
**EMPLOYEE PERCEPTIONS OF SYMBOLIC
CORPORATE IDENTITY ELEMENTS AND
EMPLOYER-EMPLOYEE RELATIONSHIPS AT
LONMIN PLATINUM**

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Thesis submitted for the degree Doctor of Philosophy in Communication Studies
at the
North-West University

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2008
Potchefstroom

ACKNOWLEDGEMENTS

I am truly grateful to my Heavenly Father for bestowing His grace, strength, guidance and love upon me. He has made it possible for me to complete this task, and in this I will always honour and praise Him.

I would also like to extend my gratitude to the following people:

- To my husband, Nelis Holtzhausen and my mother, Rita van Heerden for their continuing prayers, support, love and encouragement. To my husband and my mother, you have been my inspiration.
- To my promotor, Dr LM Fourie and co-promotor, Dr AME Naudé, for their valuable insights and guidance.
- To Lonmin Platinum in Marikana for their willingness to participate in this research and for their financial support in providing me with a bursary to complete this study.
- To Dr S Ellis of the Central Statistical Support Services at the North-West University, Potchefstroom Campus, for her patience and advice with the statistical analysis of the results in this study.
- To Ms S Pieterse of the Academic Support Services at the North-West University, Potchefstroom Campus, for the technical layout of this thesis.
- To Ms C van der Walt for the language editing of the thesis.
- To Prof C Lessing for the technical editing of the bibliography.
- To the personnel at the School of Communication Studies at the North-West University, Potchefstroom Campus, for their support and encouragement.

ABSTRACT

Large multi-national corporations experience more and more pressure to maintain good relationships with their stakeholders, including employees. Concurrent with this, the focus of Corporate Communication management has shifted from pure communication management to relationship management.

Lonmin Platinum, a mining company within the South African mining and minerals sector is no exception in this regard. In fact, due to the apartheid legacy and government regulations that are aimed at safety and equity, it is especially difficult to manage employee relationships in the mining industry. Apart from historical and environmental factors, Lonmin Platinum's task is further complicated by its diverse work-force. At the time of the study the work-force of approximately 20 000 employees consisted of literate, semi-literate and illiterate employees. In addition, the company comprised five business units, each with their own corporate identity.

In order to manage relationships effectively, a company needs to understand the nature and quality of its relationships as well as which factors might influence its stakeholder relationships. Studies have already indicated that a company's corporate identity can contribute to the stakeholders' images of the company. Over time, the image impacts on the company's reputation and consequently on the stakeholders' relationships with the company. In the case of a company such as Lonmin Platinum, with an endorsed corporate identity, it can be expected that corporate identity will also play a role in the nature and quality of relationships, including employee relationships.

Previous studies have investigated the link between corporate identity and relationships focussing on communication, and on behaviour elements of identity. Up until now, no examples of research of the possible influence of symbolic corporate identity elements on relationships in the South African mining industry could be traced. Against this background, the following research question was asked: *What is the relationship between*

employees' perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum?

Semi-structured interviews, focus group interviews and quantitative questionnaires were applied as data collection methods. The results confirmed that Lonmin Platinum did not have a good relationship with its employees in general. The lack of trust was seen as one of the most apparent problems. It also seemed that the employees did not understand the company's endorsed corporate identity. They, for example, did not understand the company structure and identified themselves more with the symbolic corporate identity of their respective business units than with the company itself.

With regard to the correlation between symbolic corporate identity and relationships, this study indicated a relationship between employees' perceptions of how effective the company reached its objectives and the quality of its employee relationships. Company objectives, such as a safe working environment, a healthy working environment, socio-economic empowerment and accountability, as well as a company that unites its workforce and creates a family feeling amongst the employees impacted most on employee relationships.

Key words: *Stakeholder management, Relationship management, Corporate identity, Symbolic corporate identity, Corporate image, Reputation*

OPSOMMING

Werknemers se persepsies van simboliese korporatiewe identiteitselemente en werkgewer-werknemer-verhoudinge by Lonmin Platinum.

Toenemend meer druk word op groot multinasionale maatskappye uitgeoefen om goeie verhoudinge met hulle belangegroepe, insluitend hul werknemers, te handhaaf. In ooreenstemming hiermee het die fokus in Korporatiewe Kommunikasie beweeg van suiwer kommunikasiebestuur na verhoudingsbestuur.

Lonmin Platinum, 'n mynmaatskappy in die Suid-Afrikaanse mynbedryf, is geen uitsondering in hierdie verband. Trouens, as gevolg van die nalatenskap van apartheid en regeringsregulasies wat byvoorbeeld betrekking het op veiligheid en gelykheid, is dit besonder moeilik om werknemersverhoudinge in die mynbedryf te bestuur. Naas geskiedkundige en omgewingsfaktore is die taak van Lonmin Platinum ook bemoeilik deur sy diverse arbeidsmag. Ten tye van die studie het die arbeidsmag, van ongeveer 20 000 werknemers bestaan uit geletterde, semi-geletterde en ongeletterde werknemers. Daarby het die maatskappy uit vyf sake-eenhede bestaan, elk met sy eie korporatiewe identiteit.

Om verhoudinge doeltreffend te kan bestuur, is dit nodig dat 'n maatskappy moet weet wat die aard en gehalte van sy verhoudinge is en watter faktore 'n invloed op sy belangegroep-verhoudinge uitoefen. Studies het reeds aangetoon dat 'n maatskappy se identiteit bydra tot die beeld wat belangegroepe van die maatskappy het. Op die lange duur beïnvloed beeld die reputasie van die maatskappy en derhalwe ook die belangegroep-verhoudinge van die maatskappy. In die geval van 'n maatskappy soos Lonmin Platinum, met 'n onderskrywende korporatiewe identiteit, kan verwag word dat korporatiewe identiteit wel 'n rol speel in die aard en gehalte van sy verhoudinge, ook met werknemers.

Vorige studies wat ondersoek gedoen het na die verband tussen korporatiewe identiteit en verhoudinge het egter tot dusver gefokus op die kommunikasie- en gedragselemente van

identiteit. Daar is, sover vasgestel kon word, nog nie ondersoek ingestel na die moontlike invloed van die simboliese korporatiewe elemente op verhoudinge in die Suid-Afrikaanse mynbedryf nie. Dit is teen hierdie agtergrond dat die volgende navorsingsvraag aan die orde gekom het: Wat is die verhoudinge tussen werknemers se persepsies van simboliese korporatiewe identiteitselemente en werkgewer-werknemers se verhoudinge by Lonmin Platinum?

Data is deur middel van semi-gestruktureerde onderhoude, fokusgroeponderhoude en kwantitatiewe vraelyste ingesamel. Die resultate het bevestig dat Lonmin Platinum in die algemeen nie 'n goeie verhouding met sy werknemers gehad het nie. Die gebrek aan vertroue is as een van die grootste leemtes aangedui. Dit het ook geblyk dat die werkers nie werklik die onderskrywende korporatiewe identiteit verstaan het nie. Hulle het byvoorbeeld nie die maatskappystruktuur begryp nie en ook meer geïdentifiseer met die simboliese korporatiewe identiteit van hulle onderskeie sake-eenhede as met dié van die maatskappy self.

Wat betref die verband tussen die simboliese korporatiewe identiteit en verhoudinge het die studie 'n verband tussen werknemers se persepsies van hoe suksesvol Lonmin Platinum sy doelwitte bereik het, en die gehalte van die verhoudinge met werknemers, bevind. Maatskappydoelwitte soos 'n veilige werksomgewing, 'n gesonde werksomgewing, sosio-ekonomiese bemagtiging en verantwoordbaarheid gepaard met die maatskappy wat werknemers verenig en 'n familie-gevoel tussen die werknemers bewerkstellig, het die grootste invloed op verhoudinge met werknemers uitgeoefen.

Sleutelwoorde: *Belangegroep-bestuur, Verhoudingsbestuur, Korporatiewe identiteit, Simboliese korporatiewe identiteit, Korporatiewe beeld, Reputasie.*

TABLE OF CONTENTS

Part 1	Conceptualisation.....	1
Chapter 1	Orientation, problem statement and objectives	2
1.1	Contextualising the study in the field of corporate communication	2
1.2	Orientation to the study.....	4
1.3	Problem statement.....	8
1.3.1	Specific research questions.....	9
1.4	Objectives.....	9
1.4.1	General objective.....	9
1.4.2	Specific objectives	9
1.5	Theoretical arguments.....	11
1.6	Research methodology.....	11
1.6.1	Empirical study	12
1.6.2.1	A qualitative approach	12
1.6.2.1.1	Semi-structured interviews	12
1.6.2.1.2	Focus group interviews.....	12
1.6.2.1.3	Personal observations	13
1.6.2.2	A quantitative approach	13
1.7	Key concepts	14
1.8	Chapter outline	16
Chapter 2	Relationship management.....	18
2.1	Introduction.....	18
2.2	The value of public relations in company relationships.....	19
2.3	Stakeholder management.....	22
2.4	The relationship perspective	24
2.4.1	The concept relationship management.....	26

2.4.1.1	Contexts of relationships	27
2.4.1.2	Theoretical frameworks of relationships	27
2.4.1.3	The nature of employer-employee relationship management.....	29
2.4.1.4	Determinants of employer-employee relationships.....	30
2.4.1.4.1	Type of relationship	30
2.4.1.4.2	Relationship quality.....	33
2.4.1.4.2.1	Trust	36
2.4.1.4.2.2	Control mutuality.....	40
2.4.1.4.2.3	Commitment	41
2.4.1.4.2.4	Level of relationship satisfaction.....	42
2.5	Conclusion.....	44
Chapter 3	Managing symbolic corporate identity elements: Theoretical assumptions.....	45
3.1	Introduction.....	45
3.2	Contextualising the process of corporate identity	46
3.2.1	Corporate identity	46
3.2.1.1	Behaviour	49
3.2.1.2	Communication.....	49
3.2.1.3	Symbolism	50
3.2.1.4	Personality.....	50
3.2.2	Corporate image.....	53
3.2.3	Reputation	55
3.3	The elements of symbolic corporate identity.....	59
3.3.1	Visual elements of symbolic corporate identity	62
3.3.1.1	Logo.....	62
3.3.1.2	Corporate colours	63
3.3.1.3	Corporate signs and billboards	63
3.3.1.4	Name	63
3.3.1.5	Environment, architecture and facilities	64
3.3.1.6	Vehicles	64
3.3.1.7	Communication material	64
3.3.2	Non-visual elements of symbolic corporate identity	65

3.3.2.1	Values, objectives and structures	65
3.3.2.2	Vision and mission.....	66
3.3.2.3	History	66
3.3.2.4	Culture, character and company strategy	66
3.3.2.5	Stakeholders.....	67
3.3.3	Types of symbolic corporate identity.....	68
3.3.3.1	Monolithic symbolic corporate identity	68
3.3.3.2	Endorsed symbolic corporate identity	69
3.3.3.3	Branded symbolic corporate identity.....	70
3.4	Benefits from managing symbolic corporate identity.....	71
3.5	Managing reputation and corporate image through symbolic corporate identity	74
3.6	Conclusion.....	82
Chapter 4	Research method.....	84
4.1	Introduction.....	84
4.2	Methodological context	84
4.3	Overall research design.....	88
4.4	Qualitative research methods	88
4.4.1	Semi-structured interviews	97
4.4.1.1	Interview guide for the semi-structured interviews.....	97
4.4.1.1.1	Construct: How to manage consistently (q1, 2, 6)	98
4.4.1.1.2	Construct: How to manage distinctively (q8, 9).....	99
4.4.1.1.3	Construct: How to manage visibly (q9, 10, 13)	99
4.4.1.1.4	Construct: How to manage authentically (q1, 5, 7, 8, 12)	99
4.4.1.1.5	Construct: How to manage transparently (q8, 10, 11)	100
4.4.1.1.6	Construct: Who to manage (q3, 6).....	100
4.4.1.1.7	Construct: Originate (q3, 4, 7).....	100
4.4.1.1.8	Construct: Communication and message (q5, 8, 10, 11).....	100
4.4.1.1.9	Construct: Unification and family feeling (q8, 9, 11, 12).....	101
4.4.1.1.10	Construct: Identification of logo (q5, 8, 9, 10, 11)	101
4.4.1.1.11	Construct: Identification of structure (q8, 10, 11, 13)	101
4.4.1.2	Procedure of the semi-structured interviews.....	103

4.4.2	Personal observations	103
4.4.3	Focus group interviews.....	104
4.4.3.1	General nature of focus group interviews	104
4.4.3.2	Interview guide for the focus groups interviews	106
4.4.3.2.1	Demographic information.....	108
4.4.3.2.2	Construct: Logo and corporate colours (issue 1).....	110
4.4.3.2.3	Construct: Name (issue 1).....	110
4.4.3.2.4	Construct: Environment, architecture, facilities, vehicles, corporate signs and billboards (issue 1)	110
4.4.3.2.5	Construct: Objectives (issue 1).....	111
4.4.3.2.6	Construct: Structure (issue 1).....	111
4.4.3.2.7	Construct: Values (issue 1).....	111
4.4.3.2.8	Construct: Communal relationship (issue 2).....	111
4.4.3.2.9	Construct: Exchange relationship (issue 2)	112
4.4.3.2.10	Construct: Trust (issue 2)	112
4.4.3.2.11	Construct: Control mutuality (issue 2).....	112
4.4.3.2.12	Construct: Commitment (issue 2)	113
4.4.3.2.13	Construct: Relationship satisfaction (issue 2)	113
4.4.3.3	Procedure for focus group interviews	113
4.5	Quantitative research method.....	115
4.5.1	Sampling method.....	115
4.5.2	Questionnaire design.....	116
4.5.2.1	Questionnaire layout.....	116
4.5.2.1.1	First section of the questionnaire.....	117
4.5.2.1.2	Section A of the questionnaire	118
4.5.2.1.3	Section B of the questionnaire	118
4.5.2.1.4	Section C of the questionnaire.....	119
4.5.2.1.5	Section D of the questionnaire.....	119
4.5.2.2	Questionnaire content.....	119
4.5.2.2.1	Construct: Trust (q29a-e).....	120
4.5.2.2.2	Construct: Control mutuality (q29f-g).....	120
4.5.2.2.3	Construct: Commitment (q29h).....	120

4.5.2.2.4	Construct: Relationship satisfaction (q29i, 29j).....	121
4.5.2.2.5	Construct: Communal relationship (q29k, 29l).....	121
4.5.2.2.6	Construct: Exchange relationship (q29m, 29n, 29o).....	121
4.5.2.2.7	Construct: Logo and corporate colours (q38, 39, 40, 41, 42, 43, 45, 59, 60, 61, 62, 63, 64, 65, 66, 67).....	123
4.5.2.2.8	Construct: Name (q32, 33, 44, 53, 54).....	123
4.5.2.2.9	Construct: Environment, architecture, facilities, vehicles, corporate signs and billboards (q35, 46, 47, 48, 52, 56, 68, 69, 70).....	123
4.5.2.2.10	Construct: Objectives (q71, 72)	123
4.5.2.2.11	Construct: Structure (q73, 74, 75, 76).....	124
4.5.2.2.12	Construct: Unification and family feeling (q34, 36, 37, 49, 50, 51, 55, 57, 58)	124
4.5.2.2.13	Construct: Identification of logo (q30, 31)	125
4.5.2.2.14	Construct: Identification of structure (q73, 74, 75, 76)	125
4.5.2.3	Organization and nature of the questionnaire	125
4.5.2.4	Pilot study	126
4.5.2.5	Procedure	131
4.5.2.5.1	Method of data gathering.....	131
4.6	Response rate	132
4.7	Data capturing and analysis	132
4.7.1	T-tests and Anova-analysis	133
4.7.2	Cronbach (1951) alpha-coefficient.....	135
4.7.3	Factor analysis.....	136
4.7.4	Pearson correlation coefficient	137
4.8	Challenges during the research.....	137
4.8.1	Qualitative research challenges.....	137
4.8.2	Quantitative research challenges.....	138
4.9	Validity of the study.....	138
4.10	Reliability of the study.....	141
4.11	Conclusion.....	143

Part 2	Empirical study.....	145
Chapter 5	Lonmin platinum employee profile	147
5.1	Introduction.....	147
5.2	Company employee demographic profile	147
5.3	Company employee work profile.....	150
5.4	Educational and literacy levels.....	156
5.5	Where the employees came from	158
5.6	Living conditions and community problems	160
5.7	Conclusion.....	168
Chapter 6	Employer-employee relationship	170
6.1	Introduction.....	170
6.2	Overall relationship.....	170
6.2.1	Factor analysis: Overall relationship	176
6.2.2	Cronbach (1951) coefficient alpha	176
6.2.3	Relationship mean	177
6.2.4	Questions on overall relationship.....	178
6.2.5	Focus group interviews: Overall relationship	179
6.3	Relationship quality.....	180
6.3.1	Relationship dimension: Trust.....	181
6.3.1.1	Factor analysis: Trust	181
6.3.1.2	Cronbach (1951) coefficient alpha	182
6.3.1.3	Relationship means	182
6.3.1.4	Statements on integrity	183
6.3.1.5	Statements on dependability	185
6.3.1.6	Statements on competence	187
6.3.1.7	Focus group interviews: Trust.....	188
6.3.2	Relationship dimension: Control mutuality.....	189
6.3.2.1	Cronbach (1951) coefficient alpha	189
6.3.2.2	Relationship means	190
6.3.2.3	Statements on control mutuality.....	191
6.3.2.4	Focus group interviews: Control mutuality	192

6.3.3	Relationship dimension: Commitment	193
6.3.3.1	Relationship mean	193
6.3.3.2	Statement on commitment.....	193
6.3.3.3	Focus group interviews: Commitment.....	195
6.3.4	Relationship satisfaction	195
6.3.4.1	Factor analysis: Relationship satisfaction	195
6.3.4.2	Cronbach (1951) coefficient alpha	195
6.3.4.3	Relationship means	196
6.3.4.4	Statements on relationship satisfaction	196
6.3.4.5	Focus group interviews: Relationship satisfaction	198
6.4	Type of relationship	199
6.4.1	Communal and exchange relationship types	199
6.4.1.1	Factor analysis.....	199
6.4.1.2	Cronbach (1951) coefficient alpha	200
6.4.1.3	Relationship means	200
6.4.1.4	Statements on relationship type.....	201
6.4.1.5	Focus group interviews: Relationship type	205
6.5	Conclusion.....	206
Chapter 7	The nature of Lonmin Platinum's symbolic corporate identity ...	209
7.1	Introduction.....	209
7.2	The nature of Lonmin Platinum's symbolic corporate identity.....	210
7.2.1	The elements of Lonmin Platinum's symbolic corporate identity.....	210
7.2.1.1	Lonmin Platinum's visual symbolic corporate identity elements	210
7.2.1.1.1	Name	210
7.2.1.1.2	Logo and corporate colour.....	211
7.2.1.1.3	Environment, architecture, facilities, vehicles, corporate signs and billboards	214
7.2.1.1.4	Clothing	221
7.2.1.1.5	Communication materials	221
7.2.1.2	Lonmin Platinum's non-visual symbolic corporate identity elements .	222
7.2.1.2.1	Objectives.....	222
7.2.1.2.2	Structure	222

7.2.1.2.3	Values.....	223
7.2.1.2.4	Vision and mission.....	223
7.2.1.2.5	History	224
7.2.1.2.6	Culture, character and company strategy	224
7.2.1.2.7	Stakeholders.....	224
7.2.2	Management of Lonmin Platinum’s symbolic corporate identity	225
7.2.2.1	How to manage.....	226
7.2.2.1.1	Consistently	226
7.2.2.1.2	Distinctively.....	232
7.2.2.1.3	Visibly	232
7.2.2.1.4	Authentically	233
7.2.2.1.5	Transparently.....	234
7.2.2.2	Who to manage	234
7.2.2.3	Originate	235
7.2.2.4	Communication and message	236
7.2.3	Management of Lonmin Platinum’s endorsed symbolic corporate identity	237
7.2.3.1	Unification and family feeling	237
7.2.3.2	Identification of logo.....	238
7.2.3.3	Identification of structure.....	238
7.3	Employees’ perceptions of Lonmin Platinum’s symbolic corporate identity elements.....	239
7.3.1	Name	240
7.3.1.1	Factor analysis: Lonmin Platinum’s name	240
7.3.1.2	Cronbach’s coefficient alpha.....	240
7.3.1.3	Statements on Lonmin Platinum’s name	241
7.3.1.4	Factor analysis: Business unit’s name.....	241
7.3.1.5	Cronbach’s coefficient alpha.....	242
7.3.1.6	Statements on the business units’ names	242
7.3.1.7	Focus group interviews: Names.....	243
7.3.2	Logo and corporate colour.....	244
7.3.2.1	Factor analysis: Lonmin Platinum’s logo and corporate colour.....	244

7.3.2.2	Cronbach's coefficient alpha.....	245
7.3.2.3	Statements on Lonmin Platinum's logo and corporate colour.....	245
7.3.2.4	Factor analysis: Business units' logo and corporate colour	246
7.3.2.5	Cronbach's coefficient alpha.....	247
7.3.2.6	Statements on business units' logos and corporate colours	247
7.3.2.7	Focus group interviews: Logos and corporate colours.....	250
7.3.3	Environment, architecture, facilities, vehicles, corporate signs and billboards	250
7.3.3.1	Factor analysis: Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards	250
7.3.3.2	Cronbach's coefficient alpha.....	251
7.3.3.3	Statements on Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards	252
7.3.3.4	Factor analysis: Business units' environment, architecture, facilities, vehicles, corporate signs and billboards	253
7.3.3.5	Cronbach's coefficient alpha.....	254
7.3.3.6	Statements on the business units' environment, architecture, facilities, vehicles, corporate signs and billboards	254
7.3.3.7	Focus group interviews: Environment, architecture, facilities, vehicles, corporate signs and billboards.....	258
7.3.4	Objectives	258
7.3.4.1	Focus group interviews: Objectives	260
7.3.5	Structure	261
7.3.5.1	Focus group interviews: Structure	263
7.3.6	Unification and family feeling	264
7.3.6.1	Factor analysis: Lonmin Platinum's unification and family feeling.....	264
7.3.6.2	Conbrach's coefficient alpha.....	264
7.3.6.3	Statements on Lonmin Platinum's unification and family feeling	264
7.3.6.4	Factor analysis: business units' unification and family feeling	265
7.3.6.5	Cronbach's coefficient alpha.....	267
7.3.6.6	Statements on the business units' unification and family feeling	267
7.3.6.7	Focus group interviews: Unification and family feeling	271

7.3.7	Identification of different logos	271
7.3.7.1	Focus group interviews: Identification of logo	274
7.4	Conclusion	275
Chapter 8	Relationship between perceptions of symbolic corporate identity elements and employer-employee relationships	279
8.1	Introduction	279
8.2	Visual symbolic corporate identity elements and employer-employee relationship	279
8.2.1	Correlation coefficient	280
8.2.2	T-tests	281
8.3	Non-visual symbolic corporate identity elements and employer-employee relationship	292
8.3.1	Unification and family feeling	293
8.3.1.1	Correlation coefficient	293
8.3.2	Company objectives	295
8.3.2.1	Correlation coefficient: objectives	295
8.3.2.2	T-tests	298
8.3.3	Company structure	306
8.3.3.1	T-tests	306
8.3.3.2	Analysis of variance on relationship factors	309
8.4	Conclusions: employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum	312
Part 3	Conclusions and recommendations	315
Chapter 9	Conclusions and recommendations	316
9.1	Introduction	316
9.2	Variables that influence employer-employee relationships	316
9.2.1	Determinants of employer-employee relationships	316
9.2.2	The nature of the employer-employee relationship in Lonmin Platinum	318
9.2.3	The management of symbolic corporate identity elements	322

9.2.4	The nature of Lonmin Platinum's symbolic corporate identity.....	325
9.2.5	Employees' perceptions of Lonmin Platinum's symbolic corporate identity elements.....	331
9.2.6	Relationship between perceptions of symbolic corporate identity elements and employer-employee relationships.....	334
9.3	Recommendations.....	340
9.3.1	Employer-employee relationships.....	340
9.3.2	Endorsed symbolic corporate identity.....	341
9.4	Scientific contribution of the study and recommendations for future research.....	346
9.5	Limitations of the study.....	347
Bibliography	349
Appendix	374

LIST OF FIGURES AND ILLUSTRATIONS

FIGURES

Figure 3.1:	Corporate identity in relation to corporate image (adapted from Birkigt & Stadler, as quoted by Van Riel, 1995:33).....	51
Figure 3.2:	Defining corporate reputation (adapted from Gotsi & Wilson, 2001b:29)	56
Figure 3.3:	An adopted model for the corporate identity-corporate communication process (adapted from Balmer & Gray, 2000:260)	77
Figure 3.4:	Corporate identity, corporate image and CSPs in relation to corporate strategy (adapted from Van Riel, 1995).....	79
Figure 4.1:	Research in three dimensions (adapted from Van Leent, as quoted by Mouton & Marais, 1996:170).....	85
Figure 9.1a:	Relationship between visual symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum.....	336
Figure 9.1b:	Relationship between non-visual symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum.....	338

ILLUSTRATIONS

Illustration 7.1:	Old Lonmin Platinum logo.....	211
Illustration 7.2:	New Lonmin Platinum logo	209
Illustration 7.3:	Western Platinum logo.....	212
Illustration 7.4:	Western Platinum logo (North).....	212
Illustration 7.5:	Eastern Platinum logo.....	212

Illustration 7:6:	Eastern Platinum logo.....	212
Illustration 7:7:	Karee logo	213
Illustration 7:8:	BMR Smelter and refinery logo.....	213
Illustration 7:9:	Western Platinum Refinery logo (Brakpan).....	213
Illustration 7:10:	Ubunye logo	214
Illustration 7.11:	Environment surrounding the mines	215
Illustration 7.12:	Gardens surrounding Lonmin Platinum Head offices.....	216
Illustration 7.13:	Variation of Western Platinum’s logo appearing on one of the company vehicles	217
Illustration 7.14:	A corporate sign at Lonmin Platinum’s Head offices.....	218
Illustration 7:15:	A billboard at Lonmin Platinum	218
Illustration 7:16:	A corporate sign at Lonmin Platinum	219
Illustration 7:17:	A corporate sign at Lonmin Platinum	219
Illustration 7.18:	A corporate sign at the main entrance of Western Platinum Mine	220
Illustration 7.19:	A corporate sign at Karee Mine	220
Illustration 7:20:	A billboard of Lonmin Platinum’s safety campaign.....	221
Illustration 7.21:	Lonmin Platinum logo printed on platinum.....	226
Illustration 7.22:	Lonmin Platinum logo printed on communication material.....	227
Illustration 7.23:	Lonmin Platinum logo printed on company document	228
Illustration 7.24:	Lonmin Platinum logo printed on memorandum	229
Illustration 7.25:	Lonmin Platinum logo printed on company document	230
Illustration 7.26:	Lonmin Platinum logo printed on Community Development Trust document.....	231

LIST OF TABLES

Table 4:1	Major differences between quantitative and qualitative research methods (Stacks, 2002:6).....	87
Table 4.2:	Overall empirical research design.....	89
Table 4:3	Interview guide for semi-structured interviews with management.....	102
Table 4:4	Interview guide for the focus group interviews.....	107
Table 4.5:	Response rate of quantitative research	132
Table 5.1:	Demographic employee profile according to business units.....	148
Table 5.2:	Company employee work-related profile according to business units.....	151
Table 5.3:	Educational levels.....	156
Table 5.4:	Literacy levels (N=508).....	158
Table 5.5:	Foreign and domestic work-force.....	159
Table 5.6:	Living conditions of employees per business unit.....	160
Table 5.7:	Community problems as perceived by the employees.....	164
Table 5.8:	Community problems as perceived per living unit.....	165
Table 6.1:	Employee perceptions of work conditions according to business units.....	171
Table 6.2:	Employee perceptions of work conditions according to job level	174
Table 6.3:	Factor analysis results for overall relationship (N=508)	176
Table 6.4:	Alpha-coefficient for overall relationship	176
Table 6.5:	Relationship means	177

Table 6.6:	Employees' perceived overall relationship with the company	178
Table 6.7:	Factor analysis results for trust dimension (N=508).....	182
Table 6.8:	Alpha-coefficient for trust	182
Table 6.9:	Relationship means for trust	183
Table 6.10:	Statements on integrity	184
Table 6.11:	Statements on dependability	186
Table 6.12:	Statement on competence	188
Table 6.13:	Alpha-coefficient for control mutuality	190
Table 6.14:	Relationship means for control mutuality	190
Table 6.15:	Statements on control mutuality.....	191
Table 6.16:	Relationship mean for commitment	193
Table 6.17:	Statement on commitment.....	194
Table 6.18:	Factor analysis results for relationship satisfaction (N=508).....	195
Table 6.19:	Alpha-coefficient for relationship satisfaction.....	196
Table 6.20:	Relationship means for relationship satisfaction	196
Table 6.21:	Statements on relationship satisfaction	197
Table 6.22:	Factor analysis results for communal relationship (N=508)	199
Table 6.23:	Factor analysis results for exchange relationship (N=508)	199
Table 6.24:	Alpha-coefficient for relationship type	200
Table 6.25:	Relationship means for relationship type: communal.....	200
Table 6.26:	Relationship means for relationship type: exchange.....	201
Table 6.27:	Statements on communal relationships	202
Table 6.28:	Statements on exchange relationships	204
Table 7.1:	Factor analysis of Lonmin Platinum's name	240
Table 7.2:	Alpha-coefficient for Lonmin Platinum's name.....	240

Table 7.3:	Lonmin Platinum's name	241
Table 7.4:	Factor analysis on business unit's name	241
Table 7.5:	Alpha-coefficient for business units' names.....	242
Table 7.6:	Business units' names	242
Table 7.7:	Factor analysis of Lonmin Platinum's logo and corporate colour.....	244
Table 7.8:	Alpha-coefficient for Lonmin Platinum's logo and corporate colour ...	245
Table 7.9:	Original Lonmin Platinum logo and corporate colour	245
Table 7.10:	Factor analysis on business units' logos and corporate colours	246
Table 7.11:	Alpha-coefficient for business units' logos and corporate colours.....	247
Table 7.12:	Business units' logos and corporate colours.....	247
Table 7.13:	Factor analysis of Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards	251
Table 7.14:	Alpha-coefficient for Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards	251
Table 7.15:	Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards	252
Table 7.16:	Factor analysis of business units' environment, architecture, facilities, vehicles, corporate signs and billboards	253
Table 7.17:	Alpha-coefficient for business units' environment, architecture, facilities, vehicles, corporate signs and billboards	254
Table 7.18:	Business units' environment, architecture, facilities, vehicles, corporate signs and billboards.....	254
Table 7.19:	Perceived objectives of Lonmin Platinum	259
Table 7.20:	How effective is Lonmin Platinum in upholding its objectives	260
Table 7.21:	Lonmin Platinum – Structure	261
Table 7.22:	Lonmin Platinum Structure responses from different business units .	262
Table 7.23:	Factor analysis of Lonmin Platinum's unification and family feeling...	264

Table 7.24:	Alpha-coefficient for Lonmin Platinum’s unification and family feeling	264
Table 7.25:	Lonmin Platinum's unification and family feeling.....	265
Table 7.26:	Factor analysis on the business units’ unification and family feeling .	266
Table 7.27:	Alpha-coefficient for business units’ unification and family feeling	267
Table 7.28:	Business units’ unification and family feeling	267
Table 7.29:	Logos most familiar to employees and logos employees were able to identify	272
Table 7.30:	Most familiar logo according to business units	274
Table 8.1:	Visual symbolic corporate identity elements and relationship factors that were correlated with each other	280
Table 8.2:	Correlation coefficient of visual symbolic corporate identity elements and relationship factors	281
Table 8.3:	Logo: Karee Mine	282
Table 8.4:	Logo: Lonmin Platinum (old logo)	283
Table 8.5:	Logo: Eastern Platinum Limited	284
Table 8.6:	Logo: Western Platinum Refinery	285
Table 8.7:	Logo: Lonmin Platinum (new logo)	286
Table 8.8:	Logo: Western Platinum Mine.....	287
Table 8.9:	Logo: BMR Smelter	288
Table 8.10:	Logo: Western Platinum Mine North.....	289
Table 8.11:	Logo: Eastern Platinum Limited	290
Table 8.12:	Logo: Ubunye	291
Table 8.13:	Non-visual symbolic corporate identity elements and relationship factors that were correlated with each other	293
Table 8.14:	Correlation coefficient of non-visual symbolic corporate identity elements and relationship factors	294

Table 8.15:	Non-visual symbolic corporate identity elements and relationship factors that were correlated with each other	295
Table 8.16:	Correlation coefficient of company objectives and relationship factors	296
Table 8.17:	Objective: profit making and relationship factors	299
Table 8.18:	Objective: accountability and relationship factors	300
Table 8.19:	Objective: socio-economic empowerment and relationship factors ...	301
Table 8.20:	Objective: safe working environment and relationship factors	302
Table 8.21:	Objective: long-term research and relationship factors.....	301
Table 8.22:	Objective: healthy working environment and relationship factors	304
Table 8.23:	Objective: political commitment and relationship factors	305
Table 8.24:	Western Platinum structure and relationship factors.....	307
Table 8.25:	Eastern Platinum structure and relationship factors.....	308
Table 8.26:	Analysis of variance on relationship factors with regard to Lonmin Platinum's registered companies	310
Table 8.27:	Analysis of variance on relationship factors with regard to knowledge that employees worked for the same company	311
Table 9.1:	Symbolic corporate identity, relationship type and relationship quality constructs	334

LIST OF APPENDIXES

1.	Lonmin Platinum's CID	376
2.	Western Platinum Refinery's CID	388
3.	Western Platinum's CID.....	402
4.	Base Metal Refinery and Smelter's CID.....	416
5.	Eastern Platinum's CID.....	430
6.	Karee Mine's CID.....	444

CONCEPUALISATION

The importance of managing stakeholders, especially employees, has led many companies in a process of soul searching. Discovering answers to what constitutes good employer-employee relationships as well as what might impact on these relationships. The possibility that a company's symbolic corporate identity might contribute to establishing good relationships with its employees is something not investigated before, especially not in the South African mining and minerals sector. The focus of this study is employee's perceptions of Lonmin Platinum's symbolic corporate identity elements and determining whether these perceptions were related to employer-employee relationships in the company.

In the first section of the study the conceptualisation of the study is outlined. It will be argued that the Relationship Management perspective takes relationship type and relationship quality into account when determining the behavioural outcome of relationships between the company and its employees. It will also argue that corporate identity is central in understanding corporate image and ultimately reputation. It creates an image and eventually a reputation in the minds of the company's employees and it is through managing the corporate identity that Lonmin Platinum can ultimately secure its reputation. Furthermore, this study will argue that symbolic corporate identity in fact might play a significant role in a company's employer-employee relationships and that certain symbolic corporate identity elements significantly relate to employer-employee relationships in a company such as Lonmin Platinum.

ORIENTATION, PROBLEM STATEMENT AND OBJECTIVES

1.1 CONTEXTUALISING THE STUDY IN THE FIELD OF CORPORATE COMMUNICATION

Companies, like people, do not exist in isolation, but in an environment consisting of many stakeholders. In the past many company's overall aim was to increase their profit margins as much as possible, but as time went by, companies started to realise the importance of managing their stakeholders in an attempt to create positive images and reputations as well as realising the significance of their socio-economic responsibilities whilst attempting to increase their profit margins (Naudé *et al.*, 2004:1). The importance of stakeholder relationships has led corporate communication management to shift from purely communication management to relationship management. Theories on Relationship Management are grounded in the Excellence Theory of public relations with the concept of stakeholder management as a framework (Grunig, 2001:5; Grunig *et al.*, 2002; Ledingham, 2003).

The Excellence Theory of public relations originated in 1984. The International Association of Business Communicators (IABC) commissioned a comprehensive research project that aimed at explaining why senior managers often failed to see the value of public relations in the company and the fact that public relations practitioners were not always experienced enough to meet the demands of the job (Grunig & Hon, 1999:8). The results of the research project were reported in the book: *Excellent Public Relations and Effective Organizations: A study of Communication Management in Three Countries* (c.f. Grunig *et al.*, 2002:3).

The Excellence Theory provides a framework for explaining the importance of public relations in company effectiveness. It also found that excellent public relations managers were able to bring the values and goals of functional managers together by working with them to build relationships with different company stakeholders and to align those relationships with the company's strategic intent. The emphasis on the importance of relationships, in order for companies to function effectively, clarifies why a strategic management and public relations theory was essential (Grunig & Grunig, 2000:308). The Excellence Theory is not a blue print on how exactly a public relations department within a company should function, but rather a normative framework that companies can apply within their own context of company relationships (Gillis, 2004:11).

When public relations departments strive towards excellence they develop communication outcomes, aimed at resolving conflict between the companies' stakeholders, such as employees. Resolving conflict effectively can result in building stable, open and trusting relationships with stakeholders. The quality of company relationships can indicate the level at which the company is committed to excellence and company effectiveness. The process of developing and maintaining relationships with strategic stakeholders is a vital element of strategic management, issues management, and crisis management (Grunig & Hon, 1999:8). It should thus be the essence of the company's public relations department (Moss *et al.*, 1996:71). Good relationships between companies and their stakeholders should be two-way symmetrical, implying that the relationships balance the interests of the company with the interests of stakeholders. These interests ultimately also influence each other. To build such relationships, companies must adhere to the statement: "For public relations to be excellent, public relations must be viewed as symmetrical, idealistic, critical, and managerial" (Deatherage & Hazleton, 1998:58-59).

Relationship Management Theory (informed by the Excellence Theory) focuses on the different aspects of relationships and the importance thereof for the company. Relationships can be divided into communal or exchange relationships. The quality of the relationship between a company and its employees (for example) can be determined by means of studying different dimensions of the relationship such as trust, dependability, competence, control mutuality, commitment and relationship satisfaction (Ledingham & Bruning, 2000; Ledingham, 2003).

Good quality relationships with employees contribute to employee morale, effective functioning and productivity, and can therefore in the long run have a profound impact on corporate performance (Grunig *et al.*, 2002). Employees or internal stakeholders should thus be viewed as one of the most important stakeholder groups and should not be neglected (c.f. Gray & Balmer, 1998:697; Grunig & Hon, 1999:11; Grunig & Grunig, 2000:307; Gotsi & Wilson, 2001a:100; Goodman, 2003).

These employees also form perceptions (images) of the company after having had contact with the company. These images, known as the corporate image(s), usually start with a company's corporate identity. Corporate identity is the cues a company offers concerning itself through behaviour, communication and symbolism, which are its forms of expression (c.f. Olins, 1991; Van Riel, 1995:33; Van Rekom, 1997:411; Van Riel & Balmer, 1997:342; Allesandri, 2001:177; Downey, 2001:7; Melewar & Wooldridge, 2001:328; Cornelissen & Elving, 2003:116). This implies that stakeholders (such as employees) form perceptions of a company after having had contact with the company either through organizational behaviour, communication and/or a combination of symbolic elements. Symbolic corporate identity elements comprise visual and non-visual elements and should consistently be managed (Olins, 1991; Van Riel & Balmer, 1997; Allesandri, 2001; Melewar & Wooldridge, 2001). In this study the focus is on the logo; corporate colours; name; environment, architecture, facilities, corporate signs, billboards, vehicles; values, objectives and structure of the company.

1.2 ORIENTATION TO THE STUDY

The explosion of mineral resources has accelerated during the past century with the discovery of new ore bodies and the development of new mining and metallurgical technologies. These mineral resources hold the promise of exceptional long-term social and economic benefits for the Southern African region (Hounscome & Ashton 2001). The large-scale exploitation of minerals and the growth of the mining and minerals sector in Southern Africa have contributed in the establishment of a manufacturing base, modern transport and communications infrastructure and the foundation for future growth. However, these mining and mineral developments have not all benefited all involved equally. Historically neither the profits nor the costs of the production of the minerals of the

Southern African region have been distributed equitably amongst all the people involved in or affected by their production (Hoadley *et al.*, 2002).

The mining and minerals sector is closely linked to the long history of instability and conflict characterizing class and race relations in Southern Africa. The Southern African region has abundant mineral resources, but limited food production potential and water availability. Severe poverty, poor governance and social inequities still exist and currently pose tremendous challenges for sustainable development as well as relationship building and relationship management between all parties involved.

Within this broad context the South African mining and minerals sector comprises a range of industries. The roles and responsibilities of these industries vary, but all players operate within a context largely defined by poverty, diversity, underdevelopment, instability and relationship difficulties (Hoadley *et al.*, 2002; Lonmin Platinum, 2003:30). These circumstances could mainly be ascribed to the historical development of mining in South Africa within the context of the country's past apartheid regime. Against this background, the South African mining industry is experiencing pressure as a result of government regulations aimed at rectifying some injustices of the past by setting compliance targets for black economic empowerment, good community relations, socio-economic development and safety, amongst others (Mine Health and Safety Act 29/1996; Mineral and Petroleum Resources Development Act 28/2002; Shone, 2003:5). It could thus be expected that companies operating within the mining and minerals sector would be faced with the challenge to accommodate both relationship management with their internal stakeholders and the regulations posed to them.

Mining and minerals processing provides a unique opportunity for developing the human resource of the South African region, ensuring economic stability and building relationships between the mining companies and their employees.

Lonmin Platinum is the third largest platinum producer (Platinum Group Metals or PGMs, including platinum, palladium, rhodium, ruthenium, iridium and gold) in the world with its mining interests in South Africa and a primary listing on the London Stock Exchange (Lonmin Platinum, 2003:33; Lonmin Platinum, 2006; Lonmin Platinum, 2007). Its workforce of about 20 000 employees consisted of literate, semi-literate and illiterate

employees ($\pm 40\%$ of the employees were functionally illiterate) at the time of the study (Graham, 2002:8; ANON, 2004:14, Naudé *et al.*, 2004).

Lonmin Platinum comprises three companies¹: *Western Platinum Limited (WPL)*, operating Western Platinum Mine (WPM), Karee Mine, the smelter and base metal refinery (BMR) and the Western Platinum refinery (WPR); *Eastern Platinum Limited (EPL)*, operating Eastern Platinum Mine (EPM); and *Western Metal Sales Limited*, marketing the PGMs for WPL and WPL. The mines and BMR/smelter are located in the Marikana district to the east of the town of Rustenburg in the North-West Province of South Africa, whilst the platinum refinery (WPR) is situated in Brakpan in the Gauteng Province of South Africa. Although underground mining predominates, opencast mining was being conducted at all three of the business units at the time of the study (Lonmin Platinum, 2003:6; Lonmin Platinum 2006; Lonmin Platinum, 2007).

Many rural communities perceive the mining and minerals resources sector as a possible employer and a source of income, work and a hope for a better future. During 2003, for example, Lonmin Platinum employed approximately 20 596 employees and 5 396 contractors (Lonmin Platinum, 2003). During the time of the study in 2004 the work-force was mainly South African (72.05%, N=366) from the North-West Province (33.88%, n=124), with local migrant labour originating primarily from the Eastern Cape (31.69%, n=116). Migrant workers from neighbouring countries constituted approximately 28.94% (N=147) (Naudé *et al.*, 2004).

Lonmin Platinum, true to its vision "...with unsurpassed relations with all our stakeholders..." was committed to better stakeholder relations and the management of issues from the perspective of its diverse stakeholder groupings. According to Ricus Grimbeek (Former General Manager: Corporate Accountability, 2004), the company sees corporate social responsibility as part of the company's business ethos and reflected the company's responsibility towards both business and non-business stakeholders. He stated that the company is committed to contributing to the social, economic and institutional

¹ Throughout this study reference will be made to the five business units of Lonmin Platinum, including LPD (Head office), the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine.

development of the employees and their families, as well as in the communities both local and rural, which are associated with or affected by the company's operations (Grimbeek, 2003:2). This was the motivation behind the stakeholder perception survey; to better stakeholder relationships.

The company decided to proactively probe its stakeholders' perception of its business units in relation to the company philosophy, objectives and value system, with a perspective encouraging open communication dialogue, mutual respect and trust for the ultimate improvement of its corporate image, social performance and otherwise. A comprehensive stakeholder perception survey (SPS) was commissioned during 2004, studying the perspectives of different stakeholder groups against the background of corporate citizenship, good governance, and sustainable social development in the South African context. The SPS was divided into 4 phases, namely 1) an external stakeholder survey, 2) an employee survey, 3) community perceptions survey, and 4) a content analysis on Lonmin's media profile. Phase two of the survey dealt with internal stakeholders (employees) as one of the most important stakeholder groups for any business enterprise. The overall survey (N=1 300) reported on employee perceptions and experiences of the entire company and provided a framework within which employer-employee relationships could be improved on as well as motivating employees to contribute their efforts and support so that the company can reach its long-term objectives and overall strategies. Against the background of the survey the results were reported on in terms of communication in general as well as communication flow, newsletters, organizational conduct issues, symbolic corporate identity and relationships with employees (Naudé *et al.*, 2004).

This study forms part of Phase 2 of the complete stakeholder perception survey, but focuses especially on symbolic corporate identity and relationships. During the stakeholder perception survey the questionnaires of this study, aimed at Lonmin Platinum's symbolic corporate identity and employer-employee relationships were developed by the researcher and with the input of the entire research team working on the SPS. The data gathering as well as the data analysis was done by die researcher only. The promoters of this study were also members of the SPS research team, but their inputs were limited to the role of promoters.

1.3 PROBLEM STATEMENT

From the above-mentioned discussion it is clear that companies are more than ever confronted with the importance of developing and maintaining relationships with their strategic stakeholders such as employees and that these relationships should be aimed at balancing the interests of the company with the interests of these stakeholders. Managing relationships with stakeholders are difficult in itself, not to mention within the complex context of the South African mining industry. This industry is characterized by, amongst others, instability and conflicting race relations as well as government pressure to transform with regard to aspects such as black economic empowerment.

It was thus expected that Lonmin Platinum's employee relationships would pose a challenge for the company. In order to improve and manage these relationships, it was necessary to understand which factors influence the relationships.

Ample evidence was found in earlier studies of communication and behaviour of corporate identity elements influencing the relationship between companies and their stakeholders (c.f. Grunig, 1993; Ledingham & Bruning, 1998; Grunig & Hon, 1999; Allesandri, 2001; Cornelissen & Elving, 2003). However, no examples of research on the link between symbolic corporate identity elements² and relationship quality could be traced. Specifically, the relationship between symbolic corporate identity and employer-employee relationships has not been investigated in the South African mining and minerals sector (refer to paragraph 1.6.1).

Against this background, the following general research question is posed:

What is the relationship between employees' perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum?

² The symbolic corporate identity elements of Lonmin Platinum will be divided into visual and non-visual elements, illustrating the distinction between them. Refer to paragraph 3.3 for a detailed layout of the elements.

1.3.1 SPECIFIC RESEARCH QUESTIONS

The specific research questions for this study are:

- 1) Which variables influence the employer-employee relationship according to Relationship Management Theory?
- 2) What is the nature of the current employer-employee relationship in Lonmin Platinum?
- 3) What are the elements of a symbolic corporate identity and how should these elements be managed in order to create a favourable image according to the literature?
- 4) What is the nature of Lonmin Platinum's symbolic corporate identity?
- 5) How do employees perceive Lonmin Platinum's symbolic corporate identity elements?
- 6) What is the relationship between employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum?

1.4 OBJECTIVES

1.4.1 GENERAL OBJECTIVE

To determine the relationship between employees' perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum.

1.4.2 SPECIFIC OBJECTIVES

The specific objectives for this study are:

- 1) To determine which variables influence the employer-employee relationship according to relationship management theory.
- 2) To determine the nature of the current employer-employee relationship in Lonmin Platinum.

- 3) To determine the elements of a symbolic corporate identity and how these symbolic corporate identity elements should be managed in order to create a favourable image according to the literature.
- 4) To determine the nature of Lonmin Platinum's symbolic corporate identity.
- 5) To determine how employees perceive Lonmin Platinum's symbolic corporate identity elements.
- 6) To determine the relationship between employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum.

1.5 THEORETICAL ARGUMENTS

The study is founded on the following central theoretical arguments:

- Relationship management perspective takes relationship type and relationship quality into account when determining the behavioural outcome of relationships between the company and its employees.
- Corporate identity is central in understanding corporate image and ultimately reputation. It creates an image and eventually a reputation in the minds of the company's employees and it is through managing the corporate identity that Lonmin Platinum can ultimately secure its reputation.
- Employee perceptions of specific symbolic corporate identity elements could impact on the quality and nature of relationships by influencing the quality dimensions, namely trust, control mutuality, commitment, relationship satisfaction as well as the communal and exchange employer-employee relationships in a company such as Lonmin Platinum.

(Specific theoretical statements will be outlined in Chapters 2 and 3).

1.6 RESEARCH METHODOLOGY

1.6.1 LITERATURE STUDY

A detailed literature study was conducted to explore relationship management and symbolic corporate identity and image theory. A search was conducted on the following databases: NEXUS; Ferdinand Postma Catalog; SA Catalogue; International Theses and Dissertations; ISAP; EBSCOHost: Academic Search Premier, Business Source Premier; MCB Emerald and Science direct to ensure that no other comparable study has been undertaken. Various studies (c.f. Olins, 1991; Bernstein, 1991; Van Riel, 1995; Van Rekom, 1997; Alessandri, 2001; Cornelissen & Elving, 2003) on image and identity focus on the importance of a company's corporate image and corporate identity, the difference between a corporate image and identity; the way in which it should be managed, and

methods for measuring corporate identity. With regard to relationships between a company and its employees many theorists (c.f. Grunig, 1993; Ledingham & Bruning, 1998; Grunig & Grunig, 2000; Grunig, 2001; Grunig *et al.*, 2002; Ledingham, 2003) undertook studies on relationship management as a theory of public relations. Research has also been conducted as to how behavioural and communication elements might influence the relationship between a company and its various stakeholders (c.f. Grunig, 1993; Ledingham & Bruning, 1998; Grunig & Hon, 1999), but as yet, no research to determine the relationship between the symbolic corporate identity and employer-employee relationships in a company could be traced. Furthermore, the relationship between symbolic corporate identity and relationships has not been investigated in the South African mining and minerals sector.

1.6.2 EMPIRICAL STUDY

During the empirical study a combination of qualitative and quantitative research methods was applied with the aim of triangulation. These methods evaluated and analyzed the overall research question, specific research questions and the objectives.

1.6.2.1 A qualitative approach

During the qualitative research the researcher used semi-structured interviews, focus group interviews and personal observations of some of Lonmin Platinum's symbolic corporate identity elements such as the application of the logos.

1.6.2.1.1 Semi-structured interviews

The researcher conducted five semi-structured interviews (Babbie, 2004:245) with members on different management levels in the company with regard to Lonmin Platinum's symbolic corporate identity.

1.6.2.1.2 Focus group interviews

The aims of the focus groups (cf. Grunig, 1993; Lindlof & Taylor, 2002:181; Babbie, 2004:302; Baxter & Babbie, 2004:340) were to contextualize the quantitative survey

findings and to gain insight into the relationship that existed between Lonmin Platinum and its employees. Twenty two different focus groups were presented with employees at different company levels of the mine. The researcher facilitated the focus groups, and focus group discussions were interpreted by means of simultaneous translation by an interpreter and/or translator able to speak the predominant languages in the group. Topics for discussion were introduced and the group was allowed to interact freely in discussing their views on each topic.

1.6.2.1.3 Personal observations

Apart from the interviews and the focus groups, examples of Lonmin Platinum's symbolic corporate identity were collected from the different business units and from Lonmin Platinum's Head Office by means of the researcher's own personal observations. These examples will be discussed in a qualitative description with the aim to determine the nature of Lonmin Platinum's symbolic corporate identity.

1.6.2.2 A quantitative approach

Quantitative questionnaires provided systematic information that was verified by means of the focus groups and semi-structured interviews (Hocking *et al.*, 2003).

As indicated before, the population of Lonmin Platinum was \pm 20 000 employees at the time of the study. Due to Lonmin Platinum's very diverse work-force, a stratified quota/availability sampling method was used to ensure that each category of employees was represented in the sample (see Rubin *et al.*, Rubin *et al.*, 2000:202; Babbie, 2004:205). The sample was stratified according to demographic variables such as mining unit, workplace, job level and gender. The researcher undertook a quantitative survey of 650 respondents consisting of literate, semi-literate and illiterate employees.

The questionnaires were distributed according to the different business units, each with their own corporate logos. For example an employee from Karee Mine only received a questionnaire printed with the Lonmin Platinum logo and the Karee Mine logo inside. The questionnaires were printed in English and Setswana in order to overcome any language

barriers with regard to the questions. Regarding the semi-literate and illiterate employees the researcher made use of facilitators to assist employees.

After finalizing the employee questionnaire with the input from Lonmin management and a Lonmin Steering Committee, the questionnaire was tested during a pilot study of a small group of Lonmin Platinum employees. Alterations had to be made (refer to Chapter 4).

1.7 KEY CONCEPTS

Some of the central concepts in this study include the following:

- 1) *Stakeholder management* (refer to paragraph 2.3) implies that companies have the responsibility to gain all their stakeholders' loyalty and not only that of the shareholders. Due to the fact that companies operate in a complicated environment, stakeholder management requires that the company goes beyond normal operational and strategic problems and ensures that it operates responsibly with regard to all its stakeholders. This ensures that stakeholders are involved in the company's decision-making processes and that the company operates in the best interest of its stakeholders (Freeman, 1984; Steyn & Puth, 2003; Handelman, 2006:108).
- 2) *Relationship Management Theory* (refer to paragraph 2.4.1) is accepted as a general theory of public relations. Relationships has become the appropriate domain of public relations, implying that companies need to take special care in managing their relationships with various stakeholders (referring to individuals who have invested time, money and other resources into the company) based on two-way symmetrical communication in order to create mutual understanding and benefit (Ledingham, 2003; Newsom *et al.*, 2004: 403; Barker & Angelopulo, 2006:202).
- 3) *Reputation* (refer to paragraph 3.2.3) is a culmination of the corporate images that stakeholders form of a company, based on the company's behaviour, communication and symbolism over a period of time. A company's reputation might also influence stakeholders' perceptions of a company when they are not familiar with the company and only come to know it based on its reputation, in other words the company's reputation can influence the perceptions such stakeholders will have of the company

(c.f. Van Riel, 1995; Le Blanc & Nguyen, 1996; Alessandri, 2001; Gotsi & Wilson, 2001b; Melewar & Wooldridge, 2001:329; Eberl & Schwaiger, 2005:840).

- 4) *Corporate image* (refer to paragraph 3.2.2) is the set of meaning by which an object is known and through which people describe and remember it and relate to it. Practically speaking it is the net result of the interaction of the stakeholders' (for the purpose of this research study, the employees of Lonmin Platinum) beliefs, ideas and feelings about and impressions of an object (in this case the company itself) (c.f. Dowling, 1986; Treadwell & Harrison, 1994; Rowley, 1997:246; Cornelissen, 2000:120; Schultz & Morsing, 2000).
- ❖ 5) *Corporate identity* (refer to paragraph 3.2.1) is the self-presentation of a company. It consists in the cues a company offers about itself via the behaviour, communication, and symbolism, which are its forms of expression (c.f. Birkigt & Stadler as quoted by Van Riel, 1995:33; Van Riel, 1995:33; Van Riel & Balmer, 1997:342; Kiriakidou & Millward, 2000:51; Melewar & Wooldridge, 2001:328; ANON, 2002a; Cornelissen & Elving, 2003:116). Although corporate identity consists of symbolism, communication and behaviour, the focus in this study lies on certain elements of symbolism. Therefore for the remainder of this study reference will be made to symbolic corporate identity instead of corporate identity in order to indicate the focus.
- 6) *Branding* is the process in which a name, term, sign, symbol or design, or a combination of them, is used, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of the competitors (c.f. Kotler, 1982; Rowley, 1997:244; Gad, 2001; Fill, 2005; Winer, 2007:467). Rowley (1997:244) states that a brand can be viewed as the company's promise to deliver a specific product or service consistently to the buyer. This means the buyer can buy products and services based on the brand of the products and services without asking for more detailed information, because they rely on the "promise" of the brand, as Varey (2002:151) explains: the brand "marks" the product or service in the buyers mind, implying that it raises an image of what can be expected from the product or service from the provider. Due to the fact that this study focuses on relationship management between Lonmin Platinum and its employees and the possible relationship between symbolic corporate identity and relationship quality there will be

no further emphasis placed on the aspect of branding, also, there is no product or service that will be sold or bought by means of a marketing campaign.

- 7) *Company* is almost synonymous with the term *enterprise*. These terms refer to units found in the capitalistically inclined economic system, which, encouraged by the profit motive with due consideration of the accompanying risks, produces goods and services for the satisfaction of need (Du Plessis, 1996:4). According to Robbins and De Cenzo (1998:3), a company is a structured system of relationships that coordinates the efforts of a group of people towards the achievement of specific objectives, or to accomplish some specific purpose. These descriptions indicate that a company has specific operations and activities aimed at satisfying a demand for a certain product through their employees with whom they are in a relationship (The term *company* will be used to refer to Lonmin Platinum for purposes of this study).
- 8) *Organizations* develop from individuals or separate businesses sharing strong common interests (wanting to achieve certain objectives), such as financial, professional, social, cultural or intellectual. Organizations advance the collective interests of their members. They can be identified as trade groups, labour unions, professional and cultural societies, "cause" organizations, profit and non-profit as well as government organizations (c.f. Wilcox *et al.*, 1992:26; Mersham & Skinner, 2002:147; Puth, 2002; Newsom *et al.*, 2004:214).

1.8 CHAPTER OUTLINE

This study will be divided into three parts. **Part 1: Conceptualization** will consist of Chapters 1-4. Chapter 1 provides an introduction to the main components of the study as well as a description of the research problem. Chapter 2 briefly discusses the concept of stakeholder management that spurred the development of relationship management theory. Relationship management theory is further discussed by focusing on the type of relationship, namely exchange and communal and the quality dimensions of relationship, namely trust, control mutuality, commitment and relationship satisfaction. Chapter 3 deals with the literature surrounding the intricate relationship between corporate identity, corporate image and reputation as well as the elements that constitute symbolic corporate identity and how, in managing these elements, a company can "better" its corporate

image. Chapter 4 provides a detailed layout of the research method applied in this study in order to answer the research questions.

Part 2: Empirical study discusses the research results and consists of Chapters 5-8. Chapter 5 provides the profile of the employees who participated in the research. Chapter 6 discusses the results pertaining to the nature of the employer-employee relationship in Lonmin Platinum at the time of the study. Chapter 7 provides a description of the nature of Lonmin Platinum's symbolic corporate identity as well as how employees perceived Lonmin Platinum's symbolic corporate identity elements at the time of the study. Chapter 8 answers the question as to which symbolic corporate identity elements were related to employer-employee relationship at Lonmin Platinum.

Part 3: Conclusion and recommendations constitutes Chapter 9 which contains the concluding remarks as well as future recommendations and limitations of the study.

RELATIONSHIP MANAGEMENT

2.1 INTRODUCTION

There is no doubt that a company is enmeshed in ongoing relationships with its various stakeholders. Due to the increased social, political, economic and other pressures experienced by companies in all sectors to act, and be seen to act more socially responsible, stakeholder management has come to the fore as the function perhaps best able to respond to such pressures and enable the company to maintain mutually beneficial relationships with its various stakeholders. There has also been an increasing recognition of the need for strategically managed communication programs that can contribute effectively to the company's relationships with its stakeholders which in turn might make it possible for the company to achieve its business objectives. This motivated numerous researchers to try to identify the characteristics of what constitutes "excellence" in the management of public relations and communication. The Excellence study laid the foundation for relationship management and Relationship Management Theory. Relationship Management Theory forms the focus of this study (refer to paragraph 2.4.1).

The relationship management perspective holds that public relations balance the interests of companies and stakeholders through the management of company-stakeholder relationships (Ledingham, 2003:181). The practice of public relations is thus shifting from purely communication management towards building satisfying, mutually beneficial relationships between the company and its various stakeholder groups. In today's business sector a company's ultimate aim can no longer merely be on higher profitability, but should in addition focus on relationships between the company and its various stakeholders. The company should try to maintain mutually beneficial relationships with its stakeholders during the process of profit-making and surviving in a competitive global

business environment. This is important because these stakeholders have the “power” to influence the company’s ability to accomplish its business objectives; therefore mutually beneficial relationships with stakeholders are needed for the success of the company in the business environment.

The specific research question pertaining to this chapter is:

Which variables influence the employer-employee relationship according to Relationship Management Theory? (Refer to paragraph 1.3.1.)

In this chapter the relationship management perspective will be discussed in detail. It will focus on the value of public relations in companies and the concept of relationship management with emphasis on the dimensions of relationship management that was also taken into consideration when measuring the quality of the employer-employee relationship at Lonmin Platinum.

Companies’ environments are made up of many different stakeholder groups, for example government, shareholders, suppliers, communities etc., but for specific research purposes, this study will focus only on one of these groups, namely the employees of Lonmin Platinum and their relationship with the company as employer (refer to paragraph 1.1).

2.2 THE VALUE OF PUBLIC RELATIONS IN COMPANY RELATIONSHIPS

Companies, like people, do not exist in isolation in the world. They exist in an environment which consists of many groups called stakeholder groups or stakeholders (Steyn & Bütschi, 2003:4). These stakeholders may include different communities, investors, employees, the media, government, and many more (Grunig, 2001:5; Payne *et al.*, 2005:855). If stakeholders make up the environment of the company, it means they can either support or oppose the company in achieving its business objectives, making it very important for the company to address the needs and expectations of the various stakeholders, for example a pollution free environment, a safe community and so forth (Heath & Bowen, 2002:232; Schade, 2004:25).

With this in mind, many companies are beginning to understand that, with so many social, economic, and political issues influencing their performance and day to day operations, they need to incorporate an awareness of their stakeholders' affairs into daily management decisions (Dolphin & Fan, 2000:100). Like people, companies have to manage their activities and behaviour if they are to survive, because their behaviour affects the stakeholders, and in turn, the companies themselves are affected by stakeholders' behaviour. Companies thus have relationships with these stakeholders, whether positive or negative (West, 2001:34; Steyn & Puth, 2003:187). These relationships do exist, but what is important is the nature and quality of these relationships and the way a company chooses to manage them (Karantinou & Hogg, 2001:267; Payne *et al.*, 2005:856).

A company can take care of its stakeholder relationships through its public relations function (Rensburg & Cant, 2003:36). The Institute for Public Relations and Communication Management (PRISA) conceptually defines public relations as "*the deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization (company) and its various publics (stakeholders) - both internal and external*" (Lubbe & Puth, 1994:6). This coincides with the viewpoint of Grunig (2001:6) on excellence in public relations as already discussed in Chapter 1 (refer to paragraph 1.1).

The phrase "mutual understanding", is the crux of the definition. Mutual understanding implies the establishment of harmony between the company and its various stakeholders (Fitzpatrick & Gauthier, 2001:193). The products, services, policies and practices of a company may be excellent, but unless stakeholders understand these, and recognize them for what they are, they will neither be used nor appreciated. In the same way, the company cannot adjust its products, services, policies and practices to the desires of the stakeholders it serves, unless it has an understanding of their needs and expectations. In today's world, stakeholders are seeking information they believe to be relevant. They are active, informed, and interactive participants in the communication process (Bruning & Ledingham, 2000:86). In other words, stakeholders are proactively seeking information and knowledge regarding the company with the aim to engage with and contribute to the company (Grates, 2004:15). A two-way flow of ideas or a continuous alternation of thought is therefore a prerequisite for mutual understanding between the stakeholders involved

and the company (Broom *et al.*, 1997:85). To ensure this, communication dialogue with the various stakeholders must be established and should be continually evaluated (Mersham *et al.*, 1995:12; Fitzpatrick & Gauthier, 2001:193). All companies should thus place more emphasis on listening to their stakeholders than on only communicating with them. In doing so, the company will prove itself as trustworthy. Successful, strong, mutually beneficial relationships equal trust plus value and dialogue, which means that communication is essential in building trusting relationships (Masciarelli, 1998:25).

The importance of such a communication dialogue between the company and its stakeholders implies that a company has a duty (not a choice) to communicate with its various stakeholders (Steyn *et al.*, 2004:76). A two-way flow of ideas leads to openness and transparency between the company and its various stakeholders and guards against manipulation of information by the company (Starck & Kruckeberg, 2003:39). In order for a two-way flow of communication to be established, the public relations departments can be designed around relationship goals with communication strategies employed to support the achievement of those goals (Broom & Dozier, 1990). The focus is then on behavioural outcome rather than on communication output (Ledingham & Bruning, 1998:62; Bruning & Ledingham, 2000:87).

Moving beyond the role of public relations departments that assist companies in building relationships with stakeholders, the company might furthermore be spared the costs and damage of litigation, activist pressure campaigns, consumer boycotts or lost revenue that might result from bad relationships (Dozier & Broom, 1995:5; Dozier *et al.*, 1995:85; Ledingham & Bruning, 1998:56; Huang, 2001:266; O'Dwyer, 2004:809).

From the above-mentioned discussion it is evident that the view of public relations, as a relationship management function, represents a conceptual change (Fitzpatrick & Gauthier, 2001:194). It is a paradigm shift and an entirely new way of looking at public relations (Vercic *et al.*, 2001:379; Yu, 2001:19).

Public relations have been described as developing through a new phase in which the emphasis is on relationships between the company and its stakeholders and the management thereof and not simply pure communication management. Against this

background it is necessary to understand the framework from which relationship management originated. This framework has been identified as stakeholder management.

2.3 STAKEHOLDER MANAGEMENT

The concept *stakeholder management* originated in the 1980s as a method to take into account the stakeholders that influence and are influenced by the company (Steyn & Puth, 2003:189). R Edward Freeman is the father of the stakeholder management approach which was seen as a radical move away from the previous focus on stockholders or shareholders to stakeholders.

Freeman (1984:25) originally referred to a stakeholder as any group or individual who can affect or is affected by the company's purpose and achievements; thus including any one beyond formal, official or just contractual ties to the company. More recently other authors refined the concept. Cochran (1994) specifically referred to those who had economic ties with the company. Carroll (1989), Cochran (1994), Clarkson (1995:93) basically referred to stakeholders as those who had economic and moral links with the specific company. Although Shankman (1999) referred to practically any person in society as being a company's stakeholder, there was also reference to those who had economic ties with the company. Clarkson (1995) also distinguishes between primary and secondary stakeholders. Primary stakeholders being those who are vital to the company's survival and secondary stakeholders, those who influence or affect or are influenced or affected by the company but without direct transactions and not vital to the company's survival. Wolfe and Putler (2002) were known for placing stakeholders in rigid groups such as government, lender, suppliers, etc. One should, however, take into account that individuals might belong to more than one group simultaneously (Mitchell *et al.*, 1997; Sheehan & Ritche, 2005).

Based on the above-mentioned explanations of stakeholders, the following definition will be used for research purposes of this study:

A Stakeholder is any individual or group of individuals who are affected by the decisions, activities and achievements of the company and who in turn might affect the company.

Stakeholders can be prioritized depending on the extent to which they passively or actively communicate with the company on certain issues (Grunig & Grunig, 2000:312). Due to the fact that a company's environment consists of numerous stakeholder groups that might affect the company and visa versa, the company needs to take special care in handling these groups.

Within the framework of this study, a company such as Lonmin Platinum should thus be in touch (in feeling) with its stakeholders such as employees, in order to really understand their role in the company achieving its strategic objectives. If Lonmin Platinum were to act on its employees' needs, values, desires, wants and objectives it would be a responsible entity, a company that takes its stakeholders into account in its decision-making processes. Due to this the company would provide mutually beneficial outcomes for all involved which in turn could illustrate a trustworthy reputation (refer to paragraph 3.2.3). According to Rensburg and Cant (2003:130), these mutually beneficial outcomes may include mutual interest and trust, value, benefit, compromise, co-operation, and as far as possible win-win outcomes between the company itself and its different stakeholder groups.

Freeman (1984:53) identifies three levels that are vital to understand the processes by which a company manages relationships with its stakeholders:

- Rational level: identifying who the stakeholders of the company are,
- Process level: understanding which processes the company will utilize to manage its stakeholder relationships, and
- Transactional level: understanding how the company and its managers interact with stakeholders as well as what resources are used during these interactions.

The management of stakeholders thus basically implies two important questions: *who are the stakeholders that managers need to attend to* and *what is the extent of their stakes?* In order to answer these questions, it is important for the company to do extensive research with regard to the characteristics, aspirations, limitations, hopes and fears of the stakeholders. One should not forget that a stakeholder may be an employee, shareholder

and customer all at once. Individuals responsible for stakeholder relationships should identify and define all the stakeholder groupings and they should formulate special strategies that will enable them to effectively deal with each of these groupings (Freeman, 1984).

2.4 THE RELATIONSHIP PERSPECTIVE

The relationship perspective calls into question the essence of public relations – what it is and what it does or should do, its function and values within the company structure and the greater society, the benefits generated for the companies and the stakeholders those companies serve, and the societies in which they exist (Ledingham & Bruning, 2000a). Although company goals are usually developed around financial and other strategic objectives they should also be developed around relationships where communication is used as a strategic tool that assists in achieving those goals. Measuring how effective the communication activities are would rest upon their ability to impact the achievement of relationship objectives in the company. The achievement of relationship objectives would, in turn, contribute to the company achieving its strategic objectives (Ledingham & Bruning, 2000; O'Dwyer, 2004).

The relationship perspective represents a shift towards a focus on building, nurturing and maintaining relationships (such as employer-employee relationships) (c.f. Grunig 1992; Ledingham & Bruning, 1998; Hutton, 1999; Bruning & Ledingham, 2000; Ledingham & Bruning, 2000).

Within the context of building, nurturing and maintaining relationships, Voeller and Groehler (2004:28) identify the value of a content employee (referring to employer-employee relationships in the company specifically) in four simple characteristics:

- They stay: Retention, affiliation, recruiting, performance ratings, internal job moves, and employee satisfaction are all strong indicators that the talent that matters most to the company will stick around to help fuel its continued growth.
- They perform: Company growth and productivity are indicative of high service levels, quality, speed, innovation and customer satisfaction.

- They influence others: This is performance, plus they exemplify company achievement and momentum. They put forth the desired company face and leave a lasting favourable impression (corporate image and reputation over time).
- They recommend: Employees are often the first point of contact for prospective customers, partners, other employees, communities and investors. They contribute heavily to stakeholder opinion. A content employee may speak highly of the company which in turn might have a positive impact on the company's reputation.

When public relations is viewed as relationship management, it implies that the research and practice of the discipline should focus on a company's relationships with its key stakeholders, concern itself with the dimensions relationships are built on, and determine the impact the company-stakeholder relationship has on the company and its key stakeholders (Ledingham & Bruning, 1998:56).

According to Ledingham (2003:182), there are four pivotal developments which paved the way for the emergence of the relational perspective as a framework for public relations study, teaching, and practice:

- Recognition of the central role of relationships in public relations: relationships, not the company, nor the public, nor the communication process should be the unifying concept of public relations (Ferguson, 1984).
- Re-conceptualizing public relations as a management function: the notion of managing company-stakeholder relationships introduced managerial concepts and processes to the practice of public relations. For example, re-conceptualization focused attention on the need for public relations managers to be proficient in the four-step management process of analysis, planning, implementation and evaluation.
- Identification of components and types of company-stakeholder relationships, their linkage to public attitudes, perceptions, knowledge and behaviour, and relationship measurement strategies: scholars began to explore the composition of company-stakeholder relationships and the linkage of those relationships to stakeholder perceptions, attitudes, and behaviour. Moreover, a company-stakeholder relationship measurement scale was developed for predicting stakeholder loyalty, satisfaction and behaviour.

- Construction of a company-stakeholder relationship model that accommodates relationship antecedents, process, and consequences: a pioneering model of the company-stakeholder relationship included antecedents, properties, consequences, and maintenance as well as monitoring strategies.

Bruning and Ledingham (2000) undertook a research study on key stakeholders' perceptions of the personal, professional, and community relationships they have with a bank and related those perceptions to evaluations of satisfaction. Managing these relationships and demonstrating their importance to key stakeholders' satisfaction laid the foundation for public relations practitioners to provide senior management with all the reasons that demonstrate the value of public relations expenditures. Furthermore some of their findings validate the relational perspective as a paradigm for the practice of public relations because of the following:

- The perceptions of company-stakeholder relationships influence symbolic and behavioural actions of key stakeholders.
- The company-stakeholder relationship has been shown to influence key stakeholders' perceptions and behaviour in industries such as the banking industry.
- It can provide practitioners with measures of accountability that can be used to evaluate programmatic expenditure.
- It provides a framework for using a management approach to the practice of public relations that is critical if public relations is to share a seat at the company table where policy decisions are made.

Based on the above-mentioned characteristics, one can almost conclude that a content employee will have good strong relationships with the company. This is something all companies should aspire to in the long run.

2.4.1 THE CONCEPT RELATIONSHIP MANAGEMENT

It has been indicated that public relations needs to be strategically managed in order to establish mutually beneficial relationships between the company and its various stakeholders. The next section deals with the concept *relationship management*

specifically by briefly providing background which indicates that the term *relationship* is used in many fields. From there the nature of relationship management will be discussed as well as the measurement of relationships.

2.4.1.1 Contexts of relationships

Ledingham and Bruning (1998 & 2000) explain some of the contexts in which the term *relationship* is often used and which provide useful information with regard to the development of possible relationship models.

Relationships are enmeshed in numerous contexts, be it between individuals or between different companies aspiring towards different goals. The term *relationships* as well as the dimensions thereof have found a niche in amongst others, interpersonal communication and inter-company (organizational) relationships; as well as psychotherapy and or psychology (c.f. Katz & Kahn, 1967; Broom *et al.*, 1997; Ledingham & Bruning 1998; Ledingham & Bruning, 2000; Kim, 2001:800). Although these contexts will not be discussed further during this study, they offer various insights into the feelings and attitudes participants have toward each other.

2.4.1.2 Theoretical frameworks of relationships

Although attention has already been drawn to public relations and the functional value thereof for the company (refer to paragraph 2.2) this brief discussion focuses on a more specific aspect, namely two-way symmetrical communication and the profound impact it has on relationships.

Grunig's (1992) contribution to public relations research focuses on a two-way symmetrical model that describes public relations as a process of continual and reciprocal exchange between the company and its key stakeholders (refer to paragraph 1.1).

Two-way symmetrical communication provides a forum for dialogue and discussion of issues, especially when stakeholders hold different values important and generally come to different conclusions concerning the company (Grunig & Hon, 1999:11; Grunig, 2001:14, 16; Grunig & Grunig, 2002:40). The principle of symmetry means that the values

and problems of both company and stakeholders are equally important (Goodman, 2003:31, 35; Frey, 2004:23).

Two-way symmetrical communication describes the communication strategy that is most effective in building a long-term relationship that satisfies both the company and its stakeholders. Communication is seen within the framework for negotiating relationships (Kent & Taylor, 2002:23). It thus makes companies more effective in building successful relationships that involve mutual benefit with stakeholders (Moss, *et al.*, 1996:70; Ledingham & Bruning, 1998:56; Bruning, 2000; Frey, 2004:23).

