrounds provide varied opinions and ways of looking at problems; thus, solutions are expected to evolve and improve.

Stahl, Maznevski, Voigt, and Jonsen (2010) affirmed this notion in their study, establishing that cultural diversity in teams enhances creativity and innovation. They extended their investigation to the various types of diversity and discovered that this diversity could help increase team performance when correctly applied. Similarly, Van Knippenberg and Schippers (2007) posited that diversity fosters creativity by expounding diverse perspectives that do not allow for conformity.

The positive effects of diversity thus rest on utilizing effective strategies for managing diversity in the organization. This encompasses offering training to enable the leaders and members of healthcare teams to embrace cultural diversity and accept the cultural differences in society. Roberson, Kulik, and Pepper (2009) highlighted that diversity training programmes should be employed to increase stakeholders' awareness and reduce bias.

The involvement of leadership in supporting diversity in the workplace is an important factor that cannot be ignored. An organization's corporate culture is determined by following diverse workplace activities and providing an example of leaders. Pless and Maak (2004) suggest that inclusive leadership can help create the conditions necessary for diversity in the workplace to flourish.

In conclusion, the study's results shed light on the existing literature on the topic of diversity management and its beneficial effect on the teams' performance and their innovative abilities and has highlighted communication problems as core issues that any organization experiencing diversity will need to address. This suggests that managing diversity of people in organizations effectively will benefit an organization in a range of ways, including the moderation of diversity and diversity localization.. Further research should consider the investigation of practical ways and means of addressing diversity in different organizations in the long term.

4.5.4 Strategies for Effective Diversity Management

Retraining, implementation of current human resource approaches, and personal development were suggested to assist employees to become more culturally sensitive. The importance of strong and appropriate leadership was identified as an important factor, as the leader is responsible for promoting inclusiveness and the appropriate culture overall in the organization. Moreover, there is a need to learn best practices of diversity and related goals if the processes of diversity enhancement are to have a long-term impact.

There is extensive literature published regarding the ability of training and development programmes to improve cultural sensitivity. For instance, research by Roberson, Kulik, and Tan (2013) reveals that diversity training enhances participants' cultural and diversity sensitivity and reduces prejudice. This aligns with the current study, whereby the participants expressed that they had learned about the necessity of listening to people and honouring all their views and perspectives through the training programmes. However, translating these insights into practice may present different challenges, as observed by some participants who complained that the training had failed to provide practical advice.

Likewise, greater focus is placed on leadership inclusiveness in the workplace as one of the broad topics. Nishii and Mayer (2009) established that acceptance of subordinates and workplace diversity are important roles of inclusive leaders. Directors involved in the diversity processes and exhibiting positive behaviours help to encourage their subordinates and others to do the same throughout the company. This supports the present research results, whereby senior management was more knowledgeable about diversity management principles than middle management and employees. This indicates that there is a qualitative difference in the awareness: ideas about diversity

must reach all company levels, and leaders must become more engaged to avoid fragmentation of their efforts.

It was further proposed that any different agenda must contain practical solutions that will contribute to ensuring success in the long term, with clear targets that can be achieved. This is in line with the findings of Shore *et al.* (2018), who observed that diversity goals require social implementation that aligns with the organization's overall strategic plan. Concisely, the study participants noted that there should be targets and measures to evaluate diversity undertakings. This approach helps organizations to be accountable and implement improvements regarding diversity issues as they continuously track and analyze the data.

4.6 Implications for Practice

The findings of this study have several practical implications for the PGM mining industry. This research firstly examines the need to have a change in the diversity management practices that have been established in the organization. This requires that future challenges that emerge should also be addressed; secondly, it ensures that the training programmes that are incorporated serve to address the real-life experiences of employees in their working environment. For instance, language training and translation services may assist to address communication difficulties that the study highlighted as an issue.

Some findings of studies in other industries indicate that Diversity and Equality (DE) can enhance innovative capability and group effectiveness. Diverse teams are composed of different people, resulting in various ways of thinking and potentially having a unique solution to the problem. This is supported by Hewlett, Marshall, and Sherbin (2013) who established that companies with diverse employees support higher innovation and performance than companies without diverse employees.

