Investigating leadership behaviors adopted on conflict resolutions: a case of gold mining production teams in Carletonville

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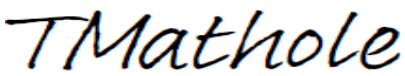
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Declaration

I, Thato Mathole [Student Number: 29741459], hereby confirm that the work presented in this mini dissertation titled "*Investigating leadership behaviours adopted on conflict resolutions: A case of gold mining production teams in Carletonville*" is my own original work and has not been submitted, in its entirety or in part, to any other educational institution for any other degree. All information extracted from other sources is acknowledged as such.

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_____

Thato Mathole 18 December 2020

Dedication

I would like to dedicate this work to the late Daniel, who was always checking up on me and making sure that I submit my work on time. May your soul rest in eternal peace.

Acknowledgements

- I want to thank the almighty for giving me strength and perseverance during this time.
- To my mom, thank you for always being there for me and supporting me emotionally because this was not an easy journey.
- Marang, my baby, thank God for having you in my life. This one is for you my baby.
- Thank you Aunty Noni for always being there and supporting and caring for my daughter; I would not have done this if it wasn't for your help.
- I would also like to thank the selected gold mine that I conducted my research, the management and the team that contributed and took part in my study. I thank you from the bottom of my heart.
- To Refiloe, thank you for the words of encouragement; you were like a sister to me.
- To Baile, thank you for always keeping me on my toes and pushing me.
- Lulamile, we started from the bottom, now we are here. Thank you.
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Abstract

The study aimed at investigating leadership behaviours adopted during conflict resolutions in mining production teams in the gold mines Carletonville. The objectives of this study were to determine if leadership behaviours influence conflict resolutions in mining teams and also investigate the type of leadership behaviours mostly adopted in mining production teams. Lastly, the study explained the issues leading to conflicts ion mining production teams. The qualitative research method was applied to achieve the above-mentioned objectives. Interviews of a semi-structured nature were administered to eleven participants at a selected gold mine in Carletonville. Results from this study showed that the response and absence of top management constitutes management's responses to conflict resolution among employees in gold mining production in Carletonville. In addition, the results showed that the different leadership behaviours are used in conflict resolution among employees in gold mining production teams in Carletonville. The leadership behaviours and styles used in conflict resolution among employees are autocratic leadership, laissez-faire leadership, transactional leadership and transformational leadership. The study found that the majority of employees prefer transformational leadership behaviour during conflict resolution in the mine.Finally,, the study found that dispute over bonuses, lack of motivation, merely autocratic leadership, merely transactional leadership, and poor ground conditions are the major issues leading to conflicts among gold mining production teams. Consequently, the study recommends that autocratic leadership behaviour should be avoided in gold mining production teams. Transactional leadership behaviour should not be overused in gold mining production teams while transformational leadership behaviour should be encouraged. The study also recommends that the managers must attend courses and webinars focusing on competencies such as emotional intelligence, inspiring employees, and sharing the organisations vision with the employees.

KEY TERMS: Conflict resolutions, transformational leadership, transactional leadership, laissez-faire leadership, autocratic leadership and gold mine.

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Definition of KEY concepts

Leadership: *"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal"*

Transformational leadership: style of leadership that is made up by the change of workers and association in their requirements, goals, measures and morals

Transactional leadership: it is the type of leadership that is concerned about rewarding the employee for doing the job

Laissez- Faire leadership: Is associated with an absence of leadership, where there is no decision making and the leaders disregard problems also does not want to be part of the team

Autocratic leadership: This can be defined as the leadership whereby the leaders make all the decisions and the employees do not take part in the decision been made

Conflict: It is an outcome whereby a team does not have an agreement in terms of what they believe, goals and thoughts

Conflict Resolution: It is a route of finally coming to an agreement after a quarrel or disagreement

1 Chapter One: Introduction

1.1 Chapter overview

This chapter introduces the study and gives an overview of the study. This chapter, therefore, presents the study outline as follows, the background to the study, the problem statement, aim of the study, research objectives, the research questions, chapter divisions of the entire dissertation and the last section concludes chapter one and introduces chapter two on the literature review of this research study.