Within the company framework it implies that the company discloses information to the different stakeholders of the company, but they also listen to what the stakeholders have to say about the company. This can be done by means of different research methods (Grunig & Grunig, 2002:40). As Grunig (2001:14) states two-way symmetrical communication places an ethical responsibility on the company's "shoulders" to place the stakeholders' interests first or at least at the same level as its own interests. Implying that when different views are found it is not about being right; it is about reaching a compromise so that all parties involved benefit mutually from the agreement.

Two-way symmetrical communication should thus be encouraged at all levels in the company. Management's participation is of course particularly valuable as they will probably be the ones initiating the process and therefore have to take ownership thereof. The objective when one focuses on the employees of the company, is to establish what the needs and expectations of the employees are and how to respond to them. Communication becomes the most important element of all in maintaining long-term mutually beneficial relationships between employers and employees (Sonnenberg, 1988:63; Lindenmann, 2001:18).

The suggestion is made that public relations practitioners should focus their energy on developing long-term behavioural relationships between companies and their key stakeholders, rather than relying solely on symbolic activities designed to enhance only the companies' corporate images. In other words, public relations practitioners should focus on all aspects of relationships; symbolic and behavioural, when attending to relationships between the company and its stakeholders. Thus there is an emphasized need for both

behaviour (company and stakeholders) and communication in the management of relationships (Bruning & Ledingham, 2000:87; Ledingham, 2003:194).

The important factor to bear in mind is that these relationships need to be nurtured. They are built over time and consist of numerous dimensions that can be measured to define the quality of the specific relationship. In the course of the next section of this chapter the discussion on relationship management will centre on employer-employee relationships referring to the nature of these relationships and assessing their quality.

2.4.1.3 The nature of employer-employee relationship management

Effective relationship management teaches companies and their employees how to interface with one another, prioritizing their objectives in terms of mutual business value rather than personal inclinations. A commitment to relationship management challenges the notion that relationships evolve naturally and automatically or not at all (ANON, 2002b). With a true relationship management program established, no one sits around waiting for relationships to develop. The company and employees rather become infused with a sense of stewardship (Hutton, 1999). This supports tremendous opportunities for growth for the alliance as a whole (Masciarelli, 1998:24; Heath & Bowen, 2002:239).

It would be difficult to overstate the importance of relationship management. Dozier *et al.* (1995) argue that the purpose and direction of a company (its mission) is affected by relationships with key constituents (stakeholders) in the company's environment. Seen from this perspective, communication is a strategic management function (that helps) in managing relationships with key publics (stakeholders) that affect company mission, goals and objectives.

The nature of relationship management, if one is to apply it to the employer-employee relationships in a company such as Lonmin Platinum, thus relies on the commitment of both parties involved to actively participate in the communication process. Both the company (employer) and the employee should take ownership of their role in the process in order to establish mutually beneficial relationships for all involved. The mind frame should be one that constitutes a negotiating and compromising context where both parties are equally important and both have much to contribute.

The next important aspect that needs to be discussed is the assessment of company-stakeholder relationships in order to determine the type and quality of these relationships (between, in this case, Lonmin Platinum and its employees).

2.4.1.4 Determinants of employer-employee relationships

According to Ledingham (2000:45), relationships between a company and its employees act much like interpersonal communication (refer to paragraph 2.4.1.2). Similar to the characteristics of an interpersonal relationship, the relationship between a company and its stakeholders such as employees can be identified by various aspects. Ledingham (2000) states that a company should in a process of managing its employer-employee relationships firstly identify the different internal stakeholder groups as well as the state of the relationship that exists between the company and its various internal stakeholders. From here the company should determine how the stakeholders view and experience their relationship with the company. Strategies should then be developed to manage these relationships and the appropriate behaviour should be communicated to all involved in the relationship.

Communication researchers (c.f. Grunig & Hon, 1999; Ledingham & Bruning, 2000; Jo *et al.*, 2004) have identified several aspects that describe the type of relationships and the quality (dimensions) of relationships between companies and their stakeholders. These aspects provide a good framework for assessing relationships. With regard to this study the focus will be on the type of relationship and the quality of relationships as two aspects of relationship assessment. The level of relationship satisfaction between the company and its employees will also be discussed.

2.4.1.4.1 Type of relationship

When determining the type of relationship that exists between a company and its stakeholders, i.e. the employer-employee relationship, two types can be identified, namely exchange and communal relationships (Grunig & Hon, 1999:20).

Exchange relationships are defined in terms of mutuality of interests and rewards (Ledingham & Bruning, 2000:13). In an exchange relationship parties involved compare

the outcomes of the relationship, defined as the ratio of perceived rewards to perceived costs, with an outcome they have experienced in the past (Jo *et al.*, 2004:17). This means one party gives benefits to the other only because the other has provided benefits in the past or is expected to do so in the future (Grunig, 2000:1; Hung, 2005:396). In an exchange relationship, a party is thus willing to give benefits to the other, because it expects to receive benefits of comparable value from the other. In essence, a party that receives benefits incurs an obligation or debt to return the favour (Clark & Mills, 1993:684; Grunig & Hon, 1999:20).

Exchange relationships involve voluntary transactions, meaning the exchange of resources as well as mutual interests and rewards between the company and its stakeholders (Ledingham & Bruning, 2000:12). An exchange relationship usually is not enough for all stakeholders. Stakeholders expect companies to do more for the community and the company's stakeholders for which companies sometimes get little or nothing in return – at least in the short run (Grunig 2000:1; Grunig & Hon, 1999:20). The way in which the company renders services for the community, paves the way for the stakeholders to trust the company (Paine, 2003:8). Exchange relationships lack two-way symmetrical communication which uses communication to manage and improve an understanding of the company's stakeholders. Despite the fact that exchange relationships might not ultimately be sufficient, they are very important for the company because they pave the way for the possible development of future trusting and mutual beneficial relationships between the company and its stakeholders.

According to Grunig and Hon (1999), the belief that the company does not offer anything to stakeholders if it does not receive something in return, and that the company would step on its stakeholders in an attempt to promote itself whether or not it has a long-term relationship with its stakeholders, typically indicates an exchange relationship.

Companies' public relations departments need to convince the management that the company needs *communal relationships* with its various stakeholders, although not necessarily all stakeholder groups (Grunig 2000:1). Here the company expends extra time and effort promoting the welfare of stakeholders. In other words, both parties engage in altruistic behaviour (Jo *et al.*, 2004:17). Parties are willing to provide benefits to the other,

because they are genuinely concerned about the welfare of the other – even when they believe they might not receive anything in return, much like two-way symmetrical communication (Clark & Mills, 1993:685; Grunig & Hon, 1999:21; Paine, 2003:8; Jo *et al.*, 2004:17). In these relationships friendships with mutually beneficial objectives are often built with extremely high value placed on fairness and justice between all parties involved. Communal relationships go hand in hand with commitment amongst all involved in the relationship, projecting a positive image of the company as an entity that recognizes its social responsibility function (Goffee & Jones, 2000:143; Grunig, 2000:2; Paine, 2003:8).

Communal relationships with stakeholders might also greatly reduce the likelihood of negative behaviours from stakeholders – litigation, regulation, strikes, boycotts, negative publicity, and the like (Paine, 2003:8). Companies ultimately benefit by building a reputation for being concerned about communal relationships (for example between the company itself and its employees; taking special interest in the welfare of its employees) and encounter less opposition and more support over the long term from their stakeholders (Grunig & Hon, 1999:21).

Ultimately, most relationships often begin as exchange and then develop into communal relationships as they mature, building trust, control mutuality, commitment, and satisfaction. All in all, however, it is the expertise needed to build communal relationships with stakeholders that distinguishes public relations from related professions such as marketing (Grunig & Hon, 1999:21-22). A measure of the degree to which a stakeholder group perceives that it has a communal relationship with a company is perhaps the purest indicator of the success of the public relations function (Grunig, 2000:2).

According to Grunig (2000:5) and Grunig and Hon (1999:30), the belief that the company is concerned about the welfare of its people and that the company helps people without expecting anything in return are indicators that a communal relationship exists between the company and a particular stakeholder group.

A sincere interest in the viewpoints and welfare of stakeholders is the underlying principle that can transform company-stakeholder relationships into mutually beneficial relationships. The more a company expresses its concern for its stakeholders, the greater the potential for trust. If a company wishes to establish trust between itself and its

stakeholders it needs to manage its stakeholders with visible concern for their viewpoints, needs, preferences and feelings (Kearns, 1998:42).

From the above-mentioned it is clear that exchange relationships are necessary for stakeholder groups such as customers, stockholders, and suppliers, but that they never develop the same levels of trust and the other relationship dimensions (will be discussed in the subsequent section) that accompany communal relationships. This leads the discussion to the first specific theoretical statement:

Specific theoretical statement number 1:

It is in the best interest of Lonmin Platinum to build communal relationships in addition to exchange relationships in an attempt to enhance relationships with the company's employees.

2.4.1.4.2 Relationship quality

Quality relationships with employees can increase the likelihood that employees will ultimately be satisfied with the company and their jobs and therefore be more likely to be productive in supporting the mission of the company (Jo *et al.*, 2004:15).

Several research studies have identified an array of dimensions that define the quality of relationships, some of which overlap. The specific dimensions that apply to this study will each be discussed, but first a short overview will be given of the research findings as they were identified over a couple of years.

Broom and Dozier (1990) indicated that a company's relationship state can be indicated by the agreement levels between companies and stakeholders on important issues as well as the degree to which a company and its key stakeholders can accurately predict each other's position on those issues. Grunig *et al.*, as quoted by Grunig (1992) suggested that, with regard to determining the relationship state, the dimensions of reciprocity, trust, mutual legitimacy, openness, mutual satisfaction, and mutual understanding could be utilized.

Ledingham *et al.* (1997) identified 17 dimensions from literature which they thought were central to interpersonal, marketing and other types of relationships. But a year later Ledingham and Bruning (1998) operationalized five dimensions as being critical in the process of creating, developing, and maintaining a company-stakeholder relationship, namely trust, openness, involvement, investment and commitment. Trust was explained as a company doing “what it says it will do”; openness as the sharing of company plans for the future with stakeholders; involvement as the company being involved in the welfare of the community; investment as the company investing in the welfare of the community, and commitment as the company being committed to the welfare of the community (Ledingham *et al.*, 1999:173).

Bruning and Galloway (2003:310) expanded on the commitment dimension of Ledingham and Bruning (1998) and explained commitment to include structural and personal commitment. Structural commitment referring to parties staying in a relationship, because they feel potential partners would not satisfy their needs in the same way as the current partners (for example employees staying at a certain company because they do not feel another company would satisfy their needs more effectively) and personal commitment referring to both parties staying in the relationship due to rewards from the partnership, and having positive perceptions towards each other (for example employees perceive the company as a good company to work for and the company perceives the employee as doing what is expected of him/her).

Ledingham and Bruning (1998) went further to explore the linkage between the dimensions of trust, openness, involvement, investment and commitment on the one hand, and public perceptions, attitudes, and choice behaviour on the other, finding that public awareness of a company's community support was associated with a favourable perception of the company. Their research indicated that a company-stakeholder relationship aimed at building trust, demonstrating involvement, investment, and commitment, and maintaining open, frank communication between the company and its key stakeholders does indeed have value in that it impacts on the ‘to stay or to leave’ decision of, for example, employees in a competitive environment.

Consumers who ranked a company highly with regard to the five relationship dimensions (trust, openness, involvement, investment and commitment) as identified by Ledingham and Bruning (1998:59) were more likely to use that company's services when given a choice. These findings suggest that company involvement in and support of the community in which it operates can promote loyalty towards a company among key stakeholders when those key stakeholders know about the involvement/support. Companies should thus focus on relationships with their key stakeholders as well as communicate their involvement in building these company-stakeholder relationships to the stakeholders. It demonstrates the value of relationships as a predictor of public support, behaviour, and satisfaction (Ledingham & Bruning, 1998:63; Ledingham, 2003:185).

Overall, the results of Ledingham and Bruning's (1998) research also suggest a significant role for public relations within the broader scope of corporate strategic planning. In that light, relationship dimensions can be viewed as part of an integrated mix that includes variables such as product characteristics, perceptions of quality, service, price, technology levels, demographics, and predispositions that impact on the behaviour of members of a company's key stakeholders (Ledingham & Bruning, 1998:63).

Bruning and Ledingham (1999) also reviewed scholarly research in public relations, and formulated statements around the issues of reciprocity, mutual legitimacy and mutual understanding. The results from that investigation showed that company-stakeholder relationships were multi-dimensional, implying that key stakeholder members expected companies to fulfil personal, professional and community relationship needs. Personal needs, for example, referred to the stakeholders feeling that the company was concerned about their welfare; professional needs would refer to the company's ability to deliver on its promises and community needs would refer to the company's concern for the community in which it operated (much like social responsibility).

Grunig and Huang, as quoted by Ledingham and Bruning (2000), and Huang (2001) have furthermore identified several key relational dimensions which, according to them, typically represent the essence of company-stakeholder relationships and show a resemblance to the research conducted by Ledingham and Bruning (1998) as well as the above-mentioned authors. These include trust, relational commitment, control mutuality and

relational satisfaction. It is apparent that relationships basically require trust and commitment. These two variables are extremely important to measure whether one is ever to establish whether or not a relationship is likely to persist in the long run (Lindenmann, 2001:19). Complimentary to this, Pillittere, as quoted by Cushman and Sanderson King (2001:106) believes that trust, honesty and credibility build relationships that puts a face on a large company and builds a solid reputation over time.

On the subject of reputation Kim (2001:811) developed a four-dimensional scale for measuring company-stakeholder relationships and identified the dimensions *reputation, commitment, trust and local or community involvement*.

From the above-mentioned it is clear that there are numerous dimensions identified in the literature that can be used to determine the quality outcomes of relationships. Throughout the literature it seems that trust, openness, commitment, mutual understanding, mutual satisfaction, involvement and communication are the aspects that have been identified as most important to establish quality relationships between a company and its stakeholders which will also contribute to stakeholders such as employees supporting the companies they work for more diligently.

Grunig and Hon (1999) have almost summarized these aspects in their research, and according to them, in support of the above-mentioned discussion, the quality of relationships are measured by dimensions such as trust, control mutuality, commitment and satisfaction. These dimensions will be used as framework for this study and are discussed in the subsequent section.

2.4.1.4.2.1 *Trust*

Trust basically exists when one party has confidence in an exchange partner's reliability and integrity. Huang (2001) explains it as one party's level of confidence in and willingness to open oneself to the other party. Due to the fact that trust is built on actual experiences of the relational exchange over time and may be affected by occasional disagreement or conflict between the parties involved, it makes sense to say that a lack of trust can give rise to further conflict as well as feelings of uncertainty (Karantinou & Hogg, 2001:274; Adamson *et al.*, 2003:348). These feelings of uncertainty indicate a loss of confidence

between each other. In order to achieve stakeholder trust, the company should communicate more effectively, adopt the stakeholders' relationship norms and avoid negative reputation as well as a lack of confidence (Morgan & Hunt, 1994:30; Adamson *et al.*, 2003:348).

An important indicator of trust between a company and its employees is employees' willingness to disclose their concerns to the company, because employees often distrust information and the source thereof. Often they are simply waiting for management to break its promise. It is therefore important for a company to ask itself whether employees are willing to tell the company when they have concerns or complaints, or whether they prefer to voice their concerns to an activist group, government agency or organized labour organization. Is the company willing to communicate sincerely and honestly with its stakeholders? It also reveals whether or not both parties perceive communication as open, adequate and responsive (Lindenmann, 2001:20).

The greatest source of distrust, however, lies in actions that do not match words. For example, an employer asks its employees for their ideas, but there is no committee to analyze them or method to provide feedback. This is why it is important to bear in mind that employees can perceive a trusting relationship between themselves and the company when they experience more levels of interpersonal communication about the company from their supervisors and other management levels in the company. Interpersonal interaction between the management levels and employees might thus be more important than formal mediated channels in bringing company information to employees (Jo & Shim, 2005:278). Useful instruction, helpful advice and sharing company news with employees can enhance management's relationship with employees. In addition, management's proactive dedication to and involvement in building relationships thus begins with management's efforts to enhance the relationship and facilitate dialogue between two parties (Wright, 1995).

Trust between the company and its stakeholders can enhance cooperation and commitment to a continuing relationship. However, trust is a complicated concept, which has several underlying sub-dimensions (Grunig & Hon 1999: 19). According to Paine (2003:6), trust is seen as a multi-dimensional concept consisting of multiple factors at the

cognitive, emotional and behavioural levels, all of which affect an individual's (in this case employee's) perceptions of trust, because it is multi-levelled; culturally rooted; communication based and dynamic:

- Multi-levelled: it results from interactions between, amongst others, co-workers, teams, company and inter-company alliances.
- Culturally rooted: it is closely related to the norms, values and beliefs of the company culture.
- Communication-based: it is the outcome of communication behaviour, such as providing accurate information, giving explanations for decisions made and demonstrating sincere and appropriate openness and a willingness to communicate.
- Dynamic: it is constantly changing as it evolves through phases of building, destabilization and dissolving.

Paine (2003) indicated that trust might also include aspects, amongst others, such as: openness and honesty; vulnerability; concern for employees; identification; credibility and benevolence:

- Openness and honesty: it involves the amount and accuracy of information that is shared, such as future plans for the company, as well as the sincerity and appropriateness with which it is communicated (Ledingham *et al.*, 1999; Ledingham & Bruning, 2000; Ledingham, 2003:185).
- Vulnerability: it refers to the company's willingness, based on its culture and communication behaviours in relationships and transactions, to be appropriately vulnerable, based on the belief that another individual, group or company is competent, open and honest, concerned, reliable, and is identified with common goals, norms, and values. According to Kent and Taylor (2002:28), it is through self-disclosure and risk that relationships are built and that the possibility for change on the part of both the company and the stakeholders exists.
- Concern for employees: this includes feelings of caring, empathy, tolerance and safety that are exhibited when we are vulnerable in business activities. Sincere efforts to understand contribute to high levels of trust in any relationship.

- Identification: it measures the extent to which we hold common goals, norms, values and beliefs associated with the company's culture. It also includes how connected employees feel to management and to co-workers.
- Credibility: refers to the expectancy that a partner's word can be relied on or depended on (Ledingham & Bruning, 2000).
- Benevolence: refers to the extent to which one partner is genuinely interested in the other partner's welfare and motivated to seek mutual gain.

Grunig and Hon (1999) and Grunig (2000) indicated that trust has several underlying dimensions, namely integrity, dependability and competence that together describe confidence and a willingness to participate in the relationship:

a) Integrity

According to Paine (2003:7), integrity is the belief that a company is fair and just in how it treats its stakeholders. It also refers to whether or not the company misleads its stakeholders (Grunig, 2000:4). Grunig and Hon (1999:28) emphasize the same aspects and also add that the company is concerned about its stakeholders and that it is guided by a kind of principle system.

b) Dependability

Jo *et al.* (2004:17) state that dependability has to do with consistency between verbal statements and behavioural actions.

According to Grunig (2000:4) and Grunig *et al.* (2002:558), the dependability dimension is the company taking the employees into account when making decisions because it has the employees' best interest at heart. This ultimately leads employees to trust their employers. Paine (2003:7) as well as Grunig and Hon (1999:19) suggest that dependability refers to the "belief that a company will do what it says it will do: that it acts consistently and dependably". To this Grunig and Hon (1999:28) add that the company can be relied on to keep its promises and that the company takes people into account when making decisions.

c) Competence

Competence represents the extent to which the company or the parties involved in a relationship, has the ability to do what it says it will do (Jo *et al.*, 2004:17). It includes the extent to which a company is seen as being effective; that it can compete and survive in the business sector (Paine, 2003:7).

Jo *et al.* (2004) support Grunig and Hon (1999:28) explanation of what competence implies and furthermore indicate that it includes stakeholders' confidence in the company's skills and abilities.

2.4.1.4.2.2 *Control mutuality*

Kent and Taylor (2002:25) explain control mutuality as the acknowledgement that companies and stakeholders are inextricably tied together.

Control mutuality involves the influence of one party on the relative probabilities of actions by the other. In most relationships one party has control in some contexts and shares or gives up power in other contexts. The distribution of power in the relationship may always be under negotiation, and control does not necessarily have to be equally divided for relationship stability, as long as inequalities are accepted by all parties in the relationship (Jo *et al.*, 2004:17). This means that the partners in the relationship decide on the power balance in the relationship.

This power balance is often referred to as power asymmetry. Control mutuality reflects the unavoidable nature of power asymmetry between a company and its stakeholders. It is the degree to which parties agree on who has rightful power to influence one another (Grunig, 2000:2; Huang, 2001). Power asymmetry can refer to four different scenarios, namely one party is completely powerless, implying that no meaningful negotiation can take place, because one of the parties will always enjoy sole benefit. Secondly, if there is a slight power shift a power struggle usually exists because both parties involved will fight for power control. Thirdly, when the power asymmetry is huge, a third party is needed to balance power (for example during strikes in the mine industry; the power shift is enormous and often necessitates an external source to correct the balance) and fourthly, the sources of power asymmetry might include experience, information, costs of delay or

going to court. Although power asymmetry is inevitable, the sense of control mutuality among parties in a relationship is critical to relationship stability (Grunig & Huang, as quoted by Ledingham and Bruning 2000; Ledingham & Bruning, 2000).

According to Grunig and Hon (1999:19), unilateral attempts by one party to achieve control are associated with decreases in perceptions of communicator competence and satisfaction with the relationship and increase the level of activism. Grunig and Hon (1999:29) refer to control mutuality as the company and its stakeholders taking into account what each party says; that the company believes the opinions of its stakeholders to be legitimate; affording its stakeholders an opportunity to participate in decision-making processes and giving stakeholders some level of control over situations in the company.

2.4.1.4.2.3 *Commitment*

Morgan and Hunt (1994) define commitment as an enduring desire to maintain a valued relationship. To achieve commitment a company's strategy must be stakeholder centred, long-term, and based on mutual relationship benefits. Trust is a major determinant of relationship commitment and is the cornerstone of the strategic partnership between a company and its stakeholders. A lack of relationship commitment gives rise to "acquiescence" and a "propensity to leave" (Adamson *et al.*, 2003:354).

Commitment basically refers to a situation in which one or both parties in a relationship direct their emotional attachment (affective response) and behaviour; towards ensuring a continuance of the relationship (Buck & Watson, 2002; Jo *et al.*, 2004:17). Within this framework, Buck and Watson (2002:179) refer to a sort of psychological state that characterizes the employees' relationship with a company and which has implications for the decision to continue membership in the company. Parties involved believe that enduring efforts are needed to maintain the valued relationship. It can refer to a strong belief in and acceptance of the company's goals and values; willingness to exert considerable effort on behalf of the company; and a desire to maintain membership in the company.

Occasionally employees are committed to their companies and decide to stay if they measure the costs of leaving (Ledingham & Bruning, 2000). According to Huang (2001),

commitment reflects the degree of resource interchange involved. In other words the extent to which one party believes and feels that the relationship is worth spending energy on to maintain and promote it (Ledinghan & Bruning, 1998; Grunig *et al.*, 2002:558).

Meyer and Allen (1991) distinguished three distinct constructs from the commitment dimension, namely affective, continuance and normative levels of commitment. The term *affective* is used to describe an individual's emotional attachment to the company. Continuance describes the commitment that is derived from the perceived cost associated with leaving the company and normative commitment is the term used to describe an individual's feeling of obligation to remain with the company (Meyer & Allen, 1997).

In light of the above-mentioned, Grunig and Hon's (1999:20) definition of commitment is very similar to the point that they describe it as "the parties involved feel that the relationship is worth spending energy on to maintain and promote". They include that stakeholders are of opinion that the company is interested in maintaining a long-term relationship with them; they acknowledge the existence of a special bond between the parties involved, a sense of loyalty from the stakeholders towards the company and stakeholders wanting to work with the company.

2.4.1.4.2.4 Level of relationship satisfaction

Dozier and Broom (1995:13) state that satisfaction referred to how strongly stakeholders liked the work they were doing; whether the job/positions gave them a chance to do the things they do best; what their feelings of accomplishment from their work were; their perceived importance of their work; and an evaluation of satisfaction compared to other jobs. Their definition was very work-related. Ledingham and Bruning (2000) took the essence of satisfaction further by saying that it goes hand in hand with affection and emotions, just as in the case of commitment towards the company. In other words, it includes the positive and affectionate expectations or feelings towards a given situation or relationship (Ledingham & Bruning, 2000).

Lindenmann (2001:20) added that employee satisfaction also focuses on familiarity with and attitudes towards the company or institutional mission and the company's overall direction as well as an assessment of company morale and job satisfaction levels. Thus far

the theory indicated that the level of stakeholder satisfaction centred around work-related satisfaction, experiencing levels of satisfaction emotionally as well as enjoying a level of familiarity with the company (almost knowing what to expect) in and from future company activities.

Research on relationship satisfaction done by Ledingham and Bruning (2000), Grunig *et al.* (2002:558) and Paine (2003:8) indicated that satisfaction can be experienced when one party believes that the other party's relationship maintenance behaviours are positive and that satisfaction increases with rewards received, and decreases with costs incurred by the relationship. In simple terms it can be understood as a measure of the extent to which the benefits of the relationship exceed the expectations both parties have. This being the case, the stakeholder can experience feelings of happiness towards the company, benefit from associating with the company, interactions with the company, and feelings of worth for the company.

With regard to relationship satisfaction, Jo *et al.* (2004:17) state that it is an overall assessment of relationship quality that represents the extent to which one party feels favourable towards the other, because positive expectations about the relationship are reinforced.

Within this framework, Ledingham and Bruning (2000) and Grunig *et al.* (2002:558) support the arguments of Grunig and Hon (1999:20) that relationship satisfaction incorporates stakeholders being happy with the company, both parties reaping benefits from the relationship, stakeholders being happy in their interactions with the company, and feeling important to the company.

It can be concluded that trust precedes satisfaction in evaluating a relationship. Using similar reasoning, commitment logically comes after one party becomes satisfied with the relationship. Satisfaction could thus be an antecedent dimension of commitment.

From this discussion the following specific theoretical statement can be formulated:

Specific theoretical statement number 2:

The higher the levels of trust, control mutuality, commitment and relationship satisfaction that exists between Lonmin Platinum and its employees, the higher the relationship quality between these parties involved will be.

2.5 CONCLUSION

The focus of this chapter was to discuss company-stakeholder relationships (ultimately employer-employee relationships) starting with the value of public relations in companies, the origin of stakeholder management and from there public relations as relationship management function with specific emphasis on the type, dimensions of a company-stakeholder relationship and relationship satisfaction.

It is concluded that companies should focus on their stakeholders as an asset. Companies should strive towards long-term mutually beneficial relationships with their employees, because a short-term relationship might be a damaging experience for both parties involved. These long-term relationships should be characterized by levels of trust between the parties involved; dependability; competence; appropriate levels of control mutuality, and commitment to all parties in the relationship. Employees are sensitive about their employers' behaviour, implying that if employees for example feel they do not understand the company's behaviour it might lead to mistrust of the employees in the employer.

Due to the fact that the ultimate aim of this research study is to determine whether perceptions of symbolic corporate identity elements influence or are related to employer-employee relationships at Lonmin Platinum, the above-mentioned dimensions will play an important role in establishing the quality of the relationships as well as in determining whether and how the symbolic corporate identity elements influence these dimensions of relationship quality.

The next chapter deals with contextualising the process of corporate identity, the elements of symbolic corporate identity, the benefits from managing symbolic corporate identity and managing reputation and corporate image through symbolic corporate identity.

MANAGING SYMBOLIC CORPORATE IDENTITY**ELEMENTS: THEORETICAL ASSUMPTIONS**

3.1 INTRODUCTION

The previous chapter indicated that companies are enmeshed in ongoing relationships with various stakeholders, amongst others, their own employees. Companies are expected to work towards good quality relationships with their employees, since this could contribute to employee morale, effective functioning and productivity, and can therefore have a profound impact on corporate performance in the long run.

It is already known that some relationship variables (i.e. communication and behaviour) influence the relationship between employers and employees, but a possibility exists that perceptions of corporate identity elements also might impact on these relationships. In order to determine this possibility, a closer look is taken at the concepts of corporate identity, corporate image and reputation.

Companies do not have a corporate image or corporate identity separate from their behaviour and the behaviour of stakeholders towards them. Instead, companies have a reputation that is essentially made up of stakeholders' memories of company behaviours (Grunig & Hon, 1999:13). In other words, companies need to understand that corporate identity assists in creating an image of the company in the minds of stakeholders. These images culminate, and over time they form the company's reputation.

The problem most companies are facing is determining how the company should go about ensuring that stakeholders' perceptions of the company are similar to that which the company holds of itself and also tries to project in order to maintain a positive relationship with its employees. If indeed a company establishes this type of rapport between its actual

activities and its stakeholders, such as employees' perceptions of those activities, it will probably enjoy long-lasting positive relationships built on trust, commitment and loyalty between all involved. This can become an irreplaceable asset in an intensely competitive global business environment.

The specific research question pertaining to this chapter is:

What are the elements of a symbolic corporate identity and how should these elements be managed in order to create a favourable image according to the literature? (Refer to paragraph 1.3.1.)

This chapter focuses on symbolic corporate identity and its elements (in a company such as Lonmin Platinum) and how the symbolic corporate identity elements ought to be managed in order to create a favourable image and reputation over time. It distinguishes the dynamics of each of the aspects and indicates the intricate relationship that exists between symbolic corporate identity, corporate image and reputation and how it could affect a company's relationship with stakeholders, such as employees.

3.2 CONTEXTUALISING THE PROCESS OF CORPORATE IDENTITY

Within the literature there is no perfect unison as to what exactly is meant by corporate identity, corporate image and reputation. In many cases these terms (aspects) are seen as interchangeable and in practice are often applied incorrectly. This section contextualises corporate identity by explaining the connection between corporate identity, corporate image and reputation. The focus of this study is on the symbolic corporate identity elements, and these would be discussed in detail in the subsequent section.

3.2.1 CORPORATE IDENTITY

Every company has some kind of corporate identity. People all around the world are familiar with McDonald's arches, Coca Cola's red and white script lettering, and the big yellow shell characteristic of Shell fuel stations (Argenti, 1998:56).

Ashforth and Mael, as quoted by Davies and Chun (2002:145) view a company's corporate identity as a quest to answer the questions: "Who are we?" and "How do we see ourselves?" Based on these questions, the corporate identity identifies, unites and differentiates the company both externally and internally from other competitive companies. Bernstein (1991:164) and Leitch and Motion (1999:193) state that it assists companies in keeping a united stance before each employee and thus allows the company to speak with a unified voice. This creates a unique, clear and consistent picture in the minds of all the stakeholders (Hattersley & McJannet, 1997:109; Kiriakidou & Millward, 2000:50; Roper, 2005:142).

Gray and Balmer (1998:697) and Gotsy and Wilson (2001a:100) maintain that when such a powerful corporate identity is linked to the employees of the company it makes sense to say that employees especially need to understand and adopt the corporate identity in such a way as to bring it to life for themselves and those they serve. Employees play a crucial role in representing the company to external stakeholders (here they themselves can become part of the corporate identity) and are therefore viewed as one of the most important stakeholder groups of any company (Davies & Chun, 2002:145; Topalian, 2003:1120; Cravens & Oliver, 2006:293).

From the above-mentioned one can conclude that a corporate identity is created from the foundation laid by the vision and mission, company strategies; daily operations, products and services, personnel policies to marketing efforts, to name but a few (Balmer, 1995:35; Marziliano, 1998:6; Kiriakidou & Millward, 2000:50). It is also believed that corporate identity includes specific references to the stakeholders of the company, the environment in which the company operates, culture and reputation of the company (Hatch & Schultz, 1997:360; Melewar & Wooldridge, 2001:328; Balmer, 2002:12).

When studying the research of authors such as Selame and Selame (1975) in order to provide one example, it is evident that their definition implied that corporate identity refers to the company's visual statement to the world (for example logos, house styles and clothing) of "who" and "what" the company is – of how the company views itself – and therefore has a great deal to do with how the world views the company. In their framework

it meant that, for a company to strengthen itself, it had to concentrate on its design elements only.

As time progressed, some authors started realizing that a company's corporate identity in fact referred to all the aspects (this may include communication, behaviour and symbolism) of the company's self-presentation (Topalian, 1984). Olins (1991) referred to corporate identity as "the tangible manifestation of the personality of a company; the identity reflects and projects the real personality of the company". Authors such as Abratt (1989), Balmer (1993), Markwick and Fill (1997), Van Rekom (1997), Van Riel and Balmer (1997) and Gray and Balmer (1998) respectively, broadly stated that the company should take into account the physical and behavioural aspects that make up the corporate identity. These authors spoke of corporate identity as a set of visual cues (also referred to as elements) – physical and behavioural – that makes a company recognizable and distinguishes it from others.

Some authors such as Birkigt and Stadler, as quoted by Van Riel (1995), and Balmer (1993) began to emphasize the use of strategic decision-making in companies for issues relating to corporate identity. Birkigt and Stadler as quoted by Van Riel (1995) linked corporate strategy and communication with corporate identity and spoke of the planned and operational self-presentation of a company, both internal and external, based on an agreed company philosophy (Körver & Van Ruler, 2003:198).

Alessandri (2001:177) also refers to the strategic importance of a corporate identity and formulated a conceptual as well as operational definition for corporate identity. The conceptual definition implies that a company's corporate identity is aimed at a strategically planned and purposeful presentation of itself for the purpose of gaining a positive corporate image and ultimately a favourable reputation over time. According to Alessandri (2001), the operational context is aimed more at the observable and measurable nature of a corporate identity; the way the company presents itself. Here reference is also made to the importance of the behaviour of the company.

As seen from the discussion above, corporate identity is all-inclusive; it refers to behavioural, communication and symbolic aspects that constitute a unique personality with which the company can present itself to its stakeholders. It thus becomes a strategic issue

the company needs to manage. Authors such as Birkigt and Stadler³, as quoted by Van Riel (1995:32) and Van Riel and Balmer (1997:342) have explained this reality, and in light of this, their research will be used as the foundation for this section of the study (c.f. Cornelissen & Elving, 2003:116; Van Den Bosch *et al.*, 2004; Otubanjo & Melewar, 2007).

3.2.1.1 Behaviour

One of the mediums through which corporate identity is created, is the company's behaviour (Van Riel, 1995:32; Van Rekom, 1997:411; Körver & Van Ruler, 2003:198). Just as individuals are judged by their actions, companies can be judged by the way they behave (operate). The behaviour could refer to the interactions between employees (if one for example focuses only on one specific stakeholder group as is the case with this study), between employees and management as well as between employees and other external stakeholders (Melewar & Storrie, 2001:22). According to Kiriakidou and Millward (2000:330), a focus on employee behaviour suggests that it is by these means that the unique character of the company is projected to external stakeholders, supposedly reflecting how the company "thinks, feels and behaves".

3.2.1.2 Communication

Companies also express themselves through their communication processes. Communication is thus an integral element of a company's corporate identity (Stuart & Kerr, 1999:169). With regard to communication as part of corporate identity Birkigt and Stadler, as quoted by Van Riel (1995:32) implies the sending of verbal or visual messages with the purpose to inform (maybe even persuade) various stakeholder groups. In other words, it includes all intentionally implemented messages sent by the company to different stakeholders (Körver & Van Ruler, 2003:199). The use of communication thus allows the company to send more complex messages to different stakeholders that might not be so successfully conveyed if it were only transmitted through company behaviour.

³ The reference, Stadler & Birkigt, is referred to as a secondary source; the reason being that the primary source is written in German and not available in English and therefore the primary source is not used.

3.2.1.3 Symbolism

Apart from behaviour and communication, symbolism also plays a crucial role in representing the company and is often conveyed to stakeholders through the company's communication activities (Van Riel, 1995:32; Boyle, 1996:64; Melewar & Bains, 2002:57).

Symbolism is seen as the binding agent that should mesh with the other elements of corporate identity (Birkigt & Stadler, as quoted by Van Riel, 1995:33; Körver & Van Ruler, 2003). The symbolism of a company should present the central idea of the company. In other words it should project a very specific "look" and indicate what the company represents (Van Riel, 1995:33; Melewar & Storrie, 2001:22). To explain this statement, the N in the Nedbank logo represents the name of the bank, as well as the essence of the bank. The logo is very sleek, no frills, serious in a way, like their slogan, "if you're serious about money", projecting the central idea of the bank, namely no frills, just serious banking.

Thus far it has been indicated that the company manifests itself through its behaviour, communication and symbolism. According to Van Riel and Balmer (1997), the company's behaviour, communication and symbolism together constitute the corporate identity mix. Behaviour, communication and symbolism are also the means by which the personality of a company manifests itself. It has been argued that behaviour, communication and symbolism are concrete, outer forms of expression, while personality is the deeper element. According to Birkigt and Stadler's model, as quoted by Van Riel (1995:33) (refer to Figure 3.1) the company's communication, behaviour and symbolism culminates to form the company personality.

3.2.1.4 Personality

The company's personality is formed by, amongst others, its vision, mission, direction, management style, policies, ethos, and history (Dowling, 1993; Van Heerden & Badenhorst, 2004:18). Personality is the company's demonstration of how it views itself. In order to achieve this, the company should have a clear understanding of itself in order to successfully project the company through its behaviour, communication and symbolism. As part of a company's reaction to environmental stimuli; influences from outside the

company and the way it embraces those influences forms part of its personality (Birkigt & Stadler, as quoted by Van Riel, 1995:33; Van Heerden & Puth, 1995:342). According to Abratt (1989:67), a huge amount of control is possible with regard to a company's personality. Reason being, even before the company exists, decisions can be made on what the company will do, what its beliefs will be as well as its modus operandi.

The above-mentioned discussion on behaviour, communication, symbolism and personality is illustrated by Figure 3.1.

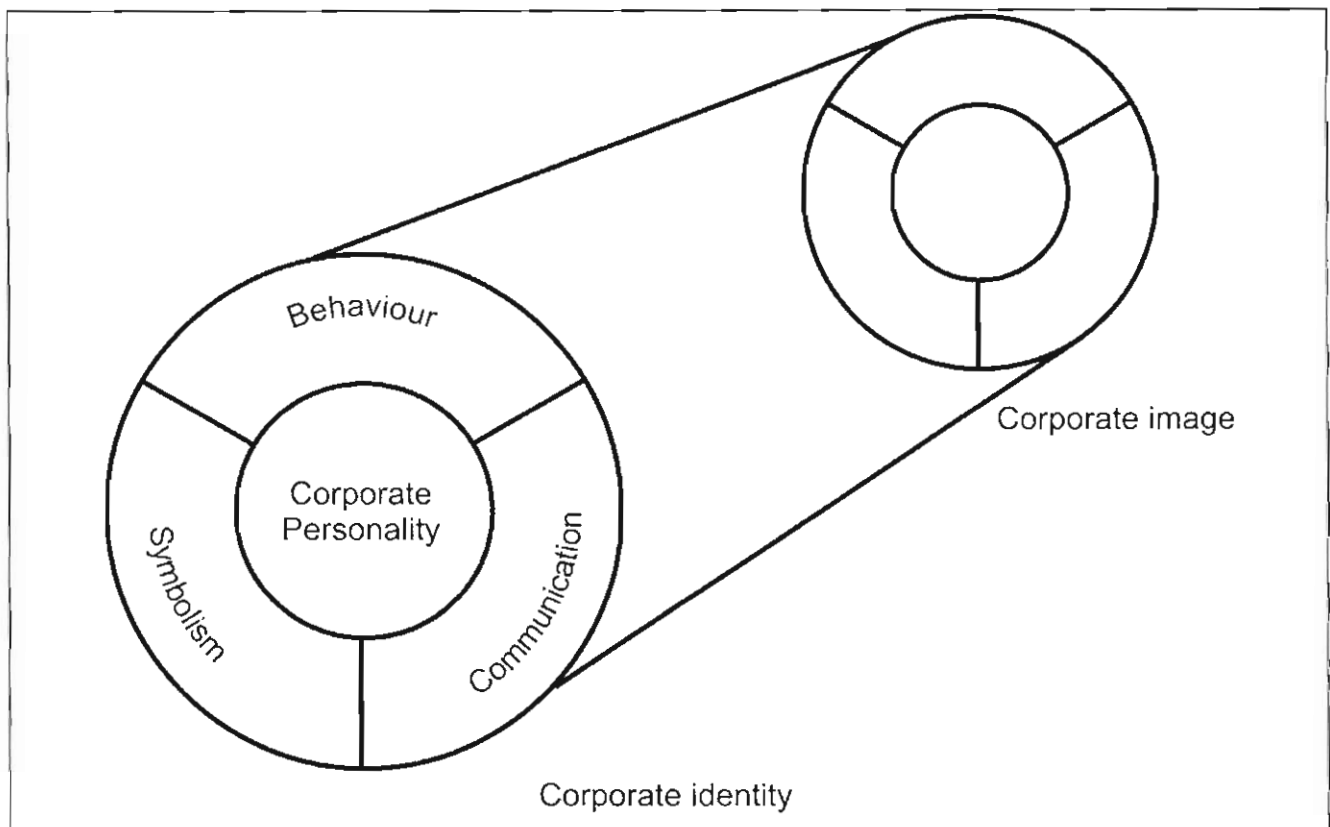


Figure 3.1: *Corporate identity in relation to corporate image (adapted from Birkigt & Stadler, as quoted by Van Riel, 1995:33).*

Birkigt and Stadler's model, as quoted by Van Riel (1995:33), is suitable because it indicates the different elements of the corporate identity mix as well as the interaction between corporate identity and corporate image (the latter is seen as a projection of the corporate identity).

However, according to Van Riel (1995:34) and Cornelissen and Elving (2003:116), this model is less efficient because of the following three reasons:

- This model does not indicate that corporate image is more than just 'n projection (perception) of corporate identity. There are many aspects that play a crucial role in influencing perceptions of corporate identity, such as the demographic and sociographic details of stakeholders, environmental influences, to name but a few.
- The model does not indicate that corporate image is a helpful tool to improve the company's performance.
- The model does not take into account the way in which behavioural, communication and symbolic changes can influence a company's personality.

Despite this, the work of Birkigt and Stadler, as quoted by Van Riel (1995:34), as described above provides a basis for defining, developing and managing the concept of corporate identity, in relation to corporate image and personality. For this reason the model developed by Birkigt and Stadler, as quoted by Van Riel (1995:33), will be used as a framework for this study.

Based on the different explanations and definitions of corporate identity, as discussed above (c.f. Birkigt & Stadler, as quoted by Van Riel, 1995; Van Riel & Balmer, 1997:342; Kiriakidou & Millward, 2000:51; Melevar & Wooldridge, 2001:328; Cornelissen & Elving, 2003:116), the following definition will be used for research purposes:

Corporate identity is the self-presentation of a company. It consists in the cues that a company offers about itself via behaviour, communication, and symbolism, which are its forms of expression.

The above-mentioned definition contributes to the framework of this study, because it indicates that corporate identity is influenced by behaviour, communication and symbolism. This study focuses only on the symbolic corporate identity elements used for the self-representivity of the company (see Chapter 1, paragraph 1.1).

The next component to be discussed in order to contextualize the process of corporate identity is the corporate image.

3.2.2 CORPORATE IMAGE

Corporate image is what stakeholders perceive the company to be (Davies & Chun, 2002:145; Varadarajan *et al.*, 2006:195). The company cannot always please everyone, but by monitoring what stakeholders are thinking about, it can try not to create hostility with a particular stakeholder group (Argenti, 1998:56). A positive corporate image can, among various other functions, attract both shareholders and employees to the company (Treadwell & Harrison, 1994:64). In the case of employees this is related to employee commitment (a relationship dimension) towards the company. Employees will more than likely stay committed to their company when they perceive the company to be trustworthy.

Companies should thus be concerned with corporate image because they need to determine how (and whether) their signals are being received and how those perceptions compare with the company's self-image (Bernstein, 1991:15; Alessandri, 2001:177). A company possesses various corporate images that differ according to specific stakeholders, such as customers; employees; government regulatory agencies; suppliers; distributors and retailers; joint venture partners; financial institutions and analysts; shareholders; the community; social action companies; the general public etc., each of whom has different types of experiences and contacts with the company (c.f. Kotler, 1982; Gray, 1986a; Gray 1986b; Dowling, 1988; Gray & Balmer, 1998:679).

Whenever these stakeholders hear of or are confronted with the company they recall their formed impressions and this constitutes the corporate image of the company. Determining what the company's corporate image is among these different stakeholders and their individual experiences can prove to be problematic, because stakeholders each have different images of the company, which might not be similar to one another nor to that which the company holds of itself.

Since inconsistent perceptions can destroy positive perceptions related to a company's corporate image, the harmonization of activities is important (c.f. Dichter, 1985; Barich & Kotler, 1991). According to Gray and Balmer (1998:679), and Gregory and Weichmann (1998), companies should try and project an accurate and positive corporate image to their stakeholders. This indicates that corporate image is a dynamic and complex entity (Le Blanc & Nguyen, 1996:46). Marziliano (1998:4) states that a corporate image is not

window dressing, but can be a leading indicator of whether a company will survive in the future.

As already indicated in the introduction of this chapter, the precise definition of corporate image seems to be a challenge, but in order to provide some guidance the following layout is evident in literature.

During the late 1950s Martineau (1958) paraphrased corporate image as the functional qualities and psychological attributes in the mind of the consumer. These functional qualities were related to tangible characteristics that were easily measured such as quality, reliability, service and price, while psychological dimensions were derived from individual experiences with a company based on the mentioned functional qualities. The psychological dimension manifested in the consumer's subjective feelings and attitude towards the company.

In the 1980s Bernstein (1984), Topalian (1984), Dowling (1986:110) and Ford (1987), universally described a company's corporate image as a term that included overall impressions and expectations in the minds of the stakeholders as well as their experiences with the company. It was seen as being related to tradition, ideology, business name, reputation, variety of services, and to the impression of quality communicated by each stakeholder (Dichter, 1985; Solomon, 1985; Abratt, 1989:66; Smith & Harbisher, 1989:24).

According to Alvesson (1990), Seagers (1993:29), Mersham *et al.* (1995:142), Fauconnier as quoted by Van Riel (1995), Gray and Balmer (1998:697) and Nondo (2000:36), corporate image is made up of numerous details; it is an overall impression – a mosaic picture comprising of various impressions formed as a result of the company's corporate identity. In other words this implied that the corporate image of a company is an all-inclusive term that necessitated a more holistic viewpoint which include all planned and unplanned 'signals' from the company (LeBlanc & Nguyen, 1996:45; Rowley, 1997:246). This would ultimately lead stakeholders to form their own perception of the relevant company and compare it with other companies. With this in mind, companies need to identify those characteristics that are able to set them apart from competition in a competitive business environment.

Cornelissen and Elving (2003:116), however, indicated that corporate image is more than a mere projection of a company's corporate identity, it is also influenced by, amongst others, the demographic and sociographic information of the company's stakeholders, various environmental influences etc. From this it is quite clear that there are various ways in which the concept *corporate image* may be approached. Consequently, definitions vary.

Based upon the different explanations and definitions of corporate image throughout the literature (c.f. Dowling, 1986; Abratt, 1989; Treadwell & Harrison, 1994; Van Riel, 1995:27; Rowley, 1997:246; Cornelissen, 2000:120; Schultz & Morsing, 2000), the following definition will be used for research purposes:

Corporate image is the set of perceptions by which an object is known and through which people describe and remember it and relate to it. Practically speaking it is the net result of the interaction of a stakeholder's (for the purpose of this research study, the employees of Lonmin Platinum) beliefs, ideas and feelings and impressions of an object (in this case the company itself).

It is important to remember that the creation of a corporate image does not mean not telling the truth, or creating a reality that is not real. The corporate image should rather reflect the truth accurately, consistently and precisely (Skinner *et al.*, 2004: 264).

Thus far the concepts *corporate identity* and *corporate image* have been discussed, indicating the relationship that exists between these two aspects. According to all the above-mentioned definitions and discussions, corporate identity and corporate image is linked to reputation. In actual fact it refers to perceptions of corporate identity over time, thus it is also necessary to study the dynamics surrounding reputation.

3.2.3 REPUTATION

Most authors and academics take the company's behaviour, communication and symbolism into account when defining reputation. They also include the importance of the company's value system and the influence of time when building reputations.

The relationship between a company's corporate reputation and the everyday corporate images it projects is schematically presented by Gotsi and Wilson (2001b:29) as follows (refer to Figure 3.2):

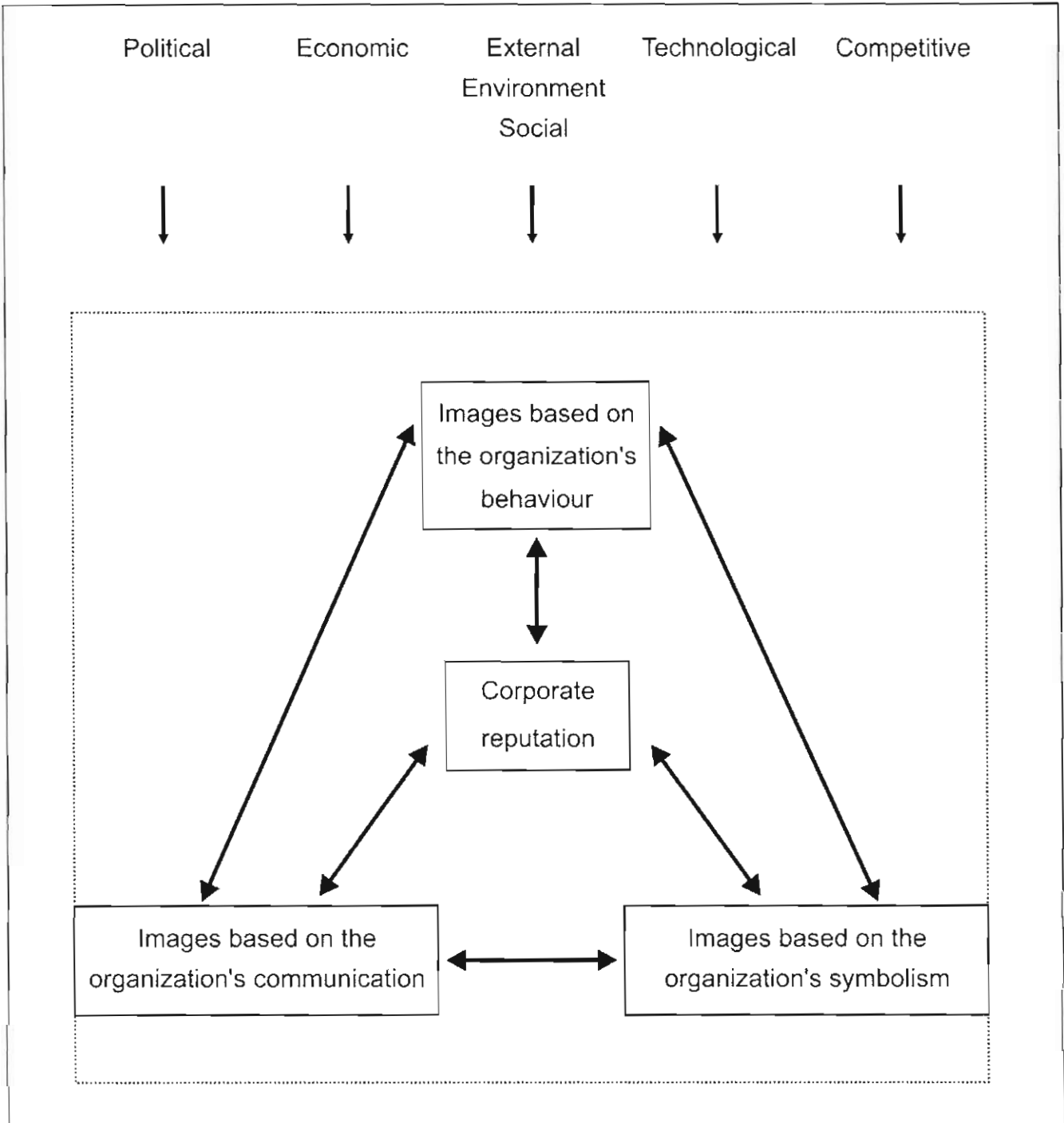


Figure 3.2: *Defining corporate reputation (adapted from Gotsi & Wilson, 2001b:29)*

This model describes reputation as a dynamic concept that takes time to build (Gotsi & Wilson, 2001b:29; Argenti & Drukenmiller, 2004:369). It shows the bilateral relationship between corporate reputation and corporate image (images culminate to form the reputation over time) (Le Blanc & Nguyen, 1996:47; Melewar & Wooldridge, 2001:329). These images are again based on the company's behaviour, communication and symbolism (Yoon *et al.*, 1993; Alessandri, 2001:177; Gotsi & Wilson, 2001b:29; Eberl & Schwaiger, 2005:840). With regard to the mentioned bilateral relationship one could conclude to say that at the same time corporate reputations can influence stakeholders' everyday images of a company if the stakeholders do not have an existing image of the company, implying that, when stakeholders come into contact with a company for the very first time, the company's reputation can play a role in forming their images of that company.

A company's reputation is a valuable asset which stimulates the forming or establishing of relationships between a company and its stakeholders (Caruana, 1997:109; Coombs, as quoted by Ledingham & Bruning, 2000:87; Lewis, 2001:31). But it should be taken into consideration that reputations are influenced by numerous factors such as changes in the business climate and stakeholders' choices, and these can lead to companies not surviving in spite of their good reputations (Balmer, 2002:24).

Within the changing South African mining and minerals context (as explained in Chapter 1, paragraph 1.1) reputation currently plays a more important role than in the past. Stakeholders increasingly want to know more about what stands behind the brands, products and services presented to them (Lewis, 2001:32). With regard to company reputations, the better known you are; the better disposed your stakeholders might be towards the company (Lewis, 2001:33). This implies that companies have to earn their reputations daily by consistently delivering on the promises they made yesterday and by setting realistic expectations for what they will deliver tomorrow. Thus reputation can lead to liking or disliking and a sense of comfort or concern with what is perceived (Hanson & Stuart, 2001:129, 141; Varey, 2002:193).

A favourable reputation is built by consistently going beyond the normal requirements when dealing with stakeholders. This means the company has a history of doing more

than just the minimum in its interactions with stakeholders, trying to establish positive relationships between the company and its various stakeholders (Coombs, as quoted by Ledingham & Bruning, 2000:81; Hanson & Stuart, 2001:132).

Although numerous industries are admitting to the need for a well established reputation it is almost impossible to define the term corporate reputation as to precisely identify what it is.

Definitions offered could be broadly merged into two dominant schools of thought, namely the analogous school of thought and the differentiated school of thought (Gotsi & Wilson, 2001b):

- The analogous school of thought: During the 1960s and '70s, the concepts of corporate image and corporate reputation were seen as interchangeable and identical – reputation and image was seen as two terms both referring to the same concept.
- The differentiated school of thought: Within this differentiated school of thought the concepts corporate image and reputation are seen as interrelated, implying a dynamic relationship between the two concepts. This will also be the main viewpoint with regard to reputation for purposes of this study.

Within this framework, reputation will be defined as follows:

Corporate reputation is a collective representation of multiple stakeholders' overall perceptions (referring to images) of a company over time. These perceptions (images) are based on stakeholders' direct experiences (company behaviour) with the company, any forms of communication and symbolism that provides information about the company's actions and/or a comparison with the actions of other leading competitor companies in the same industry (c.f. Le Blanc & Nguyen, 1996:47; Bennett & Kottasz, 2000:227; Melewar & Wooldridge, 2001:329; Gotsi & Wilson, 2001b:29; Argenti & Druckemiller, 2004: 369; Eberl & Schwaiger, 2005:840).

Now that the intricate relationship between corporate identity, corporate image and reputation has been explained, the attention is drawn to the elements that constitute the symbolic corporate identity of a company such as Lonmin Platinum.

3.3 THE ELEMENTS OF SYMBOLIC CORPORATE IDENTITY

There are many views within the literature as to which elements should be included in the symbolic corporate identity of a company as well as how these elements should be characterized (tangible or visible, intangible or invisible). Although the literature does not precisely stipulate which elements are visible symbolic corporate identity elements and non-visible symbolic corporate identity elements, some viewpoints are provided and based on these viewpoints, the distinction between the elements applicable to this study, will be identified.

Olins (1991), Dowling (1994) and Olins and Selame (1995) stated that a company's symbolic corporate identity can be portrayed through the logos, corporate names, symbols, corporate colours, products and services, architecture and communication. According to them, these elements are mostly visible, except for services which are described as behavioural, because it represents the company's behaviour towards its various stakeholders in different situations. All these elements basically serve the same function as religious symbols or national flags, because it creates a feeling of coherence and unity.

In 1996, Le Blanc and Nguyen (1996:48) did research on cues used by customers to evaluate corporate image in service firms and indicated that, amongst other elements, décor and ambience, layout and lighting, appearance of buildings and grounds, parking facilities and atmospherics were identified as the different cues of a symbolic corporate identity. Gray and Balmer (1998) also referred to interior office layout, but went a step further indicating that culture and structure were also important, although not visible. Wilson (2001) and Melewar and Navalekar (2002) also included elements such as corporate culture and services in the symbolic mix which are not necessarily seen as visible. Staying within the visible realm of a symbolic corporate identity Melewar and Saunders (1998) included the corporate name, slogan, logotype or symbol, colour and

typography. They went further to include architecture of buildings and locations as visible elements of symbolic corporate identity (Melewar & Saunders 2000). Alessandri (2001) also added architecture as a visual presentation to the symbolic corporate identity of the company.

Melewar and Navalekar (2002:99), Bezuidenhout and Van Heerden (2003:4) and Van Heerden and Badenhorst (2004:18) identified what was known as a corporate visual identity system referring mostly to graphic design as the core of the company's visual identity. This included the name, symbol and/or logotype, typography, colour, slogan, buildings, uniforms, trade marks, WWW sites and certain marketing communication elements. It provided the graphic language and discipline for the clear and consistent projection of the visual identity.

Skinner, *et al.* (2004) summarized and described the symbolic visual elements of a corporate identity as controlling what the company looks like, thus visible and included among the elements already mentioned: material such as trust portfolios; and other communication material such as newsletters. Van den Bosch *et al.* (2005:226), Melewar *et al.* (2006:144) and Van den Bosch *et al.* (2006:138) once again referred to visible elements indicating the name, symbol and/or logotype, typography, colour, slogan, buildings, vehicles, corporate clothing, physical location and architecture.

According to Foo *et al.* (2001), symbolic corporate identity not only refers to visual elements but also to non visual elements, although non-visual elements of a symbolic corporate identity are not easy to identify, but can basically refer to the company's value system, history, structure, vision, philosophy, culture and strategy (Balmer & Soenen, 1999; Melewar & Bains, 2002:57).

In the following section (refer to paragraph 3.3.1) some of the elements that were identified in the literature will be discussed, but with the emphasis on those elements that, for purposes of this study, were applicable to the nature of Lonmin Platinum itself. Some of the visual elements, identified in literature, are not applicable to the nature and essence of Lonmin Platinum and would thus not have any relevance to the study (referring to for example stationary and office layout, amongst others. In Lonmin Platinum the majority of

employees who participated in the research worked underground, which implies that office layout for example did not apply to them).

With regard to certain non-visual elements of symbolic corporate identity such as employees and character, were excluded for the purposes of the study, not because they are deemed unnecessary, but because the study on the symbolic corporate identity focused on employees' perceptions of the company's symbolic corporate identity elements. Employees themselves were not incorporated as part of the company's symbolic corporate identity although, according to literature, a company's stakeholders (such as employees) can be viewed as a symbolic corporate identity element. Also, Lonmin Platinum focused on values (referring to the mines' accountability reports) and the structure of the company. These were the elements that were identified as important for the company from the management's point of view.

The different symbolic corporate identity elements will thus be divided under two captions, namely visual and non-visual elements to indicate that this study not only focused on the possible visual aspects of a symbolic corporate identity, but also on non-visual elements that form part of a company's symbolic corporate identity. To summarize, visual and non-visual elements are explained as follows:

- Visual symbolic corporate identity elements: These elements that are visible to stakeholders (in this case the employees); they are concrete and tangible, occasionally also referred to as the above-the-surface elements of the corporate identity (see Alessandri, 2001). These elements make the company recognizable and distinguish it. These include amongst others the company's logo; corporate signs and billboards; corporate colours; company name; buildings; environment, architecture, facilities; company vehicles; stationary; dress codes; products etc.
- Non-visual symbolic corporate identity elements: These are not visible, concrete or tangible; often described as the stakeholders' experience of the company. They are often referred to as the below-the-surface elements of the corporate identity and represent themselves in the visible elements of the symbolic corporate identity (see Alessandri, 2001). They include, amongst others, the stakeholders themselves; company character; company behaviour; values; structure; written communication;

history; objectives; philosophy; company strategy; personality of the company; and company mission and vision.

3.3.1 VISUAL ELEMENTS OF SYMBOLIC CORPORATE IDENTITY

The elements included in this study, applicable to the nature of Lonmin Platinum, as visual elements of a symbolic corporate identity include the logo; corporate colours; corporate signs and billboards; name; environment, architecture, facilities; vehicles and communication material.

3.3.1.1 Logo

This is the graphic image presented by a company appearing on everything from a letterhead to the side of a vehicle (Olins, 1991). Logos can be designed to convey a number of meanings, but should always try to project an appropriate image. The design of the logo is often based on the strengths of the company and so the logo is not mere decoration, rather it defines the company (Haig & Harper, 1997; Melewar & Navalekar, 2002:99). A well-designed logo is both an information vehicle and a persuader; a unique mark for that company and an embodiment of the essence of a company (Le Blanc & Nguyen, 1996: 48; Henderson & Cote, 1998:15). It is also a visual interpreter of that company's business nature, character, attitude, quality, even its products' price point; one that has longevity and is credibility-based (Van Riel & Balmer, 1997; Melewar & Bains, 2002:57; Van den Bosch *et al.*, 2005).

Many companies, both large and small have used logos as essential components in their marketing programs for decades: IBM, Nike etc. These logos are imbued with logo power. Logo power is achieved when one defines the company's character and attributes, discovering what sets it apart from the competition, and determining its goals. Those elements should be visually translated into an icon that works to help achieve the company's objectives. According to Henderson and Cote (1998), a company's logo is effective when:

- It establishes immediate recognition for the company.
- It expresses positive affective reactions that transfer from the logo to the company.

- It expresses the company's character or attitude and meaning to all stakeholders.
- It conveys that the company is an expert or leader in its field.
- It instils a sense of familiarity and trust in the stakeholders.
- It clearly symbolizes the company's line of business and becomes an endorsement of that company's product or service.

The typeface (the type of script lettering to be used as well as the type effects) is also part of the final logo design. Each typeface has its own personality and history. The choice of a typeface can be a matter of personal taste or current trends.

3.3.1.2 Corporate colours

Every company has its own corporate colours (Melewar & Navalekar, 2002). Some companies are known by their corporate colours, for example red and the Coca-Cola Company (Melewar & Akel, 2005:44; Van den Bosch *et al.*, 2005:108). A distinctive colour can identify a company or product as readily as a name, but it also has the advantage of signifying different associations for example the colour white, usually signifies peace or purity. With regard to the corporate colour, reproduction costs should be taken into account as well as the pantone (this refers to the specific colour, for example Pantone 465 refers to a certain beige colour). This will make it easy to reproduce the colour and insure that all colour prints are exactly the same in future.

3.3.1.3 Corporate signs and billboards

This can include letter work on windows, trucks, corporate signs on the outside of the buildings, correspondence, directional signs and many more (Van Heerden, 1997).

3.3.1.4 Name

Usually companies choose names that are acceptable to the majority of the stakeholders and which are not offensive in any language. A company name should be short and easy to pronounce. Sometimes companies choose to change their names in order to keep up

with changing stakeholder needs (Le Blanc & Nguyen, 1996: 48; Melewar & Akel, 2005:44; Van den Bosch *et al.*, 2005:108).

3.3.1.5 Environment, architecture and facilities

These refer to the place or physical context (Melewar & Bains, 2002:57). It can include gardens, both the exterior and interior layout and design of the entire company. Inside the company, office interiors must be more than bright, comfortably heated, and environmentally sound. Employees for example should enjoy stimulating, attractive, pleasant and exciting office spaces allowing a free flow of communication and interaction with each other.

3.3.1.6 Vehicles

A company's vehicles may refer to road transport, factory transport, company aircrafts, shipping, and material-handling equipment etc. (Skinner *et al.*, 2004:269). All vehicles should be in good condition because it reflects the company behind the vehicle. It indicates whether the company takes care of its fleet. If the company does not take care of its fleet it may indicate a loss of pride and eventually lead to negative images of that company. Also vehicles should consistently be painted in a uniform colour such as white (in the case of Lonmin Platinum) with the logo of the company indicated on the vehicles, for example on the front door panels.

3.3.1.7 Communication material

A company's communication material includes a variety of media, such as annual reports, brochures, pamphlets, letters, notices placed on bulletin boards etc. (Steyn & Puth, 2003). Being an element of a corporate identity implies that all of these materials used, should be consistent with the design of the endorsed symbolic corporate identity. In the case of a company letter – the letter should indicate the company logo and in the case of an endorsed corporate identity also the logo of the specific unit.

3.3.2 NON-VISUAL ELEMENTS OF SYMBOLIC CORPORATE IDENTITY

The elements included in this study, applicable to the nature of Lonmin Platinum, as non-visual elements of a symbolic corporate identity included the values; objectives; company structure; vision and mission; history; culture, character, company strategy, and the stakeholders themselves.

3.3.2.1 Values, objectives and structures

Values, objectives and structure often influence stakeholders' perceptions of the company. This is due to the fact that *structure* is seen as both the company structure referring to the communication lines and the reporting responsibilities in the company as well as the virtual structure of the company which is concerned with how the company appears to its stakeholders (Melewar & Wooldridge, 2001:327; Körver & Van Ruler, 2003:201). It contributes to a company character as well as a sense of pride towards the company's accomplishments and stability (Melewar & Akel, 2005:43). The company structure thus involves all stakeholders (such as employees) of the company at all levels (Kiriakidou & Millward, 2000:50; Melewar & Wooldridge, 2001:331).

Values can tell a story of the company's history. It has also been said that the original founders often influence the choice and in-depth meanings used in constructing names, logos and letter work. A company's values almost represent the commitment the company makes towards its stakeholders as well as the environment in which it operates in all aspects of its business ventures.

Many companies also refer to *objectives* as part of their symbolic corporate identity. In the case of Lonmin Platinum the company's objectives included that the company was profitable, accountable, and that it contributed to a safe working environment, contributed to a healthy working environment and promoted social economic empowerment. (Le Blanc & Nguyen, 1996:48; Kiriakidou & Millward ,2000:50; Melewar & Bains, 2002:57; Lonmin Platinum, 2003; Lonmin Platinum 2006; Lonmin Platinum, 2007).

3.3.2.2 Vision and mission

A company's vision and mission have the function of uniting the company, providing a goal for all in the company to aspire to and keep the work-force motivated and productive in their activities. It is the reason for the company's existence and guides the strategic management of the company. This would in the end, portray a unified company, which always assists in reaping positive returns and helps to differentiate the company from its competitors (Cornelissen & Elving, 2003; Melewar *et al.*, 2005).

3.3.2.3 History

The company's history evolves over time and is shaped by many events that have taken place since the company's origin (Melewar *et al.*, 2005). It usually portrays the company's personality and culture and helps to understand what the company is about. A company history can even give rise to a sense of pride towards the company (Van Heerden, 1997).

3.3.2.4 Culture, character and company strategy

Culture is often referred to as the pattern of shared thought which illustrates how one is to think, behave and react within the company. It is based on experiences from the past that have taught the company the best way in which to operate within a changing environment and it is this way of "doing things" that are usually taught to newcomers in the company. Culture also goes beyond language and behaviour, it includes attitudes, assumptions and frames of references (Van den Bosch *et al.*, 2004; Melewar *et al.*, 2005).

Character seems to be quite an abstract term to define, but according to Van Riel (1995) character is derived from certain features which make a person or in this case, a company, distinguishable from others. It is usually attributed to something based on its actual behaviour. In the case of a company such as Lonmin, the company will have certain characteristics based on the company's behaviour over a certain period of time. This is why some companies are characterised as being cold, impersonal etc.

According to Cornelissen and Elving (2003) the company's *strategy* refers to how the company positions itself in relation to other companies in the market, the communication strategy of the company as well as the company's code of conduct. In addition to this,

Steyn and Puth (2003:11) refer to corporate strategy as the corporate goals of the company.

3.3.2.5 Stakeholders

Stakeholders, such as employees are seen as an important element in corporate identity due to the fact that they more than often project an image of the company to external stakeholders. Whenever a work-force feels motivated and is able to identify themselves with the company they work for and if this company projects a positive corporate image, it will undoubtedly have a positive effect on the company's reputation. A motivated and "happy" work-force can lead to productivity and even profitability. Just as importantly are external stakeholders because the company receives clues from them as to what their perceptions of the company are. This provides the company with essential feedback as well as clues as to what is expected of them and how to adjust themselves with regard to external stakeholders ensuring positive relationships in future (Steyn & Puth, 2003; Melewar *et al.*, 2006).

From the above-mentioned, the following specific theoretical statement can be formulated:

Specific theoretical statement number 3:

Lonmin Platinum's symbolic corporate identity should be divided into visual elements, such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and non-visual elements namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate into a recognizable and distinguishable symbolic corporate identity.

Having identified the different elements that constitute a symbolic corporate identity, the next step is to determine the nature of such an identity.

When researching the symbolic corporate identity of a company it is important to understand the nature of such an identity. This will ultimately influence the way in which

the symbolic corporate identity should be communicated to all stakeholders involved, as well as the way in which it should be managed. The company has an infinite number of ways of expressing its nature. If a company has, for example, five divisions and it uses one name, one set of colours, one symbol and typestyle in all of them; it will convey a simple, centralized idea of itself. If the same company gives each division a separate colour, it will project a more decentralized identity. If it uses different names, symbols and logotypes for each division, it will give an even more differentiated impression. The next section identifies the different symbolic corporate identity types which can assist an understanding of the true nature of a company.

3.3.3 TYPES OF SYMBOLIC CORPORATE IDENTITY

The nature of a symbolic corporate identity can be divided into three types, namely the monolithic identity, endorsed identity and branded identity (c.f. Olins, 1991; Olins & Selame, 1995:5; Van Riel, 1995:39; Körver & Van Ruler, 2003:199; Melewar & Bains, 2002; Cornelissen & Elving, 2003:118). These types have been referred to in many different ways in the literature, some of which are structures (c.f. Olins, 1991; Olins & Selame, 1995:5; Quirke & Lamb, 1999:26; Körver & Van Ruler, 2003:199), and strategies (c.f. Hatch & Schultz, 1997; Cornelissen & Elving, 2003:118), but for the sake of this study will be referred to as types (c.f. Van Riel, 1995:39; Melewar & Bains, 2002) due to the fact that it would indicate how a company's symbolic corporate identity is organized with regard to its different divisions and the 'mother' company. Within this study the word 'structure' is seen to refer to the communication lines in the company as well as how the company appears to its employees) (refer to paragraph 3.3.2.1).

3.3.3.1 Monolithic symbolic corporate identity

This means the company has a strong single business identity and uses one name and visual style throughout (one logo for all the sub-identities, divisions, affiliates and group members), for example Shell (Quirke & Lamb, 1999:26; Melewar & Bains, 2002). Companies with a monolithic identity implements one standard, operational procedure, business conduct etc., meaning their employees only adhere to one way of doing things (Olins, 1978; Olins & Selame, 1995:5; Van Riel, 1995:39; Körver & Van Ruler, 2003:199).

Using this style might mean that the employees experience a more profound “togetherness” feeling, giving them the opportunity to identify with the entire company and not only one specific division or department.

3.3.3.2 Endorsed symbolic corporate identity

This structure is based on the concept that the individual departments and divisions of the company can be identified each with their own identity, but are also seen as part of a larger whole, meaning that they are endorsed by the mother company’s corporate identity (Olins, 1991; Van Riel, 1995:39; Melewar & Bains, 2002; Körver & Van Ruler, 2003:199). According to Olins (1991), companies with an endorsed identity might have some of the following characteristics:

- They have usually grown by obtaining (gaining) new suppliers and customers, each with their own name, culture, traditions, and reputation amongst its own network of stakeholders.
- They tend to be involved in numerous business sectors such as manufacturing, wholesaling, retailing, delivering finished products themselves, etc.
- For these companies it is important to keep the goodwill associated with the brands and companies they have obtained, but at the same time they want to implement their own management style, reward system, attitudes, structure and identity upon their affiliates.
- They have many stakeholders, such as investors, suppliers, local community, and internal workforce which are nurtured. As part of this nurturing process these companies need to project a consistent, uniform and trustworthy character, creating a picture of professionalism and trust.
- These companies might deliver competitive ranges of products that need to be managed with care as not to confuse the different stakeholders.
- These companies often operate in numerous countries where they specialize in the manufacturing of diverse products and/or services that can lead to varying reputations.

Based on the above-mentioned, it is clear that companies that seek to create a symbolic corporate identity including a diverse range of activities, with different and often competing subsidiaries or divisions, face a huge challenge. These companies usually wish to project the idea that although this company includes a multitude of operations and activities it still boasts with a unified work-force. At the same time these companies also need to give each affiliate or subsidiary the opportunity to evolve in their own right keeping the relationship they've built in the past, because it will only benefit the mother company in the long run. Examples of companies with an endorsed identity are Nestlé and L'Oreal and with regard to this study, Lonmin Platinum.

3.3.3.3 Branded symbolic corporate identity

If one takes an in-depth look at a company such as Coca-Cola, it is obvious that each product manufactured by the company has its own unique individual identity. Each business unit has its own name and style while their communication bares no connection with the "mother" company (Olins, 1991; Melewar & Bains, 2002). Branding can be used as a powerful tool during promotions, because it creates the opportunity for a product to be aimed at a particular stakeholder group, meeting their individualized needs. These types of identities can be very bold, abstract and dynamic because it is specialized and not aimed at satisfying a larger population (Van Riel, 1995:39; Körver & Van Ruler, 2003:199).

In the previous section attention was given to the concept of corporate identity, what constitutes a corporate identity, the elements and nature of a symbolic corporate identity as well as the delicate relationship between identity, image and reputation. The final aspect that needs to be considered is how a symbolic corporate identity ought to be managed in order to create a positive corporate image in the minds of the company's stakeholders such as employees, a favourable reputation over time and ultimately establish good, productive relationships with the company's employees.

3.4 BENEFITS FROM MANAGING SYMBOLIC CORPORATE IDENTITY

It has been explained that reputation, corporate image and corporate identity are inseparable. One cannot understand the true value of a company's reputation and corporate image without taking a closer look at the benefits of the corporate identity, referring specifically to symbolic corporate identity.