In addition, a supportive culture, particularly in relation to leadership engagement, should also be strengthened. Managers must ensure that they support diversity and actively promote this through their dealings with the staff. This may include leadership development of the key staff, particularly concerning diversity, along with embracing model minority stereotypes in decision-making and communication processes.

4.7 Theoretical Contributions

The study contributes to theories of diversity management by presenting fresh perspectives concerning the application of cultural diversity in the PGM mining industry and its related challenges and rewards. The evidence used in the paper emphasises the necessity of prioritising leadership and using sustainable approaches to strengthen the inclusiveness of organizations.

This aligns with Ely and Thomas (2001) and Nishii and Mayer (2009), who posited the leadership point of view when theorizing on culture and diversity. Moreover, it outlines the need to incorporate training and development in order to improve cultural intelligence levels among the employees. This is in line with the works of Roberson *et al.* (2013) and Shore *et al.* (2018), who stated that awareness of bias is necessary when seeking to eliminate it, and this can only be achieved through practical training.

The research further contributes to the body of work in identifying the actual implementation of diversity management tactics. The study's practical feature lies in identifying critical steps toward the practical diversification of organizations and improving the generated results based on goal setting and integration into the overall organizational strategy. This aligns with Shore *et al.* (2018), where the authors emphasized the importance of a purposeful fit of diversity objectives.

4.7.1 Limitations

One of the study's limitations is the small number of participants and the inclusion of only participants from the PGM mining industry around the Brits Area. This limitation might reduce the generality of the findings so that the experiences and the perceptions of the participants within the study do not reflect those of the other sectors or even the entire industry. Furthermore, any response biases the participants may have had could affect the study results. Hence, the results might have been influenced by the desire of participants to respond with what is culturally appropriate or expected in the organization, especially with regard to sensitive issues such as cultural diversity and inclusion.

The strength of the qualitative approach used in the study was that it helped to provide detailed information on the nature of managing cultural diversity. The disadvantage is thus the inability to determine the effects of diversity management practices. It remains unclear what additional broader quantitative data could have

strengthened the study's qualitative results or if quantitative data could have enhanced the understanding of the impact of diversity initiatives on organizational outputs.

There is always the matter of timeframes and resources whereby the study is carried out for a specific period and only particular resources can be used in the research. These limitations limited the possibility of devoting more time to the topic analysis, gathering more participants' views, and providing more elaborate consideration of the information.

Reduced to a few possibilities, the organizational culture of the PGM mining industry that was initially assumed may have affected the results obtained, as culture determines the potential to perceive diversity and the readiness to discuss possible problems among people. This factor could have influenced the answers, and a more positive or negative view of diversity practices could have been presented compared to what could be observed in other organizations.

The investigation was carried out only on the PGM mining firms; this restriction may make it difficult to generalize the results to other industries. For example, employees' satisfaction levels may differ across multiple industries in different sectors in terms of cultural context, regulatory laws, and operation constraints that could reduce the generalizability of the study findings.

In addition, many aspects of diversity management mentioned in the study were not revealed, such as the roles of the external audience and community. These factors may exert a considerable impact on diversity initiatives and should be considered in future research to provide a better picture of diversity management initiatives.

4.7.2 Recommendations

To address the difficulties, whether in research or practice, it is recommended that organizations construct sound and practical diversity management plans that align with the aims and objectives. It is essential that these strategies be developed based on the peculiarities of the organization to meet its specific needs, and they should cover guidelines about the policies and practices of exclusion.

This demonstrates the need for regular training and development in order to increase the employees' understanding of cultural issues. This knowledge should be presented in a format that incorporates real-life situations, and it should be subject to revision from time to time because of the dynamic nature of issues that employees and organizations encounter.

It is recommended that the opportunities and threats of diversity and equality strategies, objectives, policies, and initiatives for organizations should be evaluated by establishing measurable goals and tangible KPIs to monitor and improve on and to function as an accountability check. They should be incorporated into the organization's grand strategy to track performance and decision-making.

Regarding diversity, one must be a leader and involve oneself with culturally sensitive issues. Managers should also model diversity, illustrate the organization's value of diversity, and provide people with opportunities to embrace diversity. For this reason, periodic evaluation of the success of such endeavours, together with passive or active engagement of the employees, could assist leaders in identifying gaps and making necessary amendments.