The mining sector plays a critical role in growing the South Africa's economy (Phakathi, 2017). The growth can either be directly or indirectly regardless of the global and the socio-economic challenges dictated by the competitiveness and production over the years (Phakathi, 2017). Gold mining contributes towards the country's gross domestic product (GDP); however, it has shown a significant decline in gold production in recent years. Statistics indicate that there is a decline in gold production over the years, as shown in Figure 1-1:

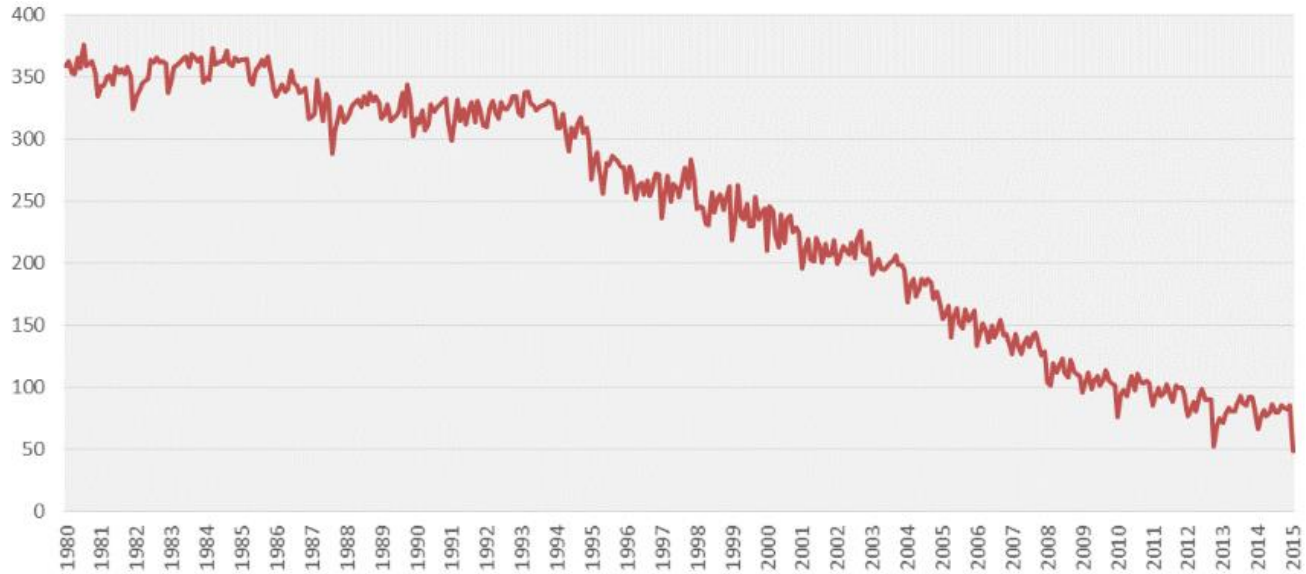


Figure 1-1: Monthly gold production index, 1980-2015 (Statistics South Africa (2015)

For the past years, South Africa was known as the leading gold producer in the world. However, gold output has shown a significant decline over the years, leading to believing that the sector is a 'sun-set industry' (Phakathi, 2017). Some of the contributing factors to the decline in gold production includes the rising production costs, escalating wages, expensive electricity, workers' strike and unrest, and leadership crisis.

During the year 2018, mining contributed R351 billion to South African's GDP and it increased to R360.9 billion during the year 2019 (Minerals Council, 2019). The employment rate has continued to decline since the 1980s, whereby almost 95,130 employees are currently employed (Minerals Council, 2019). The national output gold production fell from 1000 tonne in 1970 to 130 tonnes in 2018 (Gopaul, 2019).

Deep level gold mining is exceptionally labour-intensive with personnel from various educational training, culture, and countries. Along these lines, leadership assumes a critical role to ensure that the mine accomplishes its mission. The field of leadership as a study in the business investigation is significant. There have been a critical change post-politically sanctioned racial segregation years and as a result, the mine management embraced a domineering, oppressive and unfair leadership style (Phakathi, 2010). In that era, the mine leaders were found to be giving individuals guidelines and instructions on carrying out the responsibility dictated without being questioned. Recently, the process has changed because individuals know their priviledges through their training and educational background. There are also labour organisations who represent the employees incase of employer/employee labour disputes. Motivated leaders who can stir the workers, investors, and government officials are required in gold mining sectors.

In the mining industry, working as a team is inevitable. Therefore, the kind of leadership plays a significant role in the day to day running of the organisation. The mining department constitutes of a General manager, Production Manager, Section managers, Mine overseer, Production supervisors, Miners, Team leaders, and General labourers. Misunderstandings or conflicts are common in most organisations, especially when people have different thoughts or perceptions. This study came up with diverse

submissions concerning the advantages and disadvantages of conflicts, which can either be beneficial or non-beneficial to the organisation. One of the contributing variables concerning conflict is, working in a group, absence of correspondence, consistent change, and diversity. Conflicts may affect mining production in either a positive or negative manner. The leaders in the gold mine are confronted with managing workforce from various backgrounds, societies, ages, and races. Consequently, the mannner how they deal with these conflicts ought to be helpful to both the organisation and the employees.