Olins (1991:148), Hatch and Schultz (1997:357), Downey (2001:7), and Melewar and Storrie (2001:25) explained that a powerful corporate identity almost guarantees that whatever the company represents (makes, sells, stands for) is identified with the company and with no other. The corporate identity helps to position the company – i.e. occupy a place in the stakeholders' mind “for” something and “apart” from the competition. What makes symbolic corporate identity so important in the corporate context is that it attaches meaning to an object, addressing the question “Who are we?” The issue of symbolic corporate identity thus fundamentally defines an entity for the outside world (Ashforth & Mael, as quoted by Davies & Chun, 2002; Kiriakidou & Millward, 2000:50). Managing its symbolic corporate identity will allow the company to reap many positive consequences such as stability, consistency, better and more positive relationships, confidence from all its stakeholders, coherency, and business , and financial recognition (Bezuidenhout & Van Heerden, 2003:18; Podnar, 2005:79; Melewar *et al.*, 2006:140).

In general, because competition is becoming increasingly severe, corporate identity is a resource for building understanding, credibility and support among a variety of stakeholders. According to Van Riel (1995:29) and Argenti (1998:78), a company that has a strong, persuasive corporate identity can achieve much more with its various stakeholders. A strong persuasive corporate identity can motivate employees, creating a “family-feeling”, because employees identify themselves with the company which in turn leads to complementary behaviour. Due to the fact that a company's employees are its link to the outside world, it makes sense to say that they will project their positive attitude to external stakeholders, preparing the “playground” for the company. When a company presents a strong, clear and consistent corporate identity, the various external stakeholders can develop a clear picture of it. This will ensure a sense of trust from their

side because the company is seen as being credible. In the end, this can improve the relationship between the company and its external stakeholders (Ashforth & Mael, as quoted by Davies & Chun, 2002; Kiriakidou & Millward, 2000:50).

Alongside corporate identity, one also recognizes the value of a corporate image. Image studies are being commissioned by both individual companies and an increasing number of sectors such as the construction industry, education, farming, the health sector and the mining industry (such as in the case of Lonmin Platinum).

Image research extends across a wide field. It is extremely beneficial to both the source of the corporate image (in this case the company), and the receiver (in this case the employees). The source (a company, such as Lonmin Platinum) considers that a positive corporate image is an essential precondition for a strong reputation and ultimately establishing a relationship with stakeholders. It is the best way to enter the mind frame of the stakeholders. A favourable corporate image is very important in communities in which the company exists (as is the case with Lonmin Platinum in the Rustenburg/Marikana area). Companies need to take note of their social responsibility, in other words: is the company an asset to the local community or does it only expects the community to act in its own needs? Does the company take part in caring for the environment? Is the company a sought-after employer? If the company is committed to its social responsibilities it can be sure of the community's support and goodwill. A favourable corporate image can benefit the company, especially when perceptions of stakeholders are not consistent with the company's self-image due to mistakes in the past, poor investments and returns on investments, job-related accidents, etc.

A relationship exists between the importance of the corporate image to the company and its importance to the recipient. For the stakeholders, the corporate image constitutes a way of summarizing the truth about the company in terms of a set of simplifications (good-bad, usable-unusable, trustworthy-not trustworthy and so forth). According to Treadwell and Harrison (1994:64), corporate image can act as an information provider regarding the company's character and thus plays a pivotal role in attracting newcomers to the company, much like a good reputation. A similarly shared corporate image held by stakeholders can be an important indicator of the company's maintenance and functioning. In other words if

stakeholders have similar images of the company it indicates that the company has consensus with regard to goals, values, technology, company behaviour etc.

Van Riel (1995:76) and Overton-De Klerk, as quoted by Lubbe and Puth (1994:195) argue that a positive corporate image is a prerequisite for the company's strategic success and should be part of the company's strategic planning process during the year, because it enables the company to stay ahead of its competition enjoying a positive, strong and distinctive stable nature. Corporate image is a lasting impression. Due to this it has an influence on all who are involved with the company and can thus not be ignored.

Based on the relationship that exists between corporate identity, corporate image and reputation efforts to ensure a stable reputation is very necessary for any company.

One of the benefits of a good reputation is that it can enhance the financial position of a company. When a company has a positive reputation it provides a backdrop for attracting new investors (enhancing access to capital), employees, customers, other recruits, etc., whilst avoiding skill shortages. It also supplies the company with the best supply chain and business partners (Bennett & Kottasz, 2000:224). A good, strong reputation also places a sense of responsibility on the company, because it acts as a mechanism for assuring product and/or service quality (Cravens & Oliver, 2006:296). Whenever a company establishes such an assurance it may protect the company from competitors and rival companies, ensuring higher customer retention and repurchase of merchandise. This in the long run might even open doors to new markets (Caruana, 1997:109; Eberl & Schwaiger, 2005:839). Due to the fact that reputations are significant in establishing relationships between the company and its stakeholders, the statement can be made that reputation influences stakeholder loyalty, because as long as the stakeholders are of opinion that the company lives up to its reputation they will remain loyal to the company, feeling that the company can be trusted to deliver on that which was promised. In support of this, suppliers tend to be less likely to demand payment in advance, which in turn can lower contracting costs (Eberl & Schwaiger, 2005:839). Also, regulatory scrutiny may be reduced, because government stakeholders can better understand the company and gain insights into the company's position in and contributions towards the community (Sherman, as quoted by Nash, 1999:10; Downey, 2001:7).

In this chapter corporate identity, corporate image and reputation have been discussed as well as the link between them in order to establish favourable relationships with the company's various stakeholders. The last section of this chapter deals with an extremely important issue, namely the management of that which is needed to create a favourable reputation over time. Due to the fact that corporate identity (also implying symbolic corporate identity) is the only concrete and manageable concept and seeing that neither corporate image nor reputation can be directly managed, the discussion will start off by explaining how a corporate identity (also implying symbolic corporate identity) as well as the elements thereof should be managed in order to establish a favourable corporate image and reputation over time with the aim of establishing strong relationships with various stakeholders.

3.5 MANAGING REPUTATION AND CORPORATE IMAGE THROUGH SYMBOLIC CORPORATE IDENTITY

A number of models have been developed in the past which tried to explain how, for example, corporate image should be managed. These include amongst others *Dowling's (1986) model of the creation of corporate image*, the *Shee and Abratt (1989) model of the corporate image management process*, and the *corporate identity formation model developed by Balmer (1998)*. These models are not necessarily used or applied nowadays, but do provide some background:

- Dowling's (1986) model of the creation of corporate image: Dowling included various types of communication in his model, such as internal communication, interpersonal communication (internal and external), etc. Interpersonal communication transmitted formal company policies to the employees which influenced their images of the company. Not much emphasis was placed on the most appropriate methods to communicate with all these stakeholder groups. Dowling, however, included company culture as a factor in corporate image formation (Stuart, 1999:201).
- Shee and Abratt's (1989) model of the corporate image management process: Shee and Abratt introduced the concept of corporate personality to their model. Their belief was that management should explore the corporate personality and, based on the

personality, develop a corporate philosophy that explains the company's value system. This was called the corporate culture. Their model included strategic management as part of corporate personality. Shee and Abratt interpreted corporate identity as a kind of communication mechanism. They recognized that the concepts of corporate identity and corporate image were often used interchangeably, and the model sought to differentiate the concepts with the use of the concept of the corporate identity/corporate image interface (Bernstein, 1984; Abratt, 1989:68; Stuart, 1999:203; Abratt and Mofokeng, 2001:369). Since corporate image cannot be managed, emphasis should rather be placed on the management of the company's corporate identity.

- Corporate identity formation model developed by Balmer (1998): Balmer referred to the concept of a corporate identity/corporate image interface that represents the true reality of a company. Balmer and Van Riel both took environmental influences and developments, such as changes in the behaviour of competitors, industry changes and government regulations into account when explaining perceptions of corporate identity.

In most of the models on corporate image 'management' the conclusion is drawn that a corporate image exists for every company. Changing to and developing a favourable corporate image is a time-consuming process that requires a genuine commitment to change from the top management levels in the company, commitment from all stakeholders, enormous amounts of energy, effort, time and money. Every step needs to be communicated in the greatest detail to all involved (all stakeholders) (Johnstone & Zawawi, 2000: 151).

No company can ignore the fact that their stakeholders have (often very different) perceptions of the company itself. In simple terms, the corporate image always starts with a corporate identity. Managing the corporate identity enables the company to "control" the perceptions that might be formed by its different stakeholders, thus ensuring that the stakeholders' perceptions correspond with that which the company intended.

These perceptions might be positive, but on the other hand might not be as rewarding for the company. External stakeholders can develop their images of a company based on

their experiences with the company through, for example, its internal stakeholders (the employees) (Dowling, 1986; Gray, 1986a; Gray 1986b). In other words when an external stakeholder comes into contact with an employee he/she can form a perception of the company through the eyes of the employee, especially if this was the first interaction with the company (Balmer, 1998; Davies & Chun, 2002:145; Meijs, 2002:20; Abratt & Mofokeng, 2001:369). Having said this, it confirms what has already been stated, namely that the internal stakeholders or employees are a very important stakeholder group for the company, due to the fact that their perceptions of the company can have a huge influence on the perceptions of the company's other stakeholders.

Attention is drawn back to the model of Birkigt and Stadler, as quoted by Van Riel (1995:33), which sees the corporate image as a projection of the company's corporate identity. Thus corporate image is 'managed' by means of the corporate identity. The model of Birkigt and Stadler, as quoted by Van Riel (1995:33), is used as framework for this study and was discussed in the section on corporate identity (see paragraph 3.2.1).

Now that the management of corporate identity has been explained as a prerequisite for influencing stakeholders' perceptions (i.e. corporate image) the next section of the identity-image-reputation interface is examined, namely in what way reputation is managed through corporate identity.

Reputations fade if they are not continually renewed, which means they need to be cared for in order to stay "alive" (Varey, 2002:204). Caring for something usually implies some form of management. The problem is, as already stated, that reputation is often described as an abstract asset which means it is not a concrete, tangible entity that can easily be managed. Company managers are being compelled by events to think in terms of their company's reputation, corporate image and corporate identity and about how to manage them or at least some of them (Hutton *et al.*, 2001). To guide managers' thinking, Balmer and Gray (2000:259) developed a pragmatic conceptual, operational model of the corporate identity-corporate communication process (refer to Figure 3.3).

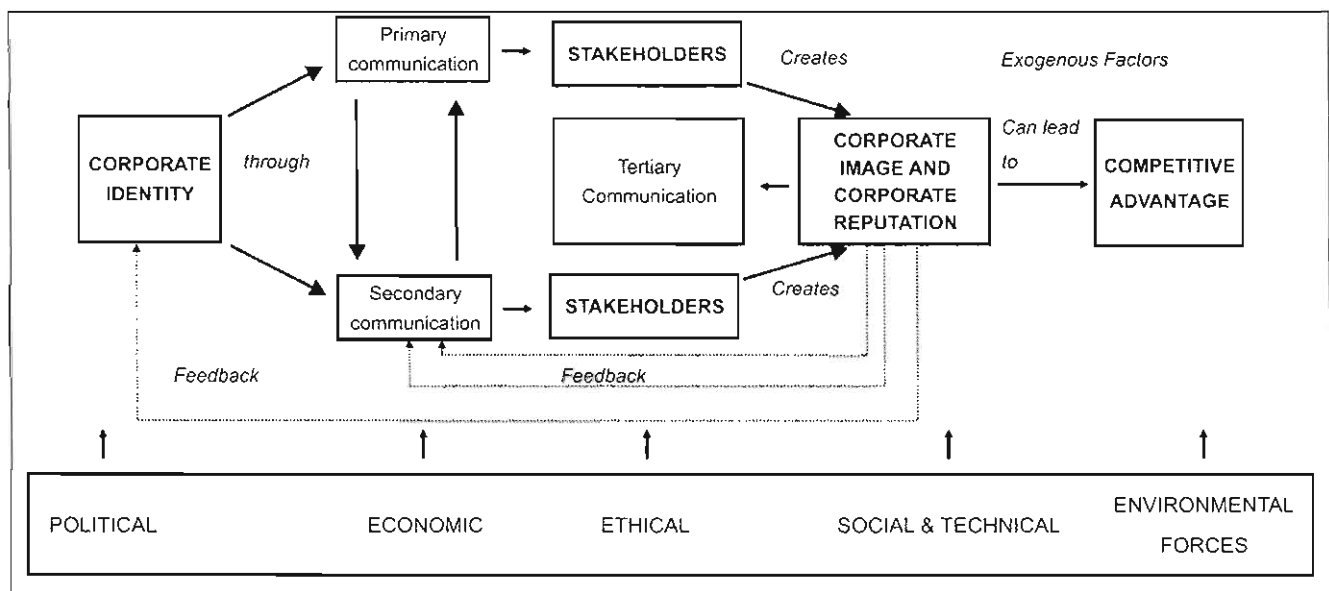


Figure 3.3: *An adopted model for the corporate identity-corporate communication process (adapted from Balmer & Gray, 2000:260)*

The model identifies corporate identity, communication, corporate image and reputation as the most important elements in the process. It indicates the inseparable relationship amongst corporate identity, corporate image, reputation as well as the role corporate communication plays in facilitating the management process. Corporate communication forms the binding element between the corporate identity (as already stated, the only manageable link), corporate image and reputation (Varey, 2002:206; Brown *et al.*, 2006:100). This model indicates that the output of the process can be a competitive advantage although numerous other external factors might have an effect on the outcome (Gray & Balmer, 1998:696; Balmer & Gray, 2000:259; Davies *et al.*, 2003:61).

From the discussion above it is clear that both corporate image and reputation can only be managed by means of a company's corporate identity. This leads to the following aspect which explains how a symbolic corporate identity should be managed.

Cornelissen and Elving (2003:116) define corporate identity management as the "strategic development of a distinct and coherent image of a company that is consistently communicated to stakeholders through symbolism, communication and behaviour". But, developing a consistent symbolic corporate identity will, however, bare no positive outcomes if the employees of the company do not use it, apply it and develop it according

to a planned framework (Christensen & Askegaard, 2001; Van den Bosch *et al.*, 2004:233).

The importance of consistency (meaning elements of the symbolic corporate identity are applied as was intended) within the theory of symbolic corporate identity cannot be over-emphasized. Everything the company does should underline the symbolic corporate identity of the company. The symbolic corporate identity of a company should be so clear-cut that it becomes a measurement tool for all activities, including product design, communication, etc. Being consistent thus allows the company to be unified.

Consistency was also emphasized by Melewar and Akeel (2005:44). In their opinion consistency was like a buzzword and needed to be a company priority with regard to managing a corporate identity (in the case of this study, managing symbolic corporate identity). According to Leitch and Motion (1999:194), consistency is not a problem in smaller scale companies or companies that have little scope in products and services rendered. It is easy to unify few products and services. But as companies grow larger, acquiring more product and service scope it becomes a problematic aspect; occasionally even referred to as a hindrance to creativity in the company. This has led many companies to change their symbolic corporate identities to endorsed or branded identities (refer to paragraph 3.3.3), implying that some level of creativity exists within every separate unit without placing an unnecessary impediment on creativity between the units. Consistency should become an integrated company "policy" to establish some kind of uniformity in what is being presented to the stakeholders.

Van Riel (1995) took the aspect of consistency a step further by introducing common starting points (CSPs). These CSPs do not imply a single restricted "message", but allows the company some form of variation. According to Van Riel (1995) and Van Rekom (1997), these CSPs function as central values forming a foundation from where the company undertakes its activities. It is important to remember that these variations should be agreed upon within the company itself, necessitating coordination and from there, consistency. The implication of these CSPs is that the company can allow for different symbolic corporate identities between the different units of the company (for example Lonmin Platinum), but it must ensure that all these identities are unified with the entire company,

making sure that stakeholders understand that each of the units, although they have their own symbolic corporate identity, are still part of 'n bigger picture, namely the mother company. This implies that the structure of the company should be clear to all stakeholders. The symbolic corporate identities will then be consistent not with each other, but with the CSPs of the company. If a company establishes such a plan of action it will ensure that the stakeholders have positive images of the company and in the end benefit the entire company. This policy is illustrated by Figure 3.4.

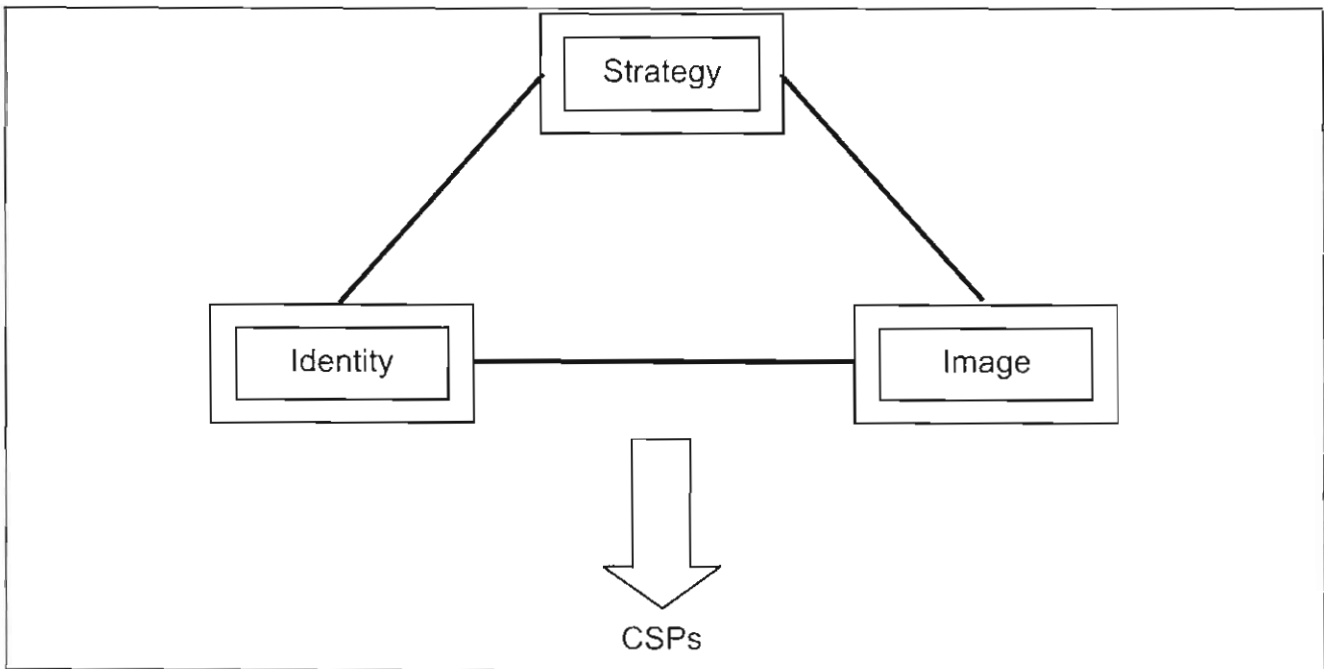


Figure 3.4: *Corporate identity, corporate image and CSPs in relation to corporate strategy (adapted from Van Riel, 1995).*

One should not forget the importance of a company's management team in the management of the symbolic corporate identity process. Managers play an extremely important role in educating their employees on the rationale for the company's symbolic corporate identity. When they themselves radiate a positive attitude regarding the consistent application of the company's symbolic corporate identity they act as role models for other employees of the company. Their positive attitudes and behaviour (behaviour being an element of corporate identity) are powerful catalysts in the working environment. They also play a crucial role in helping new recruits of the company to socialize themselves into the company and with the company's symbolic corporate identity, making

it possible for new employees to fully understand the essence of the company's symbolic corporate identity structure. New recruits as well as current employees of a company need to understand the application of the symbolic corporate identity, i.e. its application on correspondence, presentations, promotional materials, architecture, all forms of communication, company structure etc. The guidelines need to be easily accessible to all the employees (Van den Bosch *et al.*, 2006:154).

Apart from the importance of consistency when applying a symbolic corporate identity in order to eventually establish a good reputation, Van den Bosch *et al.* (2005) explain four other dimensions which according to them are extremely important when one attempts to answer the question as to how corporate visual identity can support reputation. These dimensions are in fact based on research done by Fombrun and Van Riel (2004) that in turn identified certain, as they called it "dimensions of reputation". In their research, Van den Bosch *et al.* (2005) focused on the visual aspect of corporate identity, but for purposes of this study these dimensions are discussed within the framework of a company's symbolic corporate identity and how it should be applied in order to assist in establishing a positive and favourable reputation.

Apart from consistency, visibility, distinctiveness, transparency and authenticity, the following were identified:

- Visibility: this refers to exposure in the street, national heritage, media exposure, listing on the public stock exchange and corporate citizenship (Van den Bosch *et al.*, 2005:110; Van den Bosch *et al.*, 2006:140). Symbolic corporate identity makes the company visible, for example, through vehicles, buildings, corporate billboards, etc. (refer to paragraph 3.3.1). Whenever the company manages this aspect it portrays a company that is concerned with projecting a unified image to all its stakeholders and that is concerned about being seen by all who are deemed important to the company.
- Distinctiveness: this refers to the unique position of the company in the minds of stakeholders. A company can achieve distinctiveness through, for example, alignment of its strategy with everything in the company – meaning that whatever happens in the company, is steered by its strategy (Van den Bosch *et al.*, 2005:111; Van den Bosch *et al.*, 2006:140). Being distinctive means emphasizing something

unique about the company and steering it away from the competition and in a specific place within the stakeholders' frame of mind.

- Authenticity: this begins internally in the company. The company evolves through a process in which a very "convincing constructed identity" is created and then communicated externally. The company needs to clarify who and what it is and what it stands for, develop consensus about what it represents, portray it clearly without any uncertainty and from there remain loyal to that identity. It means being real, accurate, genuine and trustworthy (Van den Bosch *et al.*, 2005:112; Van den Bosch *et al.*, 2006:140). Being authentic will entail that the company thus goes back to its origin, history and traditions and then use that as a means to develop a sturdy and trustworthy corporate identity that stands the test of time. It almost provides the company with a "being grounded feeling".
- Transparency: Being transparent means the company does what it says it will do; almost "what you see is what you get". Stakeholders such as employees can place their trust in the company knowing that the company is real, with nothing to hide. Transparency needs to be incorporated in every aspect of the company, i.e. finances, management, production and services, human resources, the work environment, safety regulation, to name but a few (Van den Bosch *et al.*, 2005:112; Van den Bosch *et al.*, 2006:140). A symbolic corporate identity provides transparency through, for example, an endorsed corporate identity, which means there is a clear indication of how the different products manufactured by the company fit into each other and into the mother company as in the case with Lonmin Platinum. Secondly something like a certain logo can be used to certify the products manufactured by the company, placing a quality guarantee on these products and thus providing background information with regard to these products.

From the above-mentioned, the following specific theoretical statement can be formulated:

Specific theoretical statement number 4:

Lonmin Platinum should consistently, distinctively, visibly, authentically and transparently manage its symbolic corporate identity elements in order to create a positive corporate image and in time a favourable reputation in the eyes of each stakeholder.

In light of the need to manage a symbolic corporate identity, attention should also be given to companies with endorsed symbolic corporate identities such as Lonmin Platinum and to how these identities ought to be managed. Seeing that an endorsed symbolic corporate identity refers to a company consisting of a 'mother' company with individual divisions, each with their own operations and symbolic corporate identities (refer to paragraph 3.3.3.2), it is suffice to say that these companies should project an idea that the company has a unified work force, but allows each division the right and opportunity to have their own identity, unique to its activities, but still endorsed by the mother company.

From here the following specific theoretical statement is formulated:

Specific theoretical statement number 5:

Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance whilst creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine to explore its own creativity and uniqueness.

3.6 CONCLUSION

Corporate identity was divided into three important components, namely symbolism, communication and behaviour. In this chapter symbolic corporate identity was seen to identify and differentiate the company both externally and internally; to unite the company in a common purpose; and to keep that purpose constantly before each employee. It presents the company as clear and comprehensible, since the different parts relate to each other.

In answer to the specific research question stated in the introduction of this chapter, this study specifically focused on the symbolic elements of corporate identity. The elements were divided into visual elements such as the logo; colour; name; environment, architecture, facilities; corporate signs and billboards and vehicles; and non-visual elements, namely the structure; objectives and values. It has been found that these elements should be managed consistently, distinctively, visibly, authentically and transparently. In the case of a company's endorsed symbolic corporate identity it should be managed in such a way that it ensures the company is unified in the way it presents itself, still allowing certain degrees of creativity.

Effectively managing a symbolic corporate identity (including managing an endorsed symbolic corporate identity and the elements thereof) can be helpful to establish a positive corporate image with the different stakeholders. Corporate image is seen as a reflection of the company's reality. It is the company as seen through the eyes of stakeholders; the immediate mental picture that stakeholders have of a company. Managing the symbolic corporate identity to form positive images of the company is the key to build a favourable reputation over time and in the end possibly establish positive relationships between the company and its different stakeholders.

Thus, to conclude, the statement can be made that corporate identity is central in understanding corporate image and ultimately reputation. It creates an image and eventually a reputation in the minds of the company's employees and it is through managing the corporate identity that Lonmin Platinum can ultimately secure its reputation. Furthermore it has been indicated that in managing its symbolic corporate identity a company can ensure that it will project a more positive corporate image and favourable reputation in the eyes of each stakeholder group.

The next chapter deals with the research method applied to determine the nature of the employer-employee relationship at the time of the study; the nature of Lonmin Platinum's symbolic corporate identity; to determine how employees perceived Lonmin Platinum's symbolic corporate identity and the relationship between perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum, based on the literature study.

RESEARCH METHOD

4.1 INTRODUCTION

The previous chapters were concerned with Relationship Management Theory, symbolic corporate identity, corporate image and reputation. Chapter 4 deals with the qualitative and quantitative research methods of the study as stated in Chapter 1 (refer to paragraph 1.6).

4.2 METHODOLOGICAL CONTEXT

Quantitative and qualitative research methods complement each other when used together. They allow the researcher to predict and understand *how* and *why* respondents acted or reacted as they did during the research, implying that both quantitative and qualitative methods provide data that lead to a better verified understanding of the problem under study (Stacks, 2002:6; Hocking *et al.*, 2003:194).

Qualitative and quantitative approaches to research are both regarded as scientific, but operate at different levels. These different levels are illustrated in Van Leent's classification of research in three dimensions (Van Leent, 1965; Mouton & Marais, 1996:170). Although Van Leent's classification is not recent, it provides a background from where a clear understanding of the difference between quantitative and qualitative research develops (refer to Figure 4.1):

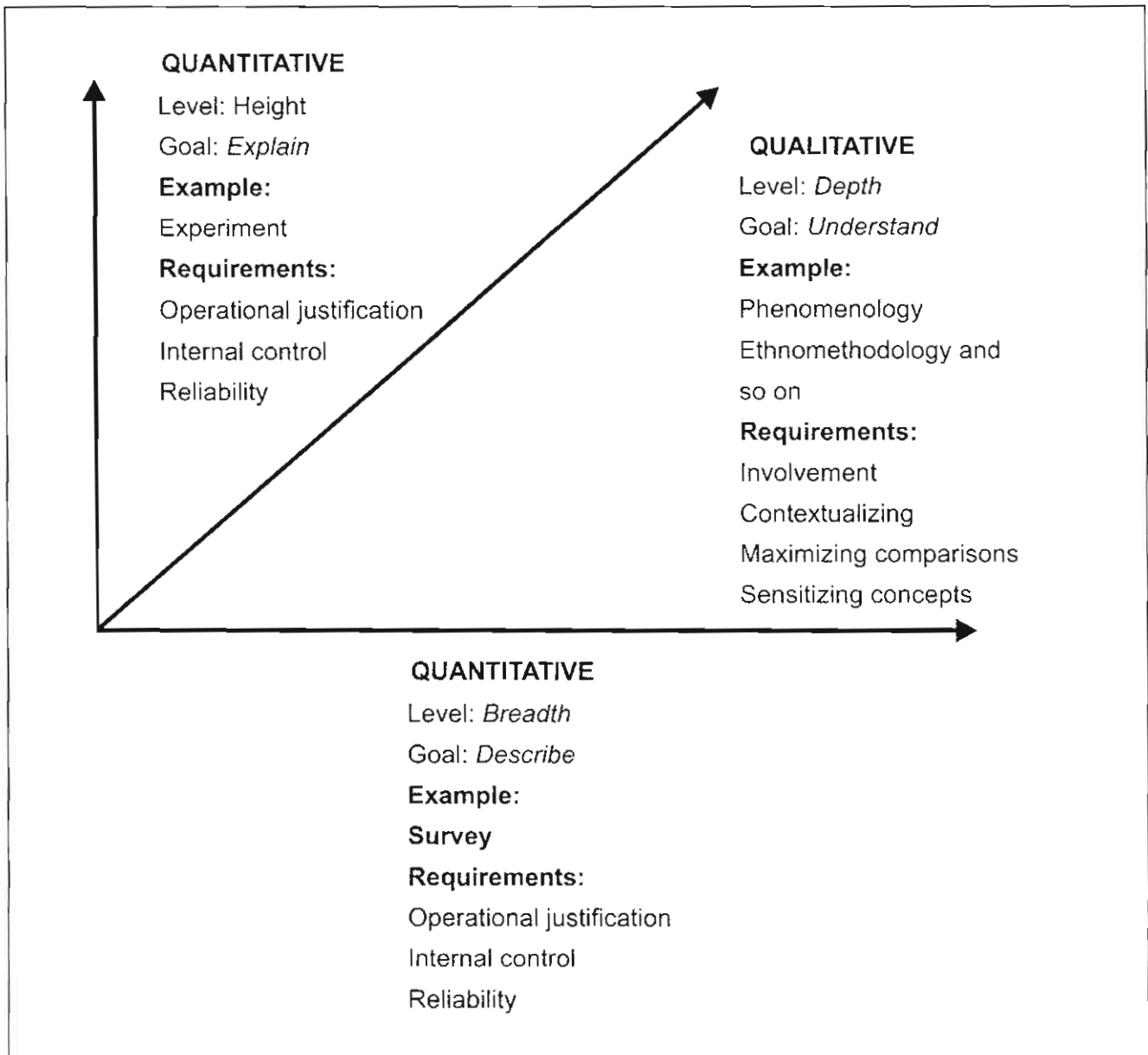


Figure 4.1: *Research in three dimensions (adapted from Van Leent, as quoted by Mouton & Marais, 1996:170).*

According to Van Leent (1965) and Mouton and Marais (1996:170), three dimensions, namely a breadth, a height and a depth dimension can be distinguished:

- **Breadth:** Here attempts are made to describe a phenomenon as accurately as possible (often found in quantitative research). Examples of this type of research may include, amongst others, survey research; in-depth descriptions of a company, individual, or interaction. Descriptive studies might also have a contextual or a

general interest. This is related to the distinction between qualitative and quantitative research. Statistical analysis of descriptive studies includes a systematic classification of variables from basic frequencies to relationships between the given variables for example the relationship between employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum (Van Leent, 1965; Mouton & Marais, 1996:170).

- Height: On the height dimension attempts are made to explain phenomena in terms of causal relationships. Due to this, examples of research on the height dimension typically include experimental research. During these experiments some of the variables are kept stable so as to determine the influence of the causal relationships on these variables. Requirements for research at this level include reliability, internal control and operational justification (Van Leent, 1965; Mouton & Marais, 1996:170).
- Depth: Research on the third dimension attempts to examine problems at a much deeper level in order to obtain a better understanding of the phenomena (this is often characteristic of qualitative research). Basic questionnaires cannot be used for purposes of research at this level. Requirements for this type of research include involvement, contextualizing, maximizing comparisons and sensitizing concepts (Van Leent, 1965; Mouton & Marais, 1996:170).

In the light of Van Leent's (1965) classification of the three dimensions, the breadth dimension will be seen as referring to quantitative research methods and the depth dimension as referring to qualitative research methods.

Similar to the discussions of Van Leent (1965) and Mouton and Marais (1996:170), Stacks (2002:6) states that the major differences between quantitative and qualitative research (refer to Table 4.1) are found in the categories, data collection, data assessment and outcome. Although Stacks uses the terminology informal and formal to refer to qualitative and quantitative research respectfully, the latter will be used in this study in order to prevent any misconceptions.

Table 4:1 Major differences between quantitative and qualitative research methods
(Stacks, 2002:6)

RESEARCH METHODS:	
Quantitative research methods	Qualitative research methods
<u>Data collection:</u>	
<ul style="list-style-type: none"> • Controlled • Objective • Systematic observation 	<ul style="list-style-type: none"> • Uncontrolled • Subjective • Random observation
<u>Data assessment:</u>	
<ul style="list-style-type: none"> • Can be measured reliably • Validity can be measured • Is deductively interpreted 	<ul style="list-style-type: none"> • Cannot be measured reliably • Validity is assumed • Is inductively interpreted
<u>Outcome(s):</u>	
<ul style="list-style-type: none"> • Description • Understanding • Prediction • Control 	<ul style="list-style-type: none"> • Description • Understanding

Quantitative research defines the object to be studied and is concerned with how often a variable or object is present and usually uses statistics to present the results (Wimmer & Dominick, 1991:46). It follows certain data gathering and assessment rules, while the evaluation process takes place by means of specific rules that can be reviewed for error. Although the use of quantitative research provides a way of predicting and generalizing outcomes from the sample to the larger population, the interest often lies with the larger group (not always taking the individual into consideration) which in turn does not enable the researcher to understand some of the more significant detailed results (Stacks, 2002:6).

Williams and Monge (2001) have indicated that quantitative methods are appropriate when (a) measurement can offer descriptions of the elements studied; (b) when generalizations can be made based on these descriptions, and (c) when calculated probabilities indicate that certain generalizations are beyond coincidence.

In contrast to quantitative research, *qualitative research*, according to Aaker *et al.* (1995:173), is aimed at establishing what is in the respondent's mind. Qualitative research explains respondents' reactions (how they reacted) (such as individuals, companies etc.) to certain stimuli. It does not provide any predictions or generalizations about how these respondents would react. Qualitative research is often seen as subjective due to lack of control and systematisation. This method only focuses on the outcome as it occurred during the research (Wimmer & Dominick, 1991:139; Stacks, 2002:6; Babbie, 2004). Observations usually start off as qualitative, but are often converted to numerical form in order to statistically analyze, compare and summarize the data.

Refer to Table 4.2 in the next section on the research design for a layout of the specific research questions, theoretical statements, constructs to be measured and the research methods used to answer the research questions.

4.3 OVERALL RESEARCH DESIGN

The overall empirical research design provides a layout of the research questions, the theoretical statements pertaining to each question; the constructs to be measured as well as the research methods applied (refer to Table 4.2).

Based on the research design, each of the measurement instruments used will be discussed in more detail.

4.4 QUALITATIVE RESEARCH METHODS

The qualitative research methods used in this study were semi-structured interviews with different management levels in the company prior to the finalization of employee measurement instruments. In addition, focus group interviews were conducted with all relevant demographic employee groupings. Furthermore, examples of Lonmin Platinum's symbolic corporate identity were collected from the different business units and from Lonmin Platinum's Head Office by means of the researcher's personal observations.

Table 4.2: Overall empirical research design

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONTRACTS TO BE MEASURED	RESEARCH METHODS
<p>What is the nature of the current employer-employee relationship in Lonmin Platinum?</p>	<p><u>Specific theoretical statement 1:</u> It is in the best interest of Lonmin Platinum to build communal relationships in addition to exchange relationships in an attempt to enhance relationships with the company's employees (refer to paragraph 2.4.1.4.1)</p>	<p><i>Communal relationship</i></p>	<p>Quantitative questionnaire: Q29k, 29l Qualitative focus group interviews: issue 2 relationship with the company</p>
		<p><i>Exchange relationship</i></p>	<p>Quantitative questionnaire: Q29m, 29n, 29o Qualitative focus group interviews: issue 2 relationship with the company</p>
	<p><u>Specific theoretical statement 2:</u> The higher the levels of trust, control mutuality, commitment and relationship satisfaction that exists between Lonmin Platinum and its employees the higher the relationship quality between these parties involved will be (refer to paragraph 2.4.1.4.2)</p>	<p><i>Trust:</i></p> <ul style="list-style-type: none"> a. Integrity b. Dependability c. Competence <p><i>Control mutuality</i></p> <p><i>Commitment</i></p> <p><i>Relationship satisfaction</i></p>	<p>Quantitative questionnaire: Q29a, 29b Q29c, 29d Q29e Q29f, 29g Q29h Q29i, 29j Qualitative focus group interviews: issue 2 relationship with the company</p>

Table 4.2 (continued): *Overall empirical research design*

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONTRACTS TO BE MEASURED	RESEARCH METHODS
What is the nature of Lonmin Platinum's symbolic corporate identity?	Specific theoretical statement 3: Lonmin Platinum's symbolic corporate identity should be divided into <u>visual elements</u> , such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and <u>non-visual elements</u> namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate into a recognizable and distinguishable symbolic corporate identity (refer to paragraph 3.3)	<i>Logo and corporate colours</i>	Personal observation
		<i>Name:</i>	Personal observation
		<i>Environment, architecture, facilities, vehicles, corporate signs and billboards:</i>	Personal observation
		<i>Clothing</i>	Personal observation
		<i>Communication material</i>	Personal observation
		<i>Objectives:</i>	Personal observation
		<i>Structure:</i>	Personal observation
		<i>Values</i>	Personal observation

Table 4.2 (continued): *Overall empirical research design*

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What is the nature of Lonmin Platinum's symbolic corporate identity?	<u>Specific theoretical statement 3:</u> Lonmin Platinum's symbolic corporate identity should be divided into <u>visual elements</u> , such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and <u>non-visual elements</u> namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate in a recognizable and distinguishable symbolic corporate identity (refer to paragraph 3.3)	<i>Vision and mission</i>	Personal observation
		<i>History</i>	Personal observation
		<i>Culture, character and company strategy</i>	Personal observation
		<i>Stakeholders</i>	Personal observation

Table 4.2 (continued): *Overall empirical research design*

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONTRACTS TO BE MEASURED	RESEARCH METHODS
What is the nature of Lonmin Platinum's symbolic corporate identity? cont...	Specific theoretical statement 4: Lonmin Platinum should consistently, distinctively, visibly, authentically and transparently manage its symbolic corporate identity elements in order to create a positive corporate image and in time a favourable reputation in the eyes of each stakeholder (refer to paragraph 3.5).	<i>How to manage:</i> a. Consistently b. Distinctively c. Visibly d. Authentically e. Transparently	Qualitative semi-structure interviews: Q1, 2, 6 Q8, 9 Q9, 10, 13 Q1, 5, 7, 8, 12 Q8, 10, 11
		<i>Who to manage</i>	Qualitative semi-structure interviews: Q3, 6
		<i>Originate</i>	Qualitative semi-structure interviews: Q3, 4, 7
		<i>Communication and message</i>	Qualitative semi-structure interviews: Q5, 8, 10, 11

Table 4.2 (continued): Overall empirical research design

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What is the nature of Lonmin Platinum's symbolic corporate identity? cont...	<u>Specific theoretical statement 5:</u> Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance while creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine to explore its own creativity and uniqueness. (refer to paragraph 3.5)	<i>Unification and family feeling</i>	Qualitative semi-structured interviews: Q8, 9, 11, 12
		<i>Identification of logo</i>	Qualitative semi-structured interviews: Q5, 8, 9, 10, 11
		<i>Identification of structure</i>	Qualitative semi-structured interviews: Q8, 10, 11, 13

Table 4.2 (continued): Overall empirical research design

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
How do employees perceive Lonmin Platinum's symbolic corporate identity elements?	<p><u>Specific theoretical statement 3:</u> Lonmin Platinum's symbolic corporate identity should be divided into <u>visual elements</u>, such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and <u>non-visual elements</u> namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate into a recognizable and distinguishable symbolic corporate identity (refer to paragraph 3.3)</p>	<p><i>Logo and corporate colours</i></p>	<p>Qualitative focus group interviews: issue 1: symbolic corporate identity elements</p> <p>Quantitative questionnaire: Q38, 39, 40, 41, 42, 43, 45, 59, 60, 61, 62, 63, 64, 65, 66, 67</p>
		<p><i>Name:</i></p>	<p>Qualitative focus group interviews: issue 1: symbolic corporate identity elements</p> <p>Quantitative questionnaire: Q32, 33, 44, 53, 54</p>
		<p><i>Environment, architecture, facilities, vehicles, corporate signs and billboards:</i></p>	<p>Qualitative focus group interviews: issue 1: symbolic corporate identity elements</p> <p>Quantitative questionnaire: Q35, 46, 47, 48, 52, 56, 68, 69, 70</p>
		<p><i>Objectives:</i></p>	<p>Qualitative focus group interviews: issue 1: symbolic corporate identity elements</p> <p>Quantitative questionnaire: Q71, 72,</p>
		<p><i>Structure:</i></p>	<p>Qualitative focus group interviews: issue 1: symbolic corporate identity elements</p> <p>Quantitative questionnaire: Q73, 74, 75, 76</p>

Table 4.2 (continued): *Overall empirical research design*

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
<p>How do employees perceive Lonmin Platinum's symbolic corporate identity elements? cont...</p>	<p><u>Specific theoretical statement 5:</u> Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance while creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee mine, Western Platinum mine and Eastern Platinum mine to explore its own creativity and uniqueness (refer to paragraph 3.5)</p>	<p><i>Unification and family feeling</i></p>	<p>Quantitative questionnaire: Q34, 36, 37, 49, 50, 51, 55, 57, 58</p>
		<p><i>Identification of logo</i></p>	<p>Quantitative questionnaire: Q30, 31</p>
		<p><i>Identification of structure</i></p>	<p>Quantitative questionnaire: Q73, 74, 75, 76</p>

Table 4.2 (continued): *Overall empirical research design*

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
<p>What is the relationship between employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum?</p>		<p><i>Relationship constructs:</i></p> <ul style="list-style-type: none"> a. Communal relationship b. Exchange relationship c. Trust d. Control mutuality e. Commitment f. Relationship satisfaction <hr/> <p><i>Symbolic corporate identity constructs:</i></p> <ul style="list-style-type: none"> a. Logo and corporate colours b. Name c. Environment, architecture, facilities, vehicles, corporate signs and billboards d. Objectives e. Structure f. Unification and family feeling g. Identification of logo 	<p>Statistical analysis (correlation coefficient, t-tests, analysis of variance).</p>

4.4.1 SEMI-STRUCTURED INTERVIEWS

A semi-structured interview is a brief, fleeting relationship between an interviewer and an interviewee, due to its duration (short period of time) and the question-and-answer type of conversation (Watt & Van den Berg, 1995:352; Du Plooy, 2002:175). The interviewer has a general set of questions, but in no particular wording or order. He or she should, however, be familiar with the questions (different topics) to be asked and can take notes of the responses by making use of different techniques such as checklists (Du Plooy, 2002:175; Babbie, 2004:300).

The effectiveness of an interview is influenced by a number of aspects such as the connection between the interviewer and the respondents. The aim is to put the respondent at ease in order to obtain information that is truthful and useful. This will only happen if respondents feel they can trust the interviewer when answering the questions (Watt & Van den Berg, 1995).

In this study, semi-structured interviews were conducted with members from the top and middle management levels in the company.

4.4.1.1 Interview guide for the semi-structured interviews

During the semi-structured interviews numerous questions on the symbolic corporate identity elements of Lonmin Platinum were posed. The information obtained portrayed managements' perceptions of the nature of the company's symbolic corporate identity.

As indicated by specific theoretical statements 4 and 5, it is important for a company to manage its symbolic corporate identity and to communicate that symbolic corporate identity to the employees of the company.

Specific theoretical statement number 4:

Lonmin Platinum should consistently, distinctively, visibly, authentically and transparently manage its symbolic corporate identity elements in order to create a positive corporate image and in time a favourable reputation in the eyes of each stakeholder (refer to paragraph 3.5).

Specific theoretical statement number 5:

Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance while creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine to explore its own creativity and uniqueness (refer to paragraph 3.5).

Certain constructs were derived from the theoretical statements. These constructs focused on different topics, namely how should a symbolic corporate identity be managed, who should be responsible for the management thereof, how did it originate, how was it communicated to the different employee levels in the company, unification and family feeling, identification of logo and identification of structure (refer to Table 4.2 for the overall research design).

The rationales for the questions are indicated below, but it should be kept in mind that these questions could measure more than one construct at a time (refer to Table 4.2). The different constructs will be indicated as well as the questions pertaining to that specific construct, but where the questions overlap with regard to the different constructs the rational for that specific question will not be repeated. The interview guide for the semi-structured interviews appears in Table 4.3.

4.4.1.1.1 Construct: how to manage consistently (Q1, 2, 6)

Lonmin Platinum used several logos and several applications of its symbolic corporate identity within the different business units and it was important to establish whether the company had some guidelines, specifications or even one specific individual who could ensure that the different applications were managed consistently.

4.4.1.1.2 Construct: how to manage distinctively (Q8, 9)

When a company uses different logos, it indicates that the company has diverse operations and activities, usually implying the existence of a mother company with different units, each with its own activities and objectives. Due to the fact that Lonmin Platinum used a variety of logos, it was important to determine why the different logos of the company were designed the way they were. It also made it possible to understand whether the different units operated separately with regard to one another; what these logos represented and what the philosophy behind the designs were. It was important to understand what made the company distinctively different from other similar companies.

4.4.1.1.3 Construct: how to manage visibly (Q9, 10, 13)

When a company uses as many logos as Lonmin Platinum, it is important that all involved in the company understand what these logos are used for and where they are applied. It is thus important to determine whether management communicated the reason for and the application of these different logos effectively to the rest of the company's work-force. Furthermore, a successful symbolic corporate identity is able to distinguish the company very successfully from its competitors and establish a positive perception in the minds of its stakeholders. This question would indicate whether management felt that Lonmin Platinum could visibly be recognized through its symbolic corporate identity when compared with its competitors.

4.4.1.1.4 Construct: how to manage authentically (Q1, 5, 7, 8, 12)

By asking these questions it was possible to determine whether Lonmin Platinum standardized its symbolic corporate identity and where it was applied. Furthermore, these questions were aimed at determining what was, in management's mind, unique about the company's identity that necessitates the use of different logos and what these logos communicated about the company.

4.4.1.1.5 Construct: how to manage transparently (Q8, 10, 11)

These questions are grouped together to determine whether the diversity of the logos communicated something specific about the nature of the company. Furthermore, it indicated whether management thought the symbolic corporate identity was communicated to the employees and what means were used to communicate it in order to ensure that all were familiar with the logos.

4.4.1.1.6 Construct: who to manage (Q3, 6)

Managing a company's symbolic corporate identity should form part of the company's overall strategic management function (refer to paragraph 3.5). This is why it was important to determine whether there was a specific individual or division in the company that took responsibility for the consistent application and monitoring of the symbolic corporate identity. This would indicate how the application of the symbolic corporate identity was supervised.

4.4.1.1.7 Construct: originate (Q3, 4, 7)

In establishing when the symbolic corporate identity was created, there was an opportunity to gain more insight into the company's background and to establish whether it stayed in touch with creative demands. Also, these questions indicated how the company's symbolic corporate identity came about and what the reason was for establishing such a diverse symbolic corporate identity.

4.4.1.1.8 Construct: communication and message (Q5, 8, 10, 11)

A company (such as Lonmin Platinum) that has an endorsed symbolic corporate identity has to take special care to communicate the nature of the company to its different stakeholders. These questions indicated management's viewpoint with regard to how the symbolic corporate identity was communicated, which media were used and how recognizable they perceived the different logos to be.

4.4.1.1.9 Construct: unification and family feeling (Q8, 9, 11, 12)

A company with an endorsed symbolic corporate identity should take care that the corporate identity unites the employees of the company in that it creates and establishes a family feeling among the employees, even though each unit within the company has an opportunity to be creative and unique within its own right. Even though a company has an endorsed symbolic corporate identity it should still unify all who work for the company so that every employee in the company understands who he/she works for. These questions were aimed at determining whether management felt they established a family feeling among their employees and united them as a work-force in the midst of an endorsed symbolic corporate identity.

4.4.1.1.10 Construct: identification of logo (Q5, 8, 9, 10, 11)

In the case of an endorsed symbolic corporate identity all employees in the company should be exposed to these identities and understand how they fit together. These questions enabled the researcher to determine whether management thought the employees were exposed to the different logos through the way in which they were applied.

4.4.1.1.11 Construct: identification of structure (Q8, 10, 11, 13)

The grouping of these questions would determine whether management perceived the symbolic corporate identity to be communicated to the employees and whether they thought employees would be able to associate themselves with the logos. Furthermore, it would determine whether management perceived Lonmin Platinum to be unique in its own right and could thus be distinguished from other mining companies.

Table 4:3 *Interview guide for semi-structured interviews with management*

Question 1:

Is there a corporate identity manual with general guidelines and specifications of the company's symbolic corporate identity and its messaging?

Question 2:

If there is no corporate identity manual, how is the corporate identity standardized so as to ensure consistency in the application?

Question 3:

Who was responsible for the overall design and implementation of Lonmin Platinum's symbolic corporate identity?

Question 4:

When was the design (or different designs) created?

Question 5:

To what media (internal and external) is the symbolic corporate identity applied? (For example: via newsletters, memorandums, letterheads, advertisements etc..)

Question 6:

How consistent is the application of the company's symbolic corporate identity? Is there a specific person who is responsible for monitoring the consistent application of the corporate identity?

Question 7:

What is (was) the motivation and meaning behind Lonmin Platinum's symbolic corporate identity?

Question 8:

Do you think the diverse logos communicate something about the company? In other words, does it say something about who and what the company is and stands for, almost like a person's clothing says something about the individual's personality?

Question 9:

There are nine different logos, three for the different operations or business units. What are the other logos used for and where? How and when are they applied? (Refer to attachment 4.1 for examples of the different logos.)

Question 10:

How is the symbolic corporate identity communicated to the employees? In other words, how are the employees exposed to the different logos and where can the logos be seen?

Question 11:

Do you think the employees associate with all the logos? Which do you think they recognize? Has any research been done before to verify their recognition of the different logos?

Question 12:

What is the message Lonmin Platinum wishes to communicate through its symbolic corporate identity?

Question 13:

How recognizable do you think Lonmin Platinum's symbolic corporate identity is, compared to that of the company's competitors?

4.4.1.2 Procedure of the semi-structured interviews

Five semi-structured interviews were conducted, namely with Mr Rikus Grimbeeck, former General Manager: Corporate Accountability; Mr Ben Fourie, former General Manager: Western Platinum Mine; Mr Keith Ludwick, former General Manager: Technical Services; Mr Roland Smith, former General Manager: Base Metal Refinery and Smelter; and Mr Mike Gcabo, at the time of the study Group Manager – Corporate Affairs.

Before the interviews could be conducted, legitimacy had to be established. The researcher explained that she was from the North-West University research team that undertook the Stakeholder Perception Survey for Lonmin Platinum (refer to paragraph 1.2). The interviewer also emphasized the importance of the research during each of the interviews. During the interviews it was possible to establish a form of rapport with the interviewees, which had a positive effect on the interview situations. Here reference was made to written correspondence that explained the importance of the project to the respondents. It already laid some foundation before the researcher and the respondents came face-to-face in contact with one another.

During a semi-structured interview the respondents are not absolutely anonymous (Hocking *et al.*, 2003:247; Babbie, 2004:66) and so, during this study, it was important to provide a guarantee that the identity of the respondents, their names etc. would be kept strictly confidential. Their responses were thus grouped together and no personal reference was made to any of their comments in the discussion of the results.

4.4.2 PERSONAL OBSERVATIONS

Specific examples of Lonmin Platinum's symbolic corporate identity were collected by means of personal observations. These included photos, company documents, different versions of the operational logos and many more. These examples were collected during the semi-structured interviews as well as informal conversations and from the different business units and Lonmin Platinum's Head Office by the researcher. Many of the examples were also obtained by taking photos while driving around between the different business units of the company during September 2004.

These examples were analysed qualitatively (refer to paragraph 7.2) according to the guidelines provided by specific theoretical statement 4. These guidelines include that symbolic corporate identity elements should be applied *consistently, distinctively, visibly, authentically and transparently* (refer to paragraph 3.5) as well as the guidelines provided by theoretical statement 5 which included that a symbolic corporate identity should unite a company's work-force, create a family feeling and enable each employee to identify the company's logo and structure.

The third qualitative method used was focus group interviews.

4.4.3 FOCUS GROUP INTERVIEWS

Twenty two focus group interviews were conducted with all relevant demographic employee groupings (Naudé *et al.*, 2004:5). The focus group interviews (refer to Table 4.4 for the interview guide) and the quantitative survey were conducted in separate locations simultaneously with the help of facilitators, interpreters and translators.

4.4.3.1 General nature of focus group interviews

During a focus group interview, 6 to 12 (up to 15) people are interviewed in a group with a researcher facilitating the respondents in a controlled discussion on the main topic (Wimmer & Dominick, 1991:145; Hocking *et al.*, 2003:204).

Focus group interviews provide data from the respondent's point of view. These views may include the respondents' attitudes, opinions, behaviour and ideas concerning the relevant topics under discussion (Du Plooy, 2002:178).

There are several advantages and disadvantages to the use of focus group interviews. The advantages and disadvantages that were predominant, specifically in this study, are indicated below:

Advantages of focus group interviews:

- According to Wimmer and Dominick (1991:146) and Hocking *et al.* (2003:209) focus groups are a means to collect information on a subject. In this study focus groups

were used as a research method to obtain information regarding the employees' knowledge and perceptions pertaining to the company's symbolic corporate identity and their relationship with the company. The focus groups also provided contextual data, clarifying some of the quantitative data.

- They were conducted fairly quickly (c.f. Wimmer & Dominick, 1991:146; Stacks (2002:91). This implies that the focus groups each took approximately one hour to complete, compared to the total number of questionnaires which took several hours.
- Focus groups are a relatively inexpensive way to discuss various topics for research purposes (Wimmer & Dominick, 1991:146; Stacks, 2002:91). Due to the fact that the respondents were available at the mining sites, they were easily accessible. The focus group sessions were also conducted by the researcher herself, which did not have any pertinent cost implications, but the translation during the discussions had cost implications.
- Using focus groups is a flexible research method (Wimmer & Dominick, 1991:146; Babbie, 2004:303). The interview guide consisted of various open questions allowing the researcher to probe information where necessary. The use of open-ended questions during focus group sessions provided the opportunity for respondents to act on one another's responses, also leading to different aspects that can prove to be important.
- The focus group responses provide detailed information (Wimmer & Dominick, 1991:146; Hocking *et al.*, 2003:209). Respondents' remarks stimulated others' willingness to address certain topics that might have been ignored during a normal conversation. Due to the fact that the focus group sessions put respondents at ease, it provided a platform for the other individuals, not able to speak their mind, to voice their opinions in a safe environment. In the case of the current study, focus groups especially clarified what employees' perceptions were regarding the logo of Lonmin Platinum itself, the operations' logos, employees' level of knowledge regarding the company structure, whether employees were happy in their current positions, whether they trusted the company and lastly whether they thought the company helped non-employees.

However, focus group interviews were characterized by some complications which might have been disadvantages.

Disadvantages of focus group interviews experienced in the study:

- In some (not many) instances a group member acted as a group leader, almost steering the groups opinion in a certain direction (c.f. Wimmer & Dominick, 1991:146). This might have had a negative impact on the validity of the information obtained, but the researcher took special care of those situations by specifically asking for the other employees' opinions as well. In selecting members for the focus groups, the groups were kept as homogeneous as possible.
- The researcher had to be skilled in the methodology of focus groups (Babbie, 2004:303). This included how to involve all the employees in a group in the discussions, and how to probe information on important issues, especially in the case of more sensitive topics, for example opinions surrounding the employees' levels of trust with regard to management, otherwise the responses would not have been useful.

4.4.3.2 Interview guide for the focus groups interviews

During the focus group interviews numerous questions on the company and business units' logos as elements of the symbolic corporate identity and the employees' relationship with the company were asked. The questions thus focused on two different issues. The different aspects were not asked all at once, but were dealt with separately giving the respondents a chance to respond to each of them alternatively. Refer to Table 4.4 for the interview guide for the focus group interviews.

Table 4:4 Interview guide for the focus group interviews

Introduction: Demographic information

Information available before hand:

- Gender, race, disabled, and job level: employee, junior management, management.

General – control questions:

- At which operation/site are you working: Karee Mine, Western Platinum Mine, Eastern Platinum Mine, BMR Smelter, LPD (head office)?
- Are you full-time/part-time/contractor?
- Where do you work most of the time: Underground/dusty surface/surface?

Social issues:

- Where do you come from?
 - SA: North-West, Mpumalanga, Eastern Cape, Northern Cape, Free State, Western Cape, KwaZulu-Natal, Gauteng, Limpopo?
 - Outside SA: Swaziland, Lesotho, Mozambique?
- Are you currently living with close family? Would you prefer to live with them?
- What is the housing situation? Do you have electricity, and/or water?

Issue 1: Symbolic corporate identity elements

- Lonmin logo:
 - Do you recognize the logo?
 - Do you like the logo?
 - Do you think the logo is popular?
 - Can you identify with the logo?
 - What is your view on the old/new Lonmin logo?
 - What is your view on the Lonmin buildings, surroundings, and total corporate identity? What is your impression?
- Operation's logo:
 - Do you recognize the logo?
 - Do you like the logo?
 - Do you think the logo is popular?
 - Can you identify with the logo?
 - Does the logo bind you together as a family?
 - What is your view on the operation's buildings, surroundings and total corporate identity? What is your impression?
- What is the structure of the company? Does your operation belong to Lonmin or vice versa? Which other operations belong to this company?

Table 4:4 (continued): *Interview guide for the focus group interviews*

Issue 2: Relationship with the company

- Are you happy in your current position?
 - Did your relationship with the company improve/deteriorate? Why?
 - What makes you happy/unhappy?
- Do you trust the company?
 - Do you trust the people at all levels?
 - Do you feel there is prejudice/equity/fairness in the company?
 - What about affirmative action, employment equity, transformation, labour relations, human rights?
- Do you think the company helps others?

The information regarding the employees' demographic detail was incorporated as an introduction to the focus group interviews.

4.4.3.2.1 Demographic information

(Information regarding gender, race, being disabled or not, and job level was known before the focus group sessions commenced due to the sampling methods used and was not asked during the focus group discussions).

This information provided the demographic profile of each focus group. These questions were asked to determine the demographic composition of the work-force at the different operations. The question on where the employees came from gave an indication of the geographic profile of Lonmin Platinum's employees and how many employees were migrants. This is important because their responses might have indicated whether their geographic region had an influence on their viewpoints concerning the company. The social issues gave a profile of the living conditions of the employees and how these social issues might have influenced their relationship with the employer.

As indicated by specific theoretical statements 1, 2, and 3 it is important for a company to establish mutually beneficial relationships between itself and its employees as well as manage its symbolic corporate identity elements and communicate those elements to all

employees of the company. From each of these statements different constructs were derived which will be indicated in the discussion to follow.

With regard to the issue of Lonmin Platinum's symbolic corporate identity, specific theoretical statement number 3 was applied.

Lonmin Platinum's symbolic corporate identity should be divided into visual elements, such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and non-visual elements, namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate in a recognizable and distinguishable symbolic corporate identity (refer to paragraph 3.3).

The issue of the symbolic corporate identity intercepted the following constructs: logo and corporate colours; name; environment, architecture, facilities, vehicles, corporate signs and billboards; objectives; and structure. Although these constructs are derived from specific theoretical statement 3 and indicated employees' perceptions regarding the different symbolic corporate identity elements, they are viewed in the framework of specific theoretical statement number 4 (refer to paragraph 3.5) which formulates how these elements ought to be managed.

During the researcher's personal observations, the logo and corporate colours; name; environment, architecture, facilities, vehicles, corporate signs and billboards; objectives; structure and values were the only elements perceived to be incorporated as part of Lonmin Platinum's symbolic corporate identity. Thus these elements were included in the focus group discussions as well as in the quantitative questionnaires where employees' perceptions concerning these elements were evaluated. The remaining elements, although not perceived to be considered by Lonmin Platinum as part of the company's symbolic corporate identity, will be discussed in Chapter 7 as elements that could form part of the company's symbolic corporate identity.

4.4.3.2.2 Construct: logo and corporate colours (issue 1)

(During the discussion of this construct the researcher showed the respondents posters of the different logos and linked the logo questions to the visual material provided. Once again these questions were asked alternatively, giving the respondents a chance to answer each question before going on to the next set of questions).

By asking the questions pertaining to the logo and corporate colours the researcher could determine how knowledgeable the employees were with regard to the logo and corporate colours of Lonmin Platinum as well as the operations where they were working. It was also possible to determine how they perceived the different business unit logos and what their perceptions were regarding the two Lonmin Platinum logos. The respondents' answers to these questions enabled the researcher to ascertain where the respondents' loyalties lay – be it with the different units where they worked or with the company itself. The answers to these questions furthermore made it possible to determine whether the company's communication regarding its logos was effective and sufficient.

4.4.3.2.3 Construct: name (issue 1)

Although no specific question was asked pertaining to the company or the business unit names only, one of the questions included the employees' views of the entire symbolic corporate identity of the company itself as well as those of the business units. Employees were able to explain their views on every aspect of the symbolic corporate identity, including the company and business unit names. Their answers indicated whether any negativity existed towards the company name as well as towards the business unit names.

4.4.3.2.4 Construct: environment, architecture, facilities, vehicles, corporate signs and billboards (issue 1)

By asking these questions the researcher could determine how knowledgeable the employees were with regard to specific symbolic corporate identity elements of Lonmin Platinum and regarding the units where they were working. Also the respondents' views pertaining to the elements mentioned above made it possible to determine how the employees perceived their working environment.

4.4.3.2.5 Construct: objectives (issue 1)

It was important to determine whether the employees perceived the company to reach its objectives for example a safe working environment. Respondents' answers made it possible to determine how they perceived the work objectives in their different units and whether they felt the company compromised on important issues.

4.4.3.2.6 Construct: structure (issue 1)

These questions drew attention to the overall structure of the mine and to whether the employees understood how the different business units fit into each other.

4.4.3.2.7 Construct: values (issue 1)

Although respondents were not specifically asked about their views regarding this aspect during the focus groups, the questions pertaining to the different logos gave some insight into whether the employees experienced a sense of unity amongst themselves. This aspect regarding the company's values received more attention in the quantitative questionnaires.

Regarding the second issue that was discussed during the focus group interviews, namely the employees' relationship with the company, the constructs communal relationship and exchange relationship were derived from specific theoretical statement number 1.

It is in the best interest of Lonmin Platinum to build communal relationships, in addition to exchange relationships in an attempt to enhance relationships with the company's employees (refer to paragraph 2.4.1.4.1).

4.4.3.2.8 Construct: communal relationship (issue 2)

In order to establish a communal relationship between the company and its employees, the employees should perceive the company to be concerned about its employees' welfare and that it helps those who are not employed by the company. The issue surrounding the employees' relationship with the company would indicate whether they perceived the

company was concerned about them as employees of the company and perceived them to be valuable to the company.

4.4.3.2.9 Construct: exchange relationship (issue 2)

Although not necessarily wrong, a relationship should evolve into something more than a company using people to reach its goals and generally expecting something in return. By discussing the issue of the relationship between the employees and the company it was possible to determine the type of relationship that existed between Lonmin Platinum and its employees and how employees perceived that relationship.

The constructs *trust*, *control mutuality*, *commitment* and *relationship satisfaction* were derived from specific theoretical statement 2.

The higher the levels of trust, control mutuality, commitment and relationship satisfaction that exists between Lonmin Platinum and its employees the higher the relationship quality between these parties involved will be (refer to paragraph 2.4.1.4.2).

4.4.3.2.10 Construct: trust (issue 2)

As part of a strong relationship, there has to be a high level of trust between the parties involved. In order to determine whether the employees trusted the company, they were asked numerous questions to which the responses indicated their trust levels, pertaining to integrity, dependability and competence. The employees' responses would indicate whether or not they trusted the company, why they did or did not trust the company and what the reasons for the trust levels were.

4.4.3.2.11 Construct: control mutuality (issue 2)

The discussion of the issue surrounding the relationship between the company and its employees would indicate whether the employees felt bossed around and whether their opinions were taken into consideration during decision-making processes. Their responses would indicate the level regarding control mutuality that existed in the company.

4.4.3.2.12 Construct: commitment (issue 2)

In order to establish a relationship between parties, all involved should be able to perceive that the other party is committed to maintain such a relationship. The issue surrounding the relationship between Lonmin Platinum and its employees would enable the researcher to determine whether the employees felt the company was committed to maintain a relationship with them.

4.4.3.2.13 Construct: relationship satisfaction (issue 2)

Here it was important to determine whether employees were satisfied with their relationship with the mine. They were asked to indicate whether they were happy or unhappy. Their responses also indicated what specifically made them happy or unhappy in their relationship. Another important aspect that had to be determined was to ascertain whether their relationship with the company deteriorated or grew stronger as time passed and what reasons they could provide as an explanation for it.

4.4.3.3 Procedure for focus group interviews

The following steps for conducting focus group interviews are identified in the literature (c.f. Wimmer & Dominick, 1991:147; Watt & Van den Berg, 1995:361; Du Plooy, 2002:180; Stacks, 2002:92):

Step 1: choose between the traditional or the "known group" focus group

Step 2: select and train staff

Step 3: create the discussion guide

Step 4: select the participants

Step 5: set up the venue in which the participants will meet

Step 6: conduct and record the sessions

Step 7: analyse the data

The way in which these steps were incorporated into the research for this study will be further discussed in this section.

The focus group interviews were conducted at the training centres of Lonmin Platinum's different operations or business units. All employees of Lonmin Platinum undergo some form of training with regard to their job-related functions on a regular basis. The training centres were used because it provided a neutral location, assuming the respondents did not feel intimidated for being there. These training centres were furnished with chairs which were placed in a semi-circle. This made it comfortable for the respondents and allowed them to have direct eye contact with one another. The time schedules that were allocated for the focus group sessions, with the help and assistance of the training centre managers, were usually scheduled for the early mornings due to the fact that the employees work shifts and usually attended the interviews directly after finishing their night shifts. Some of the focus group sessions were conducted in the afternoons before the employees had to go on an evening shift.

The conversations in these groups were facilitated by the researcher, aided by an interview guide, together with an interpreter and/or translator with the use of simultaneous translation technology for optimum information sharing. Employees' responses were translated from Setswana, Sesotho, IsiXhosa, IsiZulu, and Fanagalo to English. This made it possible to experience the respondents' detailed responses. Follow-up questions were asked and aspects were explored in more depth, which would not be possible if the responses were only translated at a postponed stage. Many of the respondents' detailed responses would have been lost (Naudé *et al.*, 2004:6).

Topics for discussion were introduced and the groups were allowed to interact freely in discussing their views on each topic. Participants were assured that there were no right or wrong answers and the aim of the focus group interviews were to understand the views of group members on the matters that had been discussed. Group members were encouraged to differ from one another where applicable in order to fully explore the issues at hand.

The next section to be discussed will centre on the quantitative questionnaires used in this study.

4.5 QUANTITATIVE RESEARCH METHOD

During this section the sampling method, questionnaire design and pilot study will be discussed.

4.5.1 SAMPLING METHOD

Samples are usually selected on the basis of probability. This represents the selection of a random sample from a list of all elements in the population being sampled. But often social research is conducted in situations that do not permit the use of probability samples (Babbie, 2004:182). Non-probability sampling is usually conducted when the researcher does not have access to every unit or element in a population or when a complete sampling frame is not available. This implies that it is not possible to generalize the findings to the entire population. Non-probability samples might be representative of the population, but the extent to which they are, is not necessarily known. Researchers should therefore keep in mind that restrictions can be placed on the interpretation and reporting of data gathered from non-probability samples (Stacks, 2002:155-156).

For purposes of this research study a non-probability sampling method, namely stratified quota/availability sampling (the latter is also often referred to as convenience sampling) was used (see Aaker *et al.*, 1995:377; Stacks, 2002:157). Probability sampling by means of random selection could not be done, as employees could not be withdrawn from their shifts and only available respondents could therefore be used. This typically included respondents that attended classes at the training centres at certain specific times, usually in the evenings from 18:00-20:00, or respondents that had just finished their underground shifts or were on their way to their shifts.

The population for this study was all of Lonmin Platinum's employees in the Mooinooi/Marikana area. The total population of Lonmin Platinum was $\pm 20\ 000$ employees, excluding contractors. The sample size of 650 respondents was as large as possible in order to represent each business unit proportional to the size of each unit and to contain research costs. The sample included literate, semi-literate and illiterate employees (refer to paragraph 5.2). The Western Metal Sales (Ltd) in Brakpan was

excluded from the research, because it is a very small unit and geographically not situated near Lonmin Platinum's Marikana operations.

In quota sampling units are selected into a sample on the basis of predetermined characteristics, which means the sample will have the same characteristics assumed to exist in the population being studied (Babbie, 2004:184). In this study the sample was stratified to ensure that the population was proportionately represented in the sample (see Babbie, 2004:205).

Stratifying the sample ensured that the diverse work-force of Lonmin Platinum was reflected in the sample. The basic information needed for sampling was obtained from the central data base of the mine. The following demographic information was obtained from the mine's data base and used for sampling:

- Gender: male, female.
- How the employees perceived themselves: Black, Asian, Coloured, White, Other.
- Business units: Karee Mine; Western Platinum Mine; Eastern Platinum Mine; BMR Smelter and Head office (LPD).
- Workplace category: underground, surface dusty, surface.
- Current job level: employees (all A-levels, categories 3-8), supervisors (level B and C), middle management (all level D), top management (levels E and F).

4.5.2 QUESTIONNAIRE DESIGN

The questionnaire design is discussed on the basis of the questionnaire layout, content, organization and nature, and the procedure of the questionnaire.

4.5.2.1 Questionnaire layout

Throughout this section (paragraph 4.5.2.1), the questions and statements as they appeared in the questionnaires will not be repeated. Refer to appendix 4.1 for examples of the different questionnaires.

Each section was accompanied by its own instructions for completing that specific section of the questionnaire. It ranged from questions where respondents had to draw a tick in the box that best suited their opinion, to them having to choosing between alternative responses to various statements. The alternative responses were related to the Likert-type scale. According to Smith (1988:58) and Babbie (2004:169), the Likert-type scale is an integrated measurement scale developed to improve measurement in social research through the use of standardized response categories in survey questionnaires to determine the importance of different items. Likert items can use response categories such as strongly agree, agree, disagree, and strongly disagree (Hocking *et al.*, 2003:264).

4.5.2.1.1 First section of the questionnaire

The first section of the questionnaire dealt with *questions* referring to the *employees' profile* (questions 1-21) and their *overall relationship* (questions 22-29) with the mine (see appendix 4.1 for the questionnaires). Questions 22-26 dealt with aspects that were important in establishing the background of *employees' work relationship* with the company, namely their perception on promotion possibilities in the company, whether they were happy in their positions, how many positions they have held in the company and whether they would work for another company. These aspects could possibly impact on their overall relationship with the company.

The next group of questions and statements in the first section of the questionnaire (27-29o) dealt specifically with the *employees' relationship* with Lonmin Platinum (the operation/mine where the employee worked at the time of the study). These questions were constructed within the context of the Excellence Theory (Grunig, 1992), and the Relationship Management Perspective (Ledingham, 2003) as meta-theoretical frameworks.

Grunig and Hon (1999) constructed a Relationship Scale that measures different relationship dimensions (refer to paragraph 2.4.1.4.2), as well as ultimate relationship satisfaction and the existence of an exchange or communal relationship. This scale was used as framework for constructing the questions and statements pertaining to the employee-employer relationship.

From statements 29a to 29o the respondents were required to express their opinion regarding their relationship with Lonmin Platinum by choosing any of the following responses to each of the statements: (1) *totally disagree*, (2) *disagree*, (3) *agree* or (4) *totally agree*.

Henceforth the questionnaire was divided into sections A to D:

- **Section A (questions 30-31):** Identification of different logos.
- **Section B (statements 32-48):** Statements concerning Lonmin Platinum's symbolic corporate identity.
- **Section C (statements 49-70):** Statements concerning each of the different business units. Each of the units, Karee Mine; Western Platinum Mine; Eastern Platinum Mine; BMR Smelter and Head office (LPD) had their own questionnaires with their own separate logos in Section C. The employees that worked for Head office (LPD) also completed a separate questionnaire but this questionnaire did not contain section C.
- **Section D (questions 71-76):** Questions concerning company objectives and structure.

4.5.2.1.2 Section A of the questionnaire

Section A (Q30-31) (construct: identification of logo) indicated whether the employees of Lonmin Platinum could *identify the different logos of the company* (the respondents were shown pictures of the different logos (Q30a-j) and then they had to identify each of the logos by name) *and which of the logos they were most familiar with*.

4.5.2.1.3 Section B of the questionnaire

Section B (Q32-48) was concerned with the *symbolic corporate identity of Lonmin Platinum*. In order to make it easier for the respondents they were shown the logo of Lonmin Platinum as well as the operation under discussion. This was done throughout sections B and C of the questionnaires. The respondents had to draw a tick in the box that

best represented their opinion. The alternatives ranged from (4) *strongly agree*, (3) *agree*, (2) *disagree* to (1) *strongly disagree*.

4.5.2.1.4 Section C of the questionnaire

Section C (Q49-70) was concerned with the *symbolic corporate identity of Karee Mine; Western Platinum Mine; Eastern Platinum Mine and the BMR Smelter* respectively. Each operation had its own questionnaire; the basic statements remained the same, but the names were changed to suit each operation. The respondents had to draw a tick in the box that best represented their opinion. The alternatives ranged from (4) *strongly agree*, (3) *agree*, (2) *disagree* to (1) *strongly disagree*.

In the following paragraph (refer to paragraph 4.5.2.1.5) the last section of the questionnaire is discussed referring to Lonmin Platinum's objectives as well as the company's structure.

4.5.2.1.5 Section D of the questionnaire

Section D dealt with questions concerning Lonmin Platinum as "mother company" referring to objectives and the company structure as further elements of Lonmin Platinum's symbolic corporate identity. Here the respondents were tested on their knowledge of the *perceived objectives of Lonmin Platinum, how effective Lonmin Platinum was in upholding its objectives; the structure of Lonmin Platinum, the structure of Western Platinum Limited and the structure of Eastern Platinum Limited*. Each of these questions had several options which enabled the respondents (employees) to select the option(s) that best described their opinion and tested their knowledge of the entire company. They identified their choices by making a tick(s) in the appropriate box.

4.5.2.2 Questionnaire content

The original statements as formulated by Grunig and Hon (1999) according to their relationship scale needed to be adapted as was determined in the pilot study (refer to paragraph 4.5.3). Following this, the question/statement numbers are indicated as they

appear in the final questionnaire, and the rationale for the constructs measured is provided.

These statements were based on specific theoretical statement 2 (refer to paragraph 2.4.1.4.2):

The higher the level of trust, control mutuality, commitment and relationship satisfaction that exists between Lonmin Platinum and its employees, the higher the relationship quality between these parties involved will be.

The following constructs were derived from this statement: trust, control mutuality, commitment, relationship satisfaction, communal relationship and exchange relationship.

4.5.2.2.1 Construct: trust (Q29a-e)

Statements 29a to 29e were aimed at determining whether employees trusted the company. If they were to indicate no, low trust or high trust levels it would also be possible to determine why they experienced their perceived trust levels.