Future research should overcome the limitations explained above by conducting studies with more extensive and diverse participant samples. This would contribute to the research extension and provide insight into how the various organizations fully implement diversity management practices. Moreover, comparing the studies on diversity management in different industries and organizational settings could clarify the potential problems and opportunities for carrying out diversity management in various sectors and contexts.

The analysis of this study demonstrates that future research should also focus on factors from outside the company and in particular community engagement as factors that might influence the effectiveness of diversity management. The main findings of this research call for the broad integration of diversity plans as well as the long-term and consistent execution of training and development activities aimed at diversity, along with the identification and communication of measurable objectives for improvement.

This supports the need to address cultural diversity management is one of the priority tasks for creating an appropriate climate and ensuring high organizational and leadership results. It may therefore be concluded that it is possible to use the potential of cultural diversity and achieve better results in organizational outcomes, increased innovation, and improved team performance if organizations address the challenges identified in this study and introduce the proposed strategies for managing cultural differences. Future research should also focus on these areas to better understand how to design and implement even better and more efficient diversity management methods.

4.8 Implementation Plan

4.8.1 Raising Awareness (Duration: 6 months - ongoing)

The first step in this implementation plan involves increasing awareness across all levels of the organization, mainly focusing on teams in production and engineering. While senior management and HR demonstrated strong awareness, there is a need to target the rest of the workforce. This can be achieved by implementing workshops, seminars, and diversity awareness campaigns to emphasize the strategic benefits of diversity. These efforts should highlight the central role of diversity in fostering innovation, collaboration, and enhanced team performance.

4.8.2 Customized Diversity Training (Duration: 1 year)

Diversity training must be tailored to meet the unique needs of different employee levels. Advanced diversity leadership training is necessary for senior managers to build upon their understanding. On the other hand, middle management and operational teams should receive practical training that focuses on the day-to-day integration of diversity. These programmes must address specific challenges like language barriers and cultural conflicts, enhancing the relevance of the training and making it more effective in their respective roles.

4.8.3 Enhancing Communication Protocols (Duration: 6-9 months)

Miscommunication and language barriers continue to be significant challenges that impede team performance. More explicit communication protocols should be implemented to address this, including multilingual support and cross-cultural communication workshops. These initiatives are designed to improve team cohesion and reduce the potential for any misunderstanding, ultimately enhancing operational efficiency and collaboration across diverse groups.

4.8.4 Leadership Commitment (Duration: 1-2 years)

Leadership is essential in promoting and embedding diversity initiatives within the company. Senior managers must model inclusive behavior and consistently reinforce

diversity initiatives. Additionally, middle management should receive leadership coaching to ensure that diversity management is not perceived as a superficial exercise but as an integral part of organizational culture. This leadership commitment will strengthen the company's overall effectiveness of diversity efforts.

4.8.5 Monitoring and Evaluation (Duration: Ongoing)

An essential part of the implementation process is continuously monitoring and evaluating diversity initiatives. It is necessary to establish metrics to assess the success of these programmes, enabling the organization to identify areas that need improvement. Regular evaluations will ensure the initiatives remain effective, keeping diversity management strategies aligned with organizational goals while promoting a sustainable and inclusive work environment.



Figure 12: Implementation Plan

4.9 Summary

This chapter critically analyzes the research findings, linking them to existing literature on diversity management. It highlights the gaps between leadership's strategic vision for diversity and its implementation at the operational level. The discussion emphasizes that while senior management and HR are highly aware of the importance of diversity management, middle management and operational teams lag in understanding and applying these principles. Language barriers and cultural conflicts are identified as major challenges that affect communication, safety, and team cohesion.

The chapter also discusses the positive impact of diversity on creativity and problem-solving, aligning with theories that suggest diversity fosters innovation. However, it emphasises that these benefits can only be realized through effective leadership and practical diversity management strategies. The chapter concludes by recommending long-term measurable diversity initiatives, emphasizing the need for tailored training programs, leadership engagement, and communication improvements to enhance inclusivity in the PGM mining sector.

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