1.2 Background

Leadership is a significant organisational dimension that has been increasingly prominent and acknowledged as a critical structure for effective and ineffective South African and global organisations (Mahlangu, 2015). The role of leadership in any organisation should not be overlooked because it plays an extremely critical and essential role in providing guidance and direction to achieve the organisation's strategic objectives (Hedley, 2018). Leadership also plays an essential part of the social relationships between individuals outside of the corporate world. The implementation of sound leadership principles often leads employees in an organisation to realising what is expected of them regardless of their role. It also allows employees to feel deeply committed to achieving the corporate goals and organisational objectives (Chan, 2012).

One of the well-researched areas in human history is the subject of leadership. It originated long back when people began to understand the critical role of leaders in various facets of life, such as politics, governmental issues, foreign policy, and war. Scholars in the past have devoted so much time and energy to this subject to bring improvement to leadership practices. A lot of money and time has been invested in educating management on leadership styles and dealing with production teams.

A corporate diagnosis of the organisation associated to falling revenues, high staff turnover, a hostile market environment reception, and a weak organisational reputation against the backdrop of the gold mine. Ttherefore,this study seeks to connect linkages

in leadership behaviour that are adopted during conflict resolutions in mining production teams. This study explored this phenomenon focusing on investigating the leadership behaviours adopted by senior-level mining employees towards middle and lower-level employees during conflict resolutions.

1.3 Statement of the problem

The output of gold production has significantly declined over the years (Phakathi, 2017). Some of the contributing factors to this decline include the rising costs of production, escalating wages, expensive electricity, workers strike and leadership crisis. Transformed leaders, employees, investors, and government officials are required in gold mining sectors to achieve their targets. In the mining industry, working as a team is inevitable; therefore, leadership plays a significant role in the day to day running of the organisation. Misunderstanding or conflicts are common in any organisation due to a number of reasons including some mentioned above. The mining sector in South Africa has been experiencing labour strikes over the past years (Rapatsa & Matloga,2014). Workers in South Africa have tended to oppose the view the top management of their companies as foreign in terms of compensation. They have often called for increased government control of some sectors of the economy (The Star, 2014). Many international companies have overly complex corporate headquarters and subsidiary relationship following mergers and acquisitions which may increase the leadership challenges they are facing in global markets (Hodges & Martin, 2012). International markets have different cultures which tend to shape people's view on what is deemed as effective organisational leadership (Pauline, 2012).

In a typical gold mine in South Africa, senior managers, especially managers such as general managers and production managers usually work on a contractual basis for a period of five years. They are rotated by placing them in another operation or department. Consequently, this puts them under pressure to attain their targets and meet the expectations of the executives. The managers,in turn start, exerting pressure on the employees by adopting different leadership styles that will ensure that they achieve their targets.

Furthermore, the leadership style can either have a positive or negative impact when it comes to conflict resolutions which ultimately affect the productivity of the mine. The type of leadership, a manager,possess plays a critical role in the conflict resolution. Conflict approaches become efficient when the manager has the wisdom and human capability (Wilson, 2014). Therefore, the study investigates the leadership behaviours adopted on conflict resolutions in mining production teams focusing on a gold mine in Carletonville as a case study.

1.4 Research questions

The general research question for this study is formulated as follows: ***"What are the leadership behaviours adopted in conflict resolution with a focus on gold mining production teams in Carletonville?"***

The following specific research questions were formulated from the general research question as follows:

1. To what extent do leadership behaviours influence the conflict resolutions in mining production teams?
2. What are the types of leadership behaviours adopted in mining production teams?
3. What are the issues that lead to conflicts within the mining production teams?

1.5 Research goal

The main goal of this research was to investigate the leadership behaviors adopted on conflict resolutions with a focus on gold mining production teams in Carletonville.

1.6 Research objectives

The objectives of this research were as following:

1. To determine if leadership behaviours influence conflict resolutions in mining production teams.
2. To investigate the type of leadership behaviours that are mostly adopted in mining production teams.
3. To identify and explain the issues leading to conflicts in mining production teams.

1.7 Overview of the research methodology

Research design focused on what the researcher was trying to acomplish in terms of goals, aims, and purpose, with the realistic constraits of the budget and time, and the flexibility of the researcher (Almaki, 2016). A qualitative method approach was adopted. One of the reasons for adopting this reasearch methodology was to get different insightful views on the leadership behaviours adopted during conflict resolutions in mining production teams with a focus on a gold mine in Carletonville.

1.7.1 Population/ sampling

The population of this study included senior, middle, and lower level gold mining production teams in Carletonville. The first step was to identify the employees that will participate in the study. To gather the eleven (11) participants for the interview, the researcher selected mining production employees that were able to provide the most useful information. The sampling strategy adopted during the study was a convenient sampling strategy.