4.5.2.2.2 Construct: control mutuality (Q29f-g)

Employees' responses to these questions would indicate whether they felt they were worthy or worthless and indicate whether they felt they had control over their destiny at the company and why. Part of feeling worthy is the feeling that someone listens to what you are saying and that is why the question "listens to what I say" was included.

4.5.2.2.3 Construct: commitment (Q29h)

Using this statement would provide a very straightforward answer to whether employees felt the company was interested in having some relationship with them at all. Their responses to this statement would provide information and understanding regarding the employees' commitment to having a relationship with the company, and why they were or were not committed in their relationship with the company.

4.5.2.2.4 Construct: relationship satisfaction (Q29i, 29j)

The results of these two statements would indicate why employees were (or were not) loyal to the company, because an employee that is truly happy in a company usually feels that all parties involved benefit, will not look for employment elsewhere, be as productive as possible and be satisfied with what he/she does in their positions. Employees' satisfaction levels would also indicate whether and how much they trusted the company (refer to paragraph 2.4.1.4.2.4).

From Q29k-29o the employees' perceptions regarding their type of relationship with the company was determined. These statements were founded upon specific theoretical statement 1 (refer to paragraph 2.4.1.4.1).

It is in the best interest of Lonmin Platinum to build communal relationships, in addition to exchange relationships in an attempt to enhance relationships with the company's employees.

Following from the above-mentioned statement the subsequent questions are based on the constructs *communal relationships* and *exchange relationships*.

4.5.2.2.5 Construct: communal relationship (Q29k, 29l)

The statement on whether the "company helps non-members" would indicate whether employees felt the company knew it had a responsibility beyond the borders of the company location to the wider community. The statement on being "concerned about the welfare" of the employees would indicate whether employees felt the company cared about them without expecting anything in return – characteristic of a communal relationship. Employees' responses to these statements would indicate why employees experienced or did not experience a communal relationship with the company.

4.5.2.2.6 Construct: exchange relationship (Q29m, 29n, 29o)

Two of the original Grunig and Hon (1999) relationship scale statements were used, testing whether employees felt the company only gave something when they wanted

something in return and that the company only took care of those that in return rewarded the company. The results to these statements would provide insight into the way the company treats its employees, their perception of how they are treated and ultimately whether and why the company can be trusted from the employees' point of view.

Overall, questions and statements 22-29 gave insight into information regarding employees which could impact on the employer-employee relationship at Lonmin Platinum; the dimensions of the relationship; the level at which the employees were satisfied with their relationship with the mine; the nature or existence of a communal and exchange relationships between the employees and the company and general information on relationship indicators.

With regard to the symbolic corporate identity of Lonmin Platinum as well as the different business units, specific theoretical statements 3 and 5 determined the constructs that were included in the quantitative questionnaires.

Specific theoretical statement number 3:

Lonmin Platinum's symbolic corporate identity should be divided into visual elements, such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and non-visual elements, namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate in a recognizable and distinguishable symbolic corporate identity (refer to paragraph 3.3).

The following constructs could be derived from this statement: logo and corporate colours; name; environment and gardens, architecture, facilities, vehicles, corporate signs, billboards; objectives, structure. Again, during the personal observations, these constructs were identified as being part of Lonmin Platinum's symbolic corporate identity at the time of the study. The remaining elements will be discussed in paragraph 7.2 as elements that, apart from the existing elements, should form part of the company's symbolic corporate identity.

4.5.2.2.7 Construct: logo and corporate colours (Q38, 39, 40, 41, 42, 43, 45, 59⁴, 60, 61, 62, 63, 64, 65, 66, 67)

These statements were aimed at determining employees' perceptions regarding Lonmin Platinum's (Q38-45) as well as the business units' (Q59-67) logos and corporate colour(s); whether the logos and colours were being applied consistently as is specified by literature (refer to paragraphs 3.3.1.1 and 3.3.1.2).

4.5.2.2.8 Construct: name (Q32, 33, 44, 53, 54)

These statements tested how employees perceived the company (Q32-44) and the business units' (Q53, 54) names being applied, what the employees' perceptions with regard to the names were and whether these names were acceptable to the employees (refer to paragraph 3.3.1.4).

4.5.2.2.9 Construct: environment, architecture, facilities, vehicles, corporate signs and billboards (Q35, 46, 47, 48, 52, 56, 68, 69, 70)

These statements were aimed at Lonmin Platinum's (Q35-48) and the other business units' (Q52-70) sites, buildings, environment and vehicles and indicated how employees perceived these elements of the company's symbolic corporate identity (refer to paragraphs 3.3.1.3, 3.3.1.5 and 3.3.1.6).

4.5.2.2.10 Construct: objectives (Q71, 72)

The different objectives as they were stated in the company vision were used as alternatives to determine the employees' knowledge level. Also employees could indicate which objectives they felt the company pursued effectively and which not. In providing their answers employees indicated whether any perceptions existed regarding objectives being achieved that should not have been the main focus of the mine, but according to them have become the main driving force of the company.

⁴ Due to the nature of this statement it could be included with the questions pertaining to the identification of logo (Q31, 32), but because of the structure of this statement it is included in the construct logo and corporate colour.

4.5.2.2.11 Construct: structure (Q73, 74, 75, 76)

According to the literature discussion in Chapter 3, the company structure is also important with regard to a company's symbolic corporate identity and so, in grouping these questions together, employees' knowledge on Lonmin Platinum's company structure could be determined.

Some of the statements in the quantitative questionnaire were also based on constructs identified by specific theoretical statement 5 (refer to paragraph 3.5):

Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance while creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine, to explore its own creativity and uniqueness.

The following constructs were derived: unification and family feeling; identification of logo and identification of structure.

4.5.2.2.12 Construct: unification and family feeling (Q34, 36, 37, 49, 50, 51, 55, 57, 58)

Including these statements enabled the researcher to determine whether Lonmin Platinum was successful in establishing a family feeling towards its employees, with regard to the "mother" company (Q34-37) itself as well as in the different business units (Q49-58) which is, according to the literature (refer to paragraphs 3.3.2.1 and 3.5), important when managing an endorsed symbolic corporate identity. These statements furthermore aimed at determining whether the company's activities and its endorsed symbolic corporate identity established a perception that the company was unified in its activities and that all the company's activities contributed to the perception that the company had expertise – unique to the company. The results from these statements would make it possible to determine where employees felt more at home, be it in the company itself or the in different units where they were working at the time of the study.

4.5.2.2.13 Construct: identification of logo (Q30, 31)

These questions would help to determine whether the employees of Lonmin Platinum could identify the different logos of the company and which of the logos they were most familiar with. These questions were aimed at determining whether the use of all the different logos was effective and whether employees understood how the logos were applied at Lonmin Platinum. This was important because it would indicate whether Lonmin Platinum applied the principles concerning an endorsed symbolic corporate identity and communicated that identity to all employees, as discussed in the literature of Chapter 3 (refer to paragraph 3.3).

4.5.2.2.14 Construct: identification of structure (Q73, 74, 75, 76)

The questions pertaining to this construct indicated whether the company's employees understood that they all worked for the same company, although for different units and thus formed one company family. When a company has an endorsed identity it needs to establish a knowledge framework that all employees understand the structure of the company for whom they work and how they contribute to the company with regard to their business unit as well as to the company as a whole.

4.5.2.3 Organization and nature of the questionnaire

The quantitative survey on the symbolic corporate identity elements and employer-employee relationships of Lonmin Platinum used separate questionnaires. Each business unit had its own questionnaire implying that there were six symbolic corporate identity elements questionnaires in total, because the questions were constructed in such a way to measure employee perceptions of their business unit respectively. A questionnaire aimed at a specific business unit had the logos of Lonmin Platinum and of that specific unit printed inside. This was done not only to make it easier for the respondents to answer the different questions and ensure that there was no misunderstanding, but also to determine the respondents' perceptions with regard to their specific operation or business unit and to compare these results.

All the questionnaires were translated into English and Setswana, which enabled the literate respondents to complete the questionnaires themselves. These languages were decided upon, because it was believed that it would be the most appropriate languages to choose based on the predominant languages in the North-West Province (excluding Afrikaans). Multi-lingual facilitators were used to assist the semi-literate and illiterate respondents with completing the questionnaires. The facilitators systematically guided the illiterate respondents through the questionnaires, asking them one question at a time and indicating their responses on the questionnaires. The facilitators were trained before this process commenced. This included an understanding of the questionnaire, how to deal with contingencies that may occur, and several practice rounds (c.f. Hocking *et al.*, 2003:245).

4.5.2.4 Pilot study

While designing a questionnaire, the possibility of error always exists (Babbie, 2004:256). This indicates the importance of pilot studies. A pilot study is a data-gathering effort to examine research methods and measuring tools in order to overcome possible problems before the full study is conducted (Huysamen, 1993:205; Du Plooy, 2002:189; Hocking *et al.*, 2003:150).

After finalizing the employee questionnaires with the input from Lonmin management and the Lonmin Steering Committee, the questionnaires were tested during a pilot study. The pilot study took place between 24 and 26 August 2004 at one of the Western Platinum Mine training centres where the future research would be conducted with 25 respondents (employees). This was important because in keeping the venue where the research will take place and the pilot study venue similar helped overcome potential research errors (c.f. Huysamen, 1993:205; Du Plooy, 2002:189; Hocking *et al.*, 2003:150). Both the questionnaires (symbolic corporate identity elements and communication, as was used for the Stakeholder Perception Survey – refer to paragraph 1.2) were tested, which took a considerable amount of time. The respondents could not complete the questionnaires by themselves due to the fact that they were semi-literate and illiterate. An interpreter from the mine was used to interpret each question for the employees upon which they replied verbally and then their answers were transcribed. It took approximately two hours to work

through only the profile questions and relationship details of the questionnaires. After two hours the researchers had not yet begun with the questions on either the symbolic corporate identity or the communication aspects.

Once the employee profile and relationship sections of the questionnaires were completed, the emphasis shifted to the separate questionnaires with regard to symbolic corporate identity and communication. Most of the questions and statements in the different questionnaires had to be answered by means of a 5-point scale. But due to the fact that the majority of the respondents were illiterate and not able to understand either the scales or the questions and statements, the 5-point scale was simplified to a 3-point scale during the pilot study with simpler alternatives. Each question was asked with the help of an interpreter. This was a very time-consuming and exhausting exercise. Using a 3-point scale as was the case during the pilot study would not have been statistically viable, since using alternatives such as good, neutral and bad would not have indicated different shades of meaning and the respondents' true perceptions with regard to the questions. Also, it would not have provided a scientific calculation or clarity of the results. As soon as the pilot study was conducted, alterations were made regarding the length of the questionnaires, the formulation of certain questions as well as the measurement scales in the questionnaires. The measurement scales were then altered to 4-point scales. The different 4-point alternatives ensured that they did not have the opportunity to choose a neutral option, which meant that definitive positive and negative responses were collected (Naudé *et al.*, 2004:4-5).

With regard to the **employees' profile** the following alterations had to be made:

- Question 5: the option of Head Office (Marikana) (number 6) was changed to Head Office (LPD)
- Question 10: was changed to a simpler division, indicating the job levels as employees (all A-levels, categories 3-8, referring to employees working mostly underground and illiterate to semi-illiterate), supervisors (levels B and C), middle management (all level D), top management (levels E and F).

- Question 12: the indication to the different grades was left out and only an indication to standard 5 etc. was indicated. Also ABET (Adult Basic Education and Training) was included in the 2nd option.
- Question 13: option 2 was changed from mine flat to mine flat/married quarters. Option 3 was changed from mine house to rented/MHDC house. Option 4 was changed from shack to makhukhu/shack. Option 5 was changed from rented house to mine brick house and option 6 was changed from own house to own brick house.
- Question 15: the question was changed to include “in your home” at the end of the question.
- Question 16: the question was changed to include “in your home” at the end of the question.
- Question 19: the question was changed to include all the provinces of South Africa as well as possible countries beyond the borders of South Africa.
- Question 21: the option violence/crime was added.
- Question 22: the wording “at the mine” was left out.
- Question 23: the wording “mine” was changed to “company”.
- Question 24: the option “labour association” was added.

With regard to the **relationship** section of the questionnaire, alterations had to be made to the questions as it is found in Grunig and Hon’s (1999) questionnaire. Before the specific alterations are indicated it is important to take note that where Grunig and Hon (1999) specifically refer to an organization (as term) in their questionnaire it was changed to company with regard to this research study (refer to paragraphs 1.1 and 1.7). The alterations on the relationship aspect of the questionnaire were as follows:

Grunig and Hon’s (1999) original statements on trust that were applied in the questionnaire included the following:

- This organization treats people like me fairly and justly. (Integrity).
- Whenever this organization makes an important decision, I know it will be concerned about people like me. (Integrity; original dimension: faith).
- This organization can be relied on to keep its promises. (Dependability).

- I believe that this organization takes the opinions of people like me into account when making decisions. (Dependability).
- This organization has the ability to accomplish what it says it will do. (Competence).

In the above-mentioned questions the wording “people like me” was changed to only “me”, so as to indicate how the respondent felt with regard to his/her own personal relationship with the company, taking into account the underlying dimensions of trust, namely integrity, dependability, and competence.

Grunig and Hon’s (1999) original statements on control mutuality that were applied in the questionnaire included the following:

- In dealing with people like me, this organization has a tendency to throw its weight around. (Reversed).
- This organization really listens to what people like me have to say.

It was decided to use the reversed question referring to the company “throwing its weight around”. The wording of this question was changed to make it more user friendly without losing the inherent meaning. This question was changed to “boss me around”. Also the wording “people like me” was changed to “me” (see rationale above).

Grunig and Hon’s (1999) original statement on commitment that was applied in the questionnaire included the following:

- I feel that this organization is trying to maintain a long-term commitment to people like me.

This statement was reformulated. The words “I feel” was changed to “I can see”, “is trying to” was changed to “wants to”, “long-term commitment to people like” was changed to “relationship with”. This was done in order to formulate the question in such a way that it applied to the respondent’s own personal relationship with the mine.

Grunig and Hon's (1999) original statements on relationship satisfaction that was applied in the questionnaire included the following:

- I am happy with the organization.
- Both the organization and people like me benefit from the relationship.

In these statements the wording "people like me" was replaced with "I".

Grunig and Hon's (1999) original statements on communal relationship that was applied in the questionnaire included the following:

- This organization does not especially enjoy giving others aid. (Reversed).
- This organization is very concerned about the welfare of people like me.

Grunig and Hon's (1999) reversed question, "this organization does not especially enjoy giving others aid" was reformulated to make it more simplistic without distorting the essence and changed to "...helps non-employees". Once again the wording of the second question "people like me" was changed to "me".

Grunig and Hon's (1999) original statements on exchange relationship that was applied in the questionnaire included the following:

- Whenever this organization gives or offers something to people like me, it generally expects something in return.
- This organization takes care of people who are likely to reward the organization.
- This organization will compromise with people like me when it knows that it will gain something.

The question "this organization will compromise with people like me when it knows that it will gain something" was changed to "this organization only uses people to reach their goals". The other two questions from Grunig and Hon's scale were used in their original format, except for first question's wording changing from "people like me" to "me".

With regard to the **symbolic corporate identity** aspect of the questionnaire the following alterations were made:

- Question 47: the wording "gardens" were changed to "environment".
- Question 59: the question was changed from "I associate myself only with the logo of (business unit) than with Lonmin Platinum" to "I associate myself more with the logo of (business unit) than with Lonmin Platinum".
- Question 71: the wording "finance" was changed to "profit-making".

4.5.2.5 Procedure

A cover letter was sent from the North-West University, Potchefstroom Campus to the Steering Committee overseeing the Stakeholder Perception Survey on behalf of Lonmin Platinum that explained the overall purpose of the study and ensured the management of the mine that the employees' responses would be handled with care and confidentially. This letter also introduced the researcher to the respondents. The cover letter was attached to the questionnaires that would be completed by the literate employees, explaining the purpose of the study and confirming the respondents' confidentiality, dignity and privacy. In the case of the semi-literate and illiterate employees the procedure was explained to the respondents using an interpreter (Naudé *et al.*, 2004:5).

4.5.2.5.1 Method of data gathering

The respondents were grouped together in groups of ± 20 employees with the help of the training centre managers. Approximately one hour was allocated to each group of 20 for them to complete the questionnaires. The facilitators assisted the semi-literate and illiterate employees while the literate employees completed the questionnaires on their own. Some of the questionnaires were completed by literate employees at Lonmin Platinum's Head office. In order to ensure that all the questionnaires were gathered the questionnaires were collected personally at the different training centres with the help of the facilitators. The questionnaires were checked immediately to ensure that all the questions were answered. The questionnaires that were not completed correctly were kept aside.

4.6 RESPONSE RATE

Details of the response rate are provided in Table 4.5.

Table 4.5: *Response rate of quantitative research*

Symbolic corporate identity questionnaires	
Sample size	650
Actual sample	508
Response rate	78.15%

According to Wimmer and Dominick (1991:131), Watt and Van den Berg (1995:353) and Baxter and Babbie (2004:190), a response rate of above 70% is regarded as very good.

4.7 DATA CAPTURING AND ANALYSIS

The results from the semi-structured interviews were divided into four main constructs, namely *how to manage*, *who to manage*, *originate* and *communication and message*. These results were analyzed in order to determine the benchmark by which the company's endorsed symbolic corporate identity was managed. It was analysed according to the constructs and integrated with the results from the personal observations by the researcher herself in order to explain the nature of the company's identity.

The qualitative research results of the focus group interviews were grouped together in terms of the numbers of employees that had expressed certain views and were therefore not linked to any individuals. The confidentiality of group members could therefore be guaranteed. These results were used in the explanation of the data obtained through the questionnaires. Due to the fact that two main issues were discussed during the focus group discussions, namely symbolic corporate identity and relationship with the company these comments were also transcribed and analyzed according to the constructs and then integrated with the quantitative research in order to contextualize the data.

The quantitative data was analyzed by means of a statistical computer software programme, Statistica version 7.1 (Statsoft 2006) in conjunction with the Statistical

Consultation Service at the North-West University, Potchefstroom Campus, using descriptive statistics common to social research projects.

The statistics used for the objectives of this study include: frequency tables, t-tests, Analysis of Variance (ANOVA)-calculations, Cronbach (1951) alpha-coefficient, factor analysis and correlation coefficients. Frequency analyses were used to report data in terms of the number of percentages of respondents that shared a certain opinion. Also N-values differ due to the fact that the N-value represents the total number of employees that answered a specific question. Missing values were excluded from the analyses.

4.7.1 T-TESTS AND ANOVA-ANALYSIS

The *t-test* is a method used to compare the mean scores of two different groups. It is a statistical model that can be used for testing the significance of difference between the means of two populations, based on the means and distributions of two samples. There are a number of t-tests available, depending on the problem being researched as well as the situation of a specific research study. Variations of t-tests available are for testing independent groups, related groups and cases in which the population mean is either known or unknown. The t-test basically assumes that the variables in the population from which the samples are drawn are normally distributed and that the data is homogeneous of variance, in other words that all groups in the population have equal variance (Williams & Monge, 2001).

Whereas a t-test allows researchers to test the difference in the means of two samples, it is necessary to test for the difference in means of several different groups occasionally. This necessitates the use of an *analysis of variance (ANOVA)*. ANOVA is an extended version of the t-test. Its advantage is that it can be used to simultaneously investigate several independent variables, also called factors. ANOVA breaks down the total variability in a set of data into its different sources. It basically explains the sources of variance in a set of scores on one or more independent variables (Wimmer & Dominick, 1991:241).

Statistical significance tests, such as t-tests and ANOVA's, are used to show that the results are significant. **Statistical significance** is represented by the **p-value**. A small p-

value ($p \leq 0.05$), medium p-value ($p \leq 0.01$) and a large p-value ($p \leq 0.001$) are considered as sufficient evidence that the result is statistically significant (Cohen, 1988).

Statistical significance testing is only appropriate for probability samples (usually assumed to be random) from a population and is not relevant when dealing with complete populations or availability samples. To determine the significance between the means of two or more populations (non-probability samples, as in this study) an effect size can be used. In order to distinguish the significance of that from the statistical significance, the effect size significance will be called the **practical significance (d-value)** (Steyn, 2000:1).

Cohen (1988) gave some guidelines as an aid for the interpretation of practical significance:

$d=0.2$ (small effect, which means that if this occurs in new research, the experiment or survey ought to be replicated to determine whether there is an effect or whether the result is practically non-significant)

$d=0.5$ (medium effect, which is detectable and might point towards practical significance. A better planned experiment might result in more significant results)

$d \geq 0.8$ (large effect; the results are practically significant and therefore of practical significance)

In cases where statistical significance results were obtained, d-values were calculated.

The effect sizes for t-tests and ANOVA are calculated by means of the statistical computer software programme, Statistica version 7.1 (Statsoft 2006) as previously stated.

In the case of a contingency table the **effect size is indicated by the w-value, which** is given by the **phi (f) coefficient**. The effect size is a measure of the practical significance of the relationship and is independent on the sample size.

In this case the effect size is given by:

$$w = \sqrt{\frac{X^2}{n}},$$

where X^2 is the usual Chi-square statistic for the contingency table and n is the sample size (Steyn, 1999; Steyn, 2002).

The following guidelines for the interpretation of the w-value as indicator of effect size for contingency tables are as follows (Cohen 1988):

w=0.1 (small effect)

w=0.3 (medium effect)

w=0.5 (large effect)

A relationship with $w \geq 0.5$ is considered as practically significant (Ellis & Steyn, 2003:53).

4.7.2 CRONBACH (1951) ALPHA-COEFFICIENT

There are a number of ways to measure internal consistency; a very common indicator of internal consistency is Cronbach's Alpha (Watt & Van den Berg, 1995:125). Cronbach's Alpha indicates whether all the items in the test measure the same characteristic. A high internal consistency thus indicates a high level of generalization of all the items in the test (Huysamen, 1993:125). Interrelated items are thus summed to obtain an overall score for each participant. Cronbach's coefficient alpha estimates the reliability (refer to paragraph 4.10) of this type of scale by determining the internal consistency of the test or the average correlation of items within the test (Nunnally, 1978; Nunnally & Bernstein, 1994).

- ❖ The reliability coefficient can range from a value of 0 to 1.00, the latter being perfect agreement or consistency and the former indicating the total absence of agreement or consistency. Reliability coefficients should then try and reach a point of 1.00, because it would signify greater reliability. A good guideline to keep in mind would be a coefficient of around 0.7 (Baxter & Babbie, 2004:124). Since Cronbach's coefficient alpha is a correlation, where values larger than 0.5 can be interpreted to be important, in practice, no Cronbach coefficient alpha value lower than 0.5 will be accepted as reliable (Steyn, 2006). It should however be kept in mind that when dealing with more psychological constructs values below 0.7 can be expected due to the diversity of the constructs being measured (Kline, as quoted by Field, 1999:668).

4.7.3 FACTOR ANALYSIS

Factor analysis is used to determine construct validity (refer to paragraph 4.9) and measures the degree of similarity in scale responses (Anastasi, 1968:116; Anastasi, 1988:154; Watt & Van Den Berg, 1995:125). Factor analysis discovers patterns among the variations in values of several variables (Babbie, 2004:455). In other words it simplifies the description of data by reducing the number of variables or dimensions. Factor analysis begins with a table of inter-correlations amongst a set of variables. This is known as a correlation matrix. Every factor analysis ends with a factor matrix indicating the loading of each variable on each of the factors. The variables with higher loadings on a factor are examined in order to define the nature of the factor (Anastasi, 1968; Nunnally, 1978; Babbie, 2004:456).

The researcher must then analyze the meaning of a factor on the basis of those variables with high loadings (for example 0.9). Two criteria should be taken into account when analyzing a factor analysis: a factor must explain a relatively large portion of variance found in the variables and a relatively large portion of each variable's variance must be explained by the factor (Babbie, 2004:456).

There are many methods of rotation of the axis in order to make interpretation of data simpler. In other words rotation should be performed to attempt that each variable loads on only one factor (Nunnally, 1978:377). When one looks at the analytic methods of rotation, various procedures are to obtain simpler structures. Analytic methods are available for both orthogonal rotations and oblique rotations, although generally solutions to the orthogonal case are better. In most cases in this study the varimax-method of orthogonal rotation will be utilized. The varimax-method is the most commonly used of all the rotations available and maximizes the sum of variances of squared loadings in the columns of the factor matrix. The main goal of the varimax-method is to simplify factors by maximizing the variance of the loadings within factors, across variables. The spread in loadings is maximized – loadings that are high after extraction become higher after rotation and loadings that are low become lower. In each column of the matrix, this tends to produce some high loadings and some loadings near zero (Tabachnick & Fidell, 2002:614).

4.7.4 PEARSON CORRELATION COEFFICIENT

A **Pearson correlation coefficient (r)** indicates the degree of correspondence, similarity or relationship between two sets of scores (Anastasi, 1968:72; Bartholomew *et al.*, 2002:29). According to Williams and Monge (2001:127) and Sprinthall (2003), a correlation coefficient gives two properties of a relationship. The first is the magnitude of the relationship, in other words the degree to which the variables vary together and the second is the direction of the relationship. A positive correlation occurs when two variables change together in the same direction, meaning an increase in the first variable is associated with an increase in the second variable or a decrease in the first variable is associated with a decrease in the second variable. A negative or inverse relation exists when two variables change together in opposite directions. Thus, if the first variable increases, the second variable decreases and similarly, if the first variable decreases, the second one increases.

- +1.0 (perfect positive correlation)
- 0.0 (no correlation)
- 1.0 (perfect negative correlation).

The guidelines for the interpretation of the effect size for a Pearson correlation are as follows (Steyn, 2005):

- r=0.1 (small effect)
- r=0.3 (medium effect)
- r=0.5 (large effect)

4.8 CHALLENGES DURING THE RESEARCH

During this study a couple of challenges were encountered. These included the following:

4.8.1 Qualitative research challenges

- During the planning phase of the personal interviews it was difficult to schedule the interviews with the company's management due to their busy diary responsibilities.
- During the focus group interviews the respondents were reluctant to participate at first because of the simultaneous translation technology used. The use of the

technology had to be explained so as to reassure the respondents that they could answer freely and not feel intimidated.

4.8.2 Quantitative research challenges

- During the construction of the quantitative questionnaires they were translated into English and Tswana. It was thought that this would be the most appropriate languages to use. Unfortunately the respondents preferred Xhosa and found the Tswana translation difficult to understand. In order to overcome this obstacle facilitators that were able to speak a variety of languages were used to assist the respondents by translating the questionnaires, especially for the semi-literate and illiterate employees. Many of the black literate employees preferred to answer the English translated questionnaires due to the difficult Tswana translations.
- During the survey research conducted at Eastern Platinum Mine, the unions/ labour associations interrupted the scheduled research process, demanding to first “speak to the masses” before the research process could reconvene. According to the association they had to be notified of the research before it could be conducted. This happened after several correspondences with the mine explaining the whole Stakeholder Perception Survey. The survey research at Eastern Platinum Mine had to be rescheduled and the process reconvened at a later stage. Despite this interruption the research was conducted successfully.
- With regard to the quantitative questionnaires, Grunig and Hon’s (1999) relationship scale was used to construct the questions testing the employees’ relationship with the company. During the pilot study it was found that the respondents did not understand the scale and alterations had to be made to the questions and the scales. Having done this, no further problems were identified.

4.9 VALIDITY OF THE STUDY

Validity indicates whether a measure properly captures the meaning of the concepts or construct they represent (Watt & Van Den Berg, 1995:126); in other words the way in which the measurement scale measures what it claims to measure (Williams & Monge,

2001:30; Babbie, 2004:143). Validity can be difficult to establish with certainty (Rubin *et al.*, 2000:209; Rubin *et al.*, 2005:211). Partly because of its complexity, validity is assessed in several ways, namely through content validity, which is addressed through face and expert-jury validity; criterion validity, where two forms are applied, namely concurrent and predictive validity and lastly; construct validity. In short, these types of validity are defined as follows:

- Content validity: “the degree to which a measure covers the range of meaning included within a concept” (Babbie, 2004:145; Baxter & Babbie, 2004:125). Content validity is addressed through face validity and expert-jury (also referred to as expert-panel) validity, amongst others (Baxter & Babbie, 2004:125):
 - Face validity: “that quality of an item or indicator judged to be a reasonable measure of a particular variable” (Du Plooy, 2002:125). In this study, during the construction of the questionnaires, the questions were formulated in such a way as to ensure that the true meaning of the questions was clear. To provide one example; statement 34 was paraphrased as: Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how). As seen from this example, different terminology was included in order to ensure that respondents understood the true meaning of the question and that the question ultimately covered the entire range of meaning. This was also confirmed during the pilot study.
 - Expert-jury validity: “several people (regarded as experts on the subject) evaluate the merit of the measure” (Du Plooy, 2002:125). Baxter and Babbie (2004:126) state that it refers to the measure’s adequacy. According to them it is face validity performed by a group of experts. During the construction of the questionnaires a group of researchers were involved in formulating the different questions and statements so as to ensure that the questions and statements were adequate.
- Criterion validity: “the degree to which a measure relates to some external criterion” (Babbie, 2004:144). With regard to criterion validity two forms are applied, namely concurrent validity and predictive validity:

- Concurrent validity: “a new measurement is correlated with a measure of the same thing that has previously been validated” (Du Plooy, 2002:125). Babbie states that it refers to the “degree to which a measure relates to some external criterion” (Babbie, 2004:144). During the construction of the questionnaires the questions and statements pertaining to the employer-employee relationship were based on Grunig and Hon’s (1999) relationship scale (already tried and tested). It was also based on the theoretical context of the Relationship Management Theory and Excellence Theory as meta-theoretical frameworks. Although the questions and statements pertaining to the symbolic corporate identity section of the questionnaires were not taken from existing questionnaires, these questions and statements were based on the literature surrounding symbolic corporate identity.

- Predictive validity: “the degree to which a measure predicts known groups in which the phenomenon or construct that is measured must exist” (Du Plooy, 2002:125). According to Baxter and Babbie (2004:126), a measure should be able to indicate that it can predict future behaviour. Numerous research methods were applied in this study which made it possible to determine certain trends. Also the sampling method used made it possible to predict further employees’ perceptions regarding the employer-employee relationships as well as symbolic corporate identity. However, this study does not make it possible to predict employees’ behaviour throughout the mining and minerals sector, but it does provide a framework from where future research can be conducted.

- Construct validity: “the degree to which a measure relates to other variables as expected within a system of theoretical relationships” (Babbie, 2004:144). Baxter and Babbie (2004:127) call these relationships logical relationships between variables. Construct validity for this study was assessed by means of a pilot study and this indicated that the measurement scales had to be altered. After this was done the different variables related to each other and ultimately contributed to a better understanding of employer-employee relationships and of symbolic corporate identity (refer to paragraph 4.7.3).

With regard to validity it is furthermore necessary to distinguish between internal and external validity. Internal validity means that no other interpretations of the results exist other than the results originally provided. External validity addresses whether the results can be generalized to other situations or groups of people other than the respondents being studied. Low external validity means that the results are unique to the specific experimental setting in which they were obtained, but are unlikely to occur anywhere else (c.f. Jensen, 2002:213; Hocking *et al.*, 2003:302; Rubin *et al.*, 2005:211). With regard to this study the results are internally valid, because the various research methods applied confirmed the results in every context where they were applied. With regard to external validity the results are company specific, implying that the same results will not be found at other companies in this sector, but that the framework of the study can be applied to other contexts.

4.10 RELIABILITY OF THE STUDY

Reliability is concerned with research findings that are dependable, stable, consistent and repeatable over a period of time; meaning that if the research had to be repeated, the results would match (c.f. Watt & Van Den Berg, 1995:122-124; Rubin *et al.*, 2000:209; Stacks, 2002:131; Rubin *et al.*, 2005). Consistency is the key to reliability; in other words if the respondents respond to the same instrument in virtually the same way the instrument is considered to be reliable (Smith, 1988:46; Wimmer & Dominick, 1991:54). During reliability testing it is important to maximize systematic error (known error) and minimize random error (that which is unknown) (Stacks, 2002:131). Smith (1988) and Jensen (2002:212) identify three sets of procedures used to determine response consistency and thereby to establish reliability, namely the test-retest method, the alternative-forms methods and the internal consistency, or Cronbach's alpha coefficient method (refer to paragraph 4.7.2).

During this study qualitative and quantitative methodologies were combined to verify findings. For research purposes of this study, semi-structured interviews with top management and middle management levels in the company were conducted prior to the finalization of the employee questionnaires. The quantitative questionnaires (referring to the relationship section only: questions 27-29) were constructed within the context of the

Excellence Theory, as well as Relationship Management Theory as meta-theoretical frameworks (Grunig, 1992; Ledingham, 2003) and contained some uniquely formulated questions. With regard to determining the existing employer-employee relationships at Lonmin Platinum, Grunig and Hon's (1999) relationship scales were used that have already previously been established and verified through extensive research. These measurement scales used 5-point Likert-type scales, but due to the illiterate and semi-literate respondents that had difficulty expressing their views by means of the 5-point scales the scales were altered to 4-point scales (see Stacks, 2002:140).

With regard to the questions pertaining to the employer-employee relationships, alterations had to be made regarding the wording of some of the questions (refer to paragraph 4.5.2), without discarding the essence of what needed to be researched, but making the questions applicable to the employees own personal experience with the company. Although all the dimensions regarding relationships as identified by Grunig and Hon (1999) were tested, not all the possible questions (identified in Grunig & Hon's scale) pertaining to a certain dimension was included in the questionnaire. However, the final questions used were able to indicate the employees overall relationship with the mine as well as which areas were more problematic and why. Cronbach's alpha coefficient was calculated for each of the relationship dimensions as well as the relationship types in order to determine whether the questions or statements contributed to determine employees' perceptions regarding the different dimensions and relationship types.

With regard to the questions pertaining to the symbolic corporate identity of the company itself as well as the different business units, not all elements of symbolic corporate identity, as identified in the literature, were included in the final questionnaires, but only those elements that proved to be applicable to Lonmin Platinum. However, these questions provided a framework for the company's and the business units' symbolic corporate identities and made it possible to compare the results. If indeed such a study were to be repeated, it would be very necessary to include more of the symbolic corporate identity elements in order to execute a proper symbolic corporate identity audit. The questions formulated for this section of the questionnaire were not taken from an existing questionnaire due to the fact that no applicable questionnaire actually exists. This study thus provided a foundation from which future similar studies can be conducted. Also with

regard to this aspect Cronbach's alpha coefficient was calculated for each of the constructs identified in order to determine whether the questions and statements contributed to determining the employees' perceptions regarding the different constructs.

In addition to the quantitative survey, a qualitative survey of all relevant demographic employee groupings was conducted by means of intensive focus group interviews. In order to ensure that the results were as accurate as possible the focus group interviews were facilitated by interpreters and translators by means of simultaneous translation technology. The use of this technology made it possible for the researcher to obtain information in the correct context (as it was told from the respondents' perspective and frame of mind), which almost guaranteed that none of the important information was lost in translation. It was thus possible to ask follow-up questions and explore different aspects in more precise detail (Naudé *et al.*, 2004:5).

The use of quantitative and qualitative research methods complemented the description, analysis and evaluation of the research questions and objectives. This combined approach verified the findings and allowed the application of triangulation for reliability and validity purposes (Naudé *et al.*, 2004:5).

Although these findings are applicable to the company as a whole, one thing that should be kept in mind with regard to the external validity of this study is that the findings are only significant with regard to Lonmin Platinum's context due to the uniqueness of the company. These results cannot be made applicable to the entire South African mining context, but can be used as a framework for future communication research in the mining industry.

4.11 CONCLUSION

In this chapter, the closing of Part 1, attention was given to the qualitative and quantitative methodological context within which the research was conducted. The different aspects as they presented themselves before, during and after the research process was conducted were discussed as well as the statistics that were decided upon in order to answer the different research questions and to reach the study objectives.

The results from the empirical study will be discussed in Part 2, to follow. Part 2 consists of four chapters; each chapter discusses a different aspect of the results, namely the employees' profile, the employer-employee relationship in Lonmin Platinum; the company's symbolic corporate identity and lastly, those symbolic corporate identity elements that impact on employer-employee relationships.

EMPIRICAL STUDY

Part one laid a conceptual foundation which indicated what constitutes good relationships and what factors might impact on the quality of these relationships. The importance of managing a symbolic corporate identity in order to create a favourable corporate image and reputation over time was also emphasized. The next essential link in the chain is to determine what Lonmin Platinum's situation was regarding their employees' perceptions of the company's symbolic corporate identity elements and employer-employee relationships in the company at the time of the study. Was the ideal context pertaining to the importance of managing a company's symbolic corporate identity (refer to Chapter 3) as well as assessing the quality and type of relationship between a company and its stakeholders, such as employees (refer to Chapter 2), sketched in the literature, a reality in Lonmin Platinum?

Part 2 opens the door to what was happening regarding symbolic corporate identity and employer-employee relationships in the world's third largest platinum producing mine. This is done by providing a profile of the respondents who participated in the study (Chapter 5), discussing the nature of the employer-employee relationships at Lonmin Platinum (Chapter 6); analysing the nature of Lonmin Platinum's symbolic corporate identity as well as how employees perceived Lonmin Platinum's as well as each of the different business units' symbolic corporate identity elements (Chapter 7), and lastly indicating which symbolic corporate identity elements influenced the employer-employee relationships at Lonmin Platinum (Chapter 8).

Throughout Part 2 the results from Western Platinum Refinery (WPR) will not be discussed due to the fact that it was (and still is) situated in Brakpan and not near the other business units. Also only two respondents from WPR took part in the research. With regard to the Base Metal Refinery and Smelter (BMR Smelter), 15 respondents participated in the study;

their responses are indicated where it was most significant. Furthermore, the term *employees* will include all A-level/categories 3-8 employees (these were employees mostly working underground and on lower job levels in the company), supervisors (level B and level C employees), middle management (all level D employees) and top management (levels E and F employees). Where reference is made to a specific employee group in the results the group will be specified, for example A-level categories 3-8 employees etc.

The first point of discussion for Part 2, Chapter 5, of the study thus is to provide the background of the respondents that took part in the study.

LONMIN PLATINUM EMPLOYEE PROFILE

5.1 INTRODUCTION

In this chapter the profile of the respondents that participated in the study is provided. It is divided into aspects surrounding the employee demographic profile, employee work-related profile, their educational and literacy levels, where the employees that participated in the research originally came from, and information regarding their living arrangements as well as community problems that were apparent in their different living units.

5.2 COMPANY EMPLOYEE DEMOGRAPHIC PROFILE

Table 5.1 provides a brief summary of the respondents' details regarding gender, age distribution, perceived race, and percentage of disabled employees with regard to the five different business units (Karee Mine, Western Platinum Mine, Eastern Platinum Mine, BMR Smelter and LPD/Head office).

In this section, and throughout this chapter, the p-values and Phi-values (w) are provided, but only medium ($p \leq 0.01$) to large statistical significant results ($p \leq 0.001$) with medium ($w=0.3$) to large ($w=0.5$) effect results will be discussed. The guidelines for the p-values and Phi-values (refer to paragraph 4.7.1) are as follows:

small p-value ($p \leq 0.05$), medium p-value ($p \leq 0.01$) and a large p-value ($p \leq 0.001$) (statistically significant), and

$w=0.1$ (small effect), $w=0.3$ (medium effect), $w=0.5$ (large effect).

The Chi-square (X^2) will also be provided, because the p-value of the Chi-square test is calculated from the Chi-square test statistic.

Table 5.1: Demographic employee profile according to business units

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees	p-value Phi-value
Gender	n=159	n=154	n=151	n=15	n=16	N=497	p=0.00000 $\chi^2=59.935$ w=0.347
Male	93.08	90.26	97.35	73.33	43.75	91.35	
Female	6.92	9.74	2.65	26.67	56.25	8.65	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Age distribution	n=155	n=148	n=149	n=15	n=16	N=485	p=0.40764 $\chi^2=41.442$ w=0.292
<20	0.00	2.03	0.67	0.00	0.00	0.83	
20-29	25.16	13.51	24.16	26.67	37.50	21.65	
30-39	34.19	40.54	34.90	46.67	25.00	36.49	
40-49	25.81	32.43	32.21	13.33	25.00	29.48	
>50	14.84	11.49	8.06	13.33	12.50	11.55	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Perceived race	n=156	n=152	n=150	n=15	n=16	N=491	p=0.00000 $\chi^2=66.751$ w=0.369
Black	88.46	86.19	88.00	53.33	25.00	84.52	
Coloured	1.92	1.97	1.33	6.67	0.00	1.83	
Asian	0.00	0.00	0.00	0.00	0.00	0.00	
White	9.62	11.84	10.67	40.00	75.00	13.65	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

Table 5.1 (continued): *Demographic employee profile according to business units*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees	p-value Phi-value
Disabled	n=151	n=143	n=142	n=15	n=16	N=469	p=0.45906 $\chi^2 = 4.658$ w=0.100
Yes	8.61	11.89	9.15	0.00	0.00	9.17	
No	91.39	88.11	90.85	100.00	100.00	90.83	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

n=number of respondents in each business unit that answered the question

N=total sample that answered the question

According to the p-value ($p=0.00000$) and the Phi-value ($w=0.347$), the gender composition at the different business units differs statistically significantly as well as practically significantly. The majority of employees at Karee, Western Platinum, Eastern Platinum and the BMR Smelter were male, with very low percentages of female employees. In contrast to this the gender division at LPD was more equal with 43.75% ($n=16$) male and 56.25% ($n=16$) female employees.

During the focus group interviews the question was raised as to whether women should work underground. This led to a fierce debate and it was apparent at most of the business units that the male respondents argued that women were not able to withstand the pressure from working underground and that it was not a women's place, despite the fact that female employees who worked underground indicated they were able to do the job just as efficiently as men.

The majority of employees at Karee, Western Platinum, Eastern Platinum and the BMR Smelter fell in the age group 30 to 39 years. At Eastern Platinum, 32.21% ($n=149$) were between 40 and 49 years. The age distribution at LPD indicated that 37.50% ($n=16$) employees were between the ages of 20 and 29 years. When the percentages in Table 5.1

were added together, 50.00% (n=16) could be grouped in the age group 30 to 49 years in LDP.

The p-value ($p=0.00000$) and the Phi-value ($w=0.369$) indicate statistically significant as well as practically significant results with regard to the perceived race at the different business units. The respondents mostly described themselves as black at Karee (88.46%, n=156), Western Platinum (86.19%, n=152) and Eastern Platinum (88.00%, n=150). At the BMR Smelter, 53.33% (n=15) were black and 40.00% (n=15) white. The situation was different at LPD where the employees were mostly white (75.99%, n=16) in comparison to the 25.00% (n=16) black employees. The results thus indicated that the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine were quite similar with regard to the employees' perceived race, whereas the BMR Smelter leaned more towards an almost even divide and in contrast, LPD was mostly white.

Between 8.61% and 11.89% of respondents at Karee, Western Platinum and Eastern Platinum described themselves as "disabled". However, during focus group interviews it became evident that those who indicated disabilities referred mostly to hearing loss and attributed it to working underground and being exposed to overwhelming noise that was characteristic of the underground working environment. There were no respondents indicating they were disabled at the BMR Smelter and LPD. This can be explained by the fact that employees at LPD and the BMR Smelter mostly worked above surface or at least surface dusty (refer to Table 5.2), and were therefore not exposed to harsh underground conditions.

From Table 5.1 it was thus evident that, at the time of the study, the majority of employees at Lonmin Platinum were black males between the ages of 30 and 39 years, working at the three mining units Karee Mine, Western Platinum Mine and Eastern Platinum Mine as well as the BMR Smelter.

5.3 COMPANY EMPLOYEE WORK PROFILE

Table 5.2 provides a summary of the company employees' work-related profile, including job-level, type of employment, work-place, years employed with Lonmin Platinum, years in

current position, number of different positions held with regard to the five different business units (Karee Mine, Western Platinum Mine, Eastern Platinum Mine, BMR Smelter and LPD/Head office) and being a member of a union or labour association.

Table 5.2: *Company employee work-related profile according to business units*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees (%)	p-value Phi value
Job-level	n=157	n=151	n=149	n=13	n=14	N=486	p=0.00000 X² =79.201 w=0.404
Employees (all A-level cat 3-8)	72.61	64.24	73.83	30.77	14.29	67.70	
Supervisors (levels B and C)	24.20	32.45	22.82	53.85	50.00	27.78	
Middle management (all level D)	2.55	2.65	2.68	15.38	14.29	3.29	
Top management (levels E and F)	0.64	0.66	0.67	0.00	21.43	1.23	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Type of employment	n=158	n=152	n=150	n=15	n=16	N=493	p=0.00015 X² =34.493 w=0.266
Full-time	93.67	88.16	85.33	86.67	93.75	88.84	
Part-time	1.27	6.58	11.33	0.00	0.00	6.09	
Contractor	5.06	5.26	3.34	13.33	6.25	5.07	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

Table 5.2 (continued): *Company employee work-related profile according to business units*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees (%)	p-value Phi value
Work-place	n=159	n=154	n=151	n=15	n=16	N=497	p=0.00001 $\chi^2=185.069$ w=0.610
Underground	89.30	70.78	88.74	6.67	0.00	77.87	
Surface dusty	2.52	11.04	3.98	53.33	0.00	7.24	
Surface	8.18	18.18	7.28	40.00	100.00	14.89	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Years employed with Lonmin Platinum	n=157	n=152	n=150	n=15	n=15	N=491	p=0.00001 $\chi^2=68.102$ w=0.372
<1 year (%)	10.83	7.24	6.67	20.00	20.00	8.96	
1-5 years (%)	47.13	26.31	34.00	33.34	40.00	35.85	
6-10 years (%)	19.75	16.45	18.00	20.00	6.67	17.92	
11-15 years (%)	15.29	22.37	33.33	13.33	26.66	23.42	
16-20 Years (%)	5.73	17.76	7.33	13.33	6.67	10.18	
>20 Years (%)	1.27	9.87	0.67	0.00	0.00	3.67	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

Table 5.2 (continued): *Company employee work-related profile according to business units*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees (%)	p-value Phi-value
Years in current position	n=157	n=148	n=150	n=15	n=15	N=487	p=0.00248 $\chi^2=49.465$ w=0.319
1 year	15.29	10.14	12.01	40.00	26.66	13.76	
1-5 years	50.96	37.16	41.33	33.33	60.00	43.53	
6-10 years	13.38	25.68	19.33	20.00	6.67	18.89	
11-15 years	11.46	14.19	23.33	0.00	0.00	15.40	
16-20 Years	7.64	8.78	4.00	6.67	6.67	6.78	
20 Years	1.27	4.05	0.00	0.00	0.00	1.64	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Number of different positions held	n=143	n=145	n=139	n=14	n=16	N=459	p=0.37229 $\chi^2=10.813$ w=0.153
Only 1 (%)	56.64	44.14	46.04	57.14	50.00	49.23	
Two (%)	29.37	29.66	31.66	28.57	18.75	29.85	
Three or more (%)	13.99	26.20	22.30	14.29	31.25	20.92	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Member of a union or labour association	n=157	n=153	n=151	n=15	n=16	N=494	p=0.00025 $\chi^2=23.725$ w=0.219
Yes	87.90	92.16	92.72	66.67	62.50	89.27	
No	12.10	7.84	7.28	33.33	37.50	10.73	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

n=number of respondents in each business unit that answered the question

N=total sample that answered the question

According to the p-value ($p=0.00000$) and the Phi-value ($w=0.404$), the job levels at the different business units differ statistically significantly as well as practically significantly. The majority of the employees at Karee, Western Platinum and Eastern Platinum were A-level categories 3-8 employees and supervisors, with a few in middle and top management positions. In contrast to this, the majority of employees at the BMR Smelter were supervisors. At LPD there were 50.00% ($n=14$) supervisors, 14.29% ($n=14$) middle management, and 21.43% ($n=14$) top management staff. Hence these percentages indicated that the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine were quite similar with regard to the job levels of the employees working there, but that these mining units differed quite significantly from the BMR Smelter and LPD with regard to the job levels. The job levels of the employees at the BMR Smelter and LPD indicated more similarities, especially with regard to the supervisors and middle management levels in the company. The higher management levels at LPD were due to the fact that the management and administrative components of the company were based at LPD; therefore more employees of higher job levels were found at LPD as opposed to the other business units where only very small percentages of management levels were found. Also all employees working at LPD worked above-surface with no underground employees, whereas at the other units (except for the BMR Smelter) the A-level categories 3-8 employees mostly worked underground (will be discussed in more detail in the paragraphs to follow).

The majority of employees at the different business units were full-time employees of the mine with a small percentage of contractors at the different business units.

According to the p-value ($p=0.00000$) and the Phi-value ($w=0.610$), the employees' workplaces at the different business units differs statistically significantly as well as practically significantly. At the three mining units (Karee Mine, Western Platinum Mine and Eastern Platinum Mine) the highest percentage of employees worked underground (Karee had the highest underground employee percentages – 89.30%, $n=159$). At the BMR Smelter the majority of the employees worked in surface dusty conditions, 53.33% ($n=15$) and surface 40.00% ($n=15$) levels. At LPD all the employees worked on surface levels (100%, $n=16$). These percentages thus indicated that the mining units Karee Mine, Western Platinum

Mine and Eastern Platinum Mine were quite similar with regard to the employees' work-place, but differed significantly from employees' work-places at the BMR Smelter and LPD.

From Table 5.2 it seems that the number of years employees have been employed at Lonmin Platinum differs statistically significantly ($p=0.00001$) and practically significantly ($w=0.372$) at the different business units. The results indicate that the majority of Lonmin Platinum's work-force who participated in this study had been employed for 1 to 5 years. Although there were employees that were with the company for a long time (16-20 years), it seemed that the majority of respondents were employees that had been employed for shorter periods of time.

Table 5.2 reveals that approximately 50.00% of respondents who participated in the study have held only one position in the company since joining the company. This was to be expected due to the fact that most of these respondents had only been with the company for between 1-5 years.

Furthermore it was clear that the majority of employees at the three mining units (Karee Mine, Western Platinum Mine and Eastern Platinum Mine) were members of unions or labour associations. About one third of the 15 employees at the BMR Smelter and one third of the 16 employees at LPD were not members of a union or a labour association.

From the results reported above it is thus evident that, at the time of the study, the majority of Lonmin Platinum's employees at the three mining units (Karee Mine, Western Platinum Mine and Eastern Platinum Mine), with regard to their work profile, were A-level categories 3-8 employees, employed full-time, worked underground, were employed with Lonmin Platinum for 1-5 years, in their current positions at the time of the study for shorter periods of time, held basically one position in the company and were members of a labour association. The majority of employees at BMR Smelter and LPD were at least Supervisors (or levels B and C) and employed full-time, worked on surface dusty or surface levels, were employed for 1-5 years, in their current positions for 1-5 years, held only 1 position in the company and were members of a labour association.

5.4 EDUCATIONAL AND LITERACY LEVELS

This section is divided into two aspects with regard to employees' schooling, namely their educational levels (Table 5.3) and their literacy levels (Table 5.4). In Table 5.3 reference is made to the educational concept *ABET* which refers to Adult Basic Education and Training (Lonmin Platinum, 2003; Lonmin Platinum, 2006:21). ABET was grouped with primary school training. At the time of the study the education system in South Africa found itself in a transition stage, which meant that individuals still spoke of standards in stead of grades to refer to the different levels of the schooling system. The term *standard* was thus used in order to make the questionnaires more understandable for the respondents of the company.

Table 5.3: *Educational levels*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees	p-value Phi-value
Educational level	n=158	n=151	n=150	n=14	n=16	N=491	p=0.00003 $\chi^2=48.011$ w=0.313
None	13.26	11.26	10.67	0.00	0.00	11.00	
ABET/Class 1-std 5 (primary school)	37.35	29.80	29.33	14.29	0.00	30.55	
Std 6-10 (secondary school)	41.79	49.01	46.00	57.14	43.75	46.03	
Tertiary	7.60	9.93	14.00	28.57	56.25	12.42	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

n=number of respondents in each business unit that answered the question

N=total sample that answered the question

The p-value (p=0.00003) and the Phi-value (w=0.313) indicates statistically as well as practically significant differences between the educational levels at the different business

units. Between 10.67% and 13.29% of employees working at Karee, Western Platinum and Eastern Platinum Mines had no schooling (Table 5.3). Between 41.77% and 57.14% (n=226) of the employees had secondary school training (standard 6-10). Quite a significant percentage (29.33%-37.35%, n=150) of employees in the different business units, indicated that they had ABET/Class 1 to standard 5 (primary school) training as highest level of education, implying they could do basic reading and writing. At LPD, 56.25% (n=16) of employees and 28.57% (n=14) at the BMR Smelter had a tertiary education. According to these results, it means that employees at the three mining units (Karee Mine, Western Platinum Mine and Eastern Platinum Mine) were at substantially lower educational levels than employees at the BMR Smelter and LPD.

Regarding the aspect of the ABET training centre, it became evident during the focus group interviews that many employees attended the ABET training centre which was, from management's viewpoint, aimed at improving literacy levels in the company. Some of the employees mentioned that they were compelled to attend the ABET training classes irrespective of their schooling level. It implied that an employee who was schooled also had to attend the ABET training. This made them feel as if the mine did not treat them with respect and did not acknowledge their educational levels. Some employees were also perceived as illiterate because they could for example not speak English very well (although some of them indicated that they could read and understand the language – refer to Table 5.4). Other employees indicated that the mine did not provide them with opportunities to further their studies and if indeed an employee did study further they would not be taken into consideration when promotion positions were advertised. This made employees feel as if the mine did not view them as competent enough to do anything.

Table 5.4: *Literacy levels (N=508)*

Literacy level -languages	% Understand	% Read	n-value
Fanagalo (%)	75.98	59.64	n=387
Setswana (%)	64.96	35.83	n=330
English (%)	63.78	50.98	n=324
isiXhosa (%)	55.51	26.71	n=282
isiZulu (%)	54.53	30.71	n=277
Sesotho / South Sotho(%)	46.64	27.66	n=242
Afrikaans	40.94	10.58	n=208
Sepedi / North Sotho (%)	35.63	4.42	n=181
Shangaan (%)	34.43	3.33	n=180

n=number of respondents that chose the language option

Percentages in Table 5.4 do not add up to 100% because employees could choose more than one language option. The given percentages are the percentages of employees who indicated that they could understand or read the particular language.

With regard to the literacy levels (Table 5.4), 75.98% (n=387) of employees indicated that they could understand Fanagalo. Furthermore, 59.64% (n=387) indicated that they could read Fanagalo. The problem with this result is that Fanagalo is not an official written language and can therefore not be compared with the other official languages in the same manner. More than half of the employees also indicated that they were able to understand (63.78%, n=324) and read (50.98%, n=324) English. This was an interesting finding, because whilst conducting the research (specifically referring to completing the quantitative questionnaires), the majority of A-level categories 3-8 employees had to be assisted by facilitators able to speak the predominant languages such as Setswana and isiXhosa, because these employees did not understand the questionnaires compiled in English.

5.5 WHERE THE EMPLOYEES CAME FROM

The results pertaining to where the employees came from are presented in Table 5.5 and are divided into the foreign and domestic work-force of the company. The foreign countries

refer to Swaziland, Lesotho, and Mozambique, while the domestic work-force refers to employees from all of South Africa's nine provinces.

Table 5.5: *Foreign and domestic work-force*

South Africa (n=366)	%
North-West (%)	33.88
Eastern Cape (%)	31.69
Gauteng (%)	10.11
Limpopo (%)	7.10
Free State (%)	6.02
KwaZulu-Natal (%)	4.64
Mpumalanga (%)	2.46
Northern Cape (%)	2.46
Western Cape (%)	1.64
TOTAL %	100.00
Outside SA (n=147)	%
Mozambique%	65.31
Lesotho%	25.85
Swaziland%	8.84
TOTAL %	100.00

n=number of respondents that chose an option

According to Table 5.5, most of Lonmin Platinum's employees came from South Africa (n=366), while quite a significant number came from foreign countries (n=147).

Of the 147 respondents indicating that they originated from beyond the borders of South Africa, 65.31% (n=96) of the employees were from Mozambique, 25.85% (n=38) from Lesotho and 8.84% (n=13) from Swaziland. The table indicates that the majority of the local employees came from the North-West Province (33.88%, n=124) and the Eastern Cape (31.69%, n=116).

5.6 LIVING CONDITIONS AND COMMUNITY PROBLEMS

The living conditions of the employees are discussed based on the employees' current accommodation, their preferred accommodation, and the standard of living conditions across different business units.

Table 5.6: *Living conditions of employees per business unit*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees	p-value Phi-value
Current accommodation	n=153	n=153	n=144	n=15	n=16	N=483	p=0.00000 $\chi^2=111.694$ w=0.481
Hostel	59.48	39.22	31.94	6.67	0.00	40.99	
Married Quarters	1.96	9.80	1.39	0.00	0.00	4.14	
Rented/MHDC house	15.03	16.99	16.67	26.67	18.75	16.98	
Makhukhu	5.88	7.84	17.36	13.33	0.00	9.94	
Mine brick	6.54	13.73	9.72	40.00	50.00	12.22	
Own brick	11.11	12.42	22.92	13.33	31.25	15.73	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Preferred accommodation	n=153	n=143	n=136	n=15	n=16	N=465	p=0.03054 $\chi^2=19.868$ w=0.207
Hostel	20.91	14.68	16.18	0.00	6.25	16.34	
Married quarters	37.91	32.87	32.35	20.00	12.50	33.12	
Mine brick	41.18	52.45	51.47	80.00	81.25	50.54	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

Table 5.6 (continued): *Living conditions of employees per business unit*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees	p-value Phi-value
Standard of living conditions							
Running water	n=157	n=153	n=146	n=15	n=16	N=489	p=0.00015 $\chi^2=24.800$ w=0.225
Running water: yes	90.45	85.62	72.60	93.33	100.00	83.84	
Running water: no	9.55	14.38	27.40	6.67	0.00	16.16	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Electricity	n=160	n=151	n=148	n=15	n=16	N=492	p=0.05322 $\chi^2=10.909$ w=0.149
Electricity: yes	91.88	84.11	94.59	93.33	93.75	90.45	
Electricity: no	8.12	15.89	5.41	6.67	6.25	9.55	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Living with close family	n=154	n=153	n=150	n=15	n=16	N=490	p=0.00386 $\chi^2=17.364$ w=0.188
Living with close family: yes	35.71	49.67	54.67	73.33	62.50	47.96	
Living with close family: no	64.29	50.33	45.33	26.67	37.50	52.04	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

Table 5.6 (continued): *Living conditions of employees per business unit*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees	p-value Phi-value
Prefer to live with close family	n=122	n=111	n=101	n=4	n=8	N=347	p=0.01209 $\chi^2=14.626$ w=0.205
Prefer to live with close family; yes	83.61	91.89	77.23	50.00	62.50	83.57	
Prefer to live with close family; no	16.39	8.11	22.77	50.00	37.50	16.43	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

n=number of respondents in each business unit that answered the question

N=total sample that answered the question

Table 5.6 indicates that the employees current accommodation differs statically significantly ($p=0.00000$) as well as practically significantly ($w=0.481$) between the different business units. The majority of Lonmin Platinum's employees working at Karee Mine (59.48%, $n=153$), Western Platinum Mine (39.22%, $n=153$) and Eastern Platinum Mine (31.94%, $n=144$) lived in company hostels (Table 5.6). Of the 15 employees working at the BMR Smelter who participated in the research, 40.00% ($n=15$) lived in mine brick houses and 26.67% ($n=15$) in rented or MHDC (Marikana Housing Development Company) houses. It is evident from the results that employees working at the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine mostly stayed in the hostels, while employees working at the BMR Smelter and LPD predominantly lived in better housing facilities such as mine brick houses or their own houses.

During the focus group interviews regarding the aspect of current accommodation, employees indicated that they did not enjoy staying in the hostels due to various problems such as a lack of privacy. The facilities were dilapidated (especially bathroom facilities).

Due to these problems many employees rather lived in makhukhus in the surrounding area.

Overall the employees of the different mining units indicated that if given a choice, they would prefer to live in a mine brick house, which thus made the mine brick houses the most sought after accommodation throughout the entire company. Although the married quarters were not yet in full use at the time of the study, the employees indicated that they were looking forward to alternative housing possibilities, rather than living in the hostels.

When comparing the standard of living conditions at the different business units it became clear that most of the employees at the different business units had running water as well as electricity (many employees stayed in the hostels, which had, although not always sufficient, running water and electricity) (Table 5.6).

Although there were employees at Karee, Western Platinum and Eastern Platinum Mines who lived with their close family, large percentages did not live with them (Table 5.6). This could be ascribed to the fact that many of these employees' (at Karee, Western Platinum and Eastern Platinum Mines) families lived far away from them, for example in Mozambique, Swaziland, the Eastern Cape etc., which made it impossible for them to stay with their families. During the focus group interviews it was also obvious that the employees that indicated they did not stay with their families were more A-level categories 3-8 employees, working underground, who in their mind came to Lonmin Platinum looking for work and hopefully a better future in order to support their families living in other areas. During the focus group interviews respondents of the mining units not living with their families explained that, although they wished to live with their families, it was impossible or unpractical due to many problems in the living quarters (e.g. being overcrowded in the hostels, as well as the lack of privacy), money shortages (the employee did not earn enough money to support themselves and their families), and high migration costs to South Africa. Due to the fact that many employees did not live with their families and only saw them for a short while every few months it often led to social problems and profligacy.

Employees at BMR Smelter as well as LPD were living in the direct Rustenburg/Marikana area with their families. The majority of employees indicated that they would prefer to live with their close family, because this would be the ideal situation.

From the discussion above on the employees' living conditions it seemed that the housing conditions were not desirable and that it could lead to further social problems in the community as a whole, but also in the specific business units. This possibility was further investigated by firstly identifying the social problems that seemed to be apparent within the community (Table 5.7) and then identifying the problems as perceived by employees residing in different types of living units (Table 5.8).

Table 5.7: *Community problems as perceived by the employees*

Community problems	Percentage		TOTAL %
	Yes	No	N=507
Ethnic clashes (%)	19.92 (n=101)	80.08 (n=406)	100
Health problems (%)	48.52 (n=246)	51.48 (n=261)	100
Addiction problems (%)	35.70 (n=181)	64.30 (n=326)	100
Violence / crime (%)	62.92 (n=319)	37.08 (n=188)	100

n=number of respondents that indicated an option as a community problem

N=total sample

According to Table 5.7, violence/crime (62.92%, n=319) and health problems (48.52%, n=246) seem to be the most apparent community problems according to the employees of Lonmin Platinum at the time of the study.

In Table 5.8 the community problems are presented as perceived by respondents residing in different types of living units.

Table 5.8: Community problems as perceived per living unit

	Ethnic clashes yes	Ethnic clashes no	N=Total employees	p-value Phi-value
Housing	n=98	n=392	N=490	p=0.47199 $X^2=4.559$ w=0.096
Hostel	37.76	41.84	41.02	
Married quarters	5.10	3.83	4.08	
Rented/MHDc house	20.41	16.58	17.35	
Makhukhu	7.14	10.71	10.00	
Mine brick	16.33	10.97	12.04	
Own brick	13.27	16.07	15.51	
TOTAL %	100.00	100.00	100.00	
	Health problems yes	Health problems no	N=Total employees	p-value Phi-value
Housing	n=238	n=252	N=490	p=0.00005 $X^2=27.321$ w=0.236
Hostel	52.52	30.16	41.02	
Married quarters	2.52	5.56	4.08	
Rented/MHDc house	13.45	21.03	17.35	
Makhukhu	9.66	10.32	10.00	
Mine brick	9.24	14.68	12.04	
Own brick	12.61	18.25	15.51	
TOTAL %	100.00	100.00	100.00	

Table 5.8 (continued): *Community problems as perceived per living unit*

	Addiction problems yes	Addiction problems no	N=Total employees	p-value Phi-value
Housing	n=176	n=314	N=490	p=0.06273 $\chi^2=10.480$ w=0.146
Hostel	48.86	36.62	41.02	
Married quarters	5.11	3.50	4.08	
Rented/MHDC house	13.64	19.43	17.35	
Makhukhu	7.95	11.15	10.00	
Mine brick	12.50	11.78	12.04	
Own brick	11.93	17.52	15.51	
TOTAL %	100.00	100.00	100.00	
	Violence/ crime problems yes	Violence/ crime problems no	N=Total employees	p-value Phi-value
Housing	n=308	n=182	N=490	p=0.36243 $\chi^2=5.459$ w=0.106
Hostel	42.21	39.01	41.02	
Married quarters	5.19	2.20	4.08	
Rented/MHDC house	17.86	16.48	17.35	
Makhukhu	8.44	12.64	10.00	
Mine brick	11.69	12.64	12.04	
Own brick	14.61	17.03	15.51	
TOTAL %	100.00	100.00	100.00	

From Table 5.8 it is evident that the most serious problem identified by employees staying in the hostels seems to be that of health. Of the employees staying in the hostels, 52.52%

(n=238) identified health as being the most significant problem. Furthermore employees staying in hostels identified addiction (48.86%, n=176), violence/crime (42.21%, n=308) and ethnic clashes (37.76%, n=98) to exist in their living quarters.

To employees staying in the married quarters it seems that violence/crime was most severe (5.19%, n=308). Furthermore these employees identified addiction (5.11%, n=176), ethnic clashes (5.10%, n=98) and health problems (2.52%) as additional problems in their living units.

Ethnic clashes (20.14%, n=98) seems to be the most prevalent problem for employees living in the rented/MHDC houses. Violence/crime (17.86%, n=308) was also identified as rather problematic in this type of living unit. Almost an equal percentage of employees living in the rented/MHDC houses identified addiction (13.64%, n=176) and health (13.45%, n=238) as problems in their living units.

Employees staying in the makhukhus identified health (9.66%, n=238) as their most significant problem. Apart from health they also identified violence/crime (8.44%, n=308), addiction (7.95%, n=176) and ethnic clashes (7.14%, n=98) as problems.

The employees who resided in the mine brick houses seemed to perceive ethnic clashes (16.33%, n=98) to be their most significant problem. They furthermore identified addiction (12.50%, n=176), violence/crime (11.69%, n=308) and health (9.24%, n=238) as perceived problems.

Lastly, the employees living in their own brick houses perceived violence/crime (14.61%, n=308) to be their most serious problem. Ethnic clashes (13.27%, n=98), health (12.61%, n=238) and addiction (11.93%, n=176) furthermore seemed to be apparent in their living units.

From the results above it is clear that three aspects were identified as being most apparent problems in the different living units. With all living units taken into consideration, it seems that violence/crime, health and addiction were the problems mostly perceived by the employees to exist in their different living units. Although the employees have identified all the problems to exist in their living units, the three afore-mentioned were repeated as being the prominent problems in the different living units.

During the focus group discussions on the employees' perceptions regarding the existence of ethnic clashes, health problems, addiction problems and violence/crime in their respective living units, the employees said they often abused alcohol in order to forget about their problems and also to keep them busy. According to them, in their minds, the company did not do anything to provide them with proper recreational facilities (such as soccer fields); so, due to their boredom, they resorted to drinking. Furthermore, respondents indicated that alcohol abuse was almost a way of living, in that it was an escape route in dealing with, for example, financial problems. Respondents living in the mine brick houses indicated that their children took to abusing alcohol because there were no proper facilities for young people and their friends at which to spend their free time; thus abusing alcohol became a recreational activity for them, which in time often resulted in other serious problems.

5.7 CONCLUSION

From the above-mentioned discussion regarding the profile of the respondents who participated in the research it is evident that the majority of A-level categories 3-8 employees was black males who lived far from their families.

Even within their communities, community problems occurred that impacted on the employees' day to day living, which include health, violence, addiction, and ethnic clashes. Due to the fact that many of these employees struggled to come to terms with the mentioned problems, it often resulted in them abusing alcohol in order to cope. Lonmin Platinum thus had a significant percentage of its work-force being illiterate to semi-literate, trying to stay afloat in the midst of troublesome circumstances.

Based on these results it seemed that Lonmin Platinum not only faced a challenge with a work-force with large numbers of illiterate and semi-literate employees. It seemed that the company also faced a situation where their employees experienced numerous social and community problems which had an impact on their performance, productivity and even their morale. Furthermore it seemed that these employees looked towards Lonmin Platinum for assistance, which they perceived they did not receive. They felt they were left to fend for themselves, and this could impact on their relationship with the company.

Referring back to the mining legacy (refer to paragraph 1.2) as context, it seems that it still has a negative impact on mining communities in general. The circumstances in which these communities live because of the mining legacy can thus have an impact on employer-employee relationships above and beyond normal work-related aspects. The impact of this environment was not researched in this study but was perceived as forming part of the context.

Furthermore the results in this chapter indicated that the employees' profile at the three mining units Karee Mine, Western Platinum Mine and Eastern Platinum Mine show many similarities, though the results from the BMR Smelter and LPD are unique in their own right and thus, where it was originally necessary to distinguish between the five business units, consisting of the three mining units Karee Mine, Western Platinum, and Eastern Platinum Mine; the BMR Smelter and LPD, the three mining units will be grouped together in the chapter regarding to the relationship results and their results will be compared with the results pertaining to BMR Smelter and LPD respectively.

Against this background the next chapter (Chapter 6) deals with the research results pertaining to the employees' relationship with the company.

EMPLOYER-EMPLOYEE RELATIONSHIP

6.1 INTRODUCTION

In this chapter the findings pertaining to the employer-employee relationship at Lonmin Platinum are discussed with the aim of answering the following specific research question (refer to paragraph 1.3.1):

What is the nature of the current employer-employee relationship in Lonmin Platinum?

Each of the relationship quality dimensions as explained in Chapters 2 and 4 (refer to paragraphs 2.4.1.4.2, 4.4.3.2.10-4.4.3.2.13 and 4.5.2.2), namely trust (including integrity, dependability and competence), control mutuality, commitment and level of relationship satisfaction as well as the type of relationship (refer to paragraphs 2.4.1.4.1, 4.4.3.2.8-4.4.3.2.9 and 4.5.2.2), namely exchange and communal relationship will be discussed.

Data in this regard was obtained by means of questionnaires and focus group interviews. The statistical methods applied in this chapter include a factor analysis, Cronbach's coefficient alpha, contingency tables and means to indicate the nature of the employer-employee relationship among the different company job levels.

6.2 OVERALL RELATIONSHIP

As background to the employer-employee relationship at Lonmin Platinum, some results are provided which illustrate the employees' perceptions of their work conditions in the company according to their business units (Karee Mine, Western Platinum Mine, Eastern Platinum Mine, BMR Smelter and LPD/Head office) (Table 6.1) as well as their different job levels (Table 6.2). The results of both Tables 6.1 and 6.2 display their perceptions with

regard to promotion possibilities in the company, whether the employees were happy in the positions they held at the time of the study and whether they wanted to work for another company.

In the tables to follow in this chapter the p-values as well as the Phi-values (w) are provided, but only medium ($p \leq 0.01$) to large statistical significant results ($p \leq 0.001$) with medium ($w=0.3$) to large ($w=0.5$) effect results are discussed further. The guidelines for the p-values and Phi-values (refer to paragraph 4.7.1) are as follow:

small p-value ($p \leq 0.05$), medium p-value ($p \leq 0.01$) and a large p-value ($p \leq 0.001$) (statistically significant), and

w=0.1 (small effect), w=0.3 (medium effect), w=0.5 (large effect).

The Chi-square (X^2) will also be provided, because the p-value of the Chi-square test is calculated from the Chi-square test statistic.

Table 6.1: *Employee perceptions of work conditions according to business units*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees (%)	p-value Phi-value
Promotion possibilities	n=158	n=153	n=148	n=15	n=16	N=492	p=0.00868 $X^2 = 15.428$ W=0.177
there is room for promotion	72.78	70.59	68.92	40.00	37.50	68.90	
there is no room for promotion	27.22	29.41	31.08	60.00	62.50	31.10	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

Table 6.1 (continued): *Employee perceptions of work conditions according to business units*

	Karee (%)	Western Platinum (%)	Eastern Platinum (%)	BMR Smelter (%)	LPD (%)	N=Total employees (%)	p-value Phi-value
Happy in current position	n=158	n=148	n=148	n=14	n=16	N=486	p=0.07706 $\chi^2=9.936$ W=0.143
happy	65.19	51.35	55.41	35.71	68.75	57.20	
not happy	34.81	48.65	44.59	64.29	31.25	42.80	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	
Work for another company	n=158	n=153	n=144	n=15	n=16	N=488	p=0.14985 $\chi^2=8.118$ W=0.129
want to work for another company	44.94	45.10	56.25	60.00	56.25	49.39	
do not want to work for another company	55.06	54.90	43.75	40.00	43.75	50.61	
TOTAL %	100.00	100.00	100.00	100.00	100.00	100.00	

n=number of respondents at each business unit that answered the question

N=total sample that answered the question

Employees from Karee, Western Platinum and Eastern Platinum Mines showed relatively positive responses towards promotion possibilities in the company. From the few respondents of LPD that participated in the research, 62.50% (n=16) indicated that there was no room for promotion, 60.00% (n=15) employees at BMR Smelter also indicated no room for promotion, but this could be ascribed to the fact that these employees were already in higher job levels in their respective business units which could have limited their perceptions of promotion possibilities. As already indicated in Table 5.2 (refer to paragraph 5.3), the majority of employees at the BMR Smelter as well as LPD were on supervisory

and upper levels in the company, which meant that quite a significant percentage of these employees had little to no promotion possibilities (this will be further explored in Table 6.2 to follow).

Furthermore it seemed that the majority of employees at Karee (65.19%, n=158), Western Platinum (51.35%, n=148), Eastern Platinum (55.41%, n=148) mines and LPD (68.75%, n=16) were happy in their current positions although relatively high percentages of respondents also indicated that they were not happy in their current position. At Karee Mine about a third (34.81%, n=158) indicated not being happy; at Western Platinum Mine (48.65%, n=148) and Eastern Platinum Mine almost half (44.59%, n=148) of the employees indicated not being happy in their current positions at the time of the study. At the BMR Smelter 64.29% of the 14 respondents seemed not to be happy. At LPD 31.25% of the 16 respondents indicated not being happy, which meant that 68.75% (n=16) were happy. From the above percentages it is evident that at all job levels in the company there were quite significant percentages of employees that were unhappy in their current positions at the time of the study. There was no statistically significant difference between the different business units and respondents' perceptions of being happy or unhappy.

In response to the question as to whether the employees wanted to work for another company, almost half of the respondents at Karee, Western Platinum and Eastern Platinum Mines indicated they wanted to work elsewhere. Of the 15 respondents at the BMR Smelter 60.00% also indicated wanting to work for another company and in the case of LPD responses were almost evenly divided, just more than half of these respondents indicated wanting to work for another company.

Table 6.2: *Employee perceptions of work conditions according to job level*

	Employees (A-level cat 3-8)	Supervisors (levels B and C)	Middle management (level D)	Top management (levels E and F)	N=Total employees (%)	p-value Phi value
Promotion possibilities	n=327	n=136	n=16	n=7	N=486	p=0.17746 $\chi^2=4.924$ w=0.101
there is room for promotion	69.72	69.12	50.00	42.86	68.52	
there is no room for promotion	30.28	30.88	50.00	57.14	31.48	
TOTAL %	100.00	100.00	100.00	100.00	100.00	
Happy in current position	n=325	n=133	n=16	n=7	N=481	p=0.09193 $\chi^2=6.443$ w=0.116
happy	52.92	62.41	75.00	71.43	56.55	
not happy	47.08	37.59	25.00	28.57	43.45	
TOTAL %	100.00	100.00	100.00	100.00	100.00	
Work for another company	n=324	n=133	n=16	n=7	N=480	p=0.38838 $\chi^2=3.021$ w=0.079
want to work for another company	50.93	43.61	37.50	57.14	48.54	
do not want to work for another company	49.07	56.39	62.50	42.86	51.46	
TOTAL %	100.00	100.00	100.00	100.00	100.00	

The majority of A-level categories 3-8 employees and supervisors indicated they thought there were promotion possibilities in the company. Middle management was more divided, because 50.00% (n=16) indicated positive responses and 50.00% (n=16) indicated negative responses to promotion possibilities. Just over half (57.14%) of top management

(n=7) indicated that they perceived promotion possibilities not to exist in the company. The latter could be ascribed to the fact that top management have already reached the top of their corporate ladder in the company and thus perceived room left for being promoted not to exist (refer to Table 6.1).

The majority of employees across the different job levels in Lonmin Platinum indicated they were happy in their current positions (56.55%). However, only 52.92% (n=325) of A-level categories 3-8 employees indicated being happy in their current positions at the time of the study. About one third of supervisors (37.59%, n=133) were unhappy, 25.00% (n=16) of middle management and 28.57% (n=7) of top management were unhappy in their current positions.

According to Table 6.2, just over half (51.46%) of the employees at different levels in the company did not want to work for another company, which implied there were substantial numbers of employees that wanted to work elsewhere. This coincides with the above-mentioned result of being happy or unhappy in the current positions. Although 56.55% of the work-force indicated being happy, it meant that 43.45% were unhappy, and this is why quite a large number of the work-force indicated wanting to work for another company.

When the results from Tables 6.1 and 6.2 are compared the following becomes apparent: in both instances the majority of Lonmin Platinum's work-force felt there was room for promotion; the majority was happy although many were unhappy, and substantial percentages of the work-force across all levels in the company wanted to work for another company.

In extension of the above-mentioned discussion there were two questions in the questionnaire that gave insight into employees' perceptions of their relationship when joining the company (Q27) in comparison with their relationship at the time of the study (Q28). These results are discussed by conducting a factor analysis, Cronbach's coefficient alpha, calculating the relationship means and taking a closer look at the questions measuring these relationships.

6.2.1 FACTOR ANALYSIS: OVERALL RELATIONSHIP

Factor analysis represents a broad category of approaches to conceptualize groups or clusters of variables in order to determine which variables belong to which groups (Nunnally, 1978:327). When conducting the factor analyses the aim is to ensure that the variance values are as high as possible (the factors should not explain less than 50% of the total variance). The higher the values the more information a specific factor explained regarding the separate questions or statements in the questionnaire. This is applicable to all the factor analyses throughout this chapter (refer to paragraphs 4.7.3 and 4.9).

Table 6.3: *Factor analysis results for overall relationship (N=508)*

Relationship indicator	Overall Relationship
How would you rate your relationship with the company when you joined ?	0.83
How would you rate your current relationship with the company?	0.83
	Prop of total variance: 0.69

From Table 6.3 it is seen that this factor included two questions. This factor explained 69% of the total variance in questions 27 and 28 and was called the overall relationship. This implied that the factor had a rather high value and these two statements contributed to determine the respondents' overall relationship with the company.

6.2.2 CRONBACH (1951) COEFFICIENT ALPHA

Cronbach's coefficient alpha estimates the reliability of a scale by determining the internal consistency of the test or the average correlation of items within the test (SAS Manual) (refer to paragraphs 4.7.2 and 4.10).

Table 6.4: *Alpha-coefficient for overall relationship*

Factor	Alpha-coefficient
Overall relationship	0.56

From Table 6.4 it is evident that a satisfactory internal consistency was found for the factor overall relationship. This meant that both the questions in this factor measured the same characteristic. Although the guideline for the alpha coefficient is a value of about 0.7 or 70.00%, the value of 0.56 or 56.00% indicates a satisfactory internal consistency.

6.2.3 RELATIONSHIP MEAN

In this section the mean score is given for the employees' relationship when joining the company as well as their current relationship with the company. Mean scores between 1 and 3 are regarded as more negative while mean scores between 3 and 4 are seen to be more positive (on a four-point scale).

Table 6.5: *Relationship means*

Relationship indicator: overall relationship	Valid N ⁽¹⁾	Mean
How would you rate your relationship with the company when you joined ?	497	2.61
How would you rate your current relationship with the company?	480	2.54
Total means		2.58

Questions 27 and 28 are kept separately from statements 29a-29o with regard to their relationship means because these two questions had different 4-point scale options, namely very bad (1), quite bad (2), quite good (3) and very good (4).

⁽¹⁾ *Not all respondents answered all the questions, therefore the N=values vary.*

The mean scores of both the above-mentioned questions were on level 2 of the scale, which meant they received more negative responses than positive responses. It was evident that the employees' current relationship with the company demanded more attention, because the mean score of this question was somewhat lower than the mean score of the question relating to the employees' relationship when joining the company as well as the total mean score which implied that the employees' current relationship with the company was more negative than when they first joined the company.

6.2.4 QUESTIONS ON OVERALL RELATIONSHIP

Table 6.6 illustrates the employees' perceptions regarding their relationship when joining the company in relation to their relationship at the time of the study.

Table 6.6: *Employees' perceived overall relationship with the company*

		Very bad	Quite bad	Quite good	Very good	TOTAL %	N=Total employees	p-value Phi-value
Job level	Relationship when joining the company	27.12	13.25	31.26	28.36		N=483	p=0.00103 $\chi^2=27.808$ w=0.240
	% Employee	31.90	13.19	27.30	27.16	100.00	n=326	
	% Supervisor	18.66	14.93	41.79	24.62	100.00	n=134	
	% Middle management	6.25	6.25	31.25	56.25	100.00	n=16	
	% Top management	14.29	0.00	14.29	71.42	100.00	n=7	
Job level	Current relationship with the company	27.51	16.84	30.49	25.16		N=469	p=0.00019 $\chi^2=32.186$ w=0.262
	% Employee	34.39	17.52	25.16	22.93	100.00	n=314	
	% Supervisor	12.88	16.67	42.42	28.03	100.00	n=132	
	% Middle management	18.75	12.50	25.00	43.75	100.00	n=16	
	% Top management	14.29	0.00	57.14	28.57	100.00	n=7	

n=number of respondents at each job level that answered the question

N=frequency of total sample that answered the question

Table 6.6 indicates that A-level categories 3-8 employees seemed to perceive their relationship when joining the company and their current relationship to be basically the same. There was thus no significant change in their perceptions. The same can be said of the supervisors – their perceptions also indicated a very similar result when comparing

their relationship when joining the company and that at the time of the study. Middle management seemed to feel that their relationship had deteriorated.

Whereas 6.25% (n=16) of middle management indicated that their relationship when joining the company was very bad and bad (also 6.25%, n=16), these percentages escalated to 18.75% (n=16) and 12.50% (n=16) respectively. When joining the company 56.25% (n=16) of middle management perceived their relationship to be very good, but this decreased to 43.75% (n=16) with regard to their relationship at the time of the study. Thus there was a shift in their perceptions. When joining the company 71.43% (n=7) of top management indicated that their relationship was very good; this percentage dropped to 28.57% (n=7), indicating that their current relationship with the company had deteriorated over time.

The p-value with regard to the respondents' relationship with the company when joining the company indicated a statistical significance ($p=0.00103$) and a small to medium effect ($w=0.239$). In the case of the respondents' current relationship at the time of the study the p-value was statistically significant ($p=0.00019$), but according to the Phi-value, there was a small to medium effect ($w=0.262$). This implies that job level might have an effect on respondents' perceptions of their relationship when joining the company as well as their current relationship with the company.

From Table 6.6 it seems that respondents' relationships with the company has deteriorated over time and that a possibility could exist that, depending on the respondents' job levels, they might experience more negativity with regard to their current relationship with the company than respondents at other job levels.

6.2.5 FOCUS GROUP INTERVIEWS: OVERALL RELATIONSHIP

During the focus group interviews, some of the company employees' at Karee Mine, Western Platinum Mine and Eastern Platinum Mine expressed perceptions that, despite there being room for promotion in the company; they were not taken into consideration when promotion possibilities presented themselves. Their opinion was that Lonmin basically reserved the vacant positions in the company for external candidates. Internal company employees were never looked upon as possible candidates for promotion. In

some instances external candidates might have had better qualifications, but not the actual know-how to get the job done properly. The internal company employees would then have to train the new recruits and in some cases even do the job for them. In some cases where employees had better qualifications they were apparently ignored. And if an employee indicated that they would like to improve their education levels with the aim of getting promoted, the perception was that the mine would not grant them such an opportunity. According to respondents, this led to a situation where they were not promoted and remained in their current jobs, occasionally even for years.

Furthermore, during the focus group interviews some of the respondents indicated that they were “happy” with Lonmin, only because they had a job and received a salary each month and not because of a great relationship with the company. Numerous employees were unhappy in their jobs and did not experience a feeling of being content.

The next important aspect that had to be dealt with was determining employees' perceptions of the relationship quality as well as the type of relationship that existed in the company.

6.3 RELATIONSHIP QUALITY

In this section the aspects are discussed by conducting factor analyses, Cronbach's coefficient alpha, calculating the relationship means and discussing the statement or different statements referring to a specific relationship dimension and relationship type. The discussion is based on the literature discussed in Chapter 2. The quality dimensions of relationships are divided into the dimensions of trust (including integrity, dependability and competence), control mutuality, commitment and relationship satisfaction (refer to paragraphs 2.4.1.4.2 and 4.5.2.2.1-4.5.2.2.4). The relationship types are divided into communal and exchange relationships (refer to paragraphs 2.4.1.4.1 and 4.5.2.2.5-4.5.2.2.6).

With regard to the factor analyses that are reported on throughout the remainder of this chapter, the aim was to determine which statements in the questionnaire were grouped together and whether these groupings were valid. Due to the fact that the measurement of

the quality and type of relationship between Lonmin Platinum and its employees was done by means of a standardised questionnaire (c.f. Grunig & Hon, 1999), a confirmatory factor analysis was performed, with a factor analysis for each dimension as it was identified in the literature (refer to paragraphs 4.4.3.2.8-4.4.3.2.13 and 4.5.2.2.1-4.5.2.2.6).

Respondents were required to indicate their feeling towards specific relationship dimensions, namely trust, control mutuality, commitment, relationship satisfaction and relationship types, namely communal relationships and exchange relationships. They had to indicate their response to statement(s) on a four-point scale with options ranging from totally disagree, disagree, agree to totally agree. For purposes of this study the options totally disagree and disagree were summed and the options agree and totally agree were also summed in order to provide a more clear picture of the positive and negative sides of the scale. The responses of the different job levels, referring to employees (all A-level categories 3-8), supervisors (levels B and C), middle (all level D) and top management (levels E and F) were compared.

6.3.1 RELATIONSHIP DIMENSION: Trust

The statements that together measured the level of trust in the employer-employee relationship were statements 29a-29e (see appendix 4.1 for questionnaires).

6.3.1.1 Factor analysis: trust

The results from the factor analysis on the trust dimension are presented in Table 6.7. All statements referring to the relationship dimension trust were grouped together in order to compile the factor analysis; thus it includes the statements referring to the sub-dimensions integrity, dependability and competence.

Table 6.7: *Factor analysis results for trust dimension (N=508)*

Relationship indicator	Trust
This company treats me fairly and justly	0.73
Whenever this company makes an important decision, I know it will be concerned about me	0.77
This company can be relied on to keep its promises	0.80
I believe that this company takes my opinions into account when making decisions	0.83
This company has the ability to accomplish what it says it will do	0.70
	Prop of total variance: 0.58

This factor was called trust and explained 58% of the total variance in statements 29a-29e. Based on the 50% variance parameter (provided in paragraph 6.2.1), it appeared that the grouping of statements as the trust dimension was valid.

6.3.1.2 Cronbach (1951) coefficient alpha

The result from Cronbach's coefficient alpha is presented in Table 6.8.

Table 6.8: *Alpha-coefficient for trust*

Factor	Alpha-coefficient
Trust	0.82

As seen from Table 6.8 it is evident that a high internal consistency was found for the relationship dimension: trust. This meant that respondents answered the statements on trust consistently.

6.3.1.3 Relationship means

From statements 29a-29o (see Table 6.9) the respondents had to evaluate each statement with the use of a 4-point scale, with 1 meaning they totally disagreed, 2 meaning they disagreed, 3 meaning they agreed and 4 meaning they totally agreed. Scores at levels 1-3 would indicate more negative responses and scores at levels 3-4 more positive responses

to each statement. This is applicable to all the tables where the relationship means are provided and will thus not be repeated.

Table 6.9: *Relationship means for trust*

Relationship indicator: trust	Valid N ⁽¹⁾	Mean
This company treats me fairly and justly	489	2.30
Whenever this company makes an important decision, I know it will be concerned about me	484	2.18
This company can be relied on to keep its promises	485	2.09
I believe that this company takes my opinions into account when making decisions	490	2.02
This company has the ability to accomplish what it says it will do	483	2.21
Total means		2.16

⁽¹⁾ Not all respondents answered all the statements, therefore the N=values vary.

The total mean for the relationship quality dimension trust is 2.16. The three sub-dimensions of trust, namely integrity, dependability and competence were grouped together for calculating the mean, but will be discussed separately in the sections to follow. The total mean score of 2.16 indicates that this dimension received more negative responses, which means that the level of trust between employees and the company was relatively low. The statements: "this company can be relied on to keep its promises" and "I believe that this company takes my opinions into account when making decisions" received lower mean scores than the total means, thus indicated aspects that the respondents were more negative about.

6.3.1.4 Statements on Integrity

Integrity has been identified in the literature (paragraph 4.4.3.2.10) as one of the sub-dimensions of trust. The results of the statements (Q29a-29b) relevant to integrity appear in Table 6.10.

Table 6.10: *Statements on integrity*

		%Totally disagree and disagree	%Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company treats me fairly and justly	53.25	46.75		N=477	p=0.00003 $\chi^2=23.513$ w=0.222
Job level	Employees (%)	60.87	39.13	100.00	n=322	
	Supervisors (%)	36.37	63.63	100.00	n=132	
	Middle management (%)	43.75	56.25	100.00	n=16	
	Top management (%)	42.86	57.14	100.00	n=7	
	This company is concerned about me when making an important decision	57.08	42.92		N=473	p=0.00266 $\chi^2=14.190$ w=0.173
Job level	Employees (%)	63.09	36.91	100.00	n=317	
	Supervisors (%)	45.11	54.89	100.00	n=133	
	Middle management (%)	43.75	56.25	100.00	n=16	
	Top management (%)	42.86	57.14	100.00	n=7	

n=number of respondents at each job level that answered the statement

N=frequency of total sample that answered the statement

From Table 6.10 it seems that the respondents' perceptions regarding the company treating them fairly and justly differs statistically significantly ($p=0.00003$) according to job level. The A-level categories 3-8 employees had an overall negative feeling towards the company regarding integrity, stating that they did not feel the company treated them fairly and justly (60.87%, $n=322$). In contrast, most of the supervisors indicated that they felt the company treated them fairly and justly (63.63%, $n=132$). Middle and top management levels, although being more divided in their responses, indicating more positive responses

towards being treated fairly and justly. The Phi-value ($w=0.222$) indicates a small to medium effect, thus implying that job level might possibly affect respondents' perceptions of being treated fairly and justly.

With regard to respondents' perceptions of the company being concerned about them when making decisions, the results differ statistically significantly according to job level ($p=0.00266$). The A-level categories 3-8 employees indicated more negative responses (63.09%, $n=317$). In contrast, supervisors, middle and top management seemed to be more positive about the company being concerned about them when making an important decision. The Phi-value, however, only indicates a small effect ($w=0.173$), implying that job level might affect respondents' perceptions of perceiving the company to be concerned about them when making important decisions. From Table 6.10 it is clear that A-level categories 3-8 employees had an overall negative feeling towards the company's level of integrity.

6.3.1.5 Statements on Dependability

Dependability has also been identified in the literature (refer to paragraph 4.4.3.2.10) as one of the sub-dimensions of trust. The results of the statements (Q29c-29d) relevant to dependability appear in Table 6.11.

Table 6.11: *Statements on dependability*

		%Totally disagree and disagree	%Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company can be relied on to keep its promises	64.06	35.94		N=473	p=0.00951 $\chi^2=11.455$ w=0.156
Job level	Employees (%)	69.18	30.82	100.00	n=318	
	Supervisors (%)	54.48	45.52	100.00	n=134	
	Middle management (%)	46.66	53.34	100.00	n=15	
	Top management (%)	50.00	50.00	100.00	n=6	
	This company takes my opinions into account when making decisions	65.76	34.24		N=479	p=0.14626 $\chi^2=5.376$ w=0.106
Job level	Employees (%)	69.25	30.75	100.00	n=322	
	Supervisors (%)	58.95	41.05	100.00	n=134	
	Middle management (%)	56.25	43.75	100.00	n=15	
	Top management (%)	57.15	42.85	100.00	n=6	

n=number of respondents at each job level that answered the statement

N=frequency of total sample that answered the statement

From Table 6.11 it seems the employees' perceptions regarding being able to rely on the company to keep its promises differed statistically significantly in accordance with job level ($p=0.00951$). It is clear that A-level categories 3-8 employees (69.18%, $n=318$) felt that the company could not be relied on to keep its promises. Supervisors also seemed to disagree with the statement (54.48%, $n=134$); just over half of middle management perceived the company to keep its promises (53.34%, $n=15$), although 46.66% ($n=15$) indicated the opposite. Top management ($n=6$) was divided in their responses, because half of them thought the company kept its promises and half did not feel the company kept its

promises. The Phi-value ($w=0.156$) indicates only a small effect, implying that job level might affect employees' perceptions of being able to rely on the company to keep its promises. From this it seems that the possibility might exist that employees at lower job levels in the company perceive the company not to be relied on to keep its promises, whereas employees at higher job levels in the company did not necessarily share this perception.

Furthermore, the majority of the A-level categories 3-8 employees (69.25%, $n=322$) felt that the company did not take them into account when making decisions. Supervisors also tended to disagree (58.95%, $n=315$) with the statement. From the 15 middle management respondents, 56.25% felt that their opinions were not taken into consideration during decision-making processes. Only 42.86% ($n=6$) of the top management respondents felt they were consulted during decision-making processes.

Neither middle management nor top management, unanimously, felt their opinions were truly taken into consideration during decision-making processes. This was an unexpected phenomenon due to the fact that management were supposedly the ones making the decisions, but with further thought this could be ascribed to the fact that even the management level employees at Lonmin Platinum received their orders from the management situated in London, England and thus could have felt they were left out of the decision-making processes.

6.3.1.6 Statements on Competence

The last sub-dimension of trust is competence (refer to paragraph 4.4.3.2.10). Only one statement measured this dimension, namely Q29e.

Table 6.12: Statement on competence

		%Totally disagree and disagree	%Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company has the ability to accomplish what it set out to accomplish	55.93	44.07		N=472	p=0.00001 $X^2=26.848$ w=0.238
Job level	Employees (%)	63.61	36.39	100.00	n=316	
	Supervisors (%)	43.61	56.39	100.00	n=133	
	Middle management (%)	18.75	81.25	100.00	n=16	
	Top management (%)	28.57	71.43	100.00	n=7	

n=number of respondents at each job level that answered the statement

N=frequency of total sample that answered the statement.

The p-value ($p=0.00001$) indicates large statistical significance between respondents' perceptions regarding the company having the ability to accomplish what it set out to accomplish and the different job levels. The majority of the supervisors (56.39%, $n=133$), middle management (81.25%, $n=16$) and top management (71.43%, $n=7$) felt that the company could accomplish what it set out to accomplish. Only 36.39% ($n=316$) of A-level categories 3-8 employees had a positive attitude towards the company's accomplishment capacity. The Phi-value ($w=0.238$) indicates a small to medium effect, which means that job level might possibly affect employees' perception with regard to the company's level of competence. This implies that those at employees at higher job levels seemed to perceive the company to be more competent than lower level employees.

6.3.1.7 Focus group interviews: trust

The company's employees, when specifically asked whether they trusted the company, answered negatively. Some individuals within these groups indicated that the mine did not

think of them as individuals, but rather as the ones that had to “get the job done”. A-level categories 3-8 employees’ and supervisors’ perceptions of the company were that they were not treated fairly and not taken into consideration during decision-making processes. They also perceived the company as one that could not be relied on to keep its promises.

It furthermore became quite clear during the focus group interviews that the supervisors felt trapped between employees at lower levels and management. They were in a position which made it almost impossible for them to please everyone. They had to implement management’s decisions even though they did not always view it to be in the best interests of the employees at lower levels in the company. Supervisors, for example, indicated that the company had the ability to accomplish what it set out to do. They also explained that they were seldom included in shaft meetings, making it very difficult to participate in discussions concerning production demands. They felt the pressure to ensure that the company did not fall behind schedule with regard to production even if it occasionally meant compromising safety regulations.

From the foregoing discussion on the employees’ perceptions with regard to the level of trust between themselves and the company, it is thus clear that large numbers of employees throughout the company did not trust the company. It was not only employees at lower job levels that did not trust the company. In fact, even some of the employees at higher job levels seemed to indicate rather low trust levels.

6.3.2 RELATIONSHIP DIMENSION: CONTROL MUTUALITY

The statements that together measured the level of control mutuality in the employer-employee relationship were statements 29f-29g (see appendix 4.1 for questionnaires).

6.3.2.1 Cronbach (1951) coefficient alpha

The result from Cronbach’s coefficient alpha is presented in Table 6.13.

Table 6.13: *Alpha-coefficient for control mutuality*

Factor	Alpha-coefficient
Control mutuality	0.03

Due to the low alpha-coefficient of control mutuality it was decided to report separately on the two statements pertaining to this factor. The low alpha-coefficient could have been ascribed to the fact that the questionnaire used in the study was constructed for a context much different to South Africa's third world mining context and so, within this context, might not have measured the control mutuality dimension as consistently as it was supposed to. Furthermore, because one of the statements was formulated negatively, it could have influenced the consistency and confused the respondents due to the fact that most of the questions were formulated positively. A factor analysis was thus not conducted.

6.3.2.2 Relationship means

The relationship means for control mutuality are presented in Table 6.14.

Table 6.14: *Relationship means for control mutuality*

Relationship indicator: control mutuality	Valid N ⁽¹⁾	Mean
In dealing with me, this company has a tendency to boss me around (*)	480	2.47
This company really listens to what I have to say	475	2.15
Total means		2.31

⁽¹⁾ Not all respondents answered all the statements, therefore the N=values vary.

Although the majority of statements in the questionnaire were formulated as positive statements, there were a few formulated negatively (refer to paragraphs 4.5.2.2.2 and 4.5.2.4). In order to calculate the correct mean score for the responses, the means of the negatively formulated statements had to be re-coded [these statements are indicated with a (*) here and throughout the remainder of this chapter]. Scores at levels 1-3 identified more negative responses to a statement and scores between 3 and 4 indicated more positive responses to a statement(s). The total mean score for the dimension: control mutuality was calculated at 2.31 which meant it was between levels 1 and 3 (thus more

negative) and also the statement(s) with mean scores below 2.31 were identified as those aspects which seemed to receive negative responses from the respondents; refer to statement: "this company really listens to what I have to say". The score is highlighted. From the highlighted score in Table 6.14 it seems that respondents, in their mind, felt the company did not listen to them.

6.3.2.3 Statements on Control mutuality

The statements on control mutuality are presented in Table 6.15.

Table 6.15: *Statements on control mutuality*

		%Totally disagree and disagree	%Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company bosses me around	50.21	49.79		N=470	p=0.85395 $\chi^2=0.781$ w=0.041
Job level	Employees (%)	48.89	51.11	100.00	n=317	
	Supervisors (%)	53.08	46.92	100.00	n=130	
	Middle management (%)	50.00	50.00	100.00	n=16	
	Top management (%)	57.15	42.85	100.00	n=7	
	This company listens to me	59.27	40.73		N=464	p=0.01632 $\chi^2=10.281$ w=0.149
Job level	Employees (%)	63.78	36.22	100.00	n=312	
	Supervisors (%)	52.31	47.69	100.00	n=130	
	Middle management (%)	40.00	60.00	100.00	n=15	
	Top management (%)	28.57	71.43	100.00	n=7	

n=number of respondents at each job level that answered the statement

N=frequency of total sample that answered the statement

Throughout the different job levels it seemed that the respondents were divided in their responses with regard to the statement: "this company bosses me around". Almost half the employees at every job level in the company perceived the company as bossing them around. They perceived the company as only giving them orders (to get the job done), but did not take them into consideration in any other circumstances. With regard to the p-value ($p=0.85395$) of the statement: "the company bosses me around" there was no statistical significance, and therefore the Phi-value is not significant.

With regard to the statement: "this company listens to me" the following is apparent: it was evident that the A-level categories 3-8 employees (63.78%, $n=312$) felt the company did not listen to them. At the higher job levels in the company 52.31% ($n=130$) supervisors, 40.00% ($n=15$) middle management and 28.57% ($n=7$) top management felt the company did not listen to them. From these results it seems that the percentages of employees who felt the company did not listen to them decreased as one moved to the higher job levels in the company, thus implying that the higher the job levels the more the employees at these levels seemed to perceive the company listened to them.

6.3.2.4 Focus group interviews: control mutuality

During the focus group interviews it was evident that it was especially the employees at lower job levels in the company who felt the company did not listen to them and that they were not afforded the opportunity to voice their opinions. Also in this regard the supervisors indicated that they perceived themselves to be "trapped" between the employees at the lower job levels and the management levels of the company. They felt they were in a position which forced them to execute the "orders" or activities coming from management levels even if it meant they had to compromise on, for example, safety regulations. They were not given the opportunity to form part of the decision-making processes in order to discuss the implications of what was ordered by management levels. On the other hand they had the employees at lower job levels that voiced their grievances to the supervisors, but the latter was not in the position to do anything in that regard and ended up "ignoring" the appeals of employees at lower levels in the company.

6.3.3 RELATIONSHIP DIMENSION: COMMITMENT

Due to the fact that the relationship dimension commitment only had one statement, 29h (see appendix 4.1 for questionnaires) pertaining to the detail of this factor, neither a factor analysis nor an alpha-coefficient was needed.

6.3.3.1 Relationship mean

The relationship mean for commitment is presented in Table 6.16.

Table 6.16: *Relationship mean for commitment*

Relationship indicator: commitment	Valid N ⁽¹⁾	Mean
I can see that this company wants to maintain a relationship with me	479	2.33
Total means		2.33

The mean score was at level 2 (between levels 1 and 3) which means this statement received more negative than positive responses.

6.3.3.2 Statement on Commitment

The statement (29h) measuring the level of commitment between the company and its employees appears in Table 6.17.

Table 6.17: *Statement on commitment*

		%Totally disagree and disagree	%Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company wants to maintain a relationship with me	52.45	47.55		N=469	p=0.03015 $\chi^2=8.937$ w=0.138
Job level	Employees (%)	57.00	43.00	100.00	n=314	
	Supervisors (%)	44.70	55.30	100.00	n=132	
	Middle management (%)	31.25	68.75	100.00	n=16	
	Top management (%)	42.86	57.14	100.00	n=7	

n=number of respondents at each business unit that answered the statement

N=frequency of total sample that answered the statement

Most (57.00%, n=314) of the A-level categories 3-8 employees felt the company was not interested in maintaining a relationship with them, whereas a small majority of the supervisors felt the company wanted to maintain a relationship with them (55.31%, n=132). Of the 16 middle management employees, a third indicated that they felt the company was not interested in maintaining a relationship with them. Almost half of top management (42.86%, n=7) also disagreed with the statement. It was thus clear that although there were employees feeling the company had and wanted a relationship with them there were substantial numbers of employees indicating the exact opposite at each job level in the company. From this it thus seems that although there were substantial percentages of respondents who indicated that they did not perceive the company to be wanting to maintain a relationship with them, it seems that employees at higher job levels in the company indicated more positive perceptions in this regard.

6.3.3.3 Focus group interviews: commitment

During the focus group interviews it became evident that it was especially the employees at the lowest levels in the company who mostly perceived that the company did not want to maintain a relationship with them. A possible explanation for this could have been that these employees felt they were not included in any decision-making processes and only received their “orders” from their supervisors, which meant that they did not have the opportunity to partake in any kind of a relationship with any of the other higher job level employees in the company.

6.3.4 RELATIONSHIP SATISFACTION

The statements pertaining to relationship satisfaction are 29i-29j (see appendix 4.1 for questionnaires).

6.3.4.1 Factor analysis: relationship satisfaction

The results from the factor analysis on relationship satisfaction are presented in Table 6.18.

Table 6.18: *Factor analysis results for relationship satisfaction (N=508)*

Statement number	Relationship satisfaction
I am happy with this company	0.87
Both the company and I benefit from the relationship	0.87
	Prop of total variance: 0.76

This factor was called satisfaction and explained 76% of the total variance in statements 29i and 29j. The statements thus contributed to determine the satisfaction dimension.

6.3.4.2 Cronbach (1951) coefficient alpha

The result from Cronbach’s coefficient alpha is presented in Table 6.19.

Table 6.19: *Alpha-coefficient for relationship satisfaction*

Factor	Alpha-coefficient
Relationship satisfaction	0.69

As seen from Table 6.19 it is evident that a satisfactory internal consistency was found for relationship satisfaction. This meant that the respondents answered the statements regarding relationship satisfaction consistently.

6.3.4.3 Relationship means

The relationship means for relationship satisfaction are presented in Table 6.20.

Table 6.20: *Relationship means for relationship satisfaction*

Relationship indicator: relationship satisfaction	Valid N ⁽¹⁾	Mean
I am happy with this company	482	2.50
Both the company and I benefit from the relationship	478	2.37
Total means		2.44

⁽¹⁾ Not all respondents answered all the statements, therefore the N-values vary.

The total mean is calculated at 2.44, which is between levels 1 and 3, implying that this relationship indicator received more negative responses. Furthermore, the statement *both the company and I benefit from the relationship* received more negative than positive responses. The company thus needs to attend to this issue.

6.3.4.4 Statements on relationship satisfaction

The statements on relationship satisfaction are presented in Table 6.21.

Table 6.21: *Statements on relationship satisfaction*

		%Totally disagree and disagree	%Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company makes me happy	44.16	55.84		N=471	p=0.00290 $\chi^2 = 14.006$ w=0.172
Job level	Employees (%)	49.69	50.31	100.00	n=316	
	Supervisors (%)	31.06	68.94	100.00	n=132	
	Middle management (%)	50.00	50.00	100.00	n=16	
	Top management (%)	28.57	71.43	100.00	n=7	
	This company and I both benefit from the relationship	48.08	51.92		N=468	p=0.00629 $\chi^2 = 12.346$ w=0.162
Job level	Employees (%)	53.51	46.49	100.00	n=314	
	Supervisors (%)	38.16	61.84	100.00	n=131	
	Management (%)	25.00	75.00	100.00	n=16	
	Top management (%)	42.86	57.14	100.00	n=7	

n=number of respondents at each job level that answered the statement

N=frequency of total sample that answered the statement

According to Table 6.21, the employees' perceptions of the company making them happy differ statistically significantly according to job level ($p=0.00290$). It shows that A-level categories 3-8 employees' responses to the company making them happy, was divided. Almost half of these employees did not feel that the company made them happy (49.69%, $n=316$). Supervisors on the other hand were happier with the company (68.94%, $n=132$). Middle management also showed a divided response, because 50.00% ($n=16$) of them were negative regarding the statement and 50.00% ($n=16$) were positive. Top management indicated more positive responses as 71.43%, ($n=7$) were happy. The Phi-

value ($w=0.172$) indicates only a small effect, implying that job level might possibly affect employees' perceptions regarding the company making them happy. It seems that respondents at higher job levels in the company had more of an experience that the company makes them happy than those at the lowest job levels in the company.

With regard to the statement: "this company and I both benefit from the relationship", the p-value ($p=0.00629$) indicates statistically significant differences between employees' perceptions that both parties benefit from the relationship and job level. A-level categories 3-8 employees seemed to be divided in their responses to the statement that both they themselves and the company benefit from the relationship; 53.50% ($n=314$) disagreed and thus indicated that they did not benefit from their relationship with the company. Supervisors were more positive, 61.83%, ($n=131$) indicated they agreed with the statement. Of the 16 middle management employees 75.00% of them and 57.14% ($n=7$) of top management indicated they agreed with the statement that both parties benefited from the relationship. The Phi-value ($w=0.162$) indicates only a small effect, thus implying that job levels might possibly influence respondents' perceptions of the statement: "this company and I both benefit from the relationship". From Table 6.21 it seems that the respondents' perceptions were more positive regarding being satisfied with their relationship with the company as one moved to higher job levels in the company.

6.3.4.5 Focus group interviews: relationship satisfaction

During the focus group interviews it became clear that the employees at lower job levels were not as satisfied because they indicated that they felt only the company benefited from the relationship. The perceptions seemed, although on a smaller scale, slightly more positive, as the employees found themselves at higher job levels in the company, implying that employees at higher job levels in the company perceived more relationship satisfaction because they perceived that they themselves as well as the company benefited from the relationship.

6.4 TYPE OF RELATIONSHIP

According to the literature discussed (refer to paragraphs 4.4.3.2.8, 4.4.3.2.9, 4.5.2.2.5, and 4.5.2.2.6), the relationship type can be divided into communal and exchange relationships. The results of each of these types will be discussed in this section.

6.4.1 COMMUNAL AND EXCHANGE RELATIONSHIP TYPES

The statements pertaining to communal relationship are statements 29k-29l and the statements pertaining to exchange relationship are statements 29m-29o (see appendix 4.1 for questionnaires).

6.4.1.1 Factor analysis

The results from the factor analysis on communal relationship are presented in Table 6.22 and the results from the factor analysis on exchange relationship are presented in Table 6.23.

Table 6.22: *Factor analysis results for communal relationship (N=508)*

Statements	Communal relationship
This company usually helps non-employees	0.79
This company is very concerned about my welfare	0.79
	Prop of total variance: 0.32

Table 6.23: *Factor analysis results for exchange relationship (N=508)*

Statements	Exchange relationship
This company only uses people to reach its goals	0.81
Whenever this company gives or offers me something, it generally expects something in return	0.84
This company takes care of people who are likely to reward the company	0.45
	Prop of total variance: 0.32

From Table 6.22 and 6.23 it is clear that the relationship type factor identified two factors, namely relationship type: communal and relationship type: exchange. Each of these two factors explained 32% of the total variance (64%) in statements 29k and 29l; and 29m, 29n and 29o respectively. In total they explained 64% of the total variance in the factor relationship type. Due to the difference between these two relationship types they will be discussed separately in the sections to follow (refer to paragraphs 4.5.2.2.5 and 4.5.2.2.6).

6.4.1.2 Cronbach (1951) coefficient alpha

The result from Cronbach's coefficient alpha is presented in Table 6.24.

Table 6.24: *Alpha-coefficient for relationship type*

Factor	Alpha-coefficient
Communal relationship	0.32
Exchange relationship	0.32

Although the coefficient for the relationship types individually were lower than 50%, when calculated together (as was identified during the factor analysis) the consistency was measured at 64%, which means that employees answered the statements regarding their perceptions of their type of relationship with the company consistently.

6.4.1.3 Relationship means

The relationship means for the communal and exchange relationship types are presented in Tables 6.25 and 6.26.

Table 6.25: *Relationship means for relationship type: communal*

Relationship indicator: communal relationship	Valid N ⁽¹⁾	Mean
This company usually helps non-employees	478	2.03
This company is very concerned about my welfare	476	2.20
Total means		2.12

⁽¹⁾ Not all respondents answered all the statements, therefore the N=values vary.

The total mean for communal relationship is 2.12. The score of 2.12 indicates that this relationship type received more negative responses, which means that the respondents perceived less of a communal relationship between themselves and the company. The statement: "this company usually helps non-employees" received lower mean scores than the total means thus receiving more negative responses from the respondents.

Table 6.26: *Relationship means for relationship type: exchange*

Relationship indicator: exchange relationship	Valid N ⁽¹⁾	Mean
This company only uses people to reach its goals (*)	465	2.54
Whenever this company gives or offers me something, it generally expects something in return (*)	474	2.65
This company takes care of people who are likely to reward the company (*)	480	2.44
Total means		2.54

⁽¹⁾ Not all respondents answered all the statements, therefore the N=values vary.

In order to calculate the correct mean scores, statements 29m-29o had to be re-coded into positive statements (refer to the explanation of the * in the previous sections paragraph 6.3.2.2). The total mean was calculated at 2.54, which implies that these statements received rather negative responses. Furthermore, statements with mean scores below 2.54, such as the statement: "this company takes care of people who are likely to reward the company" with a mean score of 2.44 indicates that respondents perceived the company as taking more care of those who could reward the company.

From Tables 6.25 and 6.26 it thus seems that the respondents were more negative regarding their communal relationship with the company than their exchange relationship with it; thus indicating that they perceived that more of an exchange than a communal relationship existed between themselves and the company.

6.4.1.4 Statements on relationship type

The results from relationship type are presented in two tables, namely Table 6.27 and Table 6.28.

Table 6.27: *Statements on communal relationships*

		% Totally disagree and disagree	% Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company usually helps non-employees	65.38	34.62		N=468	p=0.00000 $\chi^2=32.564$ w=0.264
Job level	Employees (%)	73.25	26.75	100.00	n=314	
	Supervisors (%)	53.44	46.56	100.00	n=131	
	Middle management (%)	25.00	75.00	100.00	n=16	
	Top management (%)	28.57	71.43	100.00	n=7	
	This company is concerned about my welfare	58.03	41.97		N=467	p=0.00040 $\chi^2=18.177$ w=0.197
Job level	Employees (%)	64.85	35.15	100.00	n=313	
	Supervisors (%)	44.36	55.64	100.00	n=133	
	Middle management (%)	42.85	57.15	100.00	n=14	
	Top management (%)	42.85	57.15	100.00	n=7	

n=number of respondents at each job level that answered the statement

N=frequency of total sample that answered the statement

The p-value ($p=0.00000$) indicates statistically significant differences between the different job levels and the employees' perceptions regarding the company usually helping non-employees. According to Table 6.27, 73.25% ($n=314$) A-level categories 3-8 employees felt the company was not concerned about the welfare of non-employees. Referring to the supervisors, 53.44% ($n=133$) disagreed with the statement that the company helped non-employees. With regard to middle management, 75.00% of the 16 employees at this level seemed positive regarding the statement, while 25.00% ($n=16$) indicated that they did not share the same perception. At top management level 71.43% ($n=7$) were positive, but of

the 7 top management employees, 28.57% indicated that the company was not concerned about the welfare of non-employees. The Phi-value ($w=0.264$) indicate a small to medium effect, implying that job level might affect employees' perceptions regarding the company usually helping non-employees. It seems that employees at lower job levels were more negative regarding the company extending help to non-employees than employees at higher job levels in the company.

Furthermore, the p-value (0.00040) indicates statistically significant differences between respondents' perceptions regarding the company being concerned about their welfare and their job levels. A-level categories 3-8 employees responded negatively to the statement that the company is concerned about their welfare (64.85%, $n=313$). With regard to the other job levels, the majority of the supervisors seemed to feel that the company was concerned about their welfare (55.64%, $n=133$), but almost half of them (44.36%, $n=133$) seemed to differ. Middle management also seemed to lean more towards feeling that the company was concerned about them (57.15%, $n=14$), but even in their case almost half of the employees at this level indicated the opposite (42.86%, $n=14$). Top management also indicated a similar tendency, meaning that 57.15% ($n=7$) were positive, but 42.86% ($n=7$) did not feel the company was concerned about their welfare. The Phi-value ($w=0.197$) indicates only a small effect; thus implying that job level might possibly affect respondents' perceptions regarding the company being concerned about their welfare. It was evident that, despite there being substantial percentages of employees feeling that the company was not concerned about them at all job levels in the company, it rather was the employees at lower job levels that indicated negative perceptions in this respect.

Table 6.28: *Statements on exchange relationships*

		% Totally disagree and disagree	% Totally agree and agree	TOTAL %	N=total frequency	p-value Phi-value
	This company only uses people to reach its goals	46.81	53.19		N=455	p=0.95428 $\chi^2=0.330$ w=0.027
Job level	Employees (%)	46.40	53.60	100.00	n=306	
	Supervisors (%)	47.25	52.75	100.00	n=127	
	Middle management (%)	53.34	46.66	100.00	n=15	
	Top management	42.85	57.15	100.00	n=7	
	This company usually expects something in return	39.31	60.69		N=463	p=0.61020 $\chi^2=1.822$ w=0.063
Job level	Employees (%)	41.29	58.71	100.00	n=310	
	Supervisors (%)	35.38	64.62	100.00	n=131	
	Middle management (%)	31.25	68.75	100.00	n=16	
	Top management (%)	42.85	57.15	100.00	n=7	
	This company takes care of people who are likely to reward the company	48.30	51.70		N=470	p=0.47397 $\chi^2=2.507$ w=0.073
Job level	Employees (%)	50.47	49.53	100.00	n=315	
	Supervisors (%)	44.70	55.30	100.00	n=132	
	Middle management (%)	43.75	56.25	100.00	n=16	
	Top management (%)	28.57	71.43	100.00	n=7	

n=number of respondents at each job level that answered the statement

N=frequency of total sample that answered the statement

From Table 6.28 it seems that employees representing different job levels agreed with the statement that the company uses people to reach its goals, except for middle management where 53.33% (n=15) of the respondents disagreed, keeping in mind that these percentages are a very equal distribution between the alternative responses. These results thus indicate that at most of the job levels quite significant numbers of employees perceived the company to be using people to reach its goals. This is not necessarily negative because after all, it is employees that enable a company to achieve its goals.

The majority of supervisors felt the company usually expected something in return (64.62%, n=131). Most A-level categories 3-8 employees seemed to share this viewpoint; 58.71% (n=310) indicated that they agreed with this statement. This indicated the possible existence of a strong exchange relationship between the company and its employees and supervisors. At middle management level (68.75, n=16) and top management level (57.15%, n=7) the respondents also indicated that the company usually expects something in return.

With regard to the statement that the company takes care of people who are likely to reward the company, half of the A-level categories 3-8 employees disagreed (50.47%, n=315), implying that the company wanted something in return. Supervisors' responses leaned more towards an agreement (55.30%, n=132) with regard to the company caring for those who can reward the company. Middle management (56.25%, n=16) and top management (71.43% n=7) also agreed that the company usually took care of those who could reward the company. These results seem to indicate that higher job level respondents would perceive the company to take care of those who are likely to reward the company.

6.4.1.5 Focus group interviews: relationship type

Employees at lower job levels in the company did not perceive their relationship with the company as communal. They were of opinion that the company was not truly concerned about their welfare because, in their minds, the company's actions did not indicate anything in this respect. They also perceived the company as a company to be one that is not concerned about any person or individual that was not an employee of the company. In

their mind the company did not feel it had 'n responsibility regarding those individuals. The employees at higher job levels in the company had more positive perceptions with regard to the company helping non-employees.

With regard to an exchange relationship, the employees at lower job levels perceived their relationship to be more exchange than communal because in their mind the company used people to reach its goals and because the company, according to them, always expected something in return. This was in fact not exclusive to the lower job levels in the company, because employees at management level were also of opinion that the company used people, expected something in return and rewarded those who rewarded the company. This indicated the existence of a rather strong or pertinent exchange relationship in the company and a poorer communal relationship between the company and its employees.

6.5 CONCLUSION

It is evident that, at all job levels, Lonmin Platinum did not have very strong relationships with employees at the time of the study. However, the company's relationships with its A-level categories 3-8 employees were more negative or poorer, whereas the relationship with supervisors and the different management levels seem to be better or stronger, although not what it should have been. This was a difficult aspect to clarify because there was no exact framework of what precisely constitutes a positive or negative relationship.

With regard to overall relationship with the company it was interesting to see that it was neither the A-level categories 3-8 employees nor the supervisors whose relationship deteriorated dramatically over time, but rather that of management. Especially top management indicated their relationship was not what it used to be when they first joined the company. However, this does not mean that those at the other job levels had positive relationships with the company. Instead, their relationships were not positive right from the beginning, whereas top management's relationships started out more positively and then deteriorated over time.

On taking a closer look at each of the relationship quality dimensions it is found that there were numerous aspects that were very important. With regard to trust it was clear that

employees at all levels in the company felt the company could not be relied on to keep its promises. Furthermore, the majority of the A-level categories 3-8 employees and supervisors, and about half of the management levels felt the company did not take them into account when making decisions. Despite this the majority of supervisors, middle and top management thought the company could accomplish what it set out to do. A-level categories 3-8 employees did not share the same attitude.

On the aspect of control mutuality it seemed that employees throughout the company felt the company had to listen more to what employees said. This seemed to be a problem irrespective of the different job levels in the company. Another troubling aspect was the fact that many respondents felt bossed around and not really taken seriously by the company. It leads one to conclude that the company did not actually see its employees as being able to contribute to the activities of the company, but rather as the means to get the job done, without working towards establishing a relationship with the employees. This furthermore indicated the existence of more of an exchange than a communal relationship in the company.

Most of the A-level categories 3-8 employees felt the company was not committed to maintaining a relationship with them. Supervisors on the other hand felt the company wished to maintain a relationship with them. At management levels it was interesting that there were substantial numbers that did not perceive that the company wanted a relationship with them. They did not experience that type of commitment from the company.

The statements measuring the level of relationship satisfaction indicated that many employees throughout the company felt that it was only the company that benefited from the relationship and not both parties involved. Many employees also indicated not being happy. Supervisors seemed happier and more satisfied in their relationship, whereas middle management's responses were very much divided. The highest levels of relationship satisfaction were found at the top management levels of the company. From the above-mentioned it seemed that the higher the job levels the more employees felt both parties received benefits from the relationship.

When attention is drawn to the type of relationship that existed in the company, it was clear that employees at all levels in the company experienced the existence of an exchange relationship but that they experienced little to no levels of a communal relationship in the company. A communal relationship would mean that the company is truly concerned about the welfare of its employees and committed to helping non-employees. It was also clear that employees felt this was something the company really had to work towards in order to build positive relationships between itself and its employees at all levels in the company.

In answering the research question stated in the introduction of this chapter it was thus clear that especially A-level categories 3-8 employees felt the company was not honestly interested in maintaining a relationship with them, that all parties involved did not benefit from the relationship, and that the company always expected something in return and never simply provided for the sake of providing in the needs of these lower job levels. These employees were of opinion that they did not have a future at the company and this made their trust levels deteriorate even more. Although managements' viewpoints were different, they also felt the company usually expected something in return. This is not necessarily wrong, but their perceptions were that their opinions were not always taken into consideration during decision-making processes. Thus it was quite evident that the relationship between Lonmin Platinum and its employees at all job levels were rather negative or poor.

The subsequent chapter focuses on the nature of Lonmin Platinum's symbolic corporate identity and the employees' perceptions thereof.

THE NATURE OF LONMIN PLATINUM'S SYMBOLIC CORPORATE IDENTITY

7.1 INTRODUCTION

In this chapter the findings pertaining to the nature of Lonmin Platinum's symbolic corporate identity as well as the employees' perceptions thereof are discussed with the aim to answer the following specific research questions.

What is the nature of Lonmin Platinum's symbolic corporate identity?

and

How do employees perceive Lonmin Platinum's symbolic corporate identity elements?

The empirical methods that were applied in this chapter in order to determine the nature of Lonmin Platinum's symbolic corporate identity included personal observations by the researcher and semi-structured interviews with management. In order to determine employees' perceptions of the company's symbolic corporate identity elements a quantitative questionnaire and focus group interviews were used. The results of the quantitative questionnaires were calculated with the use of factor analysis, Cronbach's coefficient alpha and contingency tables as statistical methods.

7.2 THE NATURE OF LONMIN PLATINUM'S SYMBOLIC CORPORATE IDENTITY

In this section Lonmin Platinum's symbolic corporate identity is discussed from the researcher's personal observations and the semi-structured interviews with management. This analysis is based on specific theoretical statements 3, 4 and 5.

7.2.1 THE ELEMENTS OF LONMIN PLATINUM'S SYMBOLIC CORPORATE IDENTITY

The elements of Lonmin Platinum's symbolic corporate identity are discussed based on specific theoretical statement 3:

Lonmin Platinum's symbolic corporate identity should be divided into visual elements, such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and non-visual elements, namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate in a recognizable and distinguishable symbolic corporate identity.

The constructs derived from the statement above include the following: name; logo; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; corporate signs and billboards; clothing; communication materials; values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure (refer to paragraphs 4.4.3.2.2-4.4.3.2.7).

7.2.1.1 Lonmin Platinum's visual symbolic corporate identity elements

7.2.1.1.1 Name

Lonmin Plc was originally known as Lonrho – London Rhodesia. As time passed and the company began its mining interest in South Africa, the company changed its name to West Plats and eventually to the currently known Lonmin plc (Lonmin) with a primary listing on

the London Stock Exchange. The head offices are located in London. At an operational level Lonmin is known as Lonmin Platinum and functions in the Rustenburg/Marikana region.

7.2.1.1.2 Logo and corporate colour

Lonmin plc used a dark blue, almost navy, colour as their official corporate colour with the name “Lonmin” printed in white (refer to paragraph 7.2.2.3). Originally Lonrho – Rhodesia used a grey or silver grey as corporate colour in their logo, with a white background. Illustration 7.1 indicates the old Lonmin Platinum logo.



Illustration 7.1: *Old Lonmin Platinum logo*

At the time of the study in 2004, Lonmin Platinum’s head offices in London decided to change their logo to a blue block with the name “Lonmin” but without the white ribbon and the wording “Platinum”. The corporate colour also changed to a brighter blue. Illustration 7.2 indicates the new Lonmin Platinum logo.



Illustration 7.2: *New Lonmin Platinum logo*

The three mines, Western Platinum Mine, Eastern Platinum Mine and Karee Mine, also had their own logos and corporate colours:

- Western Platinum Mine: At the time of the study Western Platinum Mine used an elephant logo, because of the Big 5 which are present in the Rustenburg/Marikana region (refer to paragraph 7.2.2.3). Western Platinum Mine used green as corporate colour. Illustrations 7.3 and 7.4 are two examples of how the Western Platinum logo was applied.

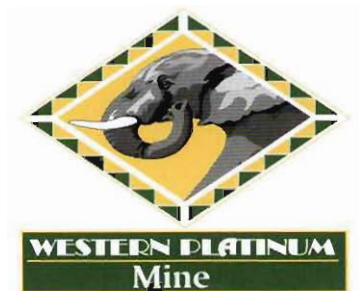


Illustration 7:3: *Western Platinum logo*



Illustration 7:4: *Western Platinum logo (North)*

- Eastern Platinum Mine: Originally situated in the then Bophuthatswana, the mine relocated (due to the shifting of boarder lines) to Rustenburg/Marikana region, and the original leopard logo was kept (refer to paragraph 7.2.2.3). Eastern Platinum Mine used pink as corporate colour, even though there was no pink colour in their logo. Illustrations 7.5 and 7.6 are two examples of how the Eastern Platinum logo was applied.



Illustration 7:5: *Eastern Platinum logo*



Illustration 7:6: *Eastern Platinum logo*

- Karee Mine: This mine originally decided on a Karee plant as a logo (refer to paragraph 7.2.2.3). Karee Mine's corporate colour was yellow. Illustration 7.7 is an example of the Karee Mine logo.



Illustration 7:7: *Karee logo*

There were other logos that were also used at Lonmin Platinum, namely the BMR Smelter and refinery, WPR logo and the UBUNYE logo. Illustrations 7.8-7.10 are examples of the BMR Smelter, Western Platinum Refinery and UBUNYE logos.



Illustration 7:8: *BMR Smelter and refinery logo*



Illustration 7:9: *Western Platinum Refinery logo (Brakpan)*



Illustration 7:10: *Ubunye logo*

The UBUNYE logo represented a banner for “working together”. Lonmin Platinum implemented a competition for the employees to come up with a design that represented the entire work-force with the aim of representing a mining group where everyone worked together. Some of the employees came up with various ideas, which eventually culminated in the above-mentioned logo (Illustration 7.10).

7.2.1.1.3 Environment, architecture, facilities, vehicles, corporate signs and billboards

This construct is divided into several sub-elements:

- Environment, architecture and facilities: Lonmin Platinum’s environment was typical of mining surroundings. The buildings such as the shafts, refinery, smelter and other business units were very industry-like in appearance. Some of the buildings were not well kept in that paint was flaking. The surroundings were mostly dusty and very noisy. There was a huge amount of gravel and cement around the different buildings which are characteristic of heavy duty environments. The architecture was not aesthetically appealing but rather functionally aimed at the activities taking place at the different sites. The sites were also not clearly marked and finding your way around on the sites was rather difficult. Illustration 7.11 is a photo taken of one of the mining sites depicting the typical environment surrounding the mining sites.



Illustration 7.11: *Environment surrounding the mines*

In contrast with the majority of the buildings and the environment of Lonmin Platinum, the environment of LPD or Head office differed. This unit was quite far from the other business units and was much more eye catching with aesthetically appealing buildings and gardens, whereas there were not many gardens surrounding the other business units. Even the parking spaces were paved and much more up-market than at the other business units. The majority of these buildings at LPD were also painted in an off-white colour, whereas most of the buildings at the other business units were face-brick. Illustration 7.12 is a photo taken of the gardens at the Lonmin Platinum Head offices.



Illustration 7.12: *Gardens surrounding Lonmin Platinum Head offices*

- Vehicles: Lonmin Platinum's company vehicles such as cars and trucks were basically painted white. The majority of the vehicles seen during the personal observations were in a good condition. In some instances the logo of a business unit would appear on the vehicles as seen in illustration 7.13 where a variation of Western Platinum Mine's logo appears on one of the company cars.



Illustration 7.13: *Variation of Western Platinum's logo appearing on one of the company vehicles*

- Corporate signs and billboards: Lonmin Platinum and each of the different business units used corporate signs on the exterior and interior of their buildings and billboards around the sites of the different business units at the time of the study. As seen from illustrations 7.14-7.20, the corporate colour applications often differed and the signs were not also easy to see. Many of the signs were very old and their appearances were not neat due to harsh weather conditions. Many of the corporate signs were not consistent with one another and the applications often differed. Illustrations 7.14-7.20 are photos taken of some of the inconsistent and un-kept corporate signs and billboards found at the different business units of Lonmin Platinum.



Illustration 7.14: *A corporate sign at Lonmin Platinum's Head offices*



Illustration 7.15: *A billboard at Lonmin Platinum*



Illustration 7:16: *A corporate sign at Lonmin Platinum*

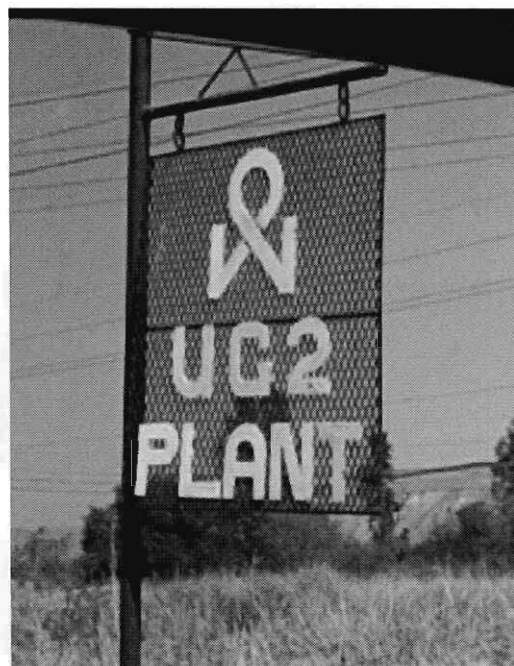


Illustration 7:17: *A corporate sign at Lonmin Platinum*



Illustration 7.18: *A corporate sign at the main entrance of Western Platinum Mine*



Illustration 7.19: *A corporate sign at Karee Mine*



Illustration 7:20: *A billboard of Lonmin Platinum's safety campaign*

7.2.1.1.4 Clothing

During the personal observations not much of uniform clothing could be found in the company. It seemed that at LPD, although there was no specific uniform, the clothing style was quite relaxed; men did, for example, not necessarily wear ties and jackets as a corporate dress code. At the other business units such as the three mines, the employees working underground wore overalls and other protective clothing (including hats, boots etc.), but not in any specific design or corporate colour. No clear evidence could be found that Lonmin Platinum had a certain standard for their dress code.

7.2.1.1.5 Communication materials

Lonmin Platinum used different communication media, but these aspects were not researched as part of the symbolic corporate identity of the company during the Stakeholder Perception Survey in 2004. It was researched separately as part of the larger survey and will therefore not be discussed in any further detail in this study (refer to paragraph 1.2). It is, however, important to recognize that communication media used in a company can be seen as part of the company's symbolic corporate identity. Some

examples of documentation found during the personal interviews of this study will be provided in order to indicate the application of Lonmin Platinum's logo as seen in paragraph 7.2.3, but not to describe the communication media used.

7.2.1.2 Lonmin Platinum's non-visual symbolic corporate identity elements

7.2.1.2.1 Objectives

Lonmin Platinum held profit-making as an important objective of the company and also contextualised it within the context of accountability, empowerment, and a safe and healthy working environment. According to Lonmin Platinum's Corporate Accountability Report (2003), being profitable meant the company had to be innovative and cost-effective in their operations and daily activities. This implied that the company had to take responsibility for its actions towards all of its stakeholders in an attempt to be accountable. The company proclaimed that they strove towards empowering their employees and providing them with much needed opportunities to better themselves within the realm of the company. Lonmin Platinum also indicated that creating a safe and healthy working environment for its employees was equally important to them, in order to ensure their employees' welfare in and around the work-place. The employees' perceptions regarding these objectives were tested during the quantitative questionnaire, referring to Lonmin Platinum itself, and were seen as company objectives.

7.2.1.2.2 Structure

Lonmin Platinum in fact comprises three companies, namely Western Platinum Limited (WPL), Eastern Platinum Limited (EPL) and Western Metal Sales Limited. Each of these companies operates different units. WPM operates Western Platinum Mine (WPM), Karee Mine, the smelter and base metal refinery (BMR) and the Western Platinum refinery (WPR). EPL operates Eastern Platinum Mine (EPM) and Western Metal Sales Limited markets the platinum group metals for WPL and EPL. Western Platinum Mine, Eastern Platinum Mine and Karee Mine as well as the BMR Smelter are located in the Marikana district to the east of the town of Rustenburg in the North-West Province of South Africa.

The Western Platinum refinery (WPR) is situated in Brakpan in the Gauteng Province of South Africa (Lonmin Platinum, 2003:6; Lonmin Platinum 2006; Lonmin Platinum 2007).

In the light of the company structure the company aimed at establishing a unified workforce, consisting of various individuals with different tasks, but in the end, working towards the same goals. Allowing for different units within the larger company, the company wanted to provide each unit with a degree of autonomy, but still united under the umbrella of the company, Lonmin Platinum.

7.2.1.2.3 Values

Although there are many aspects that might form part of a company's values, and which differ from one company to the next, two values have been identified as pertinent with regard to Lonmin Platinum, namely unification and family feeling. These identified values are seen to culminate from the company's vision and mission, history, its daily activities, the company's culture, company character and company strategy etc. Although this element that appears in the literature (refer to paragraph 3.3) as a non-visual element of a symbolic corporate identity is not discussed as such with regard to Lonmin Platinum, the aspects of unification and family feeling, seen as values of Lonmin Platinum, were tested during the quantitative survey.

7.2.1.2.4 Vision and mission

Lonmin Platinum's vision statement according to the company's Corporate Accountability Report (2003) states that: *"our purpose is to be a cost-effective, innovative and profitable resources company that is accountable to all our stakeholders in an honest, open and proactive manner. We align ourselves with internationally recognised sustainable practices that ensure a safe and healthy working environment and a long-term responsibility towards the welfare of our communities and the environment within which we operate."*

The mission according to Sir John Craven (Chairman) in November 2004 as stated in the Sustainable Development Report (2006) states that: *"our mission is to grow and build our portfolio of high quality assets. To deliver the requirements of the South African broad based socio-economic Mining Charter and we welcome the opportunity to transform our*

business. To build a value-based culture, which is founded on safe work, continuous improvement, common standards and procedures, community involvement and one that rewards employees for high performance.”

The company's vision and mission forms part of the Lonmin charter. The vision and mission was not tested individually during the study, but contextualised into objectives (accountability, empowerment, safe working environment, healthy working environment and socio-economic empowerment) (refer to paragraph 7.2.1.2.1) and values (unification and family feeling) (refer to paragraph 7.2.1.2.3).

7.2.1.2.5 History

No information regarding the company's history could be found, except for information obtained during the personal interviews with management which will be discussed later in paragraph 7.2.2. The history was not studied as a separated element of the company's non-visual symbolic corporate identity elements, but rather used as background to discuss the logos and name changes of the company (refer to paragraphs 7.2.1.1.1 and 7.2.1.1.2).

7.2.1.2.6 Culture, character and company strategy

These aspects are also seen to form part of a company's symbolic corporate identity (refer to paragraph 3.3), but with regard to Lonmin Platinum no additional information regarding these aspects could be found except for some limited information derived from the personal interviews. Therefore these elements are also not discussed as separate elements of Lonmin Platinum's symbolic corporate identity.

7.2.1.2.7 Stakeholders

From the literature it has been indicated that stakeholders could also form part of a company's symbolic corporate identity. These stakeholders can include, amongst others, the company's employees. With regard to Lonmin Platinum, the employees were not identified as separate elements of the symbolic corporate identity due to the fact that their perceptions regarding some of the symbolic corporate identity elements were determined. Also, no evidence was found during the personal observations which indicated that Lonmin

Platinum did in fact perceive their stakeholders such as employees to be a part of their symbolic corporate identity.

As found in the study, die company's symbolic corporate identity consisted of the name; logo and corporate colours; environment, architecture, facilities, vehicles, corporate signs and billboards; objectives and company structure. Visual elements such as clothing and communication existed in the company, but were not incorporated into the company's symbolic corporate identity. With regard to the non-visual elements such as values, history; vision; mission; culture; character; company strategy and stakeholders themselves, again these elements existed, but were not incorporated into the symbolic corporate identity of the company to the extent that they are managed and that they therefore united the company symbolically. It was apparent during the personal observations that Lonmin Platinum only regarded certain elements as important for the company's symbolic corporate identity, which led to a situation where the company did not have an effectively united and probably managed symbolic corporate identity. Also the elements which were deemed important were not applied correctly as was evident during the personal observations. Against this background, the next section investigates the management of the symbolic corporate identity elements.

7.2.2 MANAGEMENT OF LONMIN PLATINUM'S SYMBOLIC CORPORATE IDENTITY

This discussion is based on the results obtained from the semi-structured interviews with management and analyses of managements' viewpoints regarding Lonmin Platinum's symbolic corporate identity.

The management of Lonmin Platinum's symbolic corporate identity is based on specific theoretical statement 4:

Lonmin Platinum should consistently, distinctively, visibly, authentically and transparently manage its symbolic corporate identity elements in order to create a positive corporate image and in time a favourable reputation in the eyes of each stakeholder

This discussion centres around the following constructs: how to manage (consistently, distinctively, visibly, authentically, transparently); who to manage; originate, and communication and message.

7.2.2.1 How to manage

The aspect of how to manage the symbolic corporate identity will be discussed by means of the following characteristics: consistently, distinctively, visibly, authentically and transparently.

7.2.2.1.1 Consistently

According to management, no corporate identity manual existed containing guidelines and specifications for how the corporate identity should be applied. At the time of the study one of the managers indicated that the company was working on compiling a manual for their new corporate identity which would indicate how it should be applied and managed. From the semi-structured interviews with management it seemed that there was no official monitoring of the company's corporate identity in order to keep the application of logos consistent wherever it was applied (refer to illustrations 7.21-7.26 for various examples of how the logo was applied).

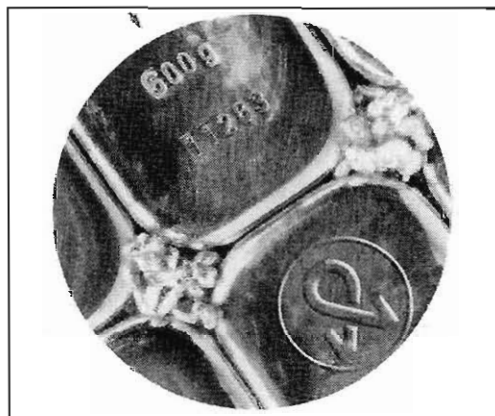



Illustration 7.21: *Lonmin Platinum logo printed on platinum*

	DOCUMENT NO : MnA 29 Met REVISION : 02 DATE : 01-07-2004
COURSE REGISTRATION & DAILY ATTENDANCE REGISTER	

Name Of Course / Seminar _____ Module _____ Code _____

SURNAME	INITIALS	COY NO	M/F <small>Gender</small>	A/C/I/W <small>Race</small>	DEPARTMENT	DAY 1 <small>SIGN</small>	DAY 2 <small>SIGN</small>	DAY 3 <small>SIGN</small>	DAY 4 <small>SIGN</small>	DAY 5 <small>SIGN</small>

Course codes									
01	General Induction	06	Forklift	11	Budget control and finances	16	Health and safety awareness	21	Procedural training
02	Contractors induction	07	Lockout and confined space entry	12	MS Word	17	Safety harness	22	Other
03	First aid	08	Haz chem.	13	MS Excel	18	PPE Training	23	
04	Fire fighting	09	Industrial relations	14	MS Power point	19	Rigging and slinging	24	Production training BMR
05	Overhead crane	10	Scheduling and planning	15	Environment awareness	20	Scaffold erection and inspection	25	Production training Smelter

Learning Provider: Name _____ Learning Provider: Signature _____ Date _____ Contact No _____

KEITH LUDWICK

LONMIN PLATINUM



MIDDELKRAAL NO. 2 VERTICAL SHAFT

MIDDELKRAAL VERTICAL SHAFT

WHS/26/word/statement of work/MS

P 1 of 64

Revision 2
April 2004

Illustration 7.23: *Lonmin Platinum logo printed on company document*

MEMORANDUM

ALL STAFF – HEAD OFFICE
GENERAL MANAGERS
ADMINISTRATION MANAGERS



Registered in the Republic of So
Reg No. 19470249750
VAT No. 4530514232
Compliance
Western Platinum Limited
(Registration No. 1963/0035)
Eastern Platinum Limited
(Registration No. 1987/0702)

Northdowns
17 Georgian Crescent
Bryanston East
2152

P O Box 98811
Sloane Park 2152
Telephone: 27 11 516-
Direct Line: 27 11 516-1
Facsimile: 27 11 516-1
e.mail: malcolm@lonplat

To: M J G ROBINSON, Company Secretary

Date: 6 MAY 2004

Ref: mjgr

Subject: COMPANY DIRECTORATES ON LETTERHEADS, ETC.

refer to my memo of 19 April 2004 and advise that on 3 May 2004 Brad Mills was appointed executive chairman of the undermentioned companies. Please ensure that your letterheads, and any other stationery which bears directorate details, reflect the current position.

Eastern Platinum Ltd (Reg. No. 1987/070294/06)

Directorate now: B A Mills (Chairman) (American), P J Ledger (Managing Director), B D Abbott, D H Brown, *G J Fenner (alt E J Facculyn-Goushé), P G Joubert (alt L J Paton), C E Markus, A P Reilly (alt *A Jamieson), K C Rumble, L A Shiels (alt A L Keeley)
Company Secretaries : P McElligott and *M J G Robinson (*British)

Western Platinum Ltd (Reg. No. 1963/003589/06)

Directorate now: B A Mills (Chairman) (American), P J Ledger (Managing Director), B D Abbott, D H Brown, *G J Fenner (alt E J Facculyn-Goushé), P G Joubert (alt L J Paton), C E Markus, A P Reilly (alt *A Jamieson), K C Rumble, L A Shiels (alt A L Keeley)
Company Secretaries : P McElligott and *M J G Robinson (*British)

J G Robinson

Illustration 7.24: Lonmin Platinum logo printed on memorandum

Keith Ludwick



MINERAL RESERVES AND RESOURCES

AS AT 30 SEPTEMBER 2003

J.J. van der Merwe

Divisional Geologist

Illustration 7.25: *Lonmin Platinum logo printed on company document*



Illustration 7.26: Lonmin Platinum logo printed on Community Development Trust document

The managers all indicated different individuals that in their mind would “keep an eye” on the symbolic corporate identities of their units, but nothing official with regard to consistently applying the corporate identity in any of the business units.

In the midst of an absent manual the responsibility in most cases rested upon the different business units to see to it that their corporate identities were applied consistently and correctly. One of the managers indicated that the London offices of Lonmin Platinum would occasionally send out memos indicating some guidelines, but in general there was no single person or section in the company responsible for standardizing the company's identity. As was seen from the personal observations of the researcher this was not a very

successful attempt, because there were many variations on the companies' and the business units' corporate identities found throughout the entire company.

At the time of the study the old Lonmin Platinum logo (with the ribbon) for example appeared on official correspondence of the mine, and in some cases, together with the appropriate logo for the other business units. Although the old Lonmin Platinum logo appeared on correspondence it was not always applied consistently. With regard to Western Platinum and Eastern Platinum Mines, these mines had different variations of their logos, which were expected to be confusing to the employees of Lonmin Platinum. Also the corporate signs and billboards were not always applied consistently, as the colour application often differed; the signs were not always easily visible and the layout and design of the corporate signs and billboards indicated no consistent application format (refer to paragraphs 7.2.1.1.2 and 7.2.1.1.3).

7.2.2.1.2 Distinctively

The managers were of opinion that the different logos represented something unique and that, in some way, gave a sense of autonomy to each of the business units. This was, in their minds, important because each of the business units were different and thus needed to keep their individuality, but still form part of a bigger company. During the interviews it was gathered that the elephant symbol of the Western Platinum Mine logo signified the power of the mine, that the mine was a force that had to be reckoned with and not be underestimated. According to one of the managers, the leopard of the Eastern Platinum logo represented a "company in which activities were done swiftly". The Karee Mine logo seemed to represent the growth of the mine. It was, however, interesting that none of the logos were originally chosen for specific symbolic reasons, but rather due to circumstances at that stage (refer to paragraph 7.2.1.1.2). From the interviews it thus seemed that the logos only started to symbolize something unique about the different units as time passed and not since the origin of the different units.

7.2.2.1.3 Visibly

With regard to the company's symbolic corporate identity being visible, the managers' opinions differed. Some of the managers indicated that the company's symbolic corporate

identity was communicated in every way possible and that it appeared everywhere (including all communication media such as billboards and flags, corporate signs, employees' clothing, hats worn by employees etc.), while some of the managers indicated that the symbolic corporate identity was only communicated within the context of the business units. Employees were thus only exposed to the symbolic corporate identity of their specific business units, but not necessarily to the symbolic corporate identities of the other business units. One of the managers was very candid in stating that employees would identify their business units' symbolic corporate identities, but not that of the company itself, thus implying that Lonmin Platinum did not ensure that its symbolic corporate identity was visible for all to be able to identify themselves with it and relate to it (refer to paragraphs 7.2.2.1.5 and 7.2.2.4). This could be verified from the researcher's personal observations that the company's symbolic corporate identity was communicated more unit specific than company specific (refer to paragraphs 7.2.1.1.2 and 7.2.1.1.3).

The managers did, however, all indicate that the company's symbolic corporate identity was not as recognizable as it should or could have been. Responses differed from "very bad", "terrible" to "can't be recognized". One of the managers specifically mentioned that Lonmin Platinum's symbolic corporate identity is not as visible as some of the "other mining companies in South Africa, such as Anglo Platinum". Although not officially compared, the researcher could, by sheer observation, conclude that Lonmin Platinum did not have the unified symbolic corporate identity front which could be found with other mining company's such as Anglo Platinum as well as other well-known companies in South Africa, such as Clover SA or Coca-Cola. The managers concluded that the visibility of Lonmin Platinum's symbolic corporate identity was very limited in South Africa because the company was actually listed in London (the shareholders of the company were situated in London), which meant that the company was more recognizable in London than in South Africa.

7.2.2.1.4 Authentically

Authentic implies that a symbolic corporate identity goes back to its roots, it starts internally; staying loyal to the company history and then projecting that externally (refer to paragraph 3.5).

Although, the other managers did not comment much on the motivation for the different logos, they did, however, comment on Lonmin Platinum's logo (white ribbon on a blue background), but even these responses were very diverse. One manager explained that the logo was "born" out of the company's history. Another manager stated that the logo reminded him of the "boeremag" and thus did not have a positive association with the logo. Still another manager indicated that the company's logo represented "clean air", in other words a company that did not believe in or promote pollution despite its activities, and that the company was socially responsible in the midst of its operations.

In response to the question what the message was Lonmin Platinum wished to communicate through its symbolic corporate identity, there were also varying responses ranging from "no specific message" to "it should symbolize the company's activities and operations and identify the company internationally". From the above it is clear that even on the higher management levels there was no clear understanding of what the true meaning behind the company's symbolic corporate identity was.

7.2.2.1.5 Transparently

Although the majority of the managers indicated that employees should be able to associate themselves with the logos and be able to recognize them, there were those who felt that the company did not do enough to communicate the essence of the logos to the employees, thus risking that not all would be able to associate themselves with these logos.

7.2.2.2 Who to manage

The managers were not unified in their responses with regard to who was responsible for the overall management of Lonmin Platinum's symbolic corporate identity. Some were of opinion that it was developed in London, England and therefore management thereof lay with the company's head quarters in London. Some were of opinion that because they perceived it to originate from the different business units it had to be managed from there; hence the diversity of the logos and the symbolic corporate identities. Be it as it may, what was clear was the fact that the managers thought the different identities were not applied

consistently and thus needed proper management thereof. The only problem was that no one could really indicate who took responsibility for managing it.

7.2.2.3 Originate

From the interviews it seemed that the different symbolic corporate identities developed between 4 and 7 years ago (at the time of the study, making the year around 1997), but that no certainty existed with regard to how and where it originated. In this respect some believed it to originate in England (refer to paragraph 7.2.2.1) and some of the managers believed it originated within the different business units (refer to paragraph 7.2.2.2). One manager indicated that the original Lonmin Platinum logo was developed in the 1980's. Before Lonmin Platinum's logo was known as it is known today, the logo went through a design change. It started out with the original name of the company which was Western Platinum or West Plats and was originally identified as:

W P

From there the logo design progressed to:

WP

And eventually:



Western Platinum went on to develop another logo, while Lonmin Platinum was then known for the Lonmin Platinum logo which is a white ribbon on a blue background and also the trademark printed on the platinum.

The three mines, Western Platinum Mine, Eastern Platinum Mine and Karee Mine, each had their own logos. Although there was no precise indication of when these logos were first developed, some explanations were given during the semi-structured interviews:

- Western Platinum Mine: This mine originally used a ribbon design as logo. From there the Lonmin Platinum logo (white ribbon on blue background) as it was known, developed.
- Eastern Platinum Mine: This mine was originally situated in the then Bophuthatswana and therefore also chose a leopard logo, since the leopard was the official logo of the former Bophuthatswana.
- Karee Mine: This mine originally formed part of the Impala mine group, but when it became part of Lonmin Platinum the mine decided on a Karee plant logo due to the fact that there are many Karee plants in the Rustenburg/Marikana region.

7.2.2.4 Communication and message

According to the managers during the interviews, the different symbolic corporate identities were communicated to the employees, although not constantly and not consistently. Furthermore, according to the managers, although employees received information regarding the symbolic corporate identities they were not really educated in all the aspects pertaining to these identities. The majority of the information regarding the symbolic corporate identities was also only communicated in English, which could have meant that many of the employees were not able to fully grasp the true essence of these identities and thus over time learnt to identify themselves with some of the symbolic corporate identities just because they were exposed to some of them and started to recognize them, but not due to effective communication.

From the discussion above that took place with the managers during the semi-structured interviews, it was apparent that even at that level in the company there was no coherence in their responses with regard to the management of the company's symbolic corporate identity. They were, however, quite unified in saying that the company's symbolic corporate identity was not applied as it should have been and that not all in the company truly understood what it was about, themselves included. This brings the discussion regarding the nature of Lonmin Platinum's symbolic corporate identity to the next important aspect, which is the fact that the company has an endorsed identity and how that should be managed.

Lonmin Platinum typically has an endorsed symbolic corporate identity and an intricate company structure (refer to paragraph 1.2). Each of the business units had their own corporate identity, endorsed by the Lonmin Platinum identity, their own management style, name, work environments, benefits, traditions and reputation amongst its stakeholders.

7.2.3 MANAGEMENT OF LONMIN PLATINUM'S ENDORSED SYMBOLIC CORPORATE IDENTITY

The discussion of Lonmin Platinum's endorsed symbolic corporate identity is based on specific theoretical statement number 5.

Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance while creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine to explore its own creativity and uniqueness (refer to paragraph 3.5).

The constructs derived from this theoretical statement include unification and family feeling, identification of the logo and identification of the structure, which are the constructs in accordance with which the management of Lonmin Platinum's endorsed symbolic corporate identity will be discussed.

7.2.3.1 Unification and family feeling

In an attempt to unite the company each of the different business units were given the opportunity to come up with an unique idea that would represent and unite the employees under that logo. The result was the UBUNYE-logo (refer to paragraph 7.2.1.1.2). This logo was aimed at establishing a feeling of a united work-force, despite the different business units. Attempts were made to create an impression of being a company with expertise, creating family feelings among the employees, having logos that contribute to the company's character and thus portraying what the company stood for, and making employees feel that everyone in the company worked towards the same goals of establishing an effective and productive company.

Whether the company was successful was debatable, as the managers themselves stated, and from here these motivations were also tested during this study (refer to paragraph 7.2.2.1.3 and 7.2.2.1.5). What became clear from the interviews is that managers realised the employees did not identify themselves with the entire company but rather with their business units.

7.2.3.2 Identification of logo

During the interviews the managers stated that the different logos were applied mostly business unit specifically, implying that each of the different business units had their own logos and those logos appeared on different communication media. This meant that the employees working at the different business units were able to identify mostly their own unit logos, but were not necessarily that familiar with the logos of the other business units because they were less informed on these logos and what they represented.

7.2.3.3 Identification of structure

From management's responses it was clear that the company did not communicate the entire company structure to all the employees. They received some information during initiation programs, but from there on they were left to associate themselves with their respective units. With this background some of the managers indicated that employees would not successfully be able to identify the company structure. Also the situation was better with regard to internal stakeholders than external stakeholders; the reason being that it was clear from the interviews that in all cases the managers indicated that the company's symbolic corporate identity was not effectively communicated to external stakeholders.

In answer to the research question stated in paragraph 7.1 of this chapter, *what is the nature of Lonmin Platinum's symbolic corporate identity*, it is clear that Lonmin Platinum has an endorsed symbolic corporate identity, but that it was not consistently, distinctively, visibly, authentically and transparently managed to create a positive corporate image and in time a favourable reputation in the eyes of the stakeholders. It was also evident that Lonmin Platinum did not manage its endorsed symbolic corporate identity in such a manner as to create a unified stance while creating an opportunity for LPD, the BMR

Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine in the company to explore its own creativity and uniqueness.

In the following section of this chapter the results on the employees' perceptions of the company's symbolic corporate identity elements are discussed.

7.3 EMPLOYEES' PERCEPTIONS OF LONMIN PLATINUM'S SYMBOLIC CORPORATE IDENTITY ELEMENTS

In each instance the statement or question number pertaining to a specific symbolic corporate identity element is provided, as well as a factor analysis of all the questions and statements pertaining to a specific element (refer to paragraph 4.7.3). Cronbach's coefficient alpha was also calculated in order to indicate the reliability of the scales used in the questionnaire (refer to paragraph 4.7.2). Contingency tables are provided which illustrate employees' perceptions of the symbolic corporate identity elements.

The statements as indicated in the different tables of this section are the exact statements as used in the questionnaires. In this section the focus will be on the symbolic corporate identity elements (refer to paragraph 3.3) and specific theoretical statement number 3 although specific theoretical statement number 4 also bears significance to this section since the nature of the symbolic corporate identity of Lonmin Platinum includes the elements as well as how they are managed.

Specific theoretical statement number 3:

Lonmin Platinum's symbolic corporate identity should be divided into visual elements, such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and non-visual elements, namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves, and company structure which together culminate in a recognizable and distinguishable symbolic corporate identity (refer to paragraph 3.3).

The constructs derived from specific theoretical statement number 3 include Lonmin Platinum as well as the specific business units' name; logo and corporate colours; environment, architecture, facilities, vehicles, corporate signs and billboards; and the objectives and structures.

7.3.1 NAME

The statements that measured employees' perceptions of Lonmin Platinum's name as well as the business units' names are indicated below (refer to appendix 4.1 for questionnaires).

7.3.1.1 Factor analysis: Lonmin Platinum's name

This factor included statements 32, 33 and 44.

Table 7.1: *Factor analysis of Lonmin Platinum's name*

Statements	Name
Lonmin Platinum's name is short and easy to pronounce	0.80
Lonmin Platinum's name does not have a negative meaning in any other language	0.74
It is easy to read Lonmin Platinum's name on the logo	0.68
	Prop. of Total: 0.55

This factor explains 55% of the total variance of the above statements and is called name, which means the grouping of statements are valid in order to measure employees' perceptions regarding Lonmin Platinum's name.

7.3.1.2 Cronbach's coefficient alpha

Table 7.2: *Alpha-coefficient for Lonmin Platinum's name*

Factor	Alpha-coefficient
Lonmin Platinum's name	0.58

From Table 7.2 it is evident that a satisfactory internal consistency is found for this factor, implying that employees answered the different statements pertaining to Lonmin Platinum's name consistently.

7.3.1.3 Statements on Lonmin Platinum's name

Table 7.3: *Lonmin Platinum's name*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total responses	n= frequency
Lonmin Platinum's name is short and easy to pronounce.	57.00	31.07	5.97	5.97	100	486
Lonmin Platinum's name does not have a negative meaning in any other language.	44.84	37.26	10.95	6.95	100	475
It is easy to read Lonmin Platinum's name on the logo.	50.32	39.32	5.07	5.29	100	473

n=frequency of total sample that answered the question

It seems that the respondents were quite positive towards Lonmin Platinum's name indicating that it is easy to pronounce, without a negative meaning in any language and easy to read.

7.3.1.4 Factor analysis: business unit's name

The statements pertaining to this factor include statements 53 and 54.

Table 7.4: *Factor analysis on business unit's name*

Statements	Name
The name of (business unit) is easy to pronounce	0.85
(Business unit) name does not have a negative meaning in any other language	0.85
	Prop. of Total: 0.73

This factor explains 73% of the total variance of these two statements. Also in this case the grouping of the statements is valid.

7.3.1.5 Cronbach's coefficient alpha

Table 7.5: *Alpha-coefficient for business units' names*

Factor	Alpha-coefficient
Business units' names	0.62

The satisfactory internal consistency for this factor indicates that the employees consistently answered the different statements pertaining to the business unit's names.

7.3.1.6 Statements on the business units' names

Table 7.6: *Business units' names*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Karee Mine						
The name of Karee Mine is easy to pronounce.	61.78	31.85	3.82	2.55	100	157
Karee Mine's name does not have a negative meaning in any other language.	58.60	29.94	6.37	5.10	100	157
Western Platinum Mine						
The name of Western Platinum Mine is easy to pronounce.	47.55	39.86	8.39	4.20	100	143
Western Platinum Ltd's name does not have a negative meaning in any other language.	38.62	45.52	11.72	4.14	100	145

Table 7.6 (conitnue): *Business units' names*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Eastern Platinum Mine						
The name of Eastern Platinum Mine is easy to pronounce.	57.04	34.81	3.70	4.44	100	135
Eastern Platinum Ltd's name does not have a negative meaning in any other language.	47.76	36.57	10.45	5.22	100	134
	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
BMR Smelter						
The name of BMR Smelter is easy to pronounce.	58.33	41.67	0.00	0.00	100	12
BMR Smelter's name does not have a negative meaning in any other language.	50.00	35.71	7.14	7.14	100	14

n=number of respondents at each business unit that answered the question

At all the business units, the majority of the respondents indicated positive responses towards the units' names being easy to pronounce and did not have any negative meanings in any other languages.

7.3.1.7 Focus group interviews: names

Although respondents were not directly asked to voice their opinions regarding the name of the company itself as well as the different business units, it seemed from the discussions that the employees' views surrounding the overall corporate identity of the company and the business units were positive, also including the company name as well as the different business unit names. There were no negative remarks made concerning the company name as well as the business unit's names.

7.3.2 LOGO AND CORPORATE COLOUR

The results of the factor analysis on Lonmin Platinum's logo and corporate colour are presented in Table 7.7.

7.3.2.1 Factor analysis: Lonmin Platinum's logo and corporate colour

This factor included statements 38, 39, 40, 41, 42, 43, and 45.

Table 7.7: *Factor analysis of Lonmin Platinum's logo and corporate colour*

Statements	Logo and corporate colour
Lonmin Platinum's logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etc.	0.57
Lonmin Platinum can easily be identified by its logo without its name being stated	0.72
As an employee of Lonmin Platinum I can identify myself with the logo shown in the picture above	0.66
I like Lonmin Platinum's logo	0.75
LP's logo is visible (easy to see)	0.80
LP's logo is modern (up to date)	0.66
Lonmin Platinum's logo is always applied (presented/used) in the same colour	0.58
	Prop. of Total: 0.47

This factor explains 47% of the total variance in the statements and is called Lonmin Platinum's logo and corporate colour. Although the variance explained is 47% it is quite close to 50% and thus indicates that the different statements contribute to the particular factor and have a satisfactory variance.

7.3.2.2 Cronbach's coefficient alpha

Table 7.8: *Alpha-coefficient for Lonmin Platinum's logo and corporate colour*

Factor	Alpha-coefficient
Lonmin Platinum's logo and corporate colour	0.80

From Table 7.8 it is evident that a satisfactory internal consistency is found for this factor.

7.3.2.3 Statements on Lonmin Platinum's logo and corporate colour

Table 7.9: *Original Lonmin Platinum logo and corporate colour*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Lonmin Platinum's (company) logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etc.	43.33	38.33	9.17	9.17	100	480
Lonmin Platinum (company) can easily be identified by its logo without its name being stated.	48.76	36.51	7.05	7.68	100	482
As an employee of Lonmin Platinum, I can identify myself with the logo shown in the above picture.	42.32	42.32	8.30	7.05	100	482
I like Lonmin Platinum's logo	48.43	40.09	5.01	6.47	100	479
Lonmin Platinum's logo is visible (easy to see).	50.52	35.97	8.94	4.57	100	481
Lonmin Platinum's logo is modern (up to date).	39.57	37.63	11.61	11.18	100	465
Lonmin Platinum's logo is always applied (presented/used) in the same colour.	42.80	36.95	10.86	9.39	100	479

n=frequency of total sample that answered the question

From Table 7.9 it is evident that the original Lonmin Platinum logo was acceptable to the majority of the respondents. In all instances high percentages of respondents gave

positive responses (based on a grouping of all the 'strongly agree' and 'agree' options in contrast with the 'disagree' and 'strongly disagree' options) on the statements. According to the results, the respondents felt that the Lonmin Platinum logo was always presented (or applied) in the same colour (79.75%, n=479); that the logo always looked the same (81.66%, n=480); and that the logo was visible (86.49%, n=481). It was interesting that although the employees felt the logo (colour and application) was always applied consistently, the personal observations made in this study indicated that this was not the case. There were various examples where the logo was not applied consistently (refer to paragraph 7.2.2.1.1).

7.3.2.4 Factor analysis: business units' logo and corporate colour

This factor included statements 59, 60, 61, 62, 63, 64, 65, 66, and 67.

Table 7.10: *Factor analysis on business units' logos and corporate colours*

Statements	Logo and corporate colour
I associate myself more with the logo of (business unit) than Lonmin Platinum	0.67
The logo of (business unit) always looks the same to me	0.77
The (business unit) logo represents the objectives of this specific mine	0.74
The (business unit) logo represents high standards of work (production)	0.69
(Business unit) can easily be identified by its logo without the business unit's name being stated	0.77
I like (business unit) logo	0.78
(Business unit) logo is visible (easy to see)	0.80
(Business unit) logo is modern (up to date)	0.54
(Business unit) logo is always applied (presented) in the same colour	0.62
	Prop. of Total: 0.51

This factor explains 51% of the total variance of the statements. This implies that the grouping of statements is valid in determining employees' perceptions of the business unit's logos and corporate colours.

7.3.2.5 Cronbach's coefficient alpha

Table 7.11: *Alpha-coefficient for business units' logos and corporate colours*

Factor	Alpha-coefficient
Business unit's logos and corporate colours	0.87

Table 7.11 indicates a high internal consistency for this factor.

7.3.2.6 Statements on business units' logos and corporate colours

Table 7.12: *Business units' logos and corporate colours*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Karee Mine						
I associate myself more with the logo of Karee Mine than Lonmin Platinum.	49.06	35.85	8.18	6.92	100	159
The logo of Karee Mine always looks the same to me.	56.33	34.18	6.96	2.53	100	158
The Karee Mine logo represents the objectives of this specific mine.	46.54	38.99	7.55	6.92	100	159
The Karee Mine logo represents high standards of work (production).	50.00	39.24	3.16	7.59	100	158
Karee Mine can easily be identified by its logo without the operation's name being stated.	54.09	35.22	5.66	5.03	100	159
I like Karee Mine's logo	59.49	32.28	2.53	5.70	100	158
Karee Mine's logo is visible (easy to see)	59.87	31.85	3.82	4.46	100	157
Karee Mine's logo is modern (up to date)	44.94	32.91	8.23	13.92	100	158
Karee Mine's logo is always applied (presented) in the same colour	52.50	31.87	10.00	5.65	100	160

Table 7.12 (continued): *Business units' logos and corporate colours*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Western Platinum Mine						
I associate myself more with the logo of Western Platinum Mine than Lonmin Platinum.	40.41	34.93	15.75	8.90	100	146
The logo of Western Platinum Mine always looks the same to me.	46.26	36.05	12.24	5.44	100	147
The Western Platinum Mine logo represents the objectives of this specific mine.	43.75	47.22	3.47	5.56	100	144
The Western Platinum Mine logo represents high standards of work (production).	40.60	42.07	8.28	8.97	100	145
Western Platinum Mine can easily be identified by its logo without the operation's name being stated.	49.32	33.56	11.64	5.48	100	146
I like Western Platinum Mine's logo	49.65	38.46	5.59	6.29	100	143
Western Platinum Mine's logo is visible (easy to see)	52.78	38.19	6.25	2.78	100	144
Western Platinum Mine's logo is modern (up to date)	44.06	34.97	8.39	12.59	100	143
Western Platinum Mine's logo is always applied (presented) in the same colour	45.21	36.99	11.64	6.16	100	146
Eastern Platinum Mine						
I associate myself more with the logo of Eastern Platinum Mine than Lonmin Platinum.	44.20	34.78	14.49	6.52	100	138
The logo of Eastern Platinum Mine always looks the same to me.	45.65	42.75	3.62	7.97	100	138
The Eastern Platinum Mine logo represents the objectives of this specific mine.	44.44	35.56	14.81	5.19	100	135
The Eastern Platinum Mine logo represents high standards of work (production).	43.80	37.23	9.49	9.49	100	137

Table 7.12 (continued): *Business units' logos and corporate colours*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Eastern Platinum Mine can easily be identified by its logo without the operation's name being stated.	48.55	35.51	5.07	10.87	100	138
I like Eastern Platinum Mine's logo	51.45	35.51	5.07	7.97	100	138
Eastern Platinum Mine's logo is visible (easy to see)	56.83	35.25	3.60	4.32	100	139
Eastern Platinum Mine's logo is modern (up to date)	37.50	34.56	11.76	16.18	100	136
Eastern Platinum Mine's logo is always applied (presented) in the same colour	53.68	30.15	11.76	4.41	100	136
BMR Smelter						
I associate myself more with the logo of BMR Smelter than Lonmin Platinum.	16.67	41.67	33.33	8.33	100	12
The logo of BMR Smelter always looks the same to me.	35.71	57.14	0.00	7.14	100	14
The BMR Smelter logo represents the objectives of this specific mine.	35.71	50.00	14.29	0.00	100	14
The BMR Smelter logo represents high standards of work (production).	35.71	42.86	21.43	0.00	100	14
BMR Smelter can easily be identified by its logo without the operation's name being stated.	46.15	53.85	0.00	0.00	100	13
I like BMR Smelter's logo	42.86	42.86	14.29	0.00	100	14
BMR Smelter's logo is visible (easy to see)	35.71	50.00	14.29	0.00	100	14
BMR Smelter's logo is modern (up to date)	30.77	61.54	7.29	0.00	100	13
BMR Smelter's logo is always applied (presented) in the same colour	35.71	50.00	14.29	0.00	100	14

n=number of respondents at each business unit that answered the question

As seen in Table 7.12, the respondents at the different business units seemed to associate themselves more with the logo of their business units than the logo of Lonmin Platinum. Interesting though, about a third (33.33%, n=12) of the respondents at the BMR Smelter

indicated that they disagreed with this statement, thus implying that they associated themselves more with the logo of Lonmin Platinum than the logo of their unit. Furthermore, the majority of the respondents indicated that they also perceived that the logo of their business units always looked the same. However, evidence was found during the study indicating the opposite – logos were not always applied consistently (refer to paragraph 7.2.2.1.1). Respondents perceived the different logos to represent the objectives of the specific business units as well as high standards of work (production). According to the respondents, the different business units could also easily be identified by their logos without the names being stated. Taking only the positive responses (strongly agree and agree) into consideration with regard to liking the logo the results were: Karee (91.77%, n=158); Western Platinum Ltd (88.11%, n=143), Eastern Platinum Ltd (86.96%, n=138) and BMR Smelter (85.72%, n=14). The majority of the respondents also indicated that the logos were visible and modern in design.

7.3.2.7 Focus group interviews: logos and corporate colours

During the focus group interviews the employees were shown two different Lonmin Platinum logos (the old and the new logos). During these discussions the employees indicated that the old logo reminded them of the AIDS ribbon, but that they still preferred the old logo to the new one. Employees liked the logos of their respective business units; they indicated positive responses to their logos when shown pictures of these logos.

7.3.3 ENVIRONMENT, ARCHITECTURE, FACILITIES, VEHICLES, CORPORATE SIGNS AND BILLBOARDS

The results of the factor analysis on Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards are presented in Table 7.13. For the statements pertaining to this factor refer to appendix 4.1 for the questionnaires.

7.3.3.1 Factor analysis: Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards

Statements 35, 46, 47 and 48 were included in this factor.

Table 7.13: *Factor analysis of Lonmin Platinum’s environment, architecture, facilities, vehicles, corporate signs and billboards*

Statements	Environment, architecture, facilities, vehicles, corporate signs and billboards
Lonmin Platinum’s mine sites are easily distinguished from other mining sites	0.90
Lonmin Platinum’s buildings all look the same on the outside	0.83
Lonmin Platinum’s environment is always neat and maintained	0.61
Lonmin Platinum’s vehicles always look the same	0.79
	Prop of Total: 0.67

This factor explains 67% of the total variance and thus implies that the grouping of the statements is valid and explains a sufficient amount of information.

7.3.3.2 Cronbach’s coefficient alpha

Table 7.14: *Alpha-coefficient for Lonmin Platinum’s environment, architecture, facilities, vehicles, corporate signs and billboards*

Factor	Alpha-coefficient
Lonmin Platinum’s environment, architecture, facilities, vehicles, corporate signs and billboards	0.52

This factor has a satisfactory internal consistency, which means that the respondents answered the different statements pertaining to Lonmin Platinum’s environment, architecture, facilities, vehicles, corporate signs and billboards consistently.

7.3.3.3 Statements on Lonmin Platinum’s environment, architecture, facilities, vehicles, corporate signs and billboards

Table 7.15: *Lonmin Platinum’s environment, architecture, facilities, vehicles, corporate signs and billboards*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Lonmin Platinum’s mine sites are easily distinguished from other mining sites.	42.11	34.11	16.21	7.58	100	475
Lonmin Platinum’s buildings (physical environment) all look the same (architecture, structure) on the outside (for example, refinery, smelter, shafts, operations, office buildings).	26.71	28.57	24.22	20.50	100	483
Lonmin Platinum’s environment is always neat and maintained.	35.02	31.86	14.77	18.35	100	474
Lonmin Platinum’s vehicles (for example cars, trucks) always look the same.	29.32	29.75	22.57	18.35	100	474

n=frequency of total sample that answered the question

The majority of the respondents indicated Lonmin Platinum’s sites could easily be distinguished from other mine sites. Only 55.28% (n=483) of respondents indicated that Lonmin Platinum’s buildings looked the same on the outside, which means just under half of the respondents differed in their responses to this statement. The respondents were more positive on the neatness of Lonmin Platinum’s environment. Only 59.07% (n=474) of the respondents indicated that Lonmin Platinum’s vehicles always looked the same. This indicated that some of Lonmin Platinum’s symbolic corporate identity elements were not applied consistently according to the employees. There were no specific quantitative statements pertaining to corporate signs and billboards of Lonmin Platinum itself, these were more applicable to the business units, but for the sake of the construct it is mentioned in full. It was, however, studied during the personal observations (refer to paragraph 7.2.1.1.3).

7.3.3.4 Factor analysis: business units' environment, architecture, facilities, vehicles, corporate signs and billboards

The statements pertaining to this factor included 52, 56, 68, 69 and 70.

Table 7.16: *Factor analysis of business units' environment, architecture, facilities, vehicles, corporate signs and billboards*

Statements	Environment, architecture, facilities, vehicles, corporate signs and billboards
I can easily find my way around in my working environment	0.67
The premises of (business unit) are easily distinguished from the other mining premises	0.65
(Business unit) buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations and office buildings etc.)	0.62
(Business unit) gardens are always neat and maintained	0.70
(Business unit) vehicles (cars and trucks) always look the same	0.57
	Prop of Total: 0.41

This factor explains 41% of the total variance of the statements above. The low variance of this factor could be ascribed to the fact that quite a number of elements were grouped together in this factor in accordance with the literature (refer to paragraph 3.3.1). Furthermore the statements pertaining to each element in this factor were not taken from a standardised questionnaire. The result from this factor analysis necessitates that, in future, this construct will need to be re-evaluated with regard to what should be included and grouped together. In order to determine whether this factor was internally consistent, an alpha coefficient was calculated.

7.3.3.5 Cronbach's coefficient alpha

Table 7.17: *Alpha-coefficient for business units' environment, architecture, facilities, vehicles, corporate signs and billboards*

Factor	Alpha-coefficient
Business units' environment, architecture, facilities, vehicles, corporate signs and billboards	0.63

A satisfactory internal consistency is found for this factor. This means that the respondents answered the different statements pertaining to this factor consistently.

7.3.3.6 Statements on the business units' environment, architecture, facilities, vehicles, corporate signs and billboards

Table 7.18: *Business units' environment, architecture, facilities, vehicles, corporate signs and billboards*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Karee Mine						
I can easily find my way around in my working environment	47.44	31.41	14.74	6.41	100	156
The premises of Karee Mine are easily distinguished from the other mining premises.	58.49	31.45	6.92	3.14	100	159
Karee Mine's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations and office buildings etc.).	41.51	30.19	14.47	13.83	100	159
Karee Mine's gardens are always neat and maintained.	43.40	38.36	8.18	10.06	100	159
Karee Mine's vehicles (cars and trucks) always look the same.	42.14	30.19	15.09	12.58	100	159

Table 7.18 (continued): *Business units' environment, architecture, facilities, vehicles, corporate signs and billboards*

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	% Total of sample	n= frequency per business unit
Western Platinum Mine						
I can easily find my way around in my working environment	37.59	33.33	17.73	11.35	100	141
The premises of Western Platinum Mine are easily distinguished from the other mining premises.	43.15	38.36	13.01	5.48	100	146
Western Platinum Mine's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations and office buildings etc.).	24.32	27.03	26.35	22.30	100	148
Western Platinum Mine's gardens are always neat and maintained.	24.83	24.14	22.76	28.28	100	145
Western Platinum Mine's vehicles (cars and trucks) always look the same.	27.59	24.14	27.9	20.69	100	145
Eastern Platinum Mine						
I can easily find my way around in my working environment	41.18	38.24	11.76	8.82	100	136
The premises of Eastern Platinum Mine are easily distinguished from the other mining premises.	45.65	42.75	3.62	7.97	100	138
Eastern Platinum Mine's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations and office buildings etc.).	32.61	34.78	23.19	9.42	100	138
Eastern Platinum Mine's gardens are always neat and maintained.	34.56	35.29	15.44	14.71	100	136
Eastern Platinum Mine's vehicles (cars and trucks) always look the same.	35.25	35.25	12.95	16.55	100	139

Table 7.18 (continued): *Business units' environment, architecture, facilities, vehicles, corporate signs and billboards*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	% Total of sample	n= frequency per business unit
BMR Smelter						
I can easily find my way around in my working environment	35.71	57.14	7.14	0.00	100	14
The premises of BMR Smelter are easily distinguished from the other mining premises.	35.71	57.14	0.00	7.14	100	14
BMR Smelter's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations and office buildings etc.).	23.08	38.46	30.77	7.69	100	13
BMR Smelter's gardens are always neat and maintained.	30.77	23.08	38.46	7.69	100	13
BMR Smelter's vehicles (cars and trucks) always look the same.	16.67	41.67	33.33	8.33	100	12

n=number of respondents at each business unit that answered the question

From Table 7.18 the following seems to be most apparent with regard to the business units' environment etc.: at Karee Mine the respondents showed quite positive responses with regard to easily finding their way around in their working environment. Of the 156 respondents only 21.15% disagreed. They also indicated a positive attitude implying that their working environment could easily be distinguished from the other premises. But despite the respondents at Karee Mine indicating that their buildings all looked the same on the outside, 28.31% (n=159) disagreed with the statement. Most respondents also indicated that the gardens were well kept and that the vehicles at Karee all looked the same.

Although the majority of respondents at Western Platinum were positive about finding their way around in the environment, 29.26% (n=141) seemed to differ, which means that about one third of the respondents felt it was not easy for them to find their way around in their

working environment, which also implies that people not working at the mine would not be able to find their way around on the premises. They were, however, positive about their premises being easy to distinguish from the other sites. Responses, with regard to the buildings appearing the same on the outside indicated a divided response, because about half of the employees perceived the premises to look the same on the outside and half of the respondents perceived it differently. Also with regard to the gardens and the company's vehicles, half of the employees perceived the gardens to be well kept, whereas half did not perceive in that way and also about half of the respondents indicated the mine's vehicles did not always look the same. This indicated that Western Platinum did not apply all its symbolic corporate identity elements concerning its environment, architecture, facilities, corporate signs and billboards, vehicles and gardens in a consistent way and it did not portray a unified picture in the minds of the respondents.

The majority of respondents at Eastern Platinum agreed with finding their way around in their environment (79.42%, n=136), and their premises being easy to distinguish from other sites (88.40%, n=138). Although more of the respondents indicated that they perceived the buildings to look the same on the outside, of the 138 respondents, 32.61% (disagree and totally disagree responses summed together) disagreed with the statement. Also more or less a third of the respondents disagreed with the gardens being well maintained and the vehicles all appearing the same.

At the BMR Smelter only between 12 and 14 respondents participated in these statements. From their responses it seemed that the respondents were more positive about finding their way around in their environment and on their premises being easy to distinguish from the other units' premises. In their responses with regard to the appearance of the buildings on the outside, 61.54% (n=13) agreed with the statement. On the appearance of the vehicles there seemed to be a division with about half of the respondents agreeing and half disagreeing with this statement.

From these results it thus seems that, although the majority of the respondents at the different units seemed positive regarding the different business units' environment, architecture, facilities, vehicles, corporate signs and billboards, there were substantial

percentages of respondents who indicated that not all aspects pertaining to this construct were applied consistently.

7.3.3.7 Focus group interviews: environment, architecture, facilities, vehicles, corporate signs and billboards

During the focus group interviews it became clear that the employees were of opinion that the environment, architecture, facilities and vehicles pertaining to Lonmin Platinum itself were well kept. They indicated a level of standardisation being incorporated, although numerous examples were found that proved the opposite. With regard to the other business units the respondents seemed to differ more in their responses. The employees indicated that if a person did not work at a specific unit they would find it difficult to find their way around in those units. It was easier for those working at a specific unit. Employees furthermore seemed to feel that their respective units could easily be identified from the other units. The employees had more divided responses with regard to the buildings all looking the same, vehicles looking the same and gardens being well kept. With regard to the corporate signs and billboards, employees seemed to feel that there was some consistency, although during the personal observations the opposite was proven (refer to paragraph 7.2.1.1.3).

7.3.4 OBJECTIVES

Lonmin Platinum's objectives were measured by questions 71 and 72 in Section D of the questionnaire (refer to appendix 4.1 for questionnaire).

With regard to the objectives, some of them were taken from Lonmin Platinum's charter and grouped together with other statements from Lonmin Platinum's Corporate Accountability Report (2003). Respondents had to identify the correct objectives of Lonmin Platinum.

Table 7.19: *Perceived objectives of Lonmin Platinum*

Objectives as derived from the company's charter and accountability report (n=496)	% identified as Lonmin's objectives
Profit-making (*)	74.60
Safe working environment (*)	68.95
Healthy working environment (*)	54.03
Socio-economic empowerment (*)	43.15
Long-term research	43.43
Accountability (*)	38.51
Political commitment	37.30

() indicates Lonmin Platinum's true objectives*

As seen from the above-mentioned table the respondents identified profit-making as the most apparent objective of the mine (74.60%, n=496). Usually profit-making is essentially part of every company's existence. Apart from profit-making, large percentages of employees identified a safe (68.95%, n=496) and healthy working environment (54.03%, n=496) as company objectives. From this table it is thus evident that the majority of employees only identified profit-making, a safe and healthy working environment correctly as objectives, thus implying that large percentages of employees did not identify socio-economic empowerment and accountability as objectives of Lonmin Platinum.

Table 7:20: *How effective is Lonmin Platinum in upholding its objectives*

Objectives upheld	%Very effective	%Effective	%Ineffective	%Very ineffective	n=frequency
*Profit-making	61.30	32.17	5.00	1.52	460
*Accountability	21.83	47.54	19.37	11.28	284
*Socio economic empowerment	28.01	48.53	16.61	6.84	307
*Safe working environment	38.58	41.73	11.81	7.87	381
Long-term research	26.78	45.76	20.00	7.46	295
*Healthy working environment	29.59	45.56	15.38	9.47	338
Political commitment	21.98	37.00	24.91	16.12	273

(* indicates Lonmin Platinum's true objectives)

n=frequency of total sample that answered the question

When the very effective and effective responses are summed, it seems that profit-making is identified as the objective which Lonmin Platinum most effectively upheld (93.47%, n=460) in question 72. The second objective perceived to be upheld effectively was a safe working environment (80.31%, n=381). Respondents identified socio-economic (76.54%, n=307), healthy working environment (75.15%, n=338), and long-term research (72.54%, n=295) as the objectives also being upheld effectively by the company. Accountability was at 69.37% (n=284) and political commitment at 58.98% (n=273). This result indicates that although accountability, which is a true company objective, was identified as being upheld in the company it received much less support as in the case of for example profitability. This implies that despite the company being perceived by some employees as being accountable, it seems that the employees perceived the company to be more inclined to reach its profit margins than be accountable to its employees.

7.3.4.1 Focus group interviews: objectives

It was apparent that employees felt the company's main priority was profit-making and production. The employees seemed to feel that safety was an important aspect in the

company, as long as it did not mean that production targets would not be reached. If production was on target, the mine would even initiate small competitions among the business units to determine which unit had the least fatalities and accidents during each year. According to the employees, the company did not honestly take care of its employees or the environment and was thus not truly accountable in their viewpoint.

7.3.5 STRUCTURE

In Section D of the questionnaires (refer to questions 73-76) the employees' perceptions regarding the structure of Lonmin Platinum were investigated. This included questions referring to Lonmin Platinum's overall structure, the structure of Western Platinum and the structure of Eastern Platinum.

Table 7:21: *Lonmin Platinum – Structure*

Employees knowing how Lonmin Platinum is structured	% Correct	% Incorrect	% Do not know	% Total sample	n=frequency
Lonmin Platinum refers to Western Platinum Limited and Eastern Platinum Limited	78.38	9.15	12.47	100	481
Western Platinum Limited includes: Karee Mine, Western Platinum Mine, BMR Smelter and Western Platinum Refinery	4.17	95.83	N/A	100	485
Eastern Platinum Limited includes Eastern Platinum Mine	29.37	70.63	N/A	100	482
Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work for the same company	87.55	7.47	4.98	100	481

n=frequency of total sample that answered the question

Employees seemed to understand the overall structure of Lonmin Platinum. They could identify that Lonmin Platinum referred to Western Platinum Limited and Eastern Platinum Limited (78.38%, n=481) and that employees of Karee Mine, Western Platinum Mine,

Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all worked for the same company (87.55%, n=481). Employees' knowledge of the structures Western Platinum and Eastern Platinum are illustrated in the following table.

Table 7:22: *Lonmin Platinum Structure responses from different business units*

	Karee Mine	Western Platinum	Eastern Platinum	BMR Smelter	LPD	n=frequency
Western Platinum Limited: structure	n=158	n=152	n=139	n=14	n=15	478
% correct	6.33	1.97	2.88	7.14	6.67	
% incorrect	93.67	98.03	97.12	92.86	93.33	
Eastern Platinum Limited: structure	n=157	n=151	n=139	n=14	n=15	476
% correct	45.86	41.06	29.50	0.00	6.67	
% incorrect	54.14	58.94	70.50	100	93.33	

From Table 7:22 it is evident that the majority of the employees at the different business units were not able to correctly identify the structure of Western Platinum Limited.

With regard to the structure of Eastern Platinum there was an almost 50%/50% division between the respondents of Karee Mine and Western Platinum mine with regard to correctly identifying Eastern Platinum Mine as part of Eastern Platinum Limited. The majority of respondents at Eastern Platinum Mine were not able to identify the correct structure (70.50%, n=139), which means that more of the respondents at the other business units were able to correctly identify the structure of Eastern Platinum than the employees working there themselves. If the responses from the employees at Karee Mine, Western Platinum Mine and Eastern Platinum Mine are calculated together, more than 60% (n=447) of the respondents were not able to correctly identify Eastern Platinum's structure. None of the 14 respondents at BMR Smelter knew the correct structure and 93.33% (n=15) of the respondents at LPD were incorrect in their answers.

Interestingly though, it seemed that respondents from Karee Mine, Western Platinum Mine and Eastern Platinum Mine were more knowledgeable about Eastern Platinum's structure than Western Platinum's structure.

7.3.5.1 Focus group interviews: structure

During the focus group interviews it became evident that the employees understood the entire work-force worked for Lonmin Platinum. With regard to the sub-units of Western Platinum and Eastern Platinum there were interesting comments. Many employees indicated that Western Platinum was the "Mother" company and not Lonmin Platinum, this despite them saying that the company's employees worked for Lonmin Platinum. A possible explanation for this could be that Western Platinum was in fact the original company, therefore perceived as the "mother company" which in time gave "birth" to Lonmin Platinum as it is known today (refer to paragraphs 7.2.1.1.1 and 7.2.2.3). Employees were furthermore not able to identify the sub-units of Western Platinum Limited or Eastern Platinum Limited. This indicated that the employees associated themselves almost entirely with the individual business units where they worked rather than with the company itself.

Also applicable to determine employees' perceptions of Lonmin Platinum's symbolic corporate identity elements was specific theoretical statement number 5:

Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance while creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine to explore its own creativity and uniqueness (refer to paragraph 3.5).

The constructs derived from the statement above include the following: unification and family feeling; identification of logo and identification of structure. The construct: identification of structure will not be repeated here as it was already discussed as a construct of specific theoretical statement number 3 (refer to paragraph 7.3.5).

7.3.6 UNIFICATION AND FAMILY FEELING

The statements that measured employees' perceptions of Lonmin Platinum's unification and family feeling were statements 34, 36, 37. The statements that measured employees' perceptions of their respective business units' unification and family feeling were statements 49, 50, 51, 55, 57 and 58.

7.3.6.1 Factor analysis: Lonmin Platinum's unification and family feeling

Table 7.23: *Factor analysis of Lonmin Platinum's unification and family feeling*

Statements	Values
Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how)	0.79
Lonmin Platinum (company) creates an impression (idea) of one family	0.76
The picture above contributes to Lonmin Platinum's character	0.77
	Prop of Total: 0.60

This factor explains 60% of the total variance of the statements. The grouping of the questions is thus valid.

7.3.6.2 Conbrach's coefficient alpha

Table 7.24: *Alpha-coefficient for Lonmin Platinum's unification and family feeling*

Factor	Alpha-coefficient
Lonmin Platinum's unification and family feeling	0.66

From Table 7.24 it is evident that a satisfactory internal consistency is found for this factor.

7.3.6.3 Statements on Lonmin Platinum's unification and family feeling

One of the main aims of symbolic corporate identity is to distinguish one company from another, i.e. to be able to identify the company amidst its competition. This implies that the symbolic elements of the corporate identity (together with the communication and

behaviour of the company) form the unique corporate identity of the company. Although the need for a corporate identity regarding external stakeholders in a competing environment is extremely important, companies often neglect the importance thereof that the company's employees should also be able to identify themselves with the company and no other. Employees need to feel that they can associate with the company, in the long term leading to a 'family feeling' and a trusting relationship (refer to Chapters 2 and 3).

Table 7.25: *Lonmin Platinum's unification and family feeling*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency
Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how).	35.36	39.12	15.90	9.62	100	478
Lonmin Platinum (company) creates an impression (idea) of one family.	32.77	31.94	20.88	14.41	100	479
The picture above contributes to Lonmin Platinum's character.	40.04	43.40	10.69	5.87	100	477

n=frequency of total sample that answered the question

Table 7.25 indicates that although employees felt that Lonmin Platinum created an impression of expertise, they were not as positive about that statement. On a more troubling note the employees were also not as positive on the statement that Lonmin Platinum created an idea of one family. Here, a substantial percentage (35.29%, n=479) indicated negative perceptions regarding Lonmin Platinum creating a family feeling. Just over 80% of the respondents indicated that the logo of Lonmin Platinum contributed to the company's character.

7.3.6.4 Factor analysis: business units' unification and family feeling

The factor analysis for the business units' unification and family feeling is presented in Table 7.26.

Table 7.26: *Factor analysis on the business units' unification and family feeling*

Statements	Unification and family feeling
I feel I am a part of Lonmin Platinum although I work for (business unit)	0.67
Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work towards the same goals	0.70
The working experience of (business unit) is different form the other operations	0.42
(Business unit) creates an impression (idea) of expertise (knowledge, know-how)	0.70
(Business unit) creates an impression (idea) of one family	0.67
The picture above (business unit logo) contributes to Lonmin Platinum's character	0.72
	Prop of Total: 0.43

This factor explains 43% of the total variance of the statements and is called business units' unification and family feeling. The low variance of this factor could be ascribed to the fact that a number of aspects were grouped together in this factor. Also the statements pertaining to this factor were not taken from a standardized questionnaire. Another reason for the low variance might be that, for example, with regard to the third question in the table above concerning the working experience at the (business unit) being different from the other operations, the respondents were not able to honestly answer this statement because, as seen in Chapter 5, the majority of employees have only been with Lonmin Platinum for 1-5 years in the same position at the same unit and could therefore not compare their working experiences. The result from this factor analysis necessitates that, in future, this construct will need to be re-evaluated with regard to which aspects should be included and grouped together. In order to determine whether this factor was internally consistent, an alpha coefficient was calculated.

7.3.6.5 Cronbach's coefficient alpha

Table 7.27: *Alpha-coefficient for business units' unification and family feeling*

Factor	Alpha-coefficient
Business units' unification and family feeling	0.72

From Table 7.29 it was evident that a satisfactory internal consistency is found for this factor. This meant that the employees answered these statements consistently.

7.3.6.6 Statements on the business units' unification and family feeling

In Table 7.28, the question on unification and family feeling at the different business units are presented. The objective was also to determine whether employees understood that they worked for Lonmin Platinum although they worked for a specific business unit, whether they felt a family feeling within the business unit where they were working and what they thought the overall impression was that the different business units portrayed.

Table 7.28: *Business units' unification and family feeling*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Karee Mine						
I feel I am a part of Lonmin Platinum although I work for Karee Mine.	55.06	28.48	8.86	7.59	100	158
Employees of Western Platinum, Karee Mine, Eastern Platinum Mine, Karee Refinery and BMR Smelter all work towards the same goals.	54.72	31.45	8.81	5.03	100	159
The working experience of Karee Mine is different from the other operations.	39.74	30.77	13.46	16.03	100	156
Karee Mine creates an impression (idea) of expertise (knowledge, know-how).	48.43	32.70	10.69	8.18	100	159

Table 7.28 (continued): *Business units' unification and family feeling*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Karee Mine creates an impression (idea) of one family	46.20	31.01	12.66	10.13	100	158
The picture above (Karee Mine's logo) contributes to the Lonmin Platinum character	49.36	39.10	6.41	5.13	100	156
Western Platinum Mine						
I feel I am a part of Lonmin Platinum although I work for Western Platinum Mine.	45.95	38.51	8.78	6.76	100	148
Employees of Western Platinum, Karee Mine, Eastern Platinum Mine, Karee Refinery and BMR Smelter all work towards the same goals.	44.90	32.65	10.88	11.56	100	147
The working experience of Western Platinum Mine is different from the other operations.	33.10	36.55	13.79	16.55	100	145
Western Platinum Mine creates an impression (idea) of expertise (knowledge, know-how).	32.88	39.73	16.44	10.96	100	146
Western Platinum Mine creates an impression (idea) of one family	31.21	27.66	21.99	19.15	100	141
The picture above (Western Platinum Mine's logo) contributes to the Lonmin Platinum character	40.82	42.86	11.56	4.76	100	147
Eastern Platinum Mine						
I feel I am a part of Lonmin Platinum although I work for Eastern Platinum Mine.	47.83	35.51	9.42	7.25	100	138
Employees of Western Platinum, Karee Mine, Eastern Platinum Mine, Karee Refinery and BMR Smelter all work towards the same goals.	45.93	35.56	9.63	8.89	100	135
The working experience of Eastern Platinum Mine is different from the other operations.	34.06	36.23	13.77	15.94	100	138

Table 7.28 (continued): *Business units' unification and family feeling*

	%Strongly agree	%Agree	%Disagree	%Strongly disagree	%Total of sample	n= frequency per business unit
Eastern Platinum Mine creates an impression (idea) of expertise (knowledge, know-how).	35.29	38.97	13.24	12.50	100	136
Eastern Platinum Mine creates an impression (idea) of one family	27.74	31.39	21.17	19.17	100	137
The picture above (Eastern Platinum Mine's logo) contributes to the Lonmin Platinum character.	47.10	42.03	4.35	6.52	100	138
BMR Smelter						
I feel I am a part of Lonmin Platinum although I work for BMR Smelter.	41.67	33.33	25.00	0.00	100	12
Employees of Western Platinum, Karee Mine, Eastern Platinum Mine, Karee Refinery and BMR Smelter all work towards the same goals.	28.57	42.86	21.43	7.14	100	14
The working experience of BMR Smelter is different from the other operations.	30.77	38.46	30.77	0.00	100	13
BMR Smelter creates an impression (idea) of expertise (knowledge, know-how).	23.08	53.85	23.08	0.00	100	13
BMR Smelter creates an impression (idea) of one family	7.69	30.77	23.08	38.46	100	13
The picture above (BMR Smelter's logo) contributes to the Lonmin Platinum character.	35.71	42.86	21.43	0.00	100	14

n=number of respondents at each business unit that answered the question

At Karee the respondents showed positive attitudes towards being a part of Lonmin although working for Karee. The majority of the employees seemed to perceive that all employees worked towards the same goals, that their working experience at Karee was different, that Karee created a family feeling and an impression of expertise, and that the logo contributed to the Lonmin Platinum character. This indicates that employees at Karee

Mine experienced quite a significant degree of unification and a family feeling among themselves while working at the mining unit.

Respondents at Western Platinum also seemed overall positive with regard to the different statements pertaining to the construct unification and family feeling. But with regard to the business unit creating an impression of one family 41.14% (summed disagree and totally disagree responses) (n=141) of employees indicated that they disagreed. This means that although the majority experiences a sense of being part of a family, there were substantial percentages of employees who did not share that experience.

Respondents at Eastern Platinum also seemed positive regarding the statements. They were, however, divided in their responses regarding the business unit creating a family feeling, 40.88% (summed disagree and totally disagree responses) (n=137) of the respondents disagreed, indicating that the company did not succeed in creating a family feeling.

From respondents at the BMR Smelter 61.54% (summed disagree and totally disagree responses; n=13) indicated that they did not feel the business unit created a family feeling. Of the 12 respondents that answered the question of feeling a part of Lonmin Platinum, although working for the BMR Smelter, 25.00% indicated negative responses. Although respondents showed positive perceptions pertaining to the working experience at BMR Smelter regarding being different from the other operations, 30.77% (n=13) were negative. Also 23.08% did not feel BMR Smelter created an impression of expertise.

From these results it is rather evident that although there were respondents at the different units experiencing a sense of being part of a larger family, all working towards the same goals, ultimately working for Lonmin Platinum there were substantial percentages of employees at all the units whose experiences were the exact opposite. One aspect that seemed to be most obvious was the number of respondents indicating a lack of a family feeling experience within the different units. When the different units are compared with one another it seems that respondents at Karee Mine had the most positive experience with regard to experiencing a unification and family feeling.

7.3.6.7 Focus group interviews: unification and family feeling

The respondents indicated that they felt not all the employees were treated the same or had equal benefits at all the business units. Some employees felt that a difference occurred with regard to remuneration (such as salaries and other benefits) among the different business units. The employees also indicated that the use of different logos for every business unit might have led to such a discrepancy and this is why they felt that Lonmin Platinum should rather use one unifying logo. Using one logo, according to them, would symbolise that the company has established a more unified work-force with no unfair tendencies. Due to the fact that the employees seemed to be “jealous” of one another their morale and productivity was low.

Many employees thus indicated that Lonmin Platinum in fact did not create an idea of one family and that there was no reference to a unity among the company's employees. With regard to the different business units, the majority of employees did not experience a family feeling at their respective units. They indicated that employees at the different business units do not always work towards the same goals, that their working experiences were different, and that the family feeling did not exist.

7.3.7 IDENTIFICATION OF DIFFERENT LOGOS

Table 7.29 indicated which logos the employees were most familiar with and were able to identify correctly.

Table 7.29: Logos most familiar to employees and logos employees were able to identify



		% employees most familiar logo	% employees identifying logo correctly	N=total frequency
	Karee	22.37	82.21	416
	Eastern Platinum Ltd	14.72	60.47	306
	Western Platinum Ltd	13.31	65.35	330
	Lonmin	8.27	60.47	306
	BMR Smelter	3.02	44.31	222
	Ubunye	2.82	51.39	259
	Eastern Platinum Ltd	3.02	54.58	274

Table 7.29 (continued): *Logos most familiar to employees and logos employees were able to identify*

		% employees most familiar logo	% employees identifying logo correctly	N=total frequency
	Western Platinum Ltd	1.61	56.66	285
	Lonmin	1.01	47.31	237
	Western Platinum Refinery	0.00	23.60	118

n=frequency of sample that answered the question

These results indicate that the majority of the respondents seemed to be able to identify the Karee Mine logo correctly (82.21%, n=416) as well as being the logo they were most familiar with (22.37%, n=416). In contrast with this the new Lonmin Platinum logo was indicated as the logo the employees were the least familiar with (1.01%, n=237), although 47.31% (n=237) were able to identify it correctly. The results also indicated the employees were more familiar with the logo of their business unit than with the logo of Lonmin Platinum itself.

The next step was to compare the familiarity of the logos among the different business units. This is represented in Table 7.30. Due to the fact that Eastern Platinum Ltd, Western Platinum Ltd and Lonmin Platinum had different variations of their logos, these logos were grouped together respectively in order to obtain the following results.

Table 7.30: *Most familiar logo according to business units*

Business unit	% Employees most familiar with logo	
Karee (n=160)	Karee	63.75
	Ubunye	5.63
	Lonmin Platinum	3.75
Western Platinum Ltd (n=151)	Western Platinum	39.74
	Lonmin Platinum	10.60
	Western Platinum Mine North	5.30
	BMR Smelter	4.64
Eastern Platinum Ltd (n=146)	Eastern Platinum	46.58
	Eastern Platinum Ltd	10.27
	Lonmin Platinum	2.74
BMR Smelter (n=15)	BMR Smelter	40.00
	Lonmin Platinum	33.33
LPD (n=15)	Lonmin Platinum	60.00
	Karee	6.67
	Lonmin Platinum (new logo)	6.67

n=frequency of sample that answered the question

Table 7.30 confirmed the tendency that the employees were more familiar with the logo of their respective business units.

7.3.7.1 Focus group interviews: identification of logo

It was also stated during the focus groups that an employee would not be able to identify another business units' logos if they did not work there. In Table 7.30 it is evident that in each instance where the business unit's logo is compared with that of Lonmin Platinum, the business units' logo was the one the employees were most familiar with by far.

During the focus group interviews it was also evident that the employees associated more with the logo of the business unit where they were employed than with the logo of Lonmin Platinum. They indicated that they were introduced to the symbolic corporate identities (more specifically the logos) of the other business units during initiation programs, but not much was done to explain the essence of each business units' symbolic corporate identity;

they were rather schooled only in the symbolic corporate identity of the business unit where they worked. This resulted in employees not being familiar with the overall symbolic corporate identity of the company. These results thus confirm the results obtained from the interviews with the company's management, which indicated that employees would identify more with their business units than with the company itself and that employees were not "educated" enough in order to fully understand the intricate company composition. Communication in this regard was insufficient.

7.4 CONCLUSION

From the results in this chapter it was quite clear that Lonmin Platinum did not apply or manage its symbolic corporate identity in such a way that the entire work-force could identify themselves with it. In answering the specific research questions stated in paragraph 7.1 of this chapter, namely *what is the nature of Lonmin Platinum's symbolic corporate identity*, and *how do employees perceive Lonmin Platinum's symbolic corporate identity elements*, some important conclusions can be drawn.

From the interviews it was found that the company name changed from Lonrho to Lonmin Platinum as it is currently known. Respondents were quite positive towards Lonmin Platinum's name indicating that it is easy to pronounce, without a negative meaning in any language and easy to read. Even at the business units, the respondents indicated positive responses towards the units' names; also being easy to pronounce and not having any negative meanings in any other languages. In some cases the employees perceived the business units' names to represent something of the unit's work ethos.

The company's logo and corporate colours were divided into the logo and corporate colours of the company itself as well as that of the different business units. The logos and corporate colours have gone through some design changes as indicated during the personal observations. Also found during the personal observations, was that these logos and corporate colours were not applied consistently. The employees seemed to perceive the old Lonmin Platinum logo as being acceptable to them and indicated it as being applied consistently with regard to its corporate colour; despite evidence found during the personal observations that this was not done. Employees also seemed to prefer the

original logo much more to the new Lonmin Platinum logo. Their perceptions regarding the new logo were not very positive. Respondents perceived the old logo to represent the objectives of the mine as well as high standards of work. From the results it is very clear that employees were more inclined towards the logo of their business unit than towards that of Lonmin Platinum, although they could identify the latter logo correctly. They perceived the logos of the different business units as effective means of identifying the business units, being visible and modern in design.

With regard to Lonmin Platinum's environment, architecture, facilities, vehicles, corporate signs and billboards, respondents indicated that Lonmin Platinum's mine sites could easily be distinguished from other mine sites, while only half of the respondents seemed to think that Lonmin Platinum's buildings looked the same on the outside. However, they were more positive on the neatness of Lonmin Platinum's environment. Again only about half of the employees indicated that Lonmin Platinum's vehicles always looked the same. This indicated that some of Lonmin Platinum's symbolic corporate identity elements were not applied consistently in accordance with results obtained from personal observations.

There were similarities with respect to respondents' perceptions regarding their business units' environment and finding their way around. They indicated that their units were easy to distinguish from the other units and that they were able to find their way around in their own units, but when visiting the other units it was much more difficult, which implies that the different business units neither used sufficient nor effective corporate signs to help visitors or non-employees find their way around on the sites. Also the billboards used to promote certain campaigns (for example the AIDS campaign) had different designs and layouts, not within the parameters of an endorsed symbolic corporate identity. Despite the fact that in some cases the employees felt the buildings at their sites looked the same on the outside, there were large numbers of employees who differed. Many employees perceived the gardens to be well kept, but it was clear that this was influenced by the specific mine site. Depending on the type of site (some did not have gardens) employees' perceptions differed. Something that was also clear was that many employees indicated that the vehicles did not look the same. There was for example no consistent application of the logos found on the vehicles. In conjunction with the researcher's personal observations it was found that the different business units did not apply the endorsed symbolic

corporate identity of their units and the company itself, to the environment, architecture, facilities, vehicles, corporate signs and billboards.

While testing the employees' knowledge of the company's objectives it became clear that employees saw profit-making as the most apparent company objective. While this should not be such a problem, it became a troubling fact because employees perceived the company to cut down on safety regulations when production lagged behind. This made them feel that the company would not think twice about compromising their safety for the sake of making a profit. Despite this, employees did, however, in accordance with the results obtained from the personal observations, identify a safe working environment as well as a healthy working environment as objectives of the company.

Employees seemed to understand Lonmin Platinum's overall structure. They correctly identified Western Platinum Limited and Eastern Platinum Limited as part of Lonmin Platinum, but found the sub-structure of Western Platinum and Eastern Platinum confusing.

One aspect that was apparent during the study is that the employees did not experience much of unification and a family feeling in the company. It seemed from the results that at some of the mining units such as Karee Mine, there was a sense of belonging to a family, but at the other units there were substantial percentages of employees indicating that they did not perceive such a unity among the employees and between themselves and their units. However, there was a more prominent unification in the respective business units than with regard to the company itself, thus suggesting that Lonmin Platinum did not succeed in establishing unification and a family feeling amongst all the employees.

In the identification of the logos it seemed that the Karee Mine logo was the most well-known logo with regard to all the company logos. Furthermore, employees seemed to be able to identify their respective unit logos more easily than units where they were not employed. The (old) Lonmin Platinum logo also received much more positive responses than the (new logo) and employees seemed to prefer the old logo much more, but this might be ascribed to the fact the new logo was still in the planning phase and therefore not well-known throughout the company.

With regard to the overall symbolic corporate identity of the company it was interesting to note that employees had a particular viewpoint of how things could have been done. They indicated that the use of different logos for every business unit led to a discrepancy and that was why they felt Lonmin Platinum should rather have used one unifying logo. Using one logo, according to them, could symbolise that the company had established a more unified work-force with no unfair tendencies. Due to the fact that the employees seemed to be “jealous” of one another their morale and productivity was low.

In this chapter it became clear that Lonmin Platinum had an endorsed corporate identity, but neither applied nor managed it consistently, distinctively, visibly, authentically and transparently. Furthermore, there seemed to be confusion with regard to who took and should take responsibility for the management of the company’s symbolic corporate identity. It was also evident that there was uncertainty with regard to when the symbolic corporate identity originated and how it should be communicated to the company’s work-force to ensure that the entire work-force understands the nature of the symbolic corporate identity. Instead of allowing each business unit to have a unique image, but still be incorporated into the symbolic corporate identity of the mother company, Lonmin Platinum thus allowed for confusing perceptions. This led to an un-unified work-force; not understanding the true identity of the company and not realizing how and where each individual fitted into the bigger picture.

In the following chapter the final research question pertaining to which symbolic corporate identity elements influenced employer-employee relationships at Lonmin Platinum will be discussed.

RELATIONSHIP BETWEEN PERCEPTIONS OF SYMBOLIC CORPORATE IDENTITY ELEMENTS AND EMPLOYER-EMPLOYEE RELATIONSHIPS

8.1 INTRODUCTION

In this chapter the different factors pertaining to the employer-employee relationships and the symbolic corporate identity of Lonmin Platinum are scrutinised in order to answer the following specific research question (refer to paragraph 1.3.1):

What is the relationship between employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum?

The statistical methods applied in this chapter include correlation coefficients, t-tests and analysis of variance. Correlation coefficients are applied to determine the existence of possible relationships or similarities between variables whereas t-tests and ANOVA's are applied in order to determine any existing differences in variable ratings.

8.2 VISUAL SYMBOLIC CORPORATE IDENTITY ELEMENTS AND EMPLOYER-EMPLOYEE RELATIONSHIP

In this section a closer look is taken at the different elements of the visual symbolic corporate identity and at whether a relationship exists between these elements and the relationship factors identified in Chapters 2, 4 and 6.

8.2.1 CORRELATION COEFFICIENT

Correlation coefficients were calculated in order to determine whether any similarities or relationships exist between visual symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum. The different aspects that were correlated appear in Table 8.1.

Table 8.1: *Visual symbolic corporate identity elements and relationship factors that were correlated with each other*

Visual symbolic corporate identity elements	Relationship factors
<ul style="list-style-type: none"> • Lonmin Platinum (LP) logo and corporate colours 	<ul style="list-style-type: none"> • Control mutuality: boss me around
<ul style="list-style-type: none"> • Lonmin Platinum name 	<ul style="list-style-type: none"> • Control mutuality: listens to me
<ul style="list-style-type: none"> • Lonmin Platinum environment, architecture, facilities, vehicles, corporate signs and billboards 	<ul style="list-style-type: none"> • Commitment: maintain a relationship
<ul style="list-style-type: none"> • Business unit (BU) logo and corporate colours 	<ul style="list-style-type: none"> • Relationship overall
<ul style="list-style-type: none"> • Business unit name 	<ul style="list-style-type: none"> • Relationship type: communal
<ul style="list-style-type: none"> • Business unit environment, architecture, facilities, vehicles, corporate signs and billboards 	<ul style="list-style-type: none"> • Relationship type: exchange
	<ul style="list-style-type: none"> • Relationship trust
	<ul style="list-style-type: none"> • Relationship satisfaction

The results of the correlations above are displayed in Table 8.2.

Table 8.2: *Correlation coefficient of visual symbolic corporate identity elements and relationship factors*

Symbolic corporate identity elements	Relationship factors							
	Control mutuality: boss me around	Control mutuality: listens to me	Commitment: maintain a relationship	Relationship overall	Relationship type: communal	Relationship type: exchange	Relationship trust	Relationship satisfaction
Visual:								
LP logo etc	-0.01	0.13	0.09	0.20	0.10	0.15	0.16	0.07
LP name	-0.05	0.08	0.09	0.15	0.00	0.01	0.01	0.06
LP env etc	0.02	0.10	0.08	0.18	0.16	0.18	0.05	0.06
BU logo etc	-0.01	0.26	0.21	0.23	0.18	-0.08	0.11	0.21
BU name	-0.08	0.18	0.17	0.13	0.12	0.09	0.05	0.13
BU env etc	-0.06	0.23	0.16	0.13	0.17	0.18	0.06	0.10

Correlations (r) ≥ 0.3 are considered to have a medium effect and ≥ 0.5 to have a large effect.

Control mutuality questions are reported separately due to Cronbach's alpha coefficient (refer to paragraph 6.3.2.1. It will apply throughout the remainder of this chapter).

It is clear from Table 8.2 that the visual symbolic corporate identity elements of Lonmin Platinum as a company (logo and corporate colours, name, environment, facilities, architecture, vehicles, corporate signs and billboards) did not correlate with any of the relationship factors. With regard to the various Lonmin Platinum business units, there were also no correlations between any of the visual symbolic corporate identity elements and the relationship factors.

8.2.2 T-TESTS

A set of t-tests were done to:

- Determine whether employees' ability to identify the different logos correctly can be linked to different ratings of relationship factors (Tables 8.3-8.12).

The symbols that appear in Table 8.3-8.12 are:

- *Mean*: the mean score on the various relationship factors is individually calculated for employees who identified the different company logos correctly (“Yes”) and employees who could not identify the different company logos correctly (“No”).
- *t*: *t* value
- *p*: statistically significant
- *d*: practically significant

Table 8.3: Logo: Karee Mine

Relationship factors: mean score	“Yes” correct	Std Dev “yes”	“No” incorrect	Std Dev “no”	t-value	df	p	Valid “yes”	Valid “no”	d
Control mutuality: boss me around	2.51	1.16	2.32	0.91	1.06	443	0.29	401	44	0.16
Control mutuality: listens to me	2.11	1.07	2.35	0.90	1.44	438	0.15	397	43	0.22
Commitment: maintain relationship	2.31	1.07	2.47	0.96	0.91	441	0.36	400	43	0.15
Relationship overall	2.59	0.96	2.33	1.00	1.76	455	0.08	410	47	0.26
Relationship type: communal	2.10	0.91	2.16	0.79	0.37	448	0.72	405	45	0.07
Relationship type: exchange	2.55	0.87	2.46	0.79	0.70	445	0.49	402	45	0.10
Relationship trust	2.13	0.79	2.24	0.73	0.93	454	0.35	410	46	0.14
Relationship satisfaction	2.43	0.94	2.41	0.73	0.12	447	0.91	405	44	0.02

According to Table 8.3 there were no significant differences between respondents identifying Karee Mine’s logo correctly and those who did not identify it correctly, with regard to how they perceived their relationship with the company.

Table 8.4: *Logo: Lonmin Platinum (old logo)*

Relationship factors mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.60	1.11	2.43	1.17	1.42	418	0.15	294	126	0.15
Control mutuality: listens to me	2.23	1.05	2.09	1.04	1.31	414	0.19	291	125	0.13
Commitment: maintain relationship	2.23	1.07	2.37	1.04	1.17	417	0.24	295	124	0.13
Relationship overall	2.54	0.95	2.58	0.95	0.42	429	0.67	302	129	0.04
Relationship type: communal	2.06	0.91	2.14	0.87	0.90	423	0.37	298	127	0.09
Relationship type: exchange	2.44	0.83	2.58	0.93	1.53	420	0.13	296	126	0.15
Relationship trust	2.16	0.77	2.13	0.78	0.29	428	0.78	301	129	0.04
Relationship satisfaction	2.41	0.92	2.42	0.87	0.10	422	0.92	297	127	0.01

From Table 8.4 it is evident that respondents who identified Lonmin Platinum's old logo correctly portrayed no significant differences in how they experienced their relationship with the company, from those who did not identify the logo correctly.

Table 8.5: *Logo: Eastern Platinum Limited*

Relationship factors mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.44	1.09	2.59	1.18	1.36	413	0.17	250	165	0.13
Control mutuality: listens to me	2.12	1.06	2.06	1.03	0.58	411	0.56	250	163	0.06
Commitment: maintain relationship	2.36	1.06	2.22	1.07	1.30	413	0.19	251	164	0.13
Relationship overall	2.60	0.95	2.50	0.97	1.01	427	0.31	260	169	0.10
Relationship type: communal	2.19	0.92	1.93	0.85	3.04	419	0.00	254	167	0.28
Relationship type: exchange	2.59	0.80	2.46	0.92	1.59	417	0.11	253	166	0.14
Relationship trust	2.19	0.77	2.05	0.78	1.76	425	0.08	258	169	0.18
Relationship satisfaction	2.44	0.91	2.38	0.93	0.66	418	0.51	252	168	0.06

As seen from Table 8.5, respondents who identified Eastern Platinum Limited's logo correctly portrayed no significant differences in how they experienced their relationship with the company, from those who did not identify the logo correctly.

Table 8.6: *Logo: Western Platinum Refinery*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.49	1.01	2.50	1.18	0.13	351	0.89	115	238	0.01
Control mutuality: listens to me	2.30	1.00	2.07	1.06	1.91	346	0.06	115	233	0.21
Commitment: maintain relationship	2.57	0.95	2.23	1.09	2.87	350	0.00	116	236	0.31
Relationship overall	2.80	1.02	2.47	0.89	3.16	361	0.00	117	246	0.33
Relationship type: communal	2.35	0.85	1.96	0.88	3.98	353	0.00	117	238	0.44
Relationship type: exchange	2.71	0.66	2.40	0.93	3.14	352	0.00	117	237	0.33
Relationship trust	2.26	0.74	2.08	0.80	2.03	359	0.04	118	243	0.23
Relationship satisfaction	2.54	0.82	2.34	0.94	1.98	353	0.05	117	238	0.21

Table 8.6 shows that respondents who identified Western Platinum Refinery's logo correctly did not experience their relationship with the company significantly different from those who did not identify the logo correctly.

Table 8.7: *Logo: Lonmin Platinum (new logo)*

Relationship factors: mean score	“Yes” correct	Std Dev “yes”	“No” incorrect	Std Dev “no”	t-value	df	p	Valid “yes”	Valid “no”	d
Control mutuality: boss me around	2.29	1.09	2.73	1.13	3.84	383	0.00	229	156	0.39
Control mutuality: listens to me	2.09	1.07	2.18	1.04	0.82	379	0.41	225	156	0.08
Commitment: maintain relationship	2.32	1.06	2.31	1.06	0.11	380	0.91	227	155	0.01
Relationship overall	2.56	0.97	2.54	0.94	0.23	393	0.82	234	161	0.02
Relationship type: communal	2.18	0.95	1.97	0.83	2.32	386	0.02	230	158	0.22
Relationship type: exchange	2.53	0.88	2.50	0.85	0.40	383	0.69	229	156	0.03
Relationship trust	2.09	0.76	2.16	0.81	0.85	391	0.39	233	160	0.09
Relationship satisfaction	2.42	0.94	2.41	0.89	0.14	385	0.89	228	159	0.01

Table 8.7 reveals that no significant differences were found in how respondents experiences their relationship with the company between respondents who identified Lonmin Platinum’s new logo correctly and those who identified it incorrectly.

Table 8.8: *Logo: Western Platinum Mine*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.44	1.12	2.56	1.18	0.90	416	0.37	316	102	0.10
Control mutuality: listens to me	2.06	1.04	2.33	1.04	2.31	413	0.02	316	99	0.26
Commitment: maintain relationship	2.28	1.06	2.40	1.10	0.94	415	0.35	316	101	0.11
Relationship overall	2.54	0.97	2.67	0.89	1.19	428	0.24	325	105	0.13
Relationship type: communal	2.10	0.89	2.16	0.93	0.57	421	0.57	321	102	0.06
Relationship type: exchange	2.56	0.86	2.47	0.92	0.87	418	0.39	318	102	0.10
Relationship trust	2.12	0.77	2.17	0.81	0.53	426	0.60	323	105	0.06
Relationship satisfaction	2.38	0.92	2.47	0.91	0.80	420	0.42	319	103	0.10

Table 8.8 indicates that respondents who identified Western Platinum’s logo correctly portrayed no significant differences in how they experienced their relationship with the company, from those who did not identify the logo correctly.

Table 8.9: *Logo: BMR Smelter*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.44	1.06	2.57	1.21	1.11	379	0.27	215	166	0.11
Control mutuality: listens to me	2.22	1.01	0.02	1.08	1.78	374	0.08	212	164	0.18
Commitment: maintain relationship	2.45	0.99	2.11	1.08	3.11	377	0.00	213	166	0.31
Relationship overall	2.63	0.96	0.29	0.92	1.46	390	0.15	219	173	0.15
Relationship type: communal	2.20	0.88	1.93	0.90	3.03	383	0.00	217	168	0.31
Relationship type: exchange	2.58	0.81	2.40	0.91	2.09	380	0.04	215	167	0.20
Relationship trust	2.23	0.75	1.99	0.80	2.99	388	0.00	220	170	0.29
Relationship satisfaction	2.49	0.86	2.26	0.95	2.48	382	0.01	215	169	0.24

Table 8.9 demonstrates that respondents' ability or inability to identify the BMR Smelter's logo correctly did not portray any significant differences in how they experienced their relationship with the company.

Table 8.10: *Logo: Western Platinum Mine North*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.34	1.11	2.75	1.13	3.39	398	0.00	274	126	0.36
Control mutuality: listens to me	2.11	1.06	2.18	1.03	0.62	394	0.53	272	124	0.07
Commitment: maintain relationship	2.36	1.04	2.19	1.06	1.50	396	0.13	271	127	0.16
Relationship overall	2.57	0.98	2.56	0.90	0.11	409	0.91	281	130	0.01
Relationship type: communal	2.15	0.90	2.02	0.92	1.32	402	0.19	275	129	0.14
Relationship type: exchange	2.53	0.85	2.48	0.90	0.55	399	0.58	273	128	0.06
Relationship trust	2.13	0.78	2.08	0.78	0.54	407	0.59	278	131	0.06
Relationship satisfaction	2.43	0.94	2.38	0.87	0.42	401	0.67	274	129	0.05

Table 8.10 reports that respondents who identified Western Platinum North's logo correctly did not experience their relationship with the company significantly different from those who did not identify the logo correctly.

Table 8.11: *Logo: Eastern Platinum Limited*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.43	1.07	2.58	1.22	1.33	406	0.18	260	148	0.13
Control mutuality: listens to me	2.12	1.02	2.06	1.05	0.53	406	0.60	262	146	0.05
Commitment: maintain relationship	2.39	1.03	2.11	1.05	2.63	406	0.01	261	147	0.27
Relationship overall	2.62	0.95	2.46	0.94	1.70	421	0.09	271	152	0.17
Relationship type: communal	2.21	0.87	1.88	0.89	3.74	413	0.00	267	148	0.38
Relationship type: exchange	2.63	0.82	2.40	0.92	2.64	410	0.01	265	147	0.25
Relationship trust	2.19	0.76	2.01	0.78	2.26	419	0.02	270	151	0.23
Relationship satisfaction	2.46	0.88	2.32	0.94	1.49	412	0.14	265	149	0.15

According to Table 8.11 the question whether respondents could or could not identify Eastern Platinum Limited's logo correctly indicated no significant differences in how they experienced their relationship with the company.

Table 8.12: *Logo: Ubunye*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.43	1.13	2.53	1.12	0.85	397	0.40	248	151	0.09
Control mutuality: listens to me	2.14	1.03	2.15	1.06	0.15	394	0.88	247	149	0.01
Commitment: maintain relationship	2.34	1.06	2.32	1.04	0.17	394	0.87	248	148	0.02
Relationship overall	2.56	0.95	2.59	0.95	0.33	408	0.75	254	156	0.03
Relationship type: communal	2.14	0.93	2.05	0.83	1.01	401	0.31	250	153	0.10
Relationship type: exchange	2.53	0.86	2.50	0.87	0.33	398	0.74	247	153	0.03
Relationship trust	2.10	0.76	2.20	0.78	1.27	406	0.20	253	155	0.13
Relationship satisfaction	2.41	0.93	2.45	0.87	0.52	400	0.60	249	153	0.04

Table 8.12 reveals that respondents who identified the UBUNYE logo correctly portrayed no significant differences in how they experienced their relationship with the company, from those who did not identify the logo correctly.

From Tables 8.3-8.12 it was thus clear that employees' ability to identify the different company logos correctly could not be linked to any of the relationship factors. Thus employees' ability to identify the company logo correctly could not be linked to how they experienced their relationship with the company.

These results have indicated a significant and interesting finding in that visual symbolic corporate identity elements cannot be linked to employer-employee relationships. As stated in paragraph 1.3, research has already been done on the link between communication and behaviour and relationships, but not yet on symbolic elements of

corporate identity and relationships, especially in the mining and minerals sector. Thus far it is evident that, despite the fact that many authors (c.f.; Olins, 1991; Van Riel & Balmer, 1997; Gray & Balmer, 1998; Balmer & Soenen, 1999; Foo *et al.*, 2001; Melewar & Bains, 2002; Melewar & Navalekar, 2002; Melewar & Akel, 2005; Van den Bosch *et al.*, 2005) have indicated the importance of visual symbolic corporate identity elements such as logos and corporate colours; company names; corporate signs and billboards; environments, architectures, facilities and vehicles in establishing a recognizable, unified corporate identity for the company, none of these elements can actually be linked to the relationship between the company and its employees. This leads one to conclude that visual elements may be important in establishing a certain 'look' for the company and can be used to 'market' the company, but that it lacks significance when attempting to establish a mutually beneficial relationship between the company and its stakeholders such as employees. The establishment of a relationship between a company and its employees seems to reach beyond the point of what is visible. It should also be kept in mind that many of the above-mentioned studies have focussed on external stakeholder groups, where symbolic corporate identity could be of more importance than in the case of internal stakeholder groups such as company employees.

8.3 NON-VISUAL SYMBOLIC CORPORATE IDENTITY ELEMENTS AND EMPLOYER-EMPLOYEE RELATIONSHIP

In this section of the chapter a closer look is taken at the different elements of the non-visual symbolic corporate identity and at whether a relationship exists between these elements and the relationship factors identified in Chapter 2, operationalised in 4 and investigated in Chapter 6. In this section each of the non-visual symbolic corporate identity elements, as well as the statistical methods applied to these elements, will be discussed separately due to the varying natures of the questions pertaining to each of the elements.

8.3.1 UNIFICATION AND FAMILY FEELING

Correlation coefficients were calculated in order to determine whether any similarities or relationships exist between the non-visual symbolic corporate identity element, unification and family feeling and employer-employee relationships at Lonmin Platinum.

Table 8.13: *Non-visual symbolic corporate identity elements and relationship factors that were correlated with each other*

Non-visual symbolic corporate identity elements	Relationship factors
<ul style="list-style-type: none"> • Lonmin Platinum unification and family feeling • Business unit unification and family feeling 	<ul style="list-style-type: none"> • Control mutuality: boss me around • Control mutuality: listens to me • Commitment: maintain a relationship • Relationship overall • Relationship type: communal • Relationship type: exchange • Relationship trust • Relationship satisfaction

8.3.1.1 Correlation coefficient

The results of the correlations above appear in Table 8.14.

Table 8.14: Correlation coefficient of non-visual symbolic corporate identity elements and relationship factors

Symbolic corporate identity elements	Relationship factors							
	Control mutuality: boss me around	Control mutuality: listens to me	Commitment: maintain a relationship	Relationship overall	Relationship type: communal	Relationship type: exchange	Relationship trust	Relationship satisfaction
Non-visual:								
LP unification etc	-0.05	0.30	0.21	0.30	0.26	0.08	0.16	0.21
BU unification etc	-0.03	0.32	0.37	0.31	0.23	0.17	0.20	0.21

Correlations (r) ≥ 0.3 are considered to have a medium effect and ≥ 0.5 to have a large effect.

The non-visual symbolic corporate identity element, Lonmin Platinum unification and family feeling, had a medium correlation ($r=0.30$) with Control mutuality: listens to me ($r=0.3$) as well as Relationship overall ($r=0.3$). Therefore the more employees perceived Lonmin Platinum to be successful in its attempts to unify its employees and establish a family feeling, the more they felt listened to and thus the happier they were with their overall relationship with the company.

The Business unit unification and family feeling had a medium correlation with the relationship factors: Control mutuality: listens to me ($r=0.32$), Commitment: maintain a relationship ($r=0.37$) and Relationship overall ($r=0.31$). This means that employees were more inclined to feel that the company listened to them and were committed to them and they were happier with their overall relationship with the company whenever they experienced the business units creating a unification and family feeling and implementing it in daily activities and operations within the business unit. The highest correlation was found between the relationship factor Commitment: maintain a relationship and Business unit unification and family feeling, which means that the more Lonmin Platinum's employees experienced the business units implementing a sense of unification and a family feeling, the more they experienced the company as being committed to build a relationship with them.

8.3.2 COMPANY OBJECTIVES

Correlation coefficients were calculated in order to determine whether any similarities or relationships exist between the non-visual symbolic corporate identity element, company objectives and employer-employee relationships at Lonmin Platinum.

Table 8.15: *Non-visual symbolic corporate identity elements and relationship factors that were correlated with each other*

Non-visual symbolic corporate identity elements	Relationship factors
<ul style="list-style-type: none"> • Achievement of Lonmin Platinum objectives 	<ul style="list-style-type: none"> • Control mutuality: boss me around • Control mutuality: listens to me • Commitment: maintain a relationship • Relationship overall • Relationship type: communal • Relationship type: exchange • Relationship trust • Relationship satisfaction

8.3.2.1 Correlation coefficient: objectives

The results of the correlations above are displayed in Table 8.16.

Table 8.16: Correlation coefficient of company objectives and relationship factors

Symbolic corporate identity elements	Relationship factors							
	Control mutuality: boss me around	Control mutuality: listens to me	Commitment: maintain a relationship	Relationship overall	Relationship type: communal	Relationship type: exchange	Relationship trust	Relationship satisfaction
Non-visual:								
Obj: profit making (*)	0.08	0.05	-0.05	0.05	-0.10	0.04	0.04	-0.04
Obj: accountability (*)	-0.04	0.34	0.27	0.27	0.31	0.13	0.39	0.32
Obj: socio economic empowerment (*)	-0.03	0.35	0.27	0.31	0.32	0.13	0.33	0.37
Obj: safe working environment (*)	0.09	0.40	0.36	0.36	0.28	0.16	0.38	0.31
Obj: long-term research	0.04	0.21	0.09	0.18	0.2	0.10	0.24	0.22
Obj: healthy working environment (*)	-0.00	0.37	0.24	0.32	0.38	0.15	0.28	0.24
Obj: political commitment	-0.03	0.21	0.11	0.20	0.24	0.12	0.19	0.15

(*) indicates actual company objectives

Correlations (r) ≥ 0.3 are considered to have a medium effect and ≥ 0.5 to have a large effect.

In the questionnaire respondents were requested to indicate on a 4-point scale how effective they thought Lonmin Platinum was at achieving its objectives, namely profit making, accountability, socio-economic empowerment, safe working environment, long-term research, healthy working environment, political commitment. The true Lonmin Platinum objectives are profit making, accountability, socio-economic empowerment, safe working environment and a healthy working environment. Perceptions of how successful these company objectives were achieved, when correlated with the different relationship factors revealed that profit making, long-term research and political commitment had no correlation with the various relationship factors.

Employees who experienced the company achieving its accountability objective felt the company listened to them ($r=0.34$), perceived their relationship to be more communal ($r=0.31$), trusted the company more ($r=0.39$) and they were more satisfied with the relationship ($r=0.32$). The highest correlation was found between the Objective: accountability and Relationship trust, which means that employees' experiencing the company to be accountable would be more trusting in their relationship with the company than employees who did not think that the accountability objective was achieved.

Employees who experienced the company achieving its socio-economic empowerment objective, compared to employees who disagreed, felt the company listened to them ($r=0.35$), were happier with their overall relationship ($r=0.31$); perceived their relationship to be communal ($r=0.32$); trusted the company more ($r=0.33$) and they were more satisfied with the relationship ($r=0.37$). The highest correlation was found between the Objective: Socio-economic empowerment and Relationship satisfaction, indicating that employees were more satisfied with their relationship when they perceived the company achieving its socio-economic empowerment objective.

Employees experiencing the company achieving its safe working environment objective felt the company listened to them ($r=0.40$), perceived their relationship to be communal ($r=0.36$), were happier with their overall relationship ($r=0.36$), trusted the company more ($r=0.38$) and were more satisfied with the relationship ($r=0.31$) than employees who did not view this company objective as being achieved. The highest correlation was found between the Objective: safe working environment and Control mutuality: listens to me, meaning that the more employees perceived the company to ensuring a safe working environment, the more they felt the company listened to them.

With regard to employees experiencing the company achieving its healthy working environment objective, they felt the company listened to them ($r=0.37$), were happier with their overall relationship ($r=0.32$) and perceived the relationship to be communal ($r=0.38$). The highest correlation was found between this objective and Relationship type: communal, showing that employees perceived their relationship with the company to be more communal when the company established a healthier working environment.

From the analysis above it can be concluded that employees' experience of the company achieving its objectives (namely accountability, socio-economic empowerment, safe working environment and healthy working environment) had definite relationships with the various relationship factors: Control mutuality: listens to me, Commitment: maintain a relationship, Relationship overall, Relationship type: communal, Relationship trust and Relationship satisfaction.

8.3.2.2 T-tests

A set of T-tests were done to:

- a) Determine whether employees' perceptions of what the company's long-term objectives were (knowledge only) resulted in different ratings of their relationship with the company (Tables 8.17-8.23).

The symbols that appear in Tables 8.17-8.23 are:

- *Mean: the mean score on the various relationship factors is individually calculated for employees who indicated ("Yes") and ("No") with regard to what they thought the company's long-term objectives were.*
- *t: t value*
- *p: statistically significant*
- *d: practically significant*

Table 8:17: Objective: profit making and relationship factors

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around (*)	2.49	1.14	2.52	1.06	0.25	467	0.80	353	116	0.03
Control mutuality: listens to me (*)	2.16	1.09	2.17	0.93	0.02	463	0.98	350	115	0.00
Commitment: maintain relationship	2.33	1.08	2.39	0.97	0.54	469	0.59	355	116	0.06
Relationship overall	2.61	0.97	2.50	1.00	1.04	486	0.30	365	123	0.11
Relationship type: communal	2.13	0.91	2.14	0.91	0.17	480	0.87	363	119	0.01
Relationship type: exchange	2.53	0.86	2.58	0.79	0.54	479	0.59	361	120	0.06
Relationship trust	2.16	0.79	2.26	0.79	1.22	485	0.22	364	123	0.13
Relationship satisfaction	2.44	0.92	2.50	1.14	0.61	479	0.55	362	119	0.06

According to Table 8.17 there is neither statistical significance (p-value) nor practical significance (d-value) for respondents who indicated profit making as a long-term objective of Lonmin Platinum and their relationship with the company.

Table 8:18: *Objective: accountability and relationship factors*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.41	1.10	2.55	1.13	1.35	467	0.18	184	285	0.13
Control mutuality: listens to me	2.45	1.03	1.98	1.01	4.78	463	0.00	180	285	0.45
Commitment: maintain relationship	2.63	0.99	2.16	1.05	4.83	469	0.00	185	286	0.45
Relationship overall	2.82	0.97	2.43	0.95	4.37	486	0.00	187	301	0.40
Relationship type: communal	2.40	0.85	1.96	0.90	5.36	480	0.00	189	293	0.49
Relationship type: exchange	2.61	0.85	2.49	0.84	1.55	479	0.12	189	292	0.14
Relationship trust	2.37	0.79	2.06	0.76	4.36	485	0.00	190	297	0.40
Relationship satisfaction	2.65	0.86	2.33	0.91	3.87	479	0.00	188	293	0.35

Shaded results indicate medium practical significance (d=0.5) to large practical significance (d≥0.8)

Respondents who identified accountability as a long-term objective of the company are on average more positive regarding Control mutuality: listens to me (d=0.45) as well as Commitment: maintain a relationship (d=0.45) than those who did not identify it as such. Also, respondents who identified accountability as an objective perceived their relationship with the company as more communal than those who did not identify accountability as a long-term objective (d=0.49).

Table 8.19: Objective: socio-economic empowerment and relationship factors

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.52	1.13	2.46	1.11	0.57	467	0.57	265	204	0.05
Control mutuality: listens to me	2.05	1.01	2.31	1.09	-2.74	463	0.01	261	204	0.25
Commitment: maintain relationship	2.31	1.04	2.38	1.08	-0.66	469	0.51	262	209	0.06
Relationship overall	2.54	0.94	2.64	1.02	-1.03	486	0.30	277	211	0.09
Relationship type: communal	2.22	0.91	2.06	0.90	1.95	480	0.05	212	270	0.18
Relationship type: exchange	2.56	0.89	2.52	0.81	0.51	479	0.61	210	271	0.04
Relationship trust	2.15	0.76	2.22	0.83	-0.87	485	0.39	274	213	0.08
Relationship satisfaction	2.40	0.89	2.52	0.92	-1.53	479	0.13	270	211	0.14

With regard to socio-economic empowerment there were no significant differences between respondents identifying it as a long-term objective and those who did not identify it as such, with regard to how they experienced their relationship with the company.

Table 8.20: Objective: safe working environment and relationship factors

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.50	1.10	2.49	1.17	0.11	467	0.91	329	140	0.01
Control mutuality: listens to me	2.25	1.04	1.96	1.04	2.82	463	0.01	323	142	0.28
Commitment: maintain relationship	2.45	1.03	2.10	1.07	3.33	469	0.00	329	142	0.33
Relationship overall	2.69	0.96	2.35	0.98	3.61	486	0.00	338	150	0.35
Relationship type: communal	2.23	0.90	1.91	0.90	3.58	480	0.00	338	144	0.36
Relationship type: exchange	2.62	0.83	2.36	0.85	3.16	479	0.00	336	145	0.31
Relationship trust	2.30	0.78	1.92	0.76	4.95	485	0.00	339	148	0.49
Relationship satisfaction	2.55	0.91	2.22	0.86	3.63	479	0.00	337	144	0.36

Shaded results indicate medium practical significance ($d=0.5$) to large practical significance ($d \geq 0.8$)

Respondents who identified a safe working environment as one of the company's long-term objectives seemed to experience more Relationship trust ($d=0.49$) than those who did not identify a safe working environment as a long-term objective of the company. With regard to the other relationship factors, no significant differences could be found between respondents identifying a safe working environment as an objective and those who did not identify it as such with regard to their relationship with the company.

Table 8.21: *Objective: long-term research and relationship factors*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.55	1.13	2.45	1.12	0.88	467	0.38	207	262	0.08
Control mutuality: listens to me	2.35	1.06	2.02	1.02	3.37	463	0.00	205	260	0.31
Commitment: maintain relationship	2.41	1.04	2.29	1.06	1.25	469	0.21	207	264	0.12
Relationship overall	2.59	1.01	2.57	0.95	0.23	486	0.82	211	277	0.02
Relationship type: communal	2.25	0.89	2.04	0.91	2.61	480	0.01	213	269	0.23
Relationship type: exchange	2.60	0.87	2.50	0.83	1.32	479	0.19	211	270	0.11
Relationship trust	2.25	0.80	2.13	0.78	1.75	485	0.08	213	274	0.16
Relationship satisfaction	2.56	0.88	2.36	0.92	2.40	479	0.02	211	270	0.22

Table 8.21 reveals that there is neither statistical significance (p-value) nor practical significance (d-value) for respondents who indicated long-term research as a long-term objective of Lonmin Platinum and their relationship with the company.

Table 8.22: *Objective: healthy working environment and relationship factors*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.48	1.11	2.51	1.13	-0.26	467	0.80	259	210	0.02
Control mutuality: listens to me	2.33	1.10	1.95	0.96	3.93	463	0.00	259	206	0.35
Committed: maintain relationship	2.50	1.08	2.15	0.99	3.63	469	0.00	261	210	0.32
Relationship overall	2.73	0.97	2.40	0.96	3.78	486	0.00	265	223	0.34
Relationship type: communal	2.26	0.92	1.97	0.87	3.58	480	0.00	267	215	0.32
Relationship type: exchange	2.64	0.84	2.41	0.84	2.96	479	0.00	266	215	0.26
Relationship trust	2.29	0.81	2.05	0.76	3.39	485	0.00	266	221	0.30
Relationship satisfaction	2.61	0.92	2.26	0.86	4.19	479	0.00	266	215	0.37

Respondents indicating a healthy working environment as an objective portrayed no significant differences with regard to their experience of their relationship with the company, compared to respondents who did not indicate a healthy working environment as a company objective.

Table 8.23: Objective: political commitment and relationship factors

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: Boss me around	2.45	1.09	2.52	1.14	-0.68	467	0.49	178	291	0.06
Control mutuality: Listens to me	2.33	1.04	2.07	1.05	2.60	463	0.01	175	290	0.25
Commitment: Maintain relationship	2.51	1.01	2.23	1.07	2.74	469	0.01	178	293	0.25
Relationship overall	2.63	1.02	2.56	0.95	0.80	486	0.43	183	305	0.07
Relationship type: communal	2.24	0.86	2.06	0.93	2.13	480	0.03	183	299	0.19
Relationship type: exchange	2.61	0.84	2.50	0.85	1.39	479	0.17	183	298	0.08
Relationship trust	2.62	0.78	2.13	0.80	1.78	485	0.08	184	303	0.17
Relationship satisfaction	2.55	0.87	2.40	0.92	1.84	479	0.07	183	298	0.17

Respondents portrayed no significant differences in how they experienced their relationship with the company between those who identify political commitment as a company objective and those who did not identify it as an objective.

Hence, from Tables 8.17-8.23 it is clear that only two of the company's long-term objectives, namely accountability and a safe working environment could be linked to how employees experienced their relationship with the company. These two objectives can be linked to the following relationship factors: Control mutuality: listens to me, Commitment: maintain a relationship, Relationship type: communal and Relationship trust. Both these objectives were actual long-term objectives of the company.

8.3.3 COMPANY STRUCTURE

Due to the nature of the questions (no scale used) pertaining to the structure of Lonmin Platinum, t-tests were calculated in order to determine whether employees' understanding of the overall structure of Western Platinum and Eastern Platinum resulted in different experiences of their relationship with the company.

8.3.3.1 T-tests

2 sets of T-tests were done to:

- b) Determine whether employees' understanding of the overall structure of Western Platinum can be linked to different ratings of relationship factors (Table 8.24);
- c) Determine whether employees' understanding of the overall structure of Eastern Platinum can be linked to different ratings of relationship factors (Table 8.25), and

The symbols that appear in Table 8.24 are:

- *Mean: the mean score on the various relationship factors is individually calculated for employees who identified the structure of Western Platinum correctly ("Yes") and employees who could not identify the structure of Western Platinum correctly ("No").*
- *t: t value*
- *p: statistically significant*
- *d: practically significant*

Table 8.24: *Western Platinum structure and relationship factors*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.62	1.12	2.50	1.12	-0.49	453	0.62	19	436	0.11
Control mutuality: listens to me	2.16	1.11	2.32	1.05	-0.63	450	0.53	19	433	0.14
Commitment: maintain relationship	2.42	1.02	2.35	1.05	-0.30	456	0.76	19	439	0.07
Relationship overall	2.50	0.82	2.60	0.98	0.43	471	0.66	19	454	0.10
Relationship type: communal	2.13	1.01	2.14	0.91	0.06	472	0.95	19	455	0.01
Relationship type: exchange	2.86	0.88	2.54	0.84	1.63	471	0.10	19	454	0.36
Relationship trust	1.97	0.87	2.20	0.78	1.26	469	0.21	19	452	0.26
Relationship satisfaction	2.42	0.73	2.47	0.91	0.21	466	0.83	19	449	0.05

Table 8.24 indicates that neither statistical significance nor practical differences occurred between respondents' knowledge of Western Platinum's structure and their relationship with the company.

The symbols that appear in Table 8.25 are:

- *Mean: the mean score on the various relationship factors is individually calculated for employees who identified the structure of Eastern Platinum correctly ("Yes") and employees who could not identify the structure of Eastern Platinum correctly ("No").*
- *t: t value*
- *p: statistically significant*
- *d: practically significant*

Table 8.25: *Eastern Platinum structure and relationship factors*

Relationship factors: mean score	"Yes" correct	Std Dev "yes"	"No" incorrect	Std Dev "no"	t-value	df	p	Valid "yes"	Valid "no"	d
Control mutuality: boss me around	2.52	1.29	2.50	0.99	0.17	451	0.87	171	282	0.02
Control mutuality: listens to me	2.02	1.17	2.26	0.95	2.38	448	0.02	170	280	0.21
Commitment: maintain relationship	2.14	1.16	2.48	0.96	3.46	454	0.00	169	287	0.29
Relationship overall	2.47	1.00	2.68	0.94	2.35	469	0.02	175	296	0.21
Relationship type: communal	1.84	0.95	2.32	0.83	5.62	470	0.00	174	298	0.51
Relationship type: exchange	2.45	0.95	2.61	0.77	2.02	469	0.04	173	298	0.17
Relationship trust	1.95	0.82	2.34	0.73	5.26	467	0.00	173	296	0.48
Relationship satisfaction	2.35	1.04	2.53	0.80	2.12	464	0.03	171	295	0.17

Shaded results indicate medium practical significance (d=0.5) to large practical significance (d≥0.8)

Table 8.25 reports that respondents who identified the structure of Eastern Platinum incorrectly were more positive regarding experiencing a communal relationship between themselves and the company (d=0.51) as well as experiencing higher levels of relationship trust (d=0.48) than those respondents who identified Eastern Platinum's structure correctly. In Chapter 7 (paragraph 7.3.5) it was found that Lonmin Platinum's employees were more knowledgeable with regard to Eastern Platinum's structure than Western Platinum's structure. The phenomenon found in Table 8.25 could possibly be ascribed to the fact that Eastern Platinum consists only of one company, whereas in the case of Western Platinum there are three companies, which makes the structure of Western Platinum more confusing to employees. Thus, irrespective of the fact that many employees do not know the correct structure of the company, the existence of one mining unit seems to contribute to a stronger sense of unity among the employees than in the case of

Western Platinum were it was easier for the employees to lose sight of each other due to the different mining units. Thus the existence of one mining unit might contribute to a stronger sense of perceiving a communal and trusting relationship between the employees and the company than in the case of more mining units. However, this phenomenon cannot be explained with certainty; only speculation is possible.

From Tables 8.24 and 8.25 it is clear that the employees' knowledge of Western Platinum's structure could not be linked to any of the relationship factors, but that, in the case of Eastern Platinum, the employees' knowledge of the structure could be linked to the relationship factors: Relationship type: communal and Relationship trust.

8.3.3.2 Analysis of variance on relationship factors

ANOVA's were calculated in order to determine whether employees' understanding of the Western Platinum and Eastern Platinum being registered companies of Lonmin Platinum as well as employees from the different business units working for the same company resulted in different experiences of their relationship with the company.

2 sets of ANOVA were performed to:

- a) Determine whether employees' knowledge of Western Platinum and Eastern Platinum being registered companies of Lonmin Platinum resulted in different ratings of their relationship with the company (Table 8.26), and
- b) Determine whether employees' knowledge of all the employees working at Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum refinery and BMR Smelter actually working for the same company resulted in different ratings of their relationship with the company (Table 8.27).

Table 8.26: *Analysis of variance on relationship factors with regard to Lonmin Platinum's registered companies*

Relationship factors: mean score	"Yes: had knowledge"	"No: did not have knowledge"	"I don't know"	Mean square error (MSE)	p-value
Control mutuality: boss me around	2.52	2.24	2.52	1.25	0.33
Control mutuality: listens to me	2.14	2.00	2.42	1.11	0.11
Commitment: maintain a relationship	2.32	2.35	2.40	1.12	0.84
Relationship overall	2.58	2.59	2.59	0.95	1.00
Relationship type: communal	2.10	2.18	2.23	0.82	0.53
Relationship type: exchange	2.52	2.70	2.50	0.73	0.40
Relationship trust	2.15	2.18	2.33	0.62	0.26
Relationship satisfaction	2.43	2.51	2.53	0.82	0.67

From Table 8.26 it is evident that there were no significant differences between employees' knowledge on Lonmin Platinum referring to the registered companies Western Platinum and Eastern Platinum and their relationship with the company. Varying knowledge levels regarding Lonmin Platinum's structure did not result in significantly different ratings for any of the relationship factors.

Table 8.27: *Analysis of variance on relationship factors with regard to knowledge that employees worked for the same company*

Relationship factors: mean score	“Yes: had knowledge”	“No: did not have knowledge”	“I don’t know”	Mean square error (MSE)	p-value
Control mutuality: boss me around	2.55	2.18	2.16	1.23	0.07
Control mutuality: listens to me	2.15	2.39	2.05	1.09	0.37
Commitment: maintain a relationship	2.35	2.36	2.22	1.11	0.84
Relationship overall	2.61	2.58	2.27	0.95	0.26
Relationship type: communal	2.12	2.29	2.02	0.81	0.47
Relationship type: exchange	2.57	2.55	2.15	0.70	0.06
Relationship trust	2.17	2.25	2.16	0.61	0.84
Relationship satisfaction	2.48	2.43	2.09	0.81	0.13

From Table 8.27 it is obvious that there were no significant differences between employees’ knowledge on employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum refinery and BMR smelter all working for the same company, Lonmin Platinum, and their relationship with the company.

From Tables 8.26 and 8.27 it can thus be concluded that employees' knowledge of the structure of Lonmin Platinum and whether they knew that all employees worked for the same company could not be linked to how the employees experienced their relationship with the company.

8.4 CONCLUSIONS: EMPLOYEE PERCEPTIONS OF SYMBOLIC CORPORATE IDENTITY ELEMENTS AND EMPLOYER-EMPLOYEE RELATIONSHIPS AT LONMIN PLATINUM

In order to determine the relationship between the visual and non-visual symbolic corporate identity elements and the relationship quality dimensions and types, all the symbolic corporate identity as well as the relationship elements and factors were incorporated in order to determine possible relationships between them (refer to paragraph 4.5). The symbolic corporate identity elements were divided into visual elements, namely: *Lonmin Platinum logo and corporate colours; Lonmin Platinum name; Lonmin Platinum environment, architecture, facilities, corporate signs, billboards, vehicles; Business unit logo and corporate colours; Business unit name; Business unit environment, architecture, facilities, corporate signs, billboards, vehicles* and non-visual elements, namely: *Lonmin Platinum objectives; structure; identification of logo; Lonmin Platinum unification and family feeling and the Business unit unification and family feeling*. The relationship dimensions and types were divided into: *Control mutuality: boss me around; Control mutuality: listens to me; Commitment: maintain a relationship; Relationship overall; Relationship type: communal; Relationship type: exchange; Relationship trust and Relationship satisfaction*. All of the above-mentioned variables were correlated with each other, except for the questions pertaining to the structure of the company; here t-tests and ANOVA calculations were applied due to the structure of the questions.

In answer to the research question of this chapter it became evident that none of the visual symbolic corporate identity elements could be linked to any of the relationship factors. It was a surprising but significant finding which indicated that, despite many writers emphasising the importance of visual symbolic corporate identity elements (refer to paragraph 8.2.2), none of those visual elements could be linked to employer-employee relationships, thus indicating that no significant relationship exists between visual symbolic corporate identity elements and employer-employee relationships, especially in the mining and minerals sector. It was, however, the non-visual symbolic corporate identity elements such as company objectives, more specifically how effective employees perceived the company reaching its objectives, that seemed to have the most significant link to employer-employee relationships. The Objectives: *accountability, socio-economic*

empowerment, safe working environment and a healthy working environment were related to *Control mutuality: listens to me, Commitment: maintain a relationship, Relationship overall, Relationship type: communal, Relationship trust and Relationship satisfaction* in terms of significant differences. It was found that if employees were to perceive the company reaching these objectives they would feel the company listened to them, wanted to maintain a relationship with them, would be happier with their overall relationship, experience more of a communal relationship between themselves and the company, have more trust in the company and be satisfied overall with their relationship with the company.

In addition, in both cases (referring to Lonmin Platinum itself as well as the business units) it was evident that the non-visual element unification and family feeling could be linked to some of the relationship variables. It seemed that if the employees felt they were part of the company, although they worked for a specific business unit, felt a family feeling where they worked, enjoyed a unique unifying work experience and understood what their place was in their business unit, it would contribute to them experiencing that the *company listened to them, wanted to maintain a relationship with them and contributed to a more positive overall relationship with the company*. Thus, when the employees felt their business units and the company itself owned up to unifying the work-force and establishing a family feeling, it had a positive return on investment, relationship wise.

With regard to the aspect of the company structure, no significant links were found between this variable and the relationship variables, except in the case of Eastern Platinum where employees' understanding of Eastern Platinum's structure seemed to have an altered link to the relationship variables Relationship type: communal and Relationship trust. According to the statistical calculations, employees who were not able to identify Eastern Platinum's structure correctly experienced a trusting and communal relationship with the company. Although this could not be explained statistically, a possible conclusion was that these employees experienced more of a relationship between themselves and the company due to the fact that the company consisted of one unit only, thus making it possible for the employees to experience more unity among themselves as well as between themselves and the company. According to the statistical methods applied in this chapter it is clear that varying knowledge levels regarding the company structure did not result in significantly different ratings for any of the relationship factors.

In answer to the research question: *what is the relationship between employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum*, respondents' perceptions that the company achieves its objectives effectively and the company as well as the specific business units' unification and family feeling were the most pertinent non-visual symbolic corporate identity links to employer-employee relationships in the company.

In Part 2 of the study each chapter has discussed a specific aspect pertaining to the empirical results of the study, including the employees' profile, the employer-employee relationships, the nature of Lonmin Platinum' symbolic corporate identity elements and employees' perceptions thereof as well as a correlation between symbolic corporate identity elements and employer-employee relationships. In Part 3 the concluding remarks, contribution of the study and recommendations are discussed.

CONCLUSIONS AND RECOMMENDATIONS

Within in the framework of the previous chapter which indicated employees' perceptions of how effective a company achieves its objectives, as well as their experiences of how unification and a family feeling in the company influence employer-employee relationships in Lonmin Platinum, this chapter discusses the significance of this finding as well as the scientific contribution, future research possibilities and limitations of this study.

CONCLUSIONS AND RECOMMENDATIONS

9.1 INTRODUCTION

This study has in essence revolved around two concepts, namely relationship management and symbolic corporate identity. In this chapter the specific research questions are answered. Also, recommendations will be made with regard to Lonmin Platinum's employer-employee relationships and the company's endorsed symbolic corporate identity. The chapter will conclude with a discussion of the scientific contribution as well as some of the limitations of this study.

9.2 VARIABLES THAT INFLUENCE EMPLOYER-EMPLOYEE RELATIONSHIPS

In this section reference will be made to the specific research questions and specific theoretical statements as they appear in the respective chapters.

9.2.1 DETERMINANTS OF EMPLOYER-EMPLOYEE RELATIONSHIPS

Which variables influence the employer-employee relationship according to Relationship Management Theory? (Refer to paragraph 1.3.1 number 1.)

This specific research question was answered in Chapter 2 in the form of a detailed literature study on relationship management.

The Relationship Management Theory developed from the Stakeholder Management Theory which takes into account the stakeholders that influence and are influenced by the company (refer to paragraph 2.4). Due to the fact that different stakeholders will have

different interests or “stakes” in a company, stakeholders are segmented into different groups depending on the extent to which these stakeholders share interests in the company and passively or actively communicate with the company on certain issues (refer to paragraph 2.2). It is thus imperative for companies to communicate effectively with its stakeholders by means of two-way symmetrical communication, and in doing so, is perceived as being a responsible company, taking its stakeholders into account in its decision-making processes (refer to paragraph 2.4.1.2). Due to this, the company will then seek mutually beneficial outcomes for all involved which in turn can illustrate a trustworthy reputation and mutually beneficial relationships between the company and its many stakeholder groups (refer to paragraph 2.4.1.3).

The relationship perspective represents a shift in focus towards building, nurturing and maintaining these relationships (such as employer-employee relationships) (refer to paragraph 2.4). However, this poses a problem; although most companies do have some kind of system in place to manage employer-employee relationships, many do not develop and apply the skills that help build and manage mutually beneficial relationships with their employees. They are in fact supposed to be concerned with the question as to what exactly stakeholders expect from the company (refer to paragraph 2.2). This implies that the purpose and direction of a company (its mission) is affected by relationships with key constituents (stakeholders) in the company’s environment (refer to paragraph 2.2). Companies need to be aware of how their relationships with stakeholders are experienced. In order to do so some characteristics have been identified that describe and measure the type and the quality (dimensions) of relationships between companies and their stakeholders (refer to paragraph 2.4.1.4).

When determining the type of relationship that exists between a company such as Lonmin Platinum and its stakeholders, in the case of this study specifically the employer-employee relationships, two types of relationships can be identified, namely exchange relationships and communal relationships. In an exchange relationship one party gives benefits to the other only because the other has in turn provided benefits in the past or is expected to do so in the future. A communal relationship is characterized by both parties being willing to provide benefits to the other, because they are genuinely concerned for the welfare of the

other – even when they believe they might not receive anything in return, much like two-way symmetrical communication (refer to paragraph 2.4.1.4.1).

Based on the above-mentioned, the following theoretical statement was derived:

It is in the best interest of Lonmin Platinum to build communal relationships in addition to exchange relationships in an attempt to enhance relationships with the company's employees (refer to paragraph 2.4.1.4.1).

In much the same way quality relationships with employees can increase the possibility that employees will ultimately be satisfied with the company and their jobs and will therefore be more likely to stay loyal to the company, supporting it in every way possible (Jo, Hon & Brunner, 2004:15). In the literature, several key dimensions have been identified as crucial in measuring the quality of an employer-employee relationship. These include trust (referring to integrity, dependability and competence), control mutuality, commitment and level of relationship satisfaction (refer to paragraph 2.4.1.4.2).

Based on this, the following theoretical statement was derived:

The higher the levels of trust, control mutuality, commitment and relationship satisfaction that exists between Lonmin Platinum and its employees, the higher the relationship quality between these parties involved will be (refer to paragraph 2.4.1.4.2).

The background of these two theoretical statements was used to determine the nature and quality of the current employer-employee relationships in Lonmin Platinum.

9.2.2 THE NATURE OF THE EMPLOYER-EMPLOYEE RELATIONSHIP IN LONMIN PLATINUM

*What is the nature of the current employer-employee relationship in Lonmin Platinum?
(Refer to paragraph 1.3.1 number 2.)*

From the focus group interviews (refer to paragraph 4.4.3) and the quantitative questionnaire (refer to paragraph 4.5.2.2) it became evident that Lonmin Platinum's relationship with its employees was not very good.

When attention was drawn to the different employee levels' perceptions of their overall relationship with Lonmin Platinum when they joined the company compared to their perceptions regarding their current relationship (at the time of the study) it became evident that A-level categories 3-8 employees and supervisors perceived their relationship when joining the company and their current relationship very much the same. A definite change in perceptions was found at the management levels of the company. Middle management indicated deterioration in their relationship between first joining the company and their current relationship at the time of the study. Even at top management level the perceptions seemed to change over time, indicating relationship deterioration. It was thus apparent that even before the true nature of the relationships were studied discrepancies occurred in the different job levels in the company and their respective relationships with the company.

From the overall relationship the attention was drawn to the type of relationship that existed between the company and its employees as well as the quality of the employer-employee relationship.

Regarding the communal and exchange relationships, significant percentages of A-level categories 3-8 employees at lower job levels and the supervisors felt that the company was not concerned about the welfare of non-employees, whereas more than half of the middle and top management level employees felt that the company was concerned about their welfare as employees. It was evident that most A-level categories 3-8 employees did not feel looked after, characteristic of a poor relationship between them and the company. Interestingly, A-level categories 3-8 employees, supervisors and top management felt the company used people to reach their objectives and usually expected something in return when they offered something, but less than half of middle management did not share this sentiment. This indicates the existence of a strong exchange relationship between the company and most of the employee levels. It is thus quite clear that Lonmin Platinum should build more communal relationships in addition to exchange relationships in an attempt to enhance relationships with the company's employees.

Furthermore, it seemed that Lonmin Platinum faced a dilemma with regard to the quality of its employer-employee relationships at the time of the study. It was clear that A-level categories 3-8 employees were the ones most negative about the employer-employee relationship, stating that they did not feel the company treated them fairly and justly, that the company was not concerned about them when making important decisions, that the company could not be relied on to keep its promises and that the company did not have the capacity to accomplish what it set out to do. Supervisors were the ones that felt trapped between A-level categories 3-8 employees and the management levels in the company. In the course of the research they indicated that they were expected to implement management's decisions even if it meant compromising on safety regulations and other aspects pertaining to a healthy working environment between themselves and the A-level categories 3-8 employees. They themselves were seldom included in shaft meetings, making it very difficult to participate in discussions concerning production demands. Management (middle and top management) seemed to trust the company more, felt more secure and involved in what was happening in the company. They felt more nurtured and that the company in fact could accomplish what it set out to do, but some of them felt left out of very important decision-making processes in the company. It must, however, be kept in mind that, although the employees at higher job levels in the company such as the middle and top management positions were more positive, substantial percentages of these employees indicated negativity towards trusting the company.

With regard to the aspect of control mutuality it seemed that, irrespective of job level, employees throughout the company felt this dimension lacked proper attention. Most of the employees at the different job levels indicated they were only viewed as commodities to do whatever needed to be done and not viewed as significant assets to the company which needed to be nurtured.

The same could be said with regard to the company's commitment towards having a relationship with its employees. According to A-level categories 3-8 employees, the company was definitely not interested in any form of relationship with them; to the company these employees were there just to get the job done. Middle management seemed more positive about the company wanting to maintain a relationship with them,

whereas only about half of top management perceived the company wanted to maintain a relationship with them.

When all these results were taken into consideration it was evident that higher job level employees experienced more relationship satisfaction and lower job level employees less relationship satisfaction. The lower relationship satisfaction was indicated by their perception of the company not wanting to maintain any kind of beneficial relationship for both parties involved. It was only the middle and top management level employees that had more access to that privilege. The majority of employees at the lower job levels indicated the company did not really make them happy (despite the fact that they were rather happy in their current positions, at the time of the study, in the different business units) and that not both parties involved benefited from the relationship. The situation seemed to change slightly as one moved to the higher job levels in the company. More of the supervisors perceived the company making them happy rather than unhappy, a relationship in which both parties involved benefited from it. Middle management was divided and did not (overall) perceive the company making them happy, However, many did perceive their relationship with the company as beneficial to both parties involved. Despite the fact that many of top management seemed to perceive the relationship between themselves and the company as not beneficial for all involved, they seemed to feel that the company does make them happy.

Lonmin Platinum thus faced a challenge with regard to its employer-employee relationships, because it was evident that the company's relationship with its various employees signified very little of the qualities indicated in the literature to qualify for effective, beneficial employer-employee relationships in the company. It was evident that the higher the levels of trust, control mutuality, commitment and relationship satisfaction Lonmin Platinum will incorporated into the relationship that exist between the company and its employees, the higher the relationship quality between these parties involved will be.

The second component of the study focussed on Lonmin Platinum's symbolic corporate identity and from there certain specific research questions were formulated.

9.2.3 THE MANAGEMENT OF SYMBOLIC CORPORATE IDENTITY ELEMENTS

What are the elements of a symbolic corporate identity and how should these elements be managed in order to create a favourable image according to the literature? (Refer to paragraph 1.3.1 number 3.)

This specific research question was answered in the form of a detailed literature study on symbolic corporate identity elements within the context of managing an endorsed corporate identity in Chapter 3.

It is clear from the literature that corporate identity is created from the foundation laid by the vision and mission, company strategies, daily operations, products and services, personnel policies to marketing efforts to name but a few. It is also believed that corporate identity includes specific references to the stakeholders of the company, the environment in which the company operates, culture and the company's reputation (refer to paragraph 3.2.1).

In Chapter 3 it was indicated that the corporate identity of a company is represented in three ways, namely behaviour, communication and symbolism (refer to paragraph 3.2.1). Behaviour refers to the interactions amongst employees, between employees and management as well as between employees and other external stakeholders (refer to paragraph 3.2.1.1). Communication refers to sending verbal or visual messages with the purpose of informing and/or persuading various stakeholder groups. It includes all intentionally implemented messages sent by the company to different stakeholders (refer to paragraph 3.2.1.2). Symbolism is the binding agent that should mesh with the other elements of corporate identity and that presents the central idea of the company (refer to paragraph 3.2.1.3). Symbolism can be divided into visual (refer to paragraph 3.3.1) and non-visual elements (refer to paragraph 3.3.2) and it is through behaviour and communication that these symbolic elements manifest themselves. This is also a reason why the study focussed on the symbolic element of corporate identity. Behaviour, communication and symbolism are the means by which the personality of a company manifests itself. Personality is the company's demonstration of how it views itself (refer to

paragraph 3.2.1.4). In order to achieve this, the company should have a clear understanding of itself in order to successfully project the company through its behaviour, communication and symbolism (refer to paragraph 3.2.1). Thus suffice to say that Lonmin Platinum's corporate identity should identify, unite and differentiate the company both externally and internally from other competitive companies by presenting itself consistently through its communication, behaviour and symbolism.

Regarding the symbolic corporate identity, there are many different views that state through which elements a company's symbolic corporate identity could be portrayed (refer to paragraph 3.3). These numerous elements are not clearly identified as visual and non-visual elements in the literature. In order to provide some theoretical back drop for this study, the visual elements of a symbolic corporate identity are those that refer to the elements that are visible to the stakeholders. They are more concrete and tangible, making the company recognizable and distinguishable (refer to paragraph 3.3.1). Non-visual elements are not necessarily visible, concrete or tangible; often described as the stakeholders' experience of the company (refer to paragraph 3.3.2).

Based on the above-mentioned the following theoretical statement was derived:

Lonmin Platinum's symbolic corporate identity should be divided into visual elements, such as the name; logo; corporate signs and billboards; corporate colours; environment and gardens; architecture; facilities; vehicles and other transportation; clothing; and communication materials, and non-visual elements, namely the values; objectives; history; vision; mission; culture; character; company strategy; stakeholders themselves; and company structure which together culminate into a recognizable and distinguishable symbolic corporate identity (refer to paragraph 3.3).

The next aspect in specific research question 3 was to determine how these elements should be managed in order to create a favourable image, reputation and ultimately positive stakeholder relationships according to the literature.

Previous corporate identity studies have already emphasized the link between identity, image and reputation indicating that a company's corporate image and reputation is influenced by managing the company's corporate identity. This means that a company

can, to some extent, determine its reputation by managing its corporate identity. But there has been no research signifying the link between stakeholder relationships and corporate identity management, as well as positive relationships with stakeholders requiring an effectively managed corporate identity that can only be moulded through consistent performance, usually over many years. A coordinated communication program can reinforce and promote such a positive image, reputation and ultimately positive relationships (refer to paragraph 3.5).

One of the prerequisites identified in the literature for managing a symbolic corporate identity is consistency. Consistency implies that the elements of the symbolic corporate identity are applied as was intended. Everything the company does should thus underline its symbolic corporate identity. The symbolic corporate identity of a company should be so clear cut that it becomes a measurement tool for all activities. Being consistent thus allows the company to project a unified image (refer to paragraph 3.5). Apart from consistency, the symbolic corporate identity also needs to be visible (referring to exposure, pride in what is presented), distinctive (emphasizing something unique about the company and steering it away from the competition and in a specific place within the stakeholders' frame of mind), transparent (a symbolic corporate identity provides transparency through for example an endorsed corporate identity, which means there is a clear indication of how the different products manufactured by the company fit into one another and into the mother company) and authentic (the company needs to clarify who and what it is and stands for, develop consensus about what it represents, portray it clearly without any uncertainty and from there stay loyal to that identity) (refer to paragraph 3.5).

From the above-mentioned, the following specific theoretical statement was derived:

Lonmin Platinum should consistently, distinctively, visibly, authentically and transparently manage its symbolic corporate identity elements in order to create a positive corporate image and in time a favourable reputation in the eyes of each stakeholder (refer to paragraph 3.5).

With regard to managing a symbolic corporate identity it is also necessary to indicate how a company should manage its endorsed symbolic corporate identity (as is the case with Lonmin Platinum).

An endorsed symbolic corporate identity is based on the concept that the individual departments and divisions of the company can be identified (each with its own identity), but are also seen as part of a larger whole (meaning that they are endorsed by the mother company's corporate identity). These companies usually wish to project the idea that, although this company includes a multitude of operations and activities, it still boasts with a unified work-force. At the same time these companies also need to afford each affiliate or subsidiary the opportunity to evolve in its own right, maintaining the relationship they've built in the past, because it will only benefit the mother company in the long run (refer to paragraph 3.3.3.2 and 3.5).

From this, the following theoretical statement was derived:

Lonmin Platinum should manage its endorsed symbolic corporate identity in such a manner as to create a unified stance whilst creating an opportunity for LPD, the BMR Smelter and the three mining units, Karee Mine, Western Platinum Mine and Eastern Platinum Mine to explore its own creativity and uniqueness (refer to paragraph 3.5).

9.2.4 THE NATURE OF LONMIN PLATINUM'S SYMBOLIC CORPORATE IDENTITY

What is the nature of Lonmin Platinum's symbolic corporate identity? (Refer to paragraph 1.3.1 number 4.)

This specific research question was answered by means of semi-structured interviews with top management and personal observation by the researcher during the time of the study (refer to paragraphs 4.4.1 and 4.4.2, as well as paragraph 7.2) based on the theoretical statements formulated in Chapter 3 (refer to specific theoretical statements 3, 4 and 5).

In answer to the research question as to *what the nature of Lonmin Platinum's symbolic corporate identity is* (refer to paragraph 1.3.1), Lonmin Platinum's symbolic corporate identity was an endorsed structure. This means that the individual units of the company could be identified (each with their own identity), but were also seen as part of a larger whole (being endorsed by the mother company's corporate identity) (refer to paragraph 1.2).

To explore the nature of Lonmin's endorsed symbolic corporate identity, the visual and non-visual elements were analyzed. The visual elements included the *name; logo; corporate colours; environment and gardens; architecture; facilities; vehicles; corporate signs and billboards; clothing and communication materials*.

At an operational level the company is known (name) as Lonmin Platinum. At the time of the study the company was in the process of changing its logo as well as the corporate colour. In addition to the company logo, Lonmin Platinum had several other logos (with different variations thereof as seen from the communication media examples collected), each portraying a specific business unit within the company. Lonmin Platinum also had an UBUNYE logo, used to signify the unity and support among the company employees, portraying a work-force working together. Along with the different logos, each of the business units also had their own corporate colours.

The environment and gardens, architecture, facilities, vehicles, corporate signs and billboards of the company were divided into different sub-elements in order to make the personal observations more effective. The environment and gardens, architecture and facilities differed among the company units. Whereas Western Platinum mine, Eastern Platinum mine etcetera were uniquely industrial-like with shafts, smelters, cement and gravel surrounding the buildings, the Lonmin Platinum Head offices were much more appealing and situated rather far from the other company sites. The corporate signs and billboards applied throughout the company's surroundings were in many cases very old, not well-kept, and not clearly indicative of where which sites could be found and definitely not applied consistently. Although the corporate signs used at the Head offices of the company were in a much better condition the applications were not consistent. Although not many of the company vehicles were observed at the time of the study, those that were

observed seemed to be in good condition, with some of the logos appearing on the front doors of the vehicles, but not applied consistently.

Although clothing and communication material are identified as elements of symbolic corporate identity, there was no clear evidence found during the personal observation that the company had a specific dress code (excluding the protective clothing worn underground). With regard to the communication material, the examples found during the personal observations indicated the company logo was not applied consistently.

With regard to Lonmin Platinum's visual symbolic corporate identity elements, it was thus clear that the company incorporated a number of elements, but that these elements were not properly applied within the company.

Based on theoretical statement number 3 (refer to paragraph 9.2.3), Lonmin Platinum also incorporated some non-visual symbolic corporate identity elements identified in the literature, namely *objectives and structure*.

With regard to Lonmin Platinum's objectives, the company communicated accountability towards the community, socio-economic empowerment, safe working environment, a healthy working environment and profit-making as core objectives. Profit-making was the objective identified by the employees as the most important core objective of the company as well as the objective most effectively upheld in the company.

The company's structure was rather intricate, consisting of three major companies, namely Western Platinum Limited (WPL), Eastern Platinum Limited (EPL) and Western Metal Sales Limited. The different companies also consisted of different business units, contributing to the complicated structure. The company structure seemed to be confusing to the majority of the employees, since they were not able to correctly identify the different sub-units of the company, but were able to indicate that all three the companies were part of Lonmin itself.

Furthermore, it was apparent that Lonmin Platinum seemed to emphasize unification and family feeling as important values to the company, especially in the midst of the elaborate company structure. It was evident that employees experienced more of a unification and a family feeling within their business units than with regard to the company as a whole.

From specific theoretical statement number 3 (refer to paragraph 9.2.3), a number of other non-visual symbolic corporate identity elements were identified that were also applicable to the company, but with regard to Lonmin Platinum, the company vision and mission, found in the company's Corporate Accountability reports were divided into the objectives already discussed. The company's history gave some insight into how the company name and logos came about. With regard to the culture, character and company strategy, this information provided some insight into how Lonmin Platinum was managed. The stakeholders (in this case the employees' experiences) indicated their perceptions regarding the different symbolic corporate identity elements incorporated into the study.

With regard to Lonmin Platinum's non-visual symbolic corporate identity elements it was clear that the company did not pay much attention to these elements and only deemed a few important to the company. It seemed that although some elements existed, they were not incorporated into the symbolic corporate identity of the company to the extent that they were managed and therefore united the company symbolically.

The second aspect with regard to the nature of Lonmin Platinum's symbolic corporate identity was the way in which it was managed. Here several aspects were important: *how to manage (consistently, distinctively, visibly, authentically, transparently), who to manage, originate, communication and message, unification and family feeling, identification of the logo and identification of the structure.*

The aspect of how to manage includes the characteristics of consistently, distinctively, visibly, authentically and transparently. It was found during the semi-structured interviews that there was no aspect of consistency with regard to the application of the company's symbolic corporate identity. According to management there were no guidelines, no symbolic corporate identity manual, no division and no specific individual assigned to manage the company's symbolic corporate identity consistently. As was found during the personal observations, many variations occurred with regard to the different elements of the company's identity. According to the managers the company's logos only started to represent something distinctively about the company long after they were developed and incorporated into the different business units. With regard to the visibility of the company's symbolic corporate identity, the responses from the interviews varied. Responses ranged

from statements that the identity was communicated in every way possible to responses stating that if something was communicated, it was by chance.

The conclusion drawn from the interviews was that Lonmin Platinum's symbolic corporate identity was not as visible as it could be and should have been. Interestingly, when the managers were questioned on the aspect of authenticity with regard to the company's symbolic corporate identity, even here several opinions were provided. It did, however, seem that although management themselves were unclear as to what the original meaning behind the company's endorsed identity was, it was important that it should communicate something very unique and different about the company, making the company authentic in its own right. On the topic of the symbolic corporate identity being transparent, it seemed that management felt the company did not do enough to communicate the essence of the identity to all in the company to ensure that everyone could identify themselves with the company's entire identity.

From the interviews it was furthermore clear that management did not have any knowledge regarding who managed or should manage the company's symbolic corporate identity. At the time of the study there was no communication department in the company that could take responsibility for these tasks. It was also evident that there was uncertainty with regard to how the company's identity originated. Responses ranged from the identity originating in London, to responses indicating it originated in the different business units. One thing that was indeed clear is that the (old) Lonmin Platinum logo originated from the original Western Platinum logo and that Western Platinum then came to develop their own logo (the elephant). With this in mind, it was understandable why many of the employees thought of Western Platinum as the "mother company" instead of Lonmin Platinum itself. On the aspect of communication and message, the managers' responses indicated some similarities, namely that not enough communication took place within the company with regard to the meaning and essence of the company's symbolic corporate identity, that the communication was in fact ineffective, language-wise as well as how much was communicated. According to them it gave rise to a situation in which employees started to associate themselves more with their respective units than with the company as a whole.

The third and last aspect regarding the nature of Lonmin Platinum's symbolic corporate identity was the management of the endorsed identity. In an attempt to unite the work-force and create a sense of a family feeling, a philosophy of UBUNYE was introduced and a logo was designed to represent this concept. The aspect pertaining to whether employees experienced a unified work-force and a sense of family between them was studied during the quantitative survey. Management indicated that each business unit in the company had its own logo and that employees would more readily be able to identify their business unit logos. Management commented that they expected employees would identify themselves more with their business unit logos than with that of the mother company, which meant the company's endorsed symbolic corporate identity was not managed effectively. From the managers' responses it was clear that the company did not do enough to communicate its structure to ensure that employees would be able to identify the company structure. Management indicated the situation was even worse with regard to external stakeholders.

In answer to the research question regarding *what the nature of Lonmin Platinum's symbolic corporate identity is (refer to paragraph 1.3.1)*, it is clear that Lonmin Platinum only regarded certain elements, namely the name; logo and corporate colours; environment, architecture, facilities, vehicles, corporate signs and billboards; objectives and company structure as important for the company's symbolic corporate identity, which led to a situation where numerous elements were applicable to the company, but only a few of them were applied with little or no consistency. Lonmin Platinum's endorsed symbolic corporate identity was not consistently, distinctively, visibly, authentically and transparently managed in order to create a positive corporate image and in time a favourable reputation in the eyes of the stakeholders, such as the employees. It was also evident that Lonmin Platinum did not manage its endorsed symbolic corporate identity effectively and that no unified stance existed between the different units, still allowing them to be creative and unique in their own right.

Thus far attention was drawn to the nature and management of Lonmin Platinum's endorsed symbolic corporate identity. The next step was to determine what employees' perceptions were regarding the company's endorsed symbolic corporate identity elements.

9.2.5 EMPLOYEES' PERCEPTIONS OF LONMIN PLATINUM'S SYMBOLIC CORPORATE IDENTITY ELEMENTS

How do employees perceive Lonmin Platinum's symbolic corporate identity elements? (Refer to paragraph 1.3.1 number 5.)

This specific research question was investigated by means of a quantitative questionnaire (refer to paragraphs 4.4.3.2, 4.5 and 7.3) as well as focus group interviews with employees from different job levels in the company. The research was based on specific theoretical statements 3 and 5 (refer to Chapter 3).

In order to determine how employees perceived Lonmin Platinum's symbolic corporate identity elements, the discussion will be divided into visual and the non-visual elements.

With regard to the visual elements, it was evident that the majority of the employees preferred the original Lonmin Platinum logo and colour scheme. Most of the respondents indicated that they perceived the logo to be applied consistently, although there was evidence (refer to paragraph 7.3.2) that indicated the opposite. Employees from different business units seemed to have a preference for their respective logos indicating what was already evident, namely that they associated more with the logo and colour scheme (later on it was established the entire symbolic corporate identity) of their respective business units.

Regarding the aspect of identifying the logo it was very clear that the majority of the employees seemed to be able to identify Karee mine's logo correctly, as it was also the logo the employees were most familiar with. As was already clear from the results, even in this instance it became evident that employees were more able to identify the logos of their respective business units correctly, thus proving once again how they associated more with their business units than with the company itself.

Furthermore, it seemed that the respondents were quite positive towards Lonmin Platinum's name as well as the names of their business units, indicating it easy to pronounce and read, without any negative meanings (refer to paragraph 7.3.1).

The majority of the respondents indicated that the environment and gardens, architecture, facilities, vehicles, corporate signs and billboards were applied consistently, but several examples were found that proved the opposite. This was true even for the different business units. Within the literature it was clear that a symbolic corporate identity needed to distinguish one company from another amidst its competition (refer to paragraph 3.2.1). What was important was that the employees needed to be able to identify themselves with the specific company and no other.

From the above-mentioned it thus became evident that employees' perceptions regarding the company's visual symbolic corporate identity elements revealed that the employees identified themselves more with their business units than with the company itself. They were able to identify their respective units' logos and colour schemes quite effectively, but did not display much knowledge concerning the identities of the other units and the mother company itself. They indicated varying responses with regard to the environment, architecture, and facilities, perceiving that not all the units looked the same. They were also rather in unison that it was quite difficult to find one's way around a unit when one did not work there. From the results it was evident that the employees were definitely more inclined towards the respective units than towards the company as a whole.

With regard to the non-visual element, objectives, employees' perceptions were that the mine was committed to profit-making, maybe even at the expense of the employees. It did, however, become clear that employees knew what Lonmin's objectives were (namely a safe working environment, accountability, socio-economic empowerment, healthy working environment and profit-making), but their viewpoint was that Lonmin did not succeed in reaching those objectives as effectively as they did profit-making. Their perception was that the company was truly committed to profit-making even if it meant compromising safety and a healthy working environment.

Employees (at all job levels) seemed to understand the overall structure of Lonmin Platinum. They could identify that Lonmin Platinum referred to Western Platinum Limited and Eastern Platinum Limited. In contrast the employees, at all job levels, did not know the sub-units of Western Platinum Limited as well as Eastern Platinum Limited. Higher job level employees did not display significantly more knowledge concerning the structure of

the company than employees at lower job levels. One could see that Lonmin Platinum's employees were more knowledgeable regarding the structure of Eastern Platinum Ltd than regarding that of Western Platinum Ltd.

As gathered from the literature, employees need to feel that they can truly associate with the company (refer to paragraph 3.2). Based on this, although employees felt Lonmin Platinum created some impression of expertise, the employees were not so positive about the statement that Lonmin Platinum created an idea of unifying the employees and creating a family feeling. Respondents from the different units indicated that they understood that they were working for Lonmin Platinum as well as for their respective business units and that everyone in the company worked towards the same goals. However, the respondents in all their respective business units indicated that they did not experience much of a unification or of a family feeling. They indicated that they perceived the working experience in the other business units to be "better than the working experience at their own business units". The quantitative survey showed confusion (occasionally even negative perceptions), misconceptions and often jealousy existed among the employees with regard to the work ethics at the different business units.

Employees' perceptions of Lonmin Platinum's non-visual symbolic corporate identity elements indicated that employees could identify the company's objectives but did not perceive these objectives to be reached successfully, without compromising important issues such as safety and accountability. The structure proved to be confusing, especially with regard to the different business units in each of the three mining companies. It also seemed that employees did not experience a sense of unity and family feeling among themselves in all the different units nor between themselves and the company as a whole.

From the discussion above it is thus evident that employees were being more loyal to their respective business units' symbolic corporate identities than to that of the company itself. The use of diverse symbolic corporate identities seemed to confuse the employees and did not contribute to a feeling of unity among the different units. They indicated that the working experiences at the other units were always better than their own.

9.2.6 RELATIONSHIP BETWEEN PERCEPTIONS OF SYMBOLIC CORPORATE IDENTITY ELEMENTS AND EMPLOYER-EMPLOYEE RELATIONSHIPS

What is the relationship between employee perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum? (Refer to paragraph 1.3.1 number 6.)

This specific research question was answered by means of t-tests, ANOVA calculations and correlation coefficients (refer to Chapter 8).

In order to determine the relationship between the symbolic corporate identity elements and the relationship quality dimensions and types, the symbolic corporate identity elements were identified for both Lonmin Platinum itself and the different business units. The relationship types and dimensions were also divided into various constructs. All of these constructs appear in Table 9.1.

Table 9.1: *Symbolic corporate identity, relationship type and relationship quality constructs*

Symbolic corporate identity constructs	Relationship constructs
Visual elements:	Relationship dimensions:
LP logo and corporate colours	Control mutuality – boss me around
LP name	Control mutuality – listens to me
LP environment, architecture, facilities, vehicles, corporate signs and billboards	Commitment – maintain a relationship with me
BU logo and corporate colours	Relationship trust
BU name	Relationship satisfaction
BU environment, architecture, facilities, vehicles, corporate signs and billboards	

Table 9.1 (continued): *Symbolic corporate identity, relationship type and relationship quality constructs*

Symbolic corporate identity constructs	Relationship constructs
<i>Non-visual elements:</i>	<i>Relationship type:</i>
Achievement of LP objectives:	Communal
<i>Profit making</i>	Exchange
<i>Accountability</i>	
<i>Socio economic empowerment</i>	
<i>Safe working environment</i>	
<i>Long-term research</i>	
<i>Healthy working environment</i>	
<i>Political commitment</i>	
LP unification and family feeling	
BU unification and family feeling	
Structure	

The results of the correlation coefficient were surprisingly interesting (refer to figure 9.1a).

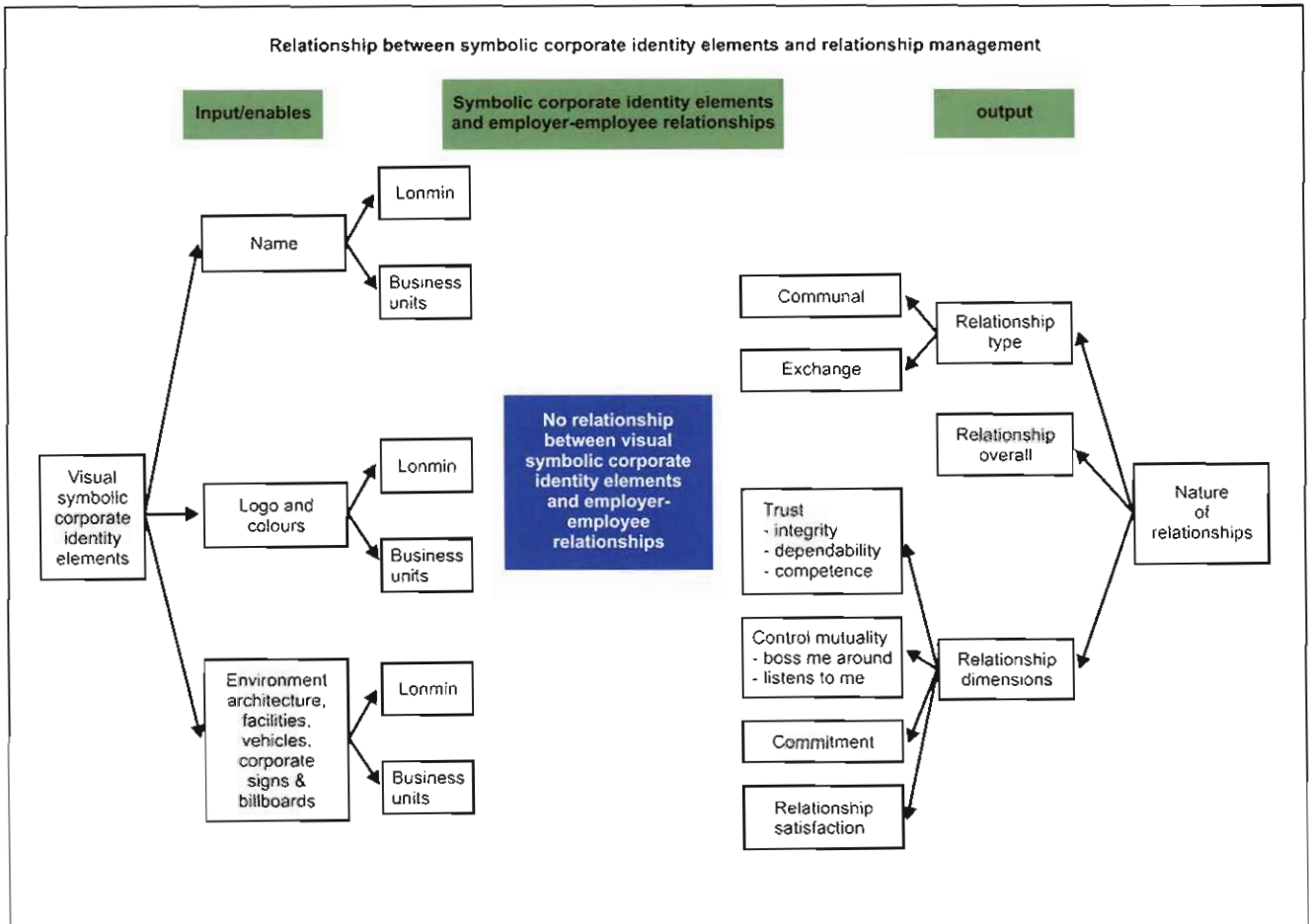


Figure 9.1a: *Relationship between visual symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum*

It was expected that the different logos and colours employees had to contend with, the company name, the nature of the architecture, facilities, environment and gardens, vehicles and the inconsistent application of the corporate signs and billboards would somehow contribute to the employer-employee relationships at Lonmin Platinum, but it was evident that none of these visual symbolic corporate identity elements had any correlation with any of the relationship factors. This was quite the opposite to what is generally found in literature. Authors (refer to paragraph 3.3) have emphasized the importance of visual symbolic corporate identity elements, since they are perceived to be very significant in establishing a corporate image of 'n company, ultimately a good reputation and supposedly a relationship between the company and its stakeholders. In practice, companies spend large amounts of capital and time on their visual identities in attempts to create positive images and good reputations and to "buy" their clientele. In the

case of Lonmin Platinum quite the opposite was proven, where it was found that visual symbolic corporate identity elements were in fact not significant in establishing a relationship between the company and its employees. This study indicated that, contrary to what was expected, the non-visual symbolic corporate identity elements were the most significant catalysts in contributing to employer-employee relationships (refer to paragraph 8.3).

It became clear that employees' mere knowledge of company objectives already had a connection with employer-employee relationships, but that it was especially when employees perceived the company to effectively achieve its objectives that it could contribute to stronger, positive relationships between themselves and the company. However, not all company objectives correlated with employer-employee relationships in the company (refer to figure 9.1b).

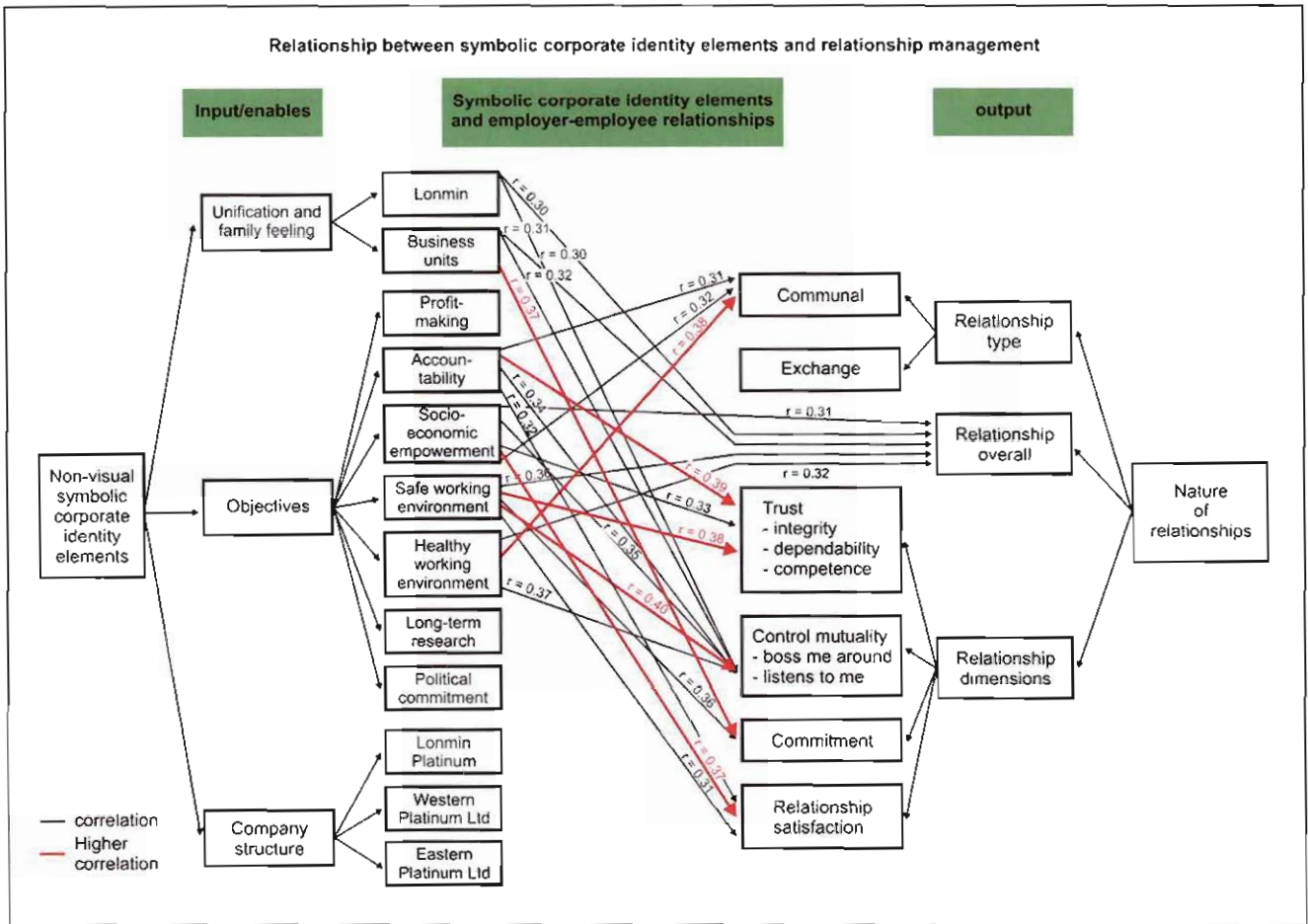


Figure 9.1b: *Relationship between non-visual symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum*

Objectives such as accountability, socio-economic empowerment, safe working environment and a healthy working environment reported the highest correlation with specific relationship factors, especially with regard to control mutuality – the company listens to me; commitment – the company wants to maintain a relationship with me; overall relationship quality; relationship type – communal; relationship trust and relationship satisfaction. If Lonmin Platinum was perceived to achieve the afore-mentioned objectives effectively, employees had more reason to:

- Trust the company
- Feel the company wanted to maintain a relationship with them
- Be more satisfied in their relationship with the company

- Be happier in their overall relationship
- Experience more of a communal relationship
- Feel that the company actually listened to them

In this study, two additional objectives were incorporated into the questionnaire, but neither were true company objectives of Lonmin Platinum, namely long-term research and political commitment. Neither of these two correlated with any of the relationship variables. With regard to the objective, profit-making, it should be kept in mind that all profit-based companies aim to generate as much profit as possible; therefore profit-making becomes a company objective. Often companies' successes are measured against how much profit is generated, but what this study has shown is that the amount or percentage of profit generated can never "buy" or result in positive beneficial relationships with the company's employees all on its own. Therefore companies should not sacrifice the possibility of having a mutually beneficial relationship with their employees by unilaterally focusing on attempts to maximise profit margins. This study produced clear evidence that objectives such as being accountable, incorporating socio-economic empowerment and establishing a safe and healthy working environment in the company make the maximum difference with regard to the relationship between the company and its employees.

When a closer look was taken at the other non-visual symbolic corporate identity elements of Lonmin Platinum, namely unification and family feeling and structure, it was clear that the non-visual variable unification and family feeling indicated high correlations with the relationship factors control mutuality – the company listens to me and overall relationship quality between the company and its employees. When this was compared with the non-visual symbolic corporate identity elements of the business units, it seemed that the business units' unification and family feeling also correlated with some of the relationship variables, for instance employees' perceptions of control mutuality – the company listens to me; commitment – the company maintaining a relationship with them and their overall relationship with the company. Thus when the employees felt their business units and the company itself owned up to unifying the work-force and creating a family feeling it had a positive return on employer-employee relationships in Lonmin Platinum. With regard to structure, it was only in the case of employees' knowledge of Eastern Platinum's structure that it could be linked to the relationship factors: Relationship type: communal and

Relationship trust. Although this phenomenon could not be explained with certainty, it was speculated that the existence of one unifying mining unit might contribute to a stronger sense of perceiving a communal and trusting relationship between the employees and the company than in the case of more mining units (refer to paragraph 8.3.3). No other relationships could be found regarding structure and any of the relationship variables (refer to chapter 8).

In answer to the general research question of this study, namely as to *what the relationship between employees' perceptions of symbolic corporate identity elements and employer-employee relationships at Lonmin Platinum is*, it is clear that only employees' perceptions of Lonmin Platinum non-visual symbolic corporate identity elements, namely effectively achieving its accountability, socio-economic empowerment, safe working environment and a healthy working environment objectives, unifying its work-force and creating a family feeling related strongest to employer-employee relationship variables of control mutuality – the company listens to me; commitment – the company wants to maintain a relationship with me; overall relationship quality; relationship type – communal; relationship trust and relationship satisfaction.

9.3 RECOMMENDATIONS

In the light of the research findings, the following recommendations are made with regard to employer-employee relationships at Lonmin Platinum in general, the company's symbolic corporate identity elements as well as the relationship between certain elements of Lonmin Platinum's symbolic corporate identity and employer-employee relationships.

9.3.1 EMPLOYER-EMPLOYEE RELATIONSHIPS

Based on the negative perceptions of employees at different job levels in the company the most important need is to establish a common ground between the employer and the employee. The process of establishing mutually beneficial relationships between Lonmin Platinum and its employees has to become part of an overall strategy. The company has to develop and implement a corporate communication strategy which addresses the relevant relationship factors identified in this study. Building mutually beneficial

relationships is a delicate and long-term process and necessitates the highest levels of commitment, especially from management levels, since they are the ones to initiate the process and take responsibility for it. The individuals that form the foundation of this initiative will have to be equipped with the necessary knowledge, expertise and skills.

Lonmin Platinum will have to become more accountable in its activities and operations, taking responsibility for those who work for the company. Lonmin Platinum should attempt to empower its employees, especially at the lower job levels in the company, and provide opportunities for them to better themselves, referring to education, for example. The company will have to provide these employees with the opportunity to work their way up in the company through promotion possibilities, thus ensuring a more prosperous future for them. Employees need to feel the company puts them first and acknowledges them as individuals who contribute to the achievements of the company and not as mere tools to get the job done. In doing so, Lonmin Platinum will enjoy the benefits of having a workforce that trusts the company because they feel the company listens to them, takes them into consideration during important decision-making processes, is committed to maintain a relationship with them, sees to it that they are happier in their positions, experience higher levels of relationship satisfaction in their jobs and refer to Lonmin Platinum as a sought-after place to work for instead of being a company where employees simply have a job and only work to receive a monthly salary.

9.3.2 ENDORSED SYMBOLIC CORPORATE IDENTITY

Overall, if Lonmin Platinum were to signify a strong and unified symbolic corporate identity, employees at Lonmin Platinum will then be able to identify more with the entire company, because they will feel part of their business units and of the mother company. This will motivate them to do more than what is expected and it could help to establish a favourable reputation for the company.

Lonmin Platinum should formulate a policy explaining the correct application and management of the company's endorsed symbolic corporate identity. This policy should be communicated in different languages on a regular basis and managed by the communication department to ensure its consistent application. Within this policy specific

guidelines should be formulated which indicate how each element of the company's endorsed symbolic corporate identity needs to be applied and how the application thereof should be monitored. The aim of the policy will be to afford each business unit the opportunity to explore its uniqueness but within the parameters set out by the endorsed symbolic corporate identity of the company. This will ensure that each unit of the company has its own identity, but that all are meshed with the company's identity.

The ideal situation would be for Lonmin Platinum to trace their roots and use that as the motivation for the company's identity in order to create a real understanding of what the activities of the company entail. This would enhance the company's appearance, making it easier to be recognized internationally. Going back to the roots, says something about being consistent with where the company came from and where it is headed in future.

Although Lonmin Platinum's visual symbolic corporate identity elements did not indicate a relationship with any of the relationship type and relationship quality constructs, it is important to pay attention to what needs to be done with regard to Lonmin Platinum's visual symbolic corporate identity elements because, as already indicated in the literature of Chapter 3, these elements influence the company's corporate image and reputation. Some of the guidelines might include the following:

With regard to the logo, the identification of the logo and corporate colour of the company, it is recommended that, due to the endorsed symbolic corporate identity of Lonmin Platinum, the mine should afford each business unit the opportunity to have its own logo, but within a specific corporate style, implying that on all correspondence, signs and billboards, vehicles and buildings, the logo of the appropriate business unit should appear as well as the Lonmin Platinum logo. Both the logos should be clearly visible. The company's employees should thus be exposed to all the logos in order for them to recognise them, understand what they represent and how they are applied. This will only realise through proper communication methods. Lonmin Platinum should also apply (taking into account cost risks) one corporate colour (such as blue) that could unite the different units of Lonmin Platinum. Furthermore, the different business unit names should be clearly stated wherever they are applied. Employees should also be informed about the different business unit names. This can be done during the initiation programmes.

With regard to the environment, architecture, corporate signs and billboards, vehicles and facilities it would be difficult to apply an absolute consistent design due to the nature of the company and the different divisions. However, Lonmin Platinum can ensure that all gardens and environments are well kept, and that corporate signs are upgraded regularly within the consistent corporate design of the company. Also the company can make use of a more sufficient sign system making it more accessible to those who do not work at the company. Vehicles should all be one unified colour (for example white) with the Lonmin Platinum logo as well as the logo of the specific division applied on the side panels of the vehicles.

It could also be recommended that the company should incorporate some sort of clothing etiquette especially with regard to the employees working underground. Currently these employees wear protective clothing which can still be used, but these clothing designs should, in order to fit into the endorsed symbolic corporate identity of the company, be applied in one unifying colour (for example blue, which is also the corporate colour of the company) with the different business unit logos printed on each overall, thus unifying the work-force, but allowing the employees from the different business units to associate with one another.

In the case of Lonmin Platinum the logo and colour design should be implemented on all communication materials. To provide an example, a company letter should portray the company logo and corporate colour (in this case the blue colour of the logo) as well as the specific logo of the business unit it originated from. The aim is to be able to identify all communication material used in the company as communication material originating from Lonmin Platinum.

When attention shifts to the non-visual elements of symbolic corporate identity, the study has indicated that some of these elements are directly linked to the relationship type and quality of the employer-employee relationships at Lonmin Platinum. Before those elements are discussed from the framework of how they link to relationships, the remainder of the non-visual elements and how they should be managed by means of the corporate identity policy will be briefly discussed.

Due to the fact that the employees were not able to correctly identify the company structure, Lonmin Platinum will have to schedule employee gatherings where the aim will be to explain the company structure and assist employees in identifying it. Employees should constantly be made aware of their position in the larger company, because only in understanding this will they fully realise who they work for in the end and will they be able to associate with the entire company, establishing a sense of pride and loyalty to Lonmin Platinum as a whole.

A company's history often influences the stakeholders' perceptions of a company as well as products and services rendered by the company. It became apparent in this study that some of the work-force, including the top management of the company, were confused as to how and when the company originated. The history of Lonmin Platinum, as with any other company, is essential in establishing pride with and satisfaction towards working for the company and needs to be communicated so that the entire work-force of Lonmin Platinum can take pride in the company they work for. Knowing where the company comes from can help in creating understanding of where it is heading.

In the case of Lonmin Platinum the company should enhance an understanding of its character and culture with regard to the employees. Employees of Lonmin Platinum need to understand what the activities of the company entail, because this will ensure that they associate with the entire company and not only with their respective business units as was apparent during the study. Each of the business units has its own way of doing things, which does not pose a problem, but it distracts the attention from the way in which Lonmin Platinum functions as a whole. Lonmin Platinum should formulate a clear-cut corporate strategy and then communicate that company strategy to all who are involved in the company. This process should start with the management levels and then expand to other job levels in the company. If management were to buy into the company character and strategy, it will be more possible for employees at the lower job levels to buy into the concept. Management should thus lead by example.

As already stated in Chapter 7, a company's stakeholders include employees. It is recommended that Lonmin Platinum take special care of its employees as a prominent stakeholder group of the company, because in many instances employees are the ones

responsible for portraying a certain image of the company to external stakeholders. If employees are loyal, proud and satisfied with working at the company, thus enjoy positive relationships among themselves and the company, they usually portray a positive image of the company and in time a favourable reputation. Lonmin Platinum should furthermore take care in communicating its vision and mission to the employees so that they have the opportunity to buy into the heart and soul of the company, making it their own.

The final two elements of the non-visual symbolic corporate identity elements of Lonmin Platinum have indicated significant links to employer-employee relationships in the company, namely the achievement of the company's objectives as well as the company values, namely unification and family feeling.

Based on the employer-employee relationships in the company, Lonmin Platinum should especially take time to explain the company's objectives to the employees, because in doing so the employees will be able to understand what the activities of the company entail. Based on this foundation, the company will have to commit itself to effectively achieving these objectives so that the employees will be able to take ownership thereof and place their trust and confidence in the company. Lonmin Platinum could also communicate their success in achieving their objectives to the employees. In doing so it could impact positively on employer-employee relationships because employees would experience that the company accomplishes what it communicates.

Moving beyond company objectives, Lonmin Platinum also has to take a closer look at its values as well as the values in the different business units. The study has indicated that Lonmin Platinum's employees did not experience a unity among themselves or a sense of belonging to a family. Lonmin Platinum should, due to the fact that it was evident that a sense of unification and a family feeling relates to employer-employee relationships, create an environment where employees feel they belong to a family, where they work towards the same goals, where their working experience is unique and where everything that occurs in the different business units in the end all contribute to the activities of the larger company. Lonmin Platinum as well as the business units need to ensure that employees perceive the company to not only be saying they promote these values but to actually practise these values to make them come alive. Achieving this will ensure that employees

perceive the company and business units to be listening to them and ultimately also enhance their overall relationship with the company. In the light of this it is therefore necessary for management to not only promote the vision of a unified work-force and family feeling, but to incorporate it. The process should start with the company's management levels. Management should associate themselves more with the rest of the company's work-force, establishing a sense of belonging to one family from grass roots levels and not just "preaching the message". In order to establish that kind of unity, management need to communicate with the employees at the different levels of the company at a more interpersonal level, for example during shaft meetings, etcetera. Management need to be in touch with employees, understanding their needs and problems, and the only way to establish this will be by means of more interpersonal contact.

Apart from the policy aimed at consistently applying the company's endorsed symbolic corporate identity is more importantly, the company's relationship with its employees. This implies that the company should take responsibility to effectively achieve the objectives it communicates, especially being accountable, creating a safe and healthy work environment and achieving its socio-economic empowerment objectives as well as establishing a unity and a sense of a family feeling amongst its employees. If Lonmin Platinum were to succeed in this area it would significantly impact positively on the company's employer-employee relationships.

9.4 SCIENTIFIC CONTRIBUTION OF THE STUDY AND RECOMMENDATIONS FOR FUTURE RESEARCH

This study contributed to the theory on relationship management, indicating the significance of non-visual symbolic corporate identity elements such as employees perceiving a company effectively achieving its company objectives (including accountability, socio-economic empowerment, safe working environment and healthy working environment), and unification and family feeling (such as, unifying the work-force of the company into a family unit, working towards the same goals and creating an image of expertise within a specific sector) on the relationship that exists between a company

and its employees. It has also indicated that visual symbolic corporate identity elements do not play a significant role in internal stakeholders' perceptions regarding the relationship between them and the companies where they work.

Within the framework of the literature that a symbolic corporate identity goes much further than the logo, or company name, and that in actual fact it encompasses everything that is associated with the company, this study has highlighted the importance of symbolic corporate identity management in establishing relationships between a company and its employees as well as the importance thereof in a highly competitive environment. It has also contributed to a better understanding of managing an endorsed symbolic corporate identity within a company such as Lonmin Platinum. This study was the first of its kind, especially within the South African mining and minerals sector, contributing to the theories on corporate identity and the importance thereof in different business environments.

The application of Grunig and Hon's scale (1999) was a further exploration on the theory of measuring relationships in a third world context and within a mining industry, because of the nature of a company such as Lonmin Platinum, the diverse work-force, the existence of different business units in the company, the company's endorsed symbolic corporate identity and the fact that no such study on the relationship between symbolic corporate identity elements and employer-employee relationships has been conducted before. Furthermore, the scale developed by Grunig and Hon has not yet been applied to a company such as Lonmin Platinum within the South African context, nor to the mining and minerals sector.

9.5 LIMITATIONS OF THE STUDY

Although examples of some of Lonmin Platinum's symbolic corporate identity elements were gathered by the researcher's own personal observations and employees' perceptions with regard to the application of these elements were measured, the consistent application of these elements were not measured. This could have been done by means of a visual audit. Also, not all the elements of symbolic corporate identity were relevant to this study, which means that if it were to be repeated, additional symbolic corporate identity elements, especially non-visual elements, will need to be incorporated to provide a more detailed

understanding of symbolic corporate identity elements and employer-employee relationships, depending on the nature of the company to be studied. Furthermore, regarding the questionnaires used during this study, the symbolic corporate identity questionnaire was not taken from an existing questionnaire but compiled from literature. However, it provided a basis from where future questionnaires can be developed. Also the formulation of the questions in the relationship questionnaire proved to be too complex for some of the more illiterate employees in the company, but these obstacles were overcome by means of the facilitators able to speak the predominant languages.

With regard to future research, company behaviour can also be taken into further consideration with regard to symbolic corporate identity and employer-employee relationships in the company. This study can be repeated at other mining operations in South Africa as well as companies in different sectors which would provide a new-found basis for the management of endorsed symbolic corporate identities and their founded relationship on employer-employee relationships within the companies.

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APPENDIX

1. LONMIN PLATINUM'S CID

DEMOGRAPHICAL

GENERAL QUESTIONS

Please tick the correct grey block. Select only one per question.

1. **Gender** : Male 1 Female 2
2. **Age** : younger than 20 1 40 - 44 6
 20 - 24 2 45 - 49 7
 25 - 29 3 50 - 54 8
 30 - 34 4 older than 54 9
 35 - 39 5
3. **How do you perceive yourself?**
 Black 1 Asian 3
 Coloured 2 White 4
 Other _____
4. **Are you disabled?**
 Yes 1 No 2
5. **At which operation / site are you working?**
 Karee Mine 1 BMR Smelter 4
 Western Platinum Mine 2 Western Platinum Refinery 5
 Eastern Platinum Mine 3 Headoffice (LPD) 6
 Other _____
6. **How many years have you been with Lonmin Platinum (including Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice LPD)?**
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6
7. **How many years have you been in your current position?**
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6

8. Which of the following applies to your current position?

Full time	1
Part time	2
Contractor	3

9. Where do you work most of the time?

Underground	1
Surface Dusty	2
Surface	3

10. Please indicate your current job level

Employees (all A-levels, categories 3 to 8)	1
Supervisors (level B and C)	2
Middle management (all level D)	3
Top management (levels E and F)	4

11. Which language(s) can you read and understand (you may select as many as necessary)?

	Read	Understand
Setswana		
Shangaan		
Sepedi / North Sotho		
Sesotho / South Sotho		
isiXhosa		
isiZulu		
English		
Afrikaans		
Fanagalo		
Other	_____	
Other	_____	

12. What is your highest qualification?

None	1
ABET / Class 1 - Standard 5 (Primary school)	2
Standard 6 - 10 (High school)	3
Tertiary (After school)	4

13. Where do you currently live?

Mine hostel	1	Makhukhu / Shack	4
Mine flat / Married quarters	2	Mine brick house	5
Rented / MHDC house	3	Own brick house	6
Other	_____		

14. If you had to live in mine provided housing, which would you prefer?

Mine hostel	1
Mine flat / married quarters	2
Mine brick house	3

15. Do you have running water in your home?

Yes	1	No	2
-----	---	----	---

16. Do you have electricity in your home?

Yes	1	No	2
-----	---	----	---

17. Are you currently living with your close family?

Yes	1		2
-----	---	--	---

18. If not, would you prefer to live with your close family?

Yes	1
No	2

19. Where do you originally come from?

SA:	North West	1	Mpumalanga	6
	Eastern Cape	2	Northern Cape	7
	Free State	3	Western Cape	8
	KwaZulu-Natal	4	Gauteng	9
	Limpopo	5		

Outside SA:

Lesotho	2
Mozambique	3

20. If you are not originally from the Rustenburg region, do you still have close family where you come from?

Yes	1	No	2
-----	---	----	---

21. Are you aware of the following in the community where you currently live?

Ethnic clashes	
Health problems	
Addiction problems	
Violence / Crime	

22. Are you happy in your current position?

Yes	1	No	2
-----	---	----	---

23. If you had the opportunity would you want to work for another company?

Yes 1

No 2

24. Are you a member of a union / labour associations?

Yes 1

No 2

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct block. You may only select one answer per question.

25. Do you think there is room for promotion in the company?

Yes 1

No 2

26. How many different positions have you held in the company?

Only 1 1
 2 2
 More than 3 3

RELATIONSHIP

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct grey block. Select one answer for each question.

27. How would you rate your relationship with the company WHEN YOU JOINED? _____

Very bad	Quite bad	Quite good	Very good
1	2	3	4

28. How would you rate your CURRENT relationship with the company? _____

1	2	3	4

29. How do you feel about the following statements?

- | | Totally disagree | Disagree | Agree | Totally agree |
|---|------------------|----------|-------|---------------|
| a. This company treats me fairly and justly _____ | 1 | 2 | 3 | 4 |
| b. Whenever this company makes an important decision, I know it will be concerned about me _____ | 1 | 2 | 3 | 4 |
| c. This company can be relied on to keep its promises _____ | 1 | 2 | 3 | 4 |
| d. I believe that this company takes my opinions into account when making decisions _____ | 1 | 2 | 3 | 4 |
| e. This company has the ability to accomplish what it says it will do _____ | 1 | 2 | 3 | 4 |
| f. In dealing with me, this company has a tendency to boss me around _____ | 1 | 2 | 3 | 4 |
| g. This company really listens to what I have to say _____ | 1 | 2 | 3 | 4 |
| h. I can see that this company wants to maintain a relationship with me _____ | 1 | 2 | 3 | 4 |
| i. I am happy with this company _____ | 1 | 2 | 3 | 4 |
| j. Both the company and I benefit from the relationship _____ | 1 | 2 | 3 | 4 |
| k. This company usually helps non-employees _____ | 1 | 2 | 3 | 4 |
| l. This company is very concerned about my welfare _____ | 1 | 2 | 3 | 4 |
| m. This company only uses people to reach its goals _____ | 1 | 2 | 3 | 4 |
| n. Whenever this company gives or offers me something, it generally expects something in return _____ | 1 | 2 | 3 | 4 |
| o. This company takes care of people who are likely to reward the company _____ | 1 | 2 | 3 | 4 |

LONMIN PLATINUM's SYMBOLIC CORPORATE IDENTITY

SECTION A: Identification of different logo's

Question 30:

Can you identify each of the following logo's by name?

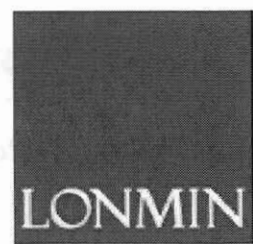
(Please write your answer in the space next to the logo).



a) _____ b) _____

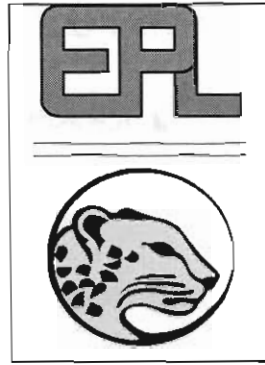
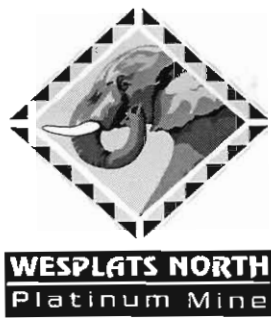


c) _____ d) _____ e) _____



f) _____ g) _____





h) _____ i) _____ j) _____

Question 31:

Which logo do you know the best (are you more familiar with)?
(Please write your answer in the space provided).

SECTION B: Questions concerning Lonmin Platinum

Lonmin Platinum's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (32-48) refer to the above logo (picture) of Lonmin Platinum.

		Strongly agree	Agree	Disagree	Strongly disagree
32	Lonmin Platinum's name is short and easy to pronounce.	4	3	2	1
33	Lonmin Platinum's name does not have a negative meaning in any other language.	4	3	2	1
34	Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
35	Lonmin Platinum's mine sites are easily distinguished from other mining sites.	4	3	2	1
36	Lonmin Platinum (company) creates an impression (idea) of one family.	4	3	2	1
37	The above picture contributes to Lonmin Platinum's character.	4	3	2	1
38	Lonmin Platinum's (company) logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etcetera.	4	3	2	1
39	Lonmin Platinum (company) can easily be identified by its logo without its name being stated.	4	3	2	1
40	As an employee of Lonmin Platinum I can identity myself with the logo shown in the above picture.	4	3	2	1
41	I like Lonmin Platinum's logo.	4	3	2	1
42	LP's logo is visible (easy to see).	4	3	2	1
43	LP's logo is modern (up to date).	4	3	2	1
44	It is easy to read Lonmin Platinum's name on the logo.	4	3	2	1
45	Lonmin Platinum's logo is always applied (presented/used) in the same color.	4	3	2	1
46	Lonmin Platinum's buildings (physical environment) all look the same (architecture, structure) on the outside (for example, refinery, smelter, shafts, operations, office buildings).	4	3	2	1
47	Lonmin Platinum's environment is always neat and maintained.	4	3	2	1
48	Lonmin Platinum's vehicles (for example cars, trucks) always look the same.	4	3	2	1

SECTION C: General questions

Question 49:

Every company has long-term objectives (goals) they want to achieve. Do you know what Lonmin Platinum's objectives are?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Profit-making (high profits)	
b. Accountability (responsibility) towards the community	
c. Socio economic empowerment	
d. Safe working environment	
e. Long-term research	
f. Healthy working environment	
g. Political commitment	

Question 50:

On a scale of 1-4, indicate how effective you think Lonmin Platinum achieves its objectives (goals).

(Circle the number that represents your answer best).

a) Profit-making (high profits):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

b) Accountability (responsibility toward the community):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

c) Socio economic empowerment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

d) Safe working environment

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

e) Long-term research:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

f) Healthy working environment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

g) Political commitment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

Question 51:

Does Lonmin Platinum refer to the different registered companies, namely Western Platinum Limited and Eastern Platinum Limited?

Yes	1
No	2
I don't know	3

Question 52:

Western Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 53:

Eastern Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 54:

Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work for the same company?

Yes	1
No	2
I don't know	3

2. WESTERN PLATINUM REFINERY'S CID

DEMOGRAPHICAL

GENERAL QUESTIONS

Please tick the correct grey block. Select only one per question.

1. Gender : Male 1 Female 2
2. Age : younger than 20 1 40 - 44 6
 20 - 24 2 45 - 49 7
 25 - 29 3 50 - 54 8
 30 - 34 4 older than 54 9
 35 - 39 5
3. How do you perceive yourself?
 Black 1 Asian 3
 Coloured 2 White 4
 Other _____
4. Are you disabled?
 Yes 1 No 2
5. At which operation / site are you working?
 Karee Mine 1 BMR Smelter 4
 Western Platinum Mine 2 Western Platinum Refinery 5
 Eastern Platinum Mine 3 Headoffice (LPD) 6
 Other _____
6. How many years have you been with Lonmin Platinum
 (including Karee Mine, Western Platinum Mine, Eastern Platinum Mine,
 Western Platinum Refinery, BMR Smelter, Headoffice LPD)?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6
7. How many years have you been in your current position?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6

8. Which of the following applies to your current position?

Full time	1
Part time	2
Contractor	3

9. Where do you work most of the time?

Underground	1
Surface Dusty	2
Surface	3

10. Please indicate your current job level

Employees (all A-levels, categories 3 to 8)	1
Supervisors (level B and C)	2
Middle management (all level D)	3
Top management (levels E and F)	4

11. Which language(s) can you read and understand (you may select as many as necessary)?

	Read	Understand
Setswana		
Shangaan		
Sepedi / North Sotho		
Sesotho / South Sotho		
isiXhosa		
isiZulu		
English		
Afrikaans		
Fanagalo		
Other	_____	
Other	_____	

12. What is your highest qualification?

None	1
ABET / Class 1 - Standard 5 (Primary school)	2
Standard 6 - 10 (High school)	3
Tertiary (After school)	4

13. Where do you currently live?

Mine hostel	1	Makhukhu / Shack	4
Mine flat / Married quarters	2	Mine brick house	5
Rented / MHDC house	3	Own brick house	6
Other	_____		

14. If you had to live in mine provided housing, which would you prefer?

- | | |
|------------------------------|--------------------------------|
| Mine hostel | <input type="text" value="1"/> |
| Mine flat / married quarters | <input type="text" value="2"/> |
| Mine brick house | <input type="text" value="3"/> |

15. Do you have running water in your home?

- | | | | |
|-----|--------------------------------|----|--------------------------------|
| Yes | <input type="text" value="1"/> | No | <input type="text" value="2"/> |
|-----|--------------------------------|----|--------------------------------|

16. Do you have electricity in your home?

- | | | | |
|-----|--------------------------------|----|--------------------------------|
| Yes | <input type="text" value="1"/> | No | <input type="text" value="2"/> |
|-----|--------------------------------|----|--------------------------------|

17. Are you currently living with your close family?

- | | | |
|-----|--------------------------------|--------------------------------|
| Yes | <input type="text" value="1"/> | <input type="text" value="2"/> |
|-----|--------------------------------|--------------------------------|

18. If not, would you prefer to live with your close family?

- | | |
|-----|--------------------------------|
| Yes | <input type="text" value="1"/> |
| No | <input type="text" value="2"/> |

19. Where do you originally come from?

- | | | | | |
|-----|---------------|--------------------------------|---------------|--------------------------------|
| SA: | North West | <input type="text" value="1"/> | Mpumalanga | <input type="text" value="6"/> |
| | Eastern Cape | <input type="text" value="2"/> | Northern Cape | <input type="text" value="7"/> |
| | Free State | <input type="text" value="3"/> | Western Cape | <input type="text" value="8"/> |
| | KwaZulu-Natal | <input type="text" value="4"/> | Gauteng | <input type="text" value="9"/> |
| | Limpopo | <input type="text" value="5"/> | | |
| | Outside SA: | | | |
| | Lesotho | <input type="text" value="2"/> | | |
| | Mozambique | <input type="text" value="3"/> | | |

20. If you are not originally from the Rustenburg region, do you still have close family where you come from?

- | | | | |
|-----|--------------------------------|----|--------------------------------|
| Yes | <input type="text" value="1"/> | No | <input type="text" value="2"/> |
|-----|--------------------------------|----|--------------------------------|

21. Are you aware of the following in the community where you currently live?

- | | |
|--------------------|----------------------|
| Ethnic clashes | <input type="text"/> |
| Health problems | <input type="text"/> |
| Addiction problems | <input type="text"/> |
| Violence / Crime | <input type="text"/> |

22. Are you happy in your current position?

- | | | | |
|-----|--------------------------------|----|--------------------------------|
| Yes | <input type="text" value="1"/> | No | <input type="text" value="2"/> |
|-----|--------------------------------|----|--------------------------------|

23. If you had the opportunity would you want to work for another company?

Yes 1

No 2

24. Are you a member of a union / labour associations?

Yes 1

No 2

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)? Please tick the correct block. You may only select one answer per question.

25. Do you think there is room for promotion in the company?

Yes 1

No 2

26. How many different positions have you held in the company?

Only 1	<input type="checkbox"/> 1
2	<input type="checkbox"/> 2
More than 3	<input type="checkbox"/> 3

RELATIONSHIP

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct grey block. Select one answer for each question.

27. How would you rate your relationship with the company WHEN YOU JOINED? _____

Very bad	Quite bad	Quite good	Very good
1	2	3	4

28. How would you rate your CURRENT relationship with the company? _____

1	2	3	4
---	---	---	---

29. How do you feel about the following statements?

	Totally disagree	Disagree	Agree	Totally agree
a. This company treats me fairly and justly _____	1	2	3	4
b. Whenever this company makes an important decision, I know it will be concerned about me _____	1	2	3	4
c. This company can be relied on to keep its promises _____	1	2	3	4
d. I believe that this company takes my opinions into account when making decisions _____	1	2	3	4
e. This company has the ability to accomplish what it says it will do _____	1	2	3	4
f. In dealing with me, this company has a tendency to boss me around _____	1	2	3	4
g. This company really listens to what I have to say _____	1	2	3	4
h. I can see that this company wants to maintain a relationship with me _____	1	2	3	4
i. I am happy with this company _____	1	2	3	4
j. Both the company and I benefit from the relationship _____	1	2	3	4
k. This company usually helps non-employees _____	1	2	3	4
l. This company is very concerned about my welfare _____	1	2	3	4
m. This company only uses people to reach its goals _____	1	2	3	4
n. Whenever this company gives or offers me something, it generally expects something in return _____	1	2	3	4
o. This company takes care of people who are likely to reward the company _____	1	2	3	4

LONMIN PLATINUM's SYMBOLIC CORPORATE IDENTITY

SECTION A: Identification of different logo's

Question 30:

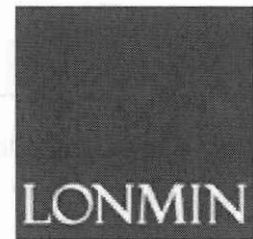
Can you identify each of the following logo's by name?

(Please write your answer in the space next to the logo).



a) _____

b) _____



c) _____

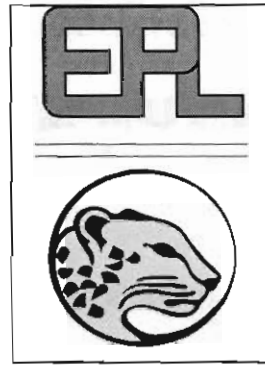
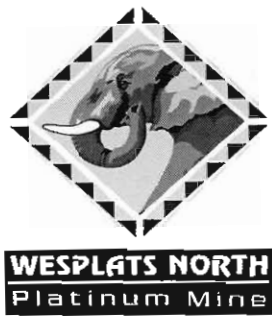
d) _____

e) _____



f) _____

g) _____



h) _____ i) _____ j) _____

Question 31:

Which logo do you know the best (are you more familiar with)?

(Please write your answer in the space provided).

SECTION B: Questions concerning Lonmin Platinum

Lonmin Platinum's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (32-48) refer to the above logo (picture) of Lonmin Platinum.

		Strongly agree	Agree	Disagree	Strongly disagree
32	Lonmin Platinum's name is short and easy to pronounce.	4	3	2	1
33	Lonmin Platinum's name does not have a negative meaning in any other language.	4	3	2	1
34	Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
35	Lonmin Platinum's mine sites are easily distinguished from other mining sites.	4	3	2	1
36	Lonmin Platinum (company) creates an impression (idea) of one family.	4	3	2	1
37	The above picture contributes to Lonmin Platinum's character.	4	3	2	1
38	Lonmin Platinum's (company) logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etcetera.	4	3	2	1
39	Lonmin Platinum (company) can easily be identified by its logo without its name being stated.	4	3	2	1
40	As an employee of Lonmin Platinum I can identity myself with the logo shown in the above picture.	4	3	2	1
41	I like Lonmin Platinum's logo.	4	3	2	1
42	LP's logo is visible (easy to see).	4	3	2	1
43	LP's logo is modern (up to date).	4	3	2	1
44	It is easy to read Lonmin Platinum's name on the logo.	4	3	2	1
45	Lonmin Platinum's logo is always applied (presented/used) in the same color.	4	3	2	1
46	Lonmin Platinum's buildings (physical environment) all look the same (architecture, structure) on the outside (for example, refinery, smelter, shafts, operations, office buildings).	4	3	2	1
47	Lonmin Platinum's environment is always neat and maintained.	4	3	2	1
48	Lonmin Platinum's vehicles (for example cars, trucks) always look the same.	4	3	2	1

SECTION C: Questions concerning Western Platinum Refinery

Western Platinum Refinery's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (20-41) refer to the above logo (picture) of Western Platinum Refinery.

		Strongly agree	Agree	Disagree	Strongly disagree
49	I feel I am a part of Lonmin Platinum although I work for Western Platinum Refinery.	4	3	2	1
50	Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work towards the same goals.	4	3	2	1
51	The working experience of Western Platinum Refinery is different from the other operations.	4	3	2	1
52	I can easily find my way around in my working environment.	4	3	2	1
53	The name of Western Platinum Refinery is easy to pronounce.	4	3	2	1
54	Western Platinum Refinery's name does not have a negative meaning in any other language.	4	3	2	1
55	Western Platinum Refinery creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1

		Strongly agree	Agree	Disagree	Strongly disagree
56	The premises of Western Platinum Refinery are easily distinguished from the other mining premises.	4	3	2	1
57	Western Platinum Refinery creates an impression (idea) of one family.	4	3	2	1
58	The picture (Western Platinum Refinery's logo) above contributes to Lonmin Platinum's character.	4	3	2	1
59	I associate myself more with the logo of Western Platinum Refinery than with Lonmin Platinum.	4	3	2	1
60	The logo of Western Platinum Refinery always looks the same to me.	4	3	2	1
61	The Western Platinum Refinery logo represents the objectives of this specific mine.	4	3	2	1
62	The Western Platinum Refinery logo represents high standards of work (production).	4	3	2	1
63	Western Platinum Refinery can easily be identified by its logo without the operations' name being stated.	4	3	2	1
64	I like Western Platinum Refinery's logo.	4	3	2	1
65	Western Platinum Refinery's logo is visible (easy to see).	4	3	2	1
66	Western Platinum Refinery's logo is modern (up to date).	4	3	2	1
67	Western Platinum Refinery's logo is always applied (presented) in the same color.	4	3	2	1
68	Western Platinum Refinery's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations, and office buildings etcetera).	4	3	2	1
69	Western Platinum Refinery's gardens are always neat and maintained.	4	3	2	1
70	Western Platinum Refinery's vehicles (cars and trucks) always look the same.	4	3	2	1

SECTION D: General questions

Question 71:

Every company has long-term objectives (goals) they want to achieve. Do you know what Lonmin Platinum's objectives are?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Profit-making (high profits)	
b. Accountability (responsibility) towards the community	
c. Socio economic empowerment	
d. Safe working environment	
e. Long-term research	
f. Healthy working environment	
g. Political commitment	

Question 72:

On a scale of 1-4, indicate how effective you think Lonmin Platinum achieves its objectives (goals).

(Circle the number that represents your answer best).

a) Profit-making (high profits):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

b) Accountability (responsibility toward the community):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

c) Socio economic empowerment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

d) Safe working environment

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

e) Long-term research:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

f) Healthy working environment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

g) Political commitment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

Question 73:

Does Lonmin Platinum refer to the different registered companies, namely Western Platinum Limited and Eastern Platinum Limited?

Yes	1
No	2
I don't know	3

Question 74:

Western Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 75:

Eastern Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 76:

Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work for the same company?

Yes	1
No	2
I don't know	3

3. WESTERN PLATINUM'S CID

DEMOGRAPHICAL

GENERAL QUESTIONS

Please tick the correct grey block. Select only one per question.

1. **Gender** : Male 1 Female 2

2. **Age** :

younger than 20 <input type="checkbox"/> 1	40 - 44 <input type="checkbox"/> 6
20 - 24 <input type="checkbox"/> 2	45 - 49 <input type="checkbox"/> 7
25 - 29 <input type="checkbox"/> 3	50 - 54 <input type="checkbox"/> 8
30 - 34 <input type="checkbox"/> 4	older than 54 <input type="checkbox"/> 9
35 - 39 <input type="checkbox"/> 5	

3. **How do you perceive yourself?**

Black <input type="checkbox"/> 1	Asian <input type="checkbox"/> 3
Coloured <input type="checkbox"/> 2	White <input type="checkbox"/> 4
Other <input type="checkbox"/>	

4. **Are you disabled?**

Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
--------------------------------	-------------------------------

5. **At which operation / site are you working?**

Karee Mine <input type="checkbox"/> 1	BMR Smelter <input type="checkbox"/> 4
Western Platinum Mine <input type="checkbox"/> 2	Western Platinum Refinery <input type="checkbox"/> 5
Eastern Platinum Mine <input type="checkbox"/> 3	Headoffice (LPD) <input type="checkbox"/> 6
Other <input type="checkbox"/>	

6. **How many years have you been with Lonmin Platinum (including Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice LPD)?**

Less than 1 year <input type="checkbox"/> 1	11 - 15 years <input type="checkbox"/> 4
1 - 5 years <input type="checkbox"/> 2	16 - 20 years <input type="checkbox"/> 5
6 - 10 years <input type="checkbox"/> 3	More than 20 years <input type="checkbox"/> 6

7. **How many years have you been in your current position?**

Less than 1 year <input type="checkbox"/> 1	11 - 15 years <input type="checkbox"/> 4
1 - 5 years <input type="checkbox"/> 2	16 - 20 years <input type="checkbox"/> 5
6 - 10 years <input type="checkbox"/> 3	More than 20 years <input type="checkbox"/> 6

8. Which of the following applies to your current position?

Full time	1
Part time	2
Contractor	3

9. Where do you work most of the time?

Underground	1
Surface Dusty	2
Surface	3

10. Please indicate your current job level

Employees (all A-levels, categories 3 to 8)	1
Supervisors (level B and C)	2
Middle management (all level D)	3
Top management (levels E and F)	4

11. Which language(s) can you read and understand (you may select as many as necessary)?

	Read	Understand
Setswana		
Shangaan		
Sepedi / North Sotho		
Sesotho / South Sotho		
isiXhosa		
isiZulu		
English		
Afrikaans		
Fanagalo		
Other	_____	
Other	_____	

12. What is your highest qualification?

None	1
ABET / Class 1 - Standard 5 (Primary school)	2
Standard 6 - 10 (High school)	3
Tertiary (After school)	4

13. Where do you currently live?

Mine hostel	1	Makhukhu / Shack	4
Mine flat / Married quarters	2	Mine brick house	5
Rented / MHDC house	3	Own brick house	6
Other	_____		

14. If you had to live in mine provided housing, which would you prefer?

- Mine hostel
- Mine flat / married quarters
- Mine brick house

15. Do you have running water in your home?

- Yes
- No

16. Do you have electricity in your home?

- Yes
- No

17. Are you currently living with your close family?

- Yes
-

18. If not, would you prefer to live with your close family?

- Yes
- No

19. Where do you originally come from?

- | | | | | |
|-------------|---------------|--------------------------------|---------------|--------------------------------|
| SA: | North West | <input type="text" value="1"/> | Mpumalanga | <input type="text" value="6"/> |
| | Eastern Cape | <input type="text" value="2"/> | Northern Cape | <input type="text" value="7"/> |
| | Free State | <input type="text" value="3"/> | Western Cape | <input type="text" value="8"/> |
| | KwaZulu-Natal | <input type="text" value="4"/> | Gauteng | <input type="text" value="9"/> |
| | Limpopo | <input type="text" value="5"/> | | |
| Outside SA: | | | | |
| | Lesotho | <input type="text" value="2"/> | | |
| | Mozambique | <input type="text" value="3"/> | | |

20. If you are not originally from the Rustenburg region, do you still have close family where you come from?

- Yes
- No

21. Are you aware of the following in the community where you currently live?

- Ethnic clashes
- Health problems
- Addiction problems
- Violence / Crime

22. Are you happy in your current position?

- Yes
- No

23. If you had the opportunity would you want to work for another company?

Yes 1

No 2

24. Are you a member of a union / labour associations?

Yes 1

No 2

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)? Please tick the correct block. You may only select one answer per question.

25. Do you think there is room for promotion in the company?

Yes 1

No 2

26. How many different positions have you held in the company?

Only 1 1
 2 2
 More than 3 3

RELATIONSHIP

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct grey block. Select one answer for each question.

27. How would you rate your relationship with the company WHEN YOU JOINED? _____

Very bad	Quite bad	Quite good	Very good
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

28. How would you rate your CURRENT relationship with the company? _____

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
----------------------------	----------------------------	----------------------------	----------------------------

29. How do you feel about the following statements?

	Totally disagree	Disagree	Agree	Totally agree
a. This company treats me fairly and justly _____.	1	2	3	4
b. Whenever this company makes an important decision, I know it will be concerned about me _____.	1	2	3	4
c. This company can be relied on to keep its promises _____.	1	2	3	4
d. I believe that this company takes my opinions into account when making decisions _____.	1	2	3	4
e. This company has the ability to accomplish what it says it will do _____.	1	2	3	4
f. In dealing with me, this company has a tendency to boss me around _____.	1	2	3	4
g. This company really listens to what I have to say _____.	1	2	3	4
h. I can see that this company wants to maintain a relationship with me _____.	1	2	3	4
i. I am happy with this company _____.	1	2	3	4
j. Both the company and I benefit from the relationship _____.	1	2	3	4
k. This company usually helps non-employees _____.	1	2	3	4
l. This company is very concerned about my welfare _____.	1	2	3	4
m. This company only uses people to reach its goals _____.	1	2	3	4
n. Whenever this company gives or offers me something, it generally expects something in return _____.	1	2	3	4
o. This company takes care of people who are likely to reward the company _____.	1	2	3	4

LONMIN PLATINUM's SYMBOLIC CORPORATE IDENTITY

SECTION A: Identification of different logo's

Question 30:

Can you identify each of the following logo's by name?

(Please write your answer in the space next to the logo).



a) _____



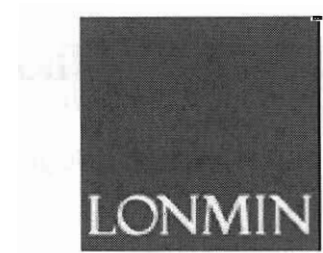
b) _____



c) _____



d) _____



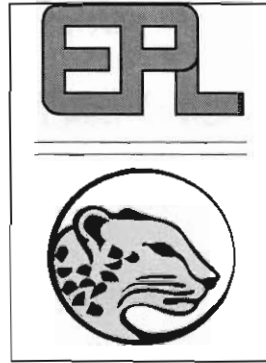
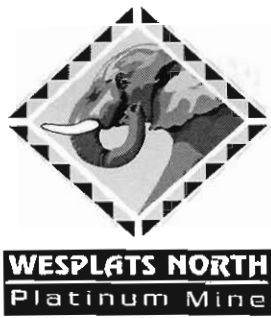
e) _____



f) _____



g) _____



h) _____ i) _____ j) _____

Question 31:

Which logo do you know the best (are you more familiar with)?

(Please write your answer in the space provided).

SECTION B: Questions concerning Lonmin Platinum

Lonmin Platinum's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (32-48) refer to the above logo (picture) of Lonmin Platinum.

		Strongly agree	Agree	Disagree	Strongly disagree
32	Lonmin Platinum's name is short and easy to pronounce.	4	3	2	1
33	Lonmin Platinum's name does not have a negative meaning in any other language.	4	3	2	1
34	Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
35	Lonmin Platinum's mine sites are easily distinguished from other mining sites.	4	3	2	1
36	Lonmin Platinum (company) creates an impression (idea) of one family.	4	3	2	1
37	The above picture contributes to Lonmin Platinum's character.	4	3	2	1
38	Lonmin Platinum's (company) logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etcetera.	4	3	2	1
39	Lonmin Platinum (company) can easily be identified by its logo without its name being stated.	4	3	2	1
40	As an employee of Lonmin Platinum I can identify myself with the logo shown in the above picture.	4	3	2	1
41	I like Lonmin Platinum's logo.	4	3	2	1
42	LP's logo is visible (easy to see).	4	3	2	1
43	LP's logo is modern (up to date).	4	3	2	1
44	It is easy to read Lonmin Platinum's name on the logo.	4	3	2	1
45	Lonmin Platinum's logo is always applied (presented/used) in the same color.	4	3	2	1
46	Lonmin Platinum's buildings (physical environment) all look the same (architecture, structure) on the outside (for example, refinery, smelter, shafts, operations, office buildings).	4	3	2	1
47	Lonmin Platinum's environment is always neat and maintained.	4	3	2	1
48	Lonmin Platinum's vehicles (for example cars, trucks) always look the same.	4	3	2	1

SECTION C: Questions concerning Western Platinum Mine

Western Platinum Mine's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (49-70) refer to the above logo (picture) of Western Platinum Mine.

		Strongly agree	Agree	Disagree	Strongly disagree
49	I feel I am a part of Lonmin Platinum although I work for Western Platinum Mine.	4	3	2	1
50	Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work towards the same goals.	4	3	2	1
51	The working experience of Western Platinum Mine is different from the other operations.	4	3	2	1
52	I can easily find my way around in my working environment.	4	3	2	1
53	The name of Western Platinum Mine is easy to pronounce.	4	3	2	1
54	Western Platinum Mine's name does not have a negative meaning in any other language.	4	3	2	1
55	Western Platinum Mine creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
56	The premises of Western Platinum Mine are easily distinguished from the other mining premises.	4	3	2	1

		Strongly agree	Agree	Disagree	Strongly disagree
57	Western Platinum Mine creates an impression (idea) of one family.	4	3	2	1
58	The picture (Western Platinum Mine's logo) above contributes to Lonmin Platinum's character.	4	3	2	1
59	I associate myself more with the logo of Western Platinum Mine than with Lonmin Platinum.	4	3	2	1
60	The logo of Western Platinum Mine always looks the same to me.	4	3	2	1
61	The Western Platinum Mine logo represents the objectives of this specific mine.	4	3	2	1
62	The Western Platinum Mine logo represents high standards of work (production).	4	3	2	1
63	Western Platinum Mine can easily be identified by its logo without the operations' name being stated.	4	3	2	1
64	I like Western Platinum Mine's logo.	4	3	2	1
65	Western Platinum Mine's logo is visible (easy to see).	4	3	2	1
66	Western Platinum Mine's logo is modern (up to date).	4	3	2	1
67	Western Platinum Mine's logo is always applied (presented) in the same color.	4	3	2	1
68	Western Platinum Mine's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations, and office buildings etcetera).	4	3	2	1
69	Western Platinum Mine's gardens are always neat and maintained.	4	3	2	1
70	Western Platinum Mine's vehicles (cars and trucks) always look the same.	4	3	2	1

SECTION D: General questions

Question 71:

Every company has long-term objectives (goals) they want to achieve. Do you know what Lonmin Platinum's objectives are?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Profit-making (high profits)	
b. Accountability (responsibility) towards the community	
c. Socio economic empowerment	
d. Safe working environment	
e. Long-term research	
f. Healthy working environment	
g. Political commitment	

Question 72:

On a scale of 1-4, indicate how effective you think Lonmin Platinum achieves its objectives (goals).

(Circle the number that represents your answer best).

a) Profit-making (high profits):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

b) Accountability (responsibility toward the community):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

c) Socio economic empowerment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

d) Safe working environment

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

e) Long-term research:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

f) Healthy working environment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

g) Political commitment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

Question 73:

Does Lonmin Platinum refer to the different registered companies, namely Western Platinum Limited and Eastern Platinum Limited?

Yes	1
No	2
I don't know	3

Question 74:

Western Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 75:

Eastern Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 76:

Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work for the same company?

Yes	1
No	2
I don't know	3

4. BASE METAL REFINERY AND SMELTER'S CID

DEMOGRAPHICAL

GENERAL QUESTIONS

Please tick the correct grey block. Select only one per question.

1. Gender : Male 1 Female 2
2. Age : younger than 20 1 40 - 44 6
 20 - 24 2 45 - 49 7
 25 - 29 3 50 - 54 8
 30 - 34 4 older than 54 9
 35 - 39 5
3. How do you perceive yourself?
 Black 1 Asian 3
 Coloured 2 White 4
 Other _____
4. Are you disabled?
 Yes 1 No 2
5. At which operation / site are you working?
 Karee Mine 1 BMR Smelter 4
 Western Platinum Mine 2 Western Platinum Refinery 5
 Eastern Platinum Mine 3 Headoffice (LPD) 6
 Other _____
6. How many years have you been with Lonmin Platinum
 (including Karee Mine, Western Platinum Mine, Eastern Platinum Mine,
 Western Platinum Refinery, BMR Smelter, Headoffice LPD)?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6
7. How many years have you been in your current position?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6

8. Which of the following applies to your current position?

Full time	1
Part time	2
Contractor	3

9. Where do you work most of the time?

Underground	1
Surface Dusty	2
Surface	3

10. Please indicate your current job level

Employees (all A-levels, categories 3 to 8)	1
Supervisors (level B and C)	2
Middle management (all level D)	3
Top management (levels E and F)	4

11. Which language(s) can you read and understand (you may select as many as necessary)?

	Read	Understand
Setswana		
Shangaan		
Sepedi / North Sotho		
Sesotho / South Sotho		
isiXhosa		
isiZulu		
English		
Afrikaans		
Fanagalo		
Other	_____	
Other	_____	

12. What is your highest qualification?

None	1
ABET / Class 1 - Standard 5 (Primary school)	2
Standard 6 - 10 (High school)	3
Tertiary (After school)	4

13. Where do you currently live?

Mine hostel	1	Makhukhu / Shack	4
Mine flat / Married quarters	2	Mine brick house	5
Rented / MHDC house	3	Own brick house	6
Other	_____		

14. If you had to live in mine provided housing, which would you prefer?

Mine hostel	1
Mine flat / married quarters	2
Mine brick house	3

15. Do you have running water in your home?

Yes	1	No	2
-----	---	----	---

16. Do you have electricity in your home?

Yes	1	No	2
-----	---	----	---

17. Are you currently living with your close family?

Yes	1	2
-----	---	---

18. If not, would you prefer to live with your close family?

Yes	1
No	2

19. Where do you originally come from?

SA:	North West	1	Mpumalanga	6
	Eastern Cape	2	Northern Cape	7
	Free State	3	Western Cape	8
	KwaZulu-Natal	4	Gauteng	9
	Limpopo	5		
	Outside SA:			
	Lesotho	2		
	Mozambique	3		

20. If you are not originally from the Rustenburg region, do you still have close family where you come from?

Yes	1	No	2
-----	---	----	---

21. Are you aware of the following in the community where you currently live?

Ethnic clashes	
Health problems	
Addiction problems	
Violence / Crime	

22. Are you happy in your current position?

Yes	1	No	2
-----	---	----	---

23. If you had the opportunity would you want to work for another company?

Yes 1

No 2

24. Are you a member of a union / labour associations?

Yes 1

No 2

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct block. You may only select one answer per question.

25. Do you think there is room for promotion in the company?

Yes 1

No 2

26. How many different positions have you held in the company?

Only 1 1

2 2

More than 3 3

RELATIONSHIP

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct grey block. Select one answer for each question.

27. How would you rate your relationship with the company company WHEN YOU JOINED? _____

Very bad	Quite bad	Quite good	Very good
1	2	3	4

28. How would you rate your CURRENT relationship with the company? _____

1	2	3	4
---	---	---	---

29. How do you feel about the following statements?

- | | Totally disagree | Disagree | Agree | Totally agree |
|---|------------------|----------|-------|---------------|
| a. This company treats me fairly and justly _____ | 1 | 2 | 3 | 4 |
| b. Whenever this company makes an important decision, I know it will be concerned about me _____ | 1 | 2 | 3 | 4 |
| c. This company can be relied on to keep its promises _____ | 1 | 2 | 3 | 4 |
| d. I believe that this company takes my opinions into account when making decisions _____ | 1 | 2 | 3 | 4 |
| e. This company has the ability to accomplish what it says it will do _____ | 1 | 2 | 3 | 4 |
| f. In dealing with me, this company has a tendency to boss me around _____ | 1 | 2 | 3 | 4 |
| g. This company really listens to what I have to say _____ | 1 | 2 | 3 | 4 |
| h. I can see that this company wants to maintain a relationship with me _____ | 1 | 2 | 3 | 4 |
| i. I am happy with this company _____ | 1 | 2 | 3 | 4 |
| j. Both the company and I benefit from the relationship _____ | 1 | 2 | 3 | 4 |
| k. This company usually helps non-employees _____ | 1 | 2 | 3 | 4 |
| l. This company is very concerned about my welfare _____ | 1 | 2 | 3 | 4 |
| m. This company only uses people to reach its goals _____ | 1 | 2 | 3 | 4 |
| n. Whenever this company gives or offers me something, it generally expects something in return _____ | 1 | 2 | 3 | 4 |
| o. This company takes care of people who are likely to reward the company _____ | 1 | 2 | 3 | 4 |

LONMIN PLATINUM's SYMBOLIC CORPORATE IDENTITY

SECTION A: Identification of different logo's

Question 30:

Can you identify each of the following logo's by name?
(Please write your answer in the space next to the logo).



a) _____



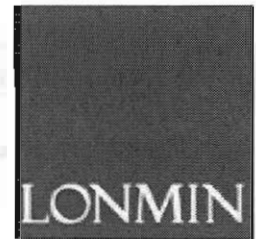
b) _____



c) _____



d) _____



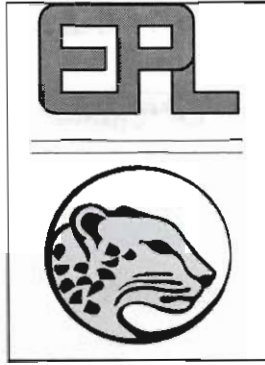
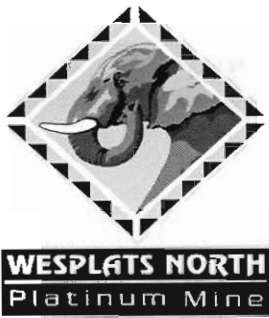
e) _____



f) _____



g) _____



h) _____ i) _____ j) _____

Question 31:

Which logo do you know the best (are you more familiar with)?
(Please write your answer in the space provided).

SECTION B: Questions concerning Lonmin Platinum

Lonmin Platinum's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (32-48) refer to the above logo (picture) of Lonmin Platinum.

		Strongly agree	Agree	Disagree	Strongly disagree
32	Lonmin Platinum's name is short and easy to pronounce.	4	3	2	1
33	Lonmin Platinum's name does not have a negative meaning in any other language.	4	3	2	1
34	Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
35	Lonmin Platinum's mine sites are easily distinguished from other mining sites.	4	3	2	1
36	Lonmin Platinum (company) creates an impression (idea) of one family.	4	3	2	1
37	The above picture contributes to Lonmin Platinum's character.	4	3	2	1
38	Lonmin Platinum's (company) logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etcetera.	4	3	2	1
39	Lonmin Platinum (company) can easily be identified by its logo without its name being stated.	4	3	2	1
40	As an employee of Lonmin Platinum I can identify myself with the logo shown in the above picture.	4	3	2	1
41	I like Lonmin Platinum's logo.	4	3	2	1
42	LP's logo is visible (easy to see).	4	3	2	1
43	LP's logo is modern (up to date).	4	3	2	1
44	It is easy to read Lonmin Platinum's name on the logo.	4	3	2	1
45	Lonmin Platinum's logo is always applied (presented/used) in the same color.	4	3	2	1
46	Lonmin Platinum's buildings (physical environment) all look the same (architecture, structure) on the outside (for example, refinery, smelter, shafts, operations, office buildings).	4	3	2	1
47	Lonmin Platinum's environment is always neat and maintained.	4	3	2	1
48	Lonmin Platinum's vehicles (for example cars, trucks) always look the same.	4	3	2	1

SECTION C: Questions concerning BMR Smelter

BMR Smelter's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (49-70) refer to the above logo (picture) of BMR Smelter.

		Strongly agree	Agree	Disagree	Strongly disagree
49	I feel I am a part of Lonmin Platinum although I work for BMR Smelter.	4	3	2	1
50	Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work towards the same goals.	4	3	2	1
51	The working experience of BMR Smelter is different from the other operations.	4	3	2	1
52	I can easily find my way around in my working environment.	4	3	2	1
53	The name of BMR Smelter is easy to pronounce.	4	3	2	1
54	BMR Smelter's name does not have a negative meaning in any other language.	4	3	2	1
55	BMR Smelter creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
56	The premises of BMR Smelter are easily distinguished from the other mining premises.	4	3	2	1
57	BMR Smelter creates an impression (idea) of one family.	4	3	2	1

		Strongly agree	Agree	Disagree	Strongly disagree
58	The picture (BMR Smelter's logo) above contributes to Lonmin Platinum's character.	4	3	2	1
59	I associate myself more with the logo of BMR Smelter than with Lonmin Platinum.	4	3	2	1
60	The logo of BMR Smelter always looks the same to me.	4	3	2	1
61	The BMR Smelter logo represents the objectives of this specific mine.	4	3	2	1
62	The BMR Smelter logo represents high standards of work (production).	4	3	2	1
63	BMR Smelter can easily be identified by its logo without the operations' name being stated.	4	3	2	1
64	I like BMR Smelter's logo.	4	3	2	1
65	BMR Smelter's logo is visible (easy to see).	4	3	2	1
66	BMR Smelter's logo is modern (up to date).	4	3	2	1
67	BMR Smelter's logo is always applied (presented) in the same color.	4	3	2	1
68	BMR Smelter's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations, and office buildings etcetera).	4	3	2	1
69	BMR Smelter's gardens are always neat and maintained.	4	3	2	1
70	BMR Smelter's vehicles (cars and trucks) always look the same.	4	3	2	1

SECTION D: General questions

Question 71:

Every company has long-term objectives (goals) they want to achieve. Do you know what Lonmin Platinum's objectives are?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Profit-making (high profits)	
b. Accountability (responsibility) towards the community	
c. Socio economic empowerment	
d. Safe working environment	
e. Long-term research	
f. Healthy working environment	
g. Political commitment	

Question 72:

On a scale of 1-4, indicate how effective you think Lonmin Platinum achieves its objectives (goals).

(Circle the number that represents your answer best).

a) Profit-making (high profits):

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

b) Accountability (responsibility toward the community):

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

c) Socio economic empowerment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

d) Safe working environment

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

e) Long-term research:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

f) Healthy working environment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

g) Political commitment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

Question 73:

Does Lonmin Platinum refer to the different registered companies, namely Western Platinum Limited and Eastern Platinum Limited?

Yes	1
No	2
I don't know	3

Question 74:

Western Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 75:

Eastern Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 76:

Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work for the same company?

Yes	1
No	2
I don't know	3

5. EASTERN PLATINUM'S CID

DEMOGRAPHICAL

GENERAL QUESTIONS

Please tick the correct grey block. Select only one per question.

1. Gender : Male 1 Female 2
2. Age : younger than 20 1 40 - 44 6
 20 - 24 2 45 - 49 7
 25 - 29 3 50 - 54 8
 30 - 34 4 older than 54 9
 35 - 39 5
3. How do you perceive yourself?
 Black 1 Asian 3
 Coloured 2 White 4
 Other _____
4. Are you disabled?
 Yes 1 No 2
5. At which operation / site are you working?
 Karee Mine 1 BMR Smelter 4
 Western Platinum Mine 2 Western Platinum Refinery 5
 Eastern Platinum Mine 3 Headoffice (LPD) 6
 Other _____
6. How many years have you been with Lonmin Platinum
 (including Karee Mine, Western Platinum Mine, Eastern Platinum Mine,
 Western Platinum Refinery, BMR Smelter, Headoffice LPD)?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6
7. How many years have you been in your current position?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6

8. Which of the following applies to your current position?

Full time	1
Part time	2
Contractor	3

9. Where do you work most of the time?

Underground	1
Surface Dusty	2
Surface	3

10. Please indicate your current job level

Employees (all A-levels, categories 3 to 8)	1
Supervisors (level B and C)	2
Middle management (all level D)	3
Top management (levels E and F)	4

11. Which language(s) can you read and understand (you may select as many as necessary)?

	Read	Understand
Setswana		
Shangaan		
Sepedi / North Sotho		
Sesotho / South Sotho		
isiXhosa		
isiZulu		
English		
Afrikaans		
Fanagalo		
Other	_____	
Other	_____	

12. What is your highest qualification?

None	1
ABET / Class 1 - Standard 5 (Primary school)	2
Standard 6 - 10 (High school)	3
Tertiary (After school)	4

13. Where do you currently live?

Mine hostel	1	Makhukhu / Shack	4
Mine flat / Married quarters	2	Mine brick house	5
Rented / MHDC house	3	Own brick house	6
Other	_____		

14. **If you had to live in mine provided housing, which would you prefer?**
- | | |
|------------------------------|---|
| Mine hostel | 1 |
| Mine flat / married quarters | 2 |
| Mine brick house | 3 |
15. **Do you have running water in your home?**
- | | | | |
|-----|---|----|---|
| Yes | 1 | No | 2 |
|-----|---|----|---|
16. **Do you have electricity in your home?**
- | | | | |
|-----|---|----|---|
| Yes | 1 | No | 2 |
|-----|---|----|---|
17. **Are you currently living with your close family?**
- | | | |
|-----|---|---|
| Yes | 1 | 2 |
|-----|---|---|
18. **If not, would you prefer to live with your close family?**
- | | |
|-----|---|
| Yes | 1 |
| No | 2 |
19. **Where do you originally come from?**
- | | | | | |
|--------------------|---------------|---|---------------|---|
| SA: | North West | 1 | Mpumalanga | 6 |
| | Eastern Cape | 2 | Northern Cape | 7 |
| | Free State | 3 | Western Cape | 8 |
| | KwaZulu-Natal | 4 | Gauteng | 9 |
| | Limpopo | 5 | | |
| Outside SA: | | | | |
| | Lesotho | 2 | | |
| | Mozambique | 3 | | |
20. **If you are not originally from the Rustenburg region, do you still have close family where you come from?**
- | | | | |
|-----|---|----|---|
| Yes | 1 | No | 2 |
|-----|---|----|---|
21. **Are you aware of the following in the community where you currently live?**
- | | |
|--------------------|--|
| Ethnic clashes | |
| Health problems | |
| Addiction problems | |
| Violence / Crime | |
22. **Are you happy in your current position?**
- | | | | |
|-----|---|----|---|
| Yes | 1 | No | 2 |
|-----|---|----|---|

23. If you had the opportunity would you want to work for another company?

Yes 1

No 2

24. Are you a member of a union / labour associations?

Yes 1

No 2

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct block. You may only select one answer per question.

25. Do you think there is room for promotion in the company?

Yes 1

No 2

26. How many different positions have you held in the company?

Only 1 1

2 2

More than 3 3

RELATIONSHIP

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct grey block. Select one answer for each question.

27. How would you rate your relationship with the company WHEN YOU JOINED? _____

Very bad	Quite bad	Quite good	Very good
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

28. How would you rate your CURRENT relationship with the company? _____

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
----------------------------	----------------------------	----------------------------	----------------------------

29. How do you feel about the following statements?

- | | Totally disagree | Disagree | Agree | Totally agree |
|--|------------------|----------|-------|---------------|
| a. This company treats me fairly and justly _____. | 1 | 2 | 3 | 4 |
| b. Whenever this company makes an important decision, I know it will be concerned about me _____. | 1 | 2 | 3 | 4 |
| c. This company can be relied on to keep its promises _____. | 1 | 2 | 3 | 4 |
| d. I believe that this company takes my opinions into account when making decisions _____. | 1 | 2 | 3 | 4 |
| e. This company has the ability to accomplish what it says it will do _____. | 1 | 2 | 3 | 4 |
| f. In dealing with me, this company has a tendency to boss me around _____. | 1 | 2 | 3 | 4 |
| g. This company really listens to what I have to say _____. | 1 | 2 | 3 | 4 |
| h. I can see that this company wants to maintain a relationship with me _____. | 1 | 2 | 3 | 4 |
| i. I am happy with this company _____. | 1 | 2 | 3 | 4 |
| j. Both the company and I benefit from the relationship _____. | 1 | 2 | 3 | 4 |
| k. This company usually helps non-employees _____. | 1 | 2 | 3 | 4 |
| l. This company is very concerned about my welfare _____. | 1 | 2 | 3 | 4 |
| m. This company only uses people to reach its goals _____. | 1 | 2 | 3 | 4 |
| n. Whenever this company gives or offers me something, it generally expects something in return _____. | 1 | 2 | 3 | 4 |
| o. This company takes care of people who are likely to reward the company _____. | 1 | 2 | 3 | 4 |

SECTION A: Identification of different logo's

Question 30:

Can you identify each of the following logo's by name?
(Please write your answer in the space next to the logo).



a) _____



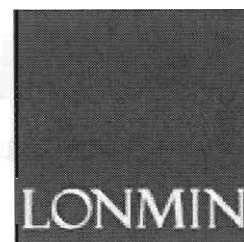
b) _____



c) _____



d) _____



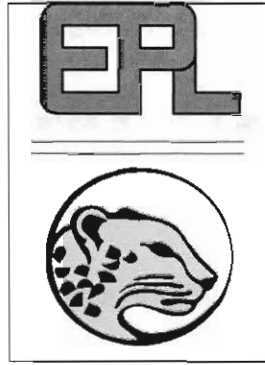
e) _____



f) _____



g) _____



h) _____ i) _____ j) _____

Question 31:

Which logo do you know the best (are you more familiar with)?
(Please write your answer in the space provided).

SECTION B: Questions concerning Lonmin Platinum

Lonmin Platinum's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (32-48) refer to the above logo (picture) of Lonmin Platinum.

		Strongly agree	Agree	Disagree	Strongly disagree
32	Lonmin Platinum's name is short and easy to pronounce.	4	3	2	1
33	Lonmin Platinum's name does not have a negative meaning in any other language.	4	3	2	1
34	Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
35	Lonmin Platinum's mine sites are easily distinguished from other mining sites.	4	3	2	1
36	Lonmin Platinum (company) creates an impression (idea) of one family.	4	3	2	1
37	The above picture contributes to Lonmin Platinum's character.	4	3	2	1
38	Lonmin Platinum's (company) logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etcetera.	4	3	2	1
39	Lonmin Platinum (company) can easily be identified by its logo without its name being stated.	4	3	2	1
40	As an employee of Lonmin Platinum I can identify myself with the logo shown in the above picture.	4	3	2	1
41	I like Lonmin Platinum's logo.	4	3	2	1
42	LP's logo is visible (easy to see).	4	3	2	1
43	LP's logo is modern (up to date).	4	3	2	1
44	It is easy to read Lonmin Platinum's name on the logo.	4	3	2	1
45	Lonmin Platinum's logo is always applied (presented/used) in the same color.	4	3	2	1
46	Lonmin Platinum's buildings (physical environment) all look the same (architecture, structure) on the outside (for example, refinery, smelter, shafts, operations, office buildings).	4	3	2	1
47	Lonmin Platinum's environment is always neat and maintained.	4	3	2	1
48	Lonmin Platinum's vehicles (for example cars, trucks) always look the same.	4	3	2	1

SECTION C: Questions concerning Eastern Platinum Mine

Eastern Platinum Mine's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (49-70) refer to the above logo (picture) of Eastern Platinum Mine.

		Strongly agree	Agree	Disagree	Strongly disagree
49	I feel I am a part of Lonmin Platinum although I work for Eastern Platinum Mine.	4	3	2	1
50	Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work towards the same goals.	4	3	2	1
51	The working experience of Eastern Platinum Mine is different from the other operations.	4	3	2	1
52	I can easily find my way around in my working environment.	4	3	2	1
53	The name of Eastern Platinum Mine is easy to pronounce.	4	3	2	1
54	Eastern Platinum Mine's name does not have a negative meaning in any other language.	4	3	2	1
55	Eastern Platinum Mine creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1

		Strongly agree	Agree	Disagree	Strongly disagree
56	The premises of Eastern Platinum Mine are easily distinguished from the other mining premises.	4	3	2	1
57	Eastern Platinum Mine creates an impression (idea) of one family.	4	3	2	1
58	The picture (Eastern Platinum Mine's logo) above contributes to Lonmin Platinum's character.	4	3	2	1
59	I associate myself more with the logo of Eastern Platinum Mine than with Lonmin Platinum.	4	3	2	1
60	The logo of Eastern Platinum Mine always looks the same to me.	4	3	2	1
61	The Eastern Platinum Mine logo represents the objectives of this specific mine.	4	3	2	1
62	The Eastern Platinum Mine logo represents high standards of work (production).	4	3	2	1
63	Eastern Platinum Mine can easily be identified by its logo without the operations' name being stated.	4	3	2	1
64	I like Eastern Platinum Mine's logo.	4	3	2	1
65	Eastern Platinum Mine's logo is visible (easy to see).	4	3	2	1
66	Eastern Platinum Mine's logo is modern (up to date).	4	3	2	1
67	Eastern Platinum Mine's logo is always applied (presented) in the same color.	4	3	2	1
68	Eastern Platinum Mine's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations, and office buildings etcetera).	4	3	2	1
69	Eastern Platinum Mine's gardens are always neat and maintained.	4	3	2	1
70	Eastern Platinum Mine's vehicles (cars and trucks) always look the same.	4	3	2	1

SECTION D: General questions

Question 71:

Every company has long-term objectives (goals) they want to achieve. Do you know what Lonmin Platinum's objectives are?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Profit-making (high profits)	
b. Accountability (responsibility) towards the community	
c. Socio economic empowerment	
d. Safe working environment	
e. Long-term research	
f. Healthy working environment	
g. Political commitment	

Question 72:

On a scale of 1-4, indicate how effective you think Lonmin Platinum achieves its objectives (goals).

(Circle the number that represents your answer best).

a) Profit-making (high profits):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

b) Accountability (responsibility toward the community):

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

c) Socio economic empowerment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

d) Safe working environment

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

e) Long-term research:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

f) Healthy working environment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

g) Political commitment:

Very effective	Effective	Ineffective	Ineffective
4	3	2	1

Question 73:

Does Lonmin Platinum refer to the different registered companies, namely Western Platinum Limited and Eastern Platinum Limited?

Yes	1
No	2
I don't know	3

Question 74:

Western Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 75:

Eastern Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 76:

Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work for the same company?

Yes	1
No	2
I don't know	3

6. KAREE MINE'S CID

DEMOGRAPHICAL

GENERAL QUESTIONS

Please tick the correct grey block. Select only one per question.

1. Gender : Male 1 Female 2
2. Age : younger than 20 1 40 - 44 6
 20 - 24 2 45 - 49 7
 25 - 29 3 50 - 54 8
 30 - 34 4 older than 54 9
 35 - 39 5
3. How do you perceive yourself?
 Black 1 Asian 3
 Coloured 2 White 4
 Other _____
4. Are you disabled?
 Yes 1 No 2
5. At which operation / site are you working?
 Karee Mine 1 BMR Smelter 4
 Western Platinum Mine 2 Western Platinum Refinery 5
 Eastern Platinum Mine 3 Headoffice (LPD) 6
 Other _____
6. How many years have you been with Lonmin Platinum
 (including Karee Mine, Western Platinum Mine, Eastern Platinum Mine,
 Western Platinum Refinery, BMR Smelter, Headoffice LPD)?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6
7. How many years have you been in your current position?
 Less than 1 year 1 11 - 15 years 4
 1 - 5 years 2 16 - 20 years 5
 6 - 10 years 3 More than 20 years 6

8. Which of the following applies to your current position?

Full time	1
Part time	2
Contractor	3

9. Where do you work most of the time?

Underground	1
Surface Dusty	2
Surface	3

10. Please indicate your current job level

Employees (all A-levels, categories 3 to 8)	1
Supervisors (level B and C)	2
Middle management (all level D)	3
Top management (levels E and F)	4

11. Which language(s) can you read and understand (you may select as many as necessary)?

	Read	Understand
Setswana		
Shangaan		
Sepedi / North Sotho		
Sesotho / South Sotho		
isiXhosa		
isiZulu		
English		
Afrikaans		
Fanagalo		
Other	_____	
Other	_____	

12. What is your highest qualification?

None	1
ABET / Class 1 - Standard 5 (Primary school)	2
Standard 6 - 10 (High school)	3
Tertiary (After school)	4

13. Where do you currently live?

Mine hostel	1	Makhukhu / Shack	4
Mine flat / Married quarters	2	Mine brick house	5
Rented / MHDC house	3	Own brick house	6
Other	_____		

14. If you had to live in mine provided housing, which would you prefer?

Mine hostel	1
Mine flat / married quarters	2
Mine brick house	3

15. Do you have running water in your home?

Yes	1	No	2
-----	---	----	---

16. Do you have electricity in your home?

Yes	1	No	2
-----	---	----	---

17. Are you currently living with your close family?

Yes	1	2
-----	---	---

18. If not, would you prefer to live with your close family?

Yes	1
No	2

19. Where do you originally come from?

SA:	North West	1	Mpumalanga	6	
	Eastern Cape	2		Northern Cape	7
	Free State	3		Western Cape	8
	KwaZulu-Natal	4		Gauteng	9
	Limpopo	5			
Outside SA:	Lesotho	2			
	Mozambique	3			

20. If you are not originally from the Rustenburg region, do you still have close family where you come from?

Yes	1	No	2
-----	---	----	---

21. Are you aware of the following in the community where you currently live?

Ethnic clashes	
Health problems	
Addiction problems	
Violence / Crime	

22. Are you happy in your current position?

Yes	1	No	2
-----	---	----	---

23. If you had the opportunity would you want to work for another company?

Yes 1

No 2

24. Are you a member of a union / labour associations?

Yes 1

No 2

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct block. You may only select one answer per question.

25. Do you think there is room for promotion in the company?

Yes 1

No 2

26. How many different positions have you held in the company?

Only 1 1

2 2

More than 3 3

RELATIONSHIP

When referring to THE company please think of the operation/mine you work for (i.e. Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery, BMR Smelter, Headoffice / LPD)?

Please tick the correct grey block. Select one answer for each question.

27. How would you rate your relationship with the company company WHEN YOU JOINED? _____

Very bad	Quite bad	Quite good	Very good
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

28. How would you rate your CURRENT relationship with the company? _____

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
----------------------------	----------------------------	----------------------------	----------------------------

29. How do you feel about the following statements?

	Totally disagree	Disagree	Agree	Totally agree
a. This company treats me fairly and justly _____	1	2	3	4
b. Whenever this company makes an important decision, I know it will be concerned about me _____	1	2	3	4
c. This company can be relied on to keep its promises _____	1	2	3	4
d. I believe that this company takes my opinions into account when making decisions _____	1	2	3	4
e. This company has the ability to accomplish what it says it will do _____	1	2	3	4
f. In dealing with me, this company has a tendency to boss me around _____	1	2	3	4
g. This company really listens to what I have to say _____	1	2	3	4
h. I can see that this company wants to maintain a relationship with me _____	1	2	3	4
i. I am happy with this company _____	1	2	3	4
j. Both the company and I benefit from the relationship _____	1	2	3	4
k. This company usually helps non-employees _____	1	2	3	4
l. This company is very concerned about my welfare _____	1	2	3	4
m. This company only uses people to reach its goals _____	1	2	3	4
n. Whenever this company gives or offers me something, it generally expects something in return _____	1	2	3	4
o. This company takes care of people who are likely to reward the company _____	1	2	3	4

SECTION A: Identification of different logo's

Question 30:

Can you identify each of the following logo's by name?
(Please write your answer in the space next to the logo).



a) _____



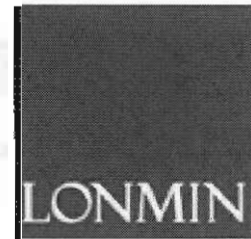
b) _____



c) _____



d) _____



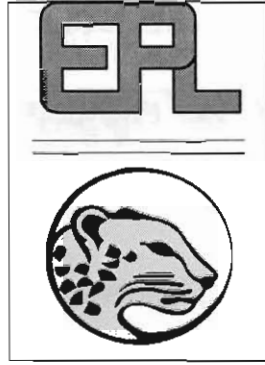
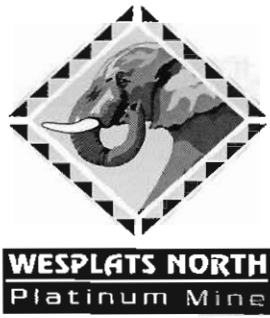
e) _____



f) _____



g) _____



h) _____ i) _____ j) _____

Question 31:

Which logo do you know the best (are you more familiar with)?
(Please write your answer in the space provided).

SECTION B: Questions concerning Lonmin Platinum

Lonmin Platinum's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (32-48) refer to the above logo (picture) of Lonmin Platinum.

		Strongly agree	Agree	Disagree	Strongly disagree
32	Lonmin Platinum's name is short and easy to pronounce.	4	3	2	1
33	Lonmin Platinum's name does not have a negative meaning in any other language.	4	3	2	1
34	Lonmin Platinum creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
35	Lonmin Platinum's mine sites are easily distinguished from other mining sites.	4	3	2	1
36	Lonmin Platinum (company) creates an impression (idea) of one family.	4	3	2	1
37	The above picture contributes to Lonmin Platinum's character.	4	3	2	1
38	Lonmin Platinum's (company) logo always looks the same, for example on the outside and inside of buildings, billboards, and letterheads etcetera.	4	3	2	1
39	Lonmin Platinum (company) can easily be identified by its logo without its name being stated.	4	3	2	1
40	As an employee of Lonmin Platinum I can identify myself with the logo shown in the above picture.	4	3	2	1
41	I like Lonmin Platinum's logo.	4	3	2	1
42	LP's logo is visible (easy to see).	4	3	2	1
43	LP's logo is modern (up to date).	4	3	2	1
44	It is easy to read Lonmin Platinum's name on the logo.	4	3	2	1
45	Lonmin Platinum's logo is always applied (presented/used) in the same color.	4	3	2	1
46	Lonmin Platinum's buildings (physical environment) all look the same (architecture, structure) on the outside (for example, refinery, smelter, shafts, operations, office buildings).	4	3	2	1
47	Lonmin Platinum's environment is always neat and maintained.	4	3	2	1
48	Lonmin Platinum's vehicles (for example cars, trucks) always look the same.	4	3	2	1

SECTION C: Questions concerning Karee Mine

Karee Mine's logo (picture):



Instructions:

Please answer the following questions by drawing a cross in the space that best represents your answer by using the scale provided. The following questions (49-70) refer to the above logo (picture) of Karee Mine.

		Strongly agree	Agree	Disagree	Strongly disagree
49	I feel I am a part of Lonmin Platinum although I work for Karee Mine.	4	3	2	1
50	Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work towards the same goals.	4	3	2	1
51	The working experience of Karee Mine is different from the other operations.	4	3	2	1
52	I can easily find my way around in my working environment.	4	3	2	1
53	The name of Karee Mine is easy to pronounce.	4	3	2	1
54	Karee Mine's name does not have a negative meaning in any other language.	4	3	2	1
55	Karee Mine creates an impression (idea) of expertise (knowledge, know-how).	4	3	2	1
56	The premises of Karee Mine are easily distinguished from the other mining premises.	4	3	2	1
57	Karee Mine creates an impression (idea) of one family.	4	3	2	1

		Strongly agree	Agree	Disagree	Strongly disagree
58	The picture (Karee Mine's logo) above contributes to Lonmin Platinum's character.	4	3	2	1
59	I associate myself more with the logo of Karee Mine than with Lonmin Platinum.	4	3	2	1
60	The logo of Karee Mine always looks the same to me.	4	3	2	1
61	The Karee Mine logo represents the objectives of this specific mine.	4	3	2	1
62	The Karee Mine logo represents high standards of work (production).	4	3	2	1
63	Karee Mine can easily be identified by its logo without the operations' name being stated.	4	3	2	1
64	I like Karee Mine's logo.	4	3	2	1
65	Karee Mine's logo is visible (easy to see).	4	3	2	1
66	Karee Mine's logo is modern (up to date).	4	3	2	1
67	Karee Mine's logo is always applied (presented) in the same color.	4	3	2	1
68	Karee Mine's buildings (physical environment) all look the same (architecture, structure) on the outside (for example shafts, operations, and office buildings etcetera).	4	3	2	1
69	Karee Mine's gardens are always neat and maintained.	4	3	2	1
70	Karee Mine's vehicles (cars and trucks) always look the same.	4	3	2	1

SECTION D: General questions

Question 71:

Every company has long-term objectives (goals) they want to achieve. Do you know what Lonmin Platinum's objectives are?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Profit-making (high profits)	
b. Accountability (responsibility) towards the community	
c. Socio economic empowerment	
d. Safe working environment	
e. Long-term research	
f. Healthy working environment	
g. Political commitment	

Question 72:

On a scale of 1-4, indicate how effective you think Lonmin Platinum achieves its objectives (goals).

(Circle the number that represents your answer best).

a) Profit-making (high profits):

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

b) Accountability (responsibility toward the community):

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

c) Socio economic empowerment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

d) Safe working environment

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

e) Long-term research:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

f) Healthy working environment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

g) Political commitment:

Very effective	Effective	Ineffective	Ineffective
4.....	3.....	2.....	1.....

Question 73:

Does Lonmin Platinum refer to the different registered companies, namely Western Platinum Limited and Eastern Platinum Limited?

Yes	1
No	2
I don't know	3

Question 74:

Western Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 75:

Eastern Platinum Limited includes which of the following?

(Draw a cross next to the option(s) that represent your answer(s). You may choose more than one option.)

a. Karee Mine	
b. Eastern Platinum Mine	
c. Western Platinum Mine	
d. BMR Smelter	
e. Western Platinum Refinery	

Question 76:

Employees of Karee Mine, Western Platinum Mine, Eastern Platinum Mine, Western Platinum Refinery and BMR Smelter all work for the same company?

Yes	1
No	2
I don't know	3

25-10-2007

Hereby I, Ms Cecilia van der Walt, certify that I did the editing of the thesis, titled **EMPLOYEES' PERCEPTIONS OF SYMBOLIC CORPORATE IDENTITY ELEMENTS AND EMPLOYER-EMPLOYEE RELATIONSHIPS AT LONMIN PLATINUM** written by Ms Lida Holtzhausen.

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Meneer

VERKLARING NASIEN VAN BRONNELYS

Hiermee verklaar die ondergetekende dat hy die Bronnelys vir die studie van me. Lida Holthausen tegnies nagesien en versorg het.

Die uwe

Prof CJH LESSING