1.7.2 Data collection

The researcher works in the selected gold mine. A permission letter was sent via email to the general management and the human resource manager to ask for permission to conduct the study. The researcher explained to the participants that their participation is

entirely voluntary and that there will be no mention of their names and surnames. The participants were named by their interview code and they had to sign an informed consent form which was explained to them.

Data collection was in the form of asking the participants semi-structured questions which did not take more than 30 minutes. Permission was asked to record the interview. The interview questions were made up of Section A included the biographical information of the employees, Section B was the leadership behaviour and characteristics. Lastly, Section C was about the conflict resolution.

1.7.3 Data analysis and interpretations

Data collected was coded using thematic analysis and interpretation. The thematic analysis deals with information from respondents to categorise major themes, collective concerns, and summarise the respondent's insights. The researcher did transcriptions of all recorded interviews. Data was analysed using recognising themes, coding, classifying evidence, and clarifying familiarities. Matches and different views were noted. To achieve this, the researcher captured all the interview transcripts into the NVivo 12 qualitative data analysis programme (Qsrinternational, 2020).

1.7.4 Ethical considerations

Ethics are the guidelines or rules of behaviour that differentiate between right and wrong in a study process conducted by the researcher and pursuing universal ethical requirements of research issues (Trochim, 2012). They help assess the distinction between appropriate and inappropriate behaviours. The relationship between researchers and the individuals participating in the study is mainly concerned with research ethics.

Ethical approval had to be obtained before any data collection was done. Ethical permission was obtained from the North West University. The researcher made it clear that the study is voluntary, explained what the study aims to achieve and the procedure

that must be followed. According to Bryman and Bell (2007), the following three ethical standards were used to adhere to professional guidelines and ethics applicable to the report.

According to Grove et al. (2015), the researcher must reveal relevant details to all prospective study respondents. To ensure that they decided to participate willingly in the study, the respondents were issued an informed consent document to sign. By signing a copy of the informed consent form, the study participants indicated their informed consent. The informed consent form addressed the respondents' rights, which included the right to refuse to answer questions they found intrusive and inappropriate, and the right to leave the study interviews at any time when they felt uncomfortable. The researcher also requested permission for recording the interviews.

The analysis was designed to ensure that none of the respondents during the data collection process were injured. The damage alluded to, in this case is physical as well as mental. It is the researcher's duty, according to Sarantakos (2013), to ensure that the study does not require any procedures that would hurt respondents. Sarantakos (2013) added that other types of damage that researchers should pay attention to include both legal and mental damage. The interviews were performed in both the respondents' offices and the researcher's office, and there was nothing likely to cause any physical harm. The questions asked during the interviews were about the leadership behaviors and conflict resolution and they did not require respondents to leak or disclose sensitive company information that would result in any legal consequences or mental destruction.

The study also ensured that the confidentiality and privacy of the respondents were protected. Research confidentiality can be described as ensuring that unauthorised individuals do not access data collected from a research respondent (Sieber, 2014). Research anonymity, on the other hand, is characterised as the degree to which the reader of a research paper perceives a research respondent to be unknown or unspecified (Amichai-Hamburger, 2013). Readers of the research report must not be able to identify which specific respondent contributed to what information.

The confidentiality and privacy of the respondents were maintained by not requiring the respondents to include their names and any other details that could lead to their identification in the finished research study. Sarantakos (2013) stressed that researchers should stop breaching the privacy of the respondent in all circumstances. Information gathered from the study will be kept in locked cupboards for at least two years and thereafter it can be disposed of by shredding all the documents to maintain the anonymity of all the participants and safeguard the integrity of the research.

1.8 Research contribution

The study seeks to come up with an executive template and management blueprint that will work as a guiding framework on leadership for executives and managers and the ideal leadership behaviour applicable during conflict resolutions. As realistic leadership principles will be given, other fellow researchers in management disciplines, government, and quasi-government organisations that have perennial challenges from powerful managers will also benefit. The research also aims to add to the body of knowledge in the field of leadership and to recognise gaps in the study performed by other leading scholars and how leadership links to conflict resolutions focusing on a gold mining company. This will assist in gaining a stronger understanding and a clearer picture of leadership and its various tenets.

1.9 Dissertation organisation

Chapter 1 - Introduction and background of the study: This chapter gives an overview of what the study is all about which includes the introduction, problem statement, research questions, objectives, research methodology, limitations, and layout of the study.

Chapter 2 - Literature review

This chapter presents the literature review. Leadership, leadership styles, and behaviors, conflict resolution will be discussed. The link between leadership and conflict resolution will also be discussed.

Chapter 3 - Research methodology

The type of technique that was used in the study is described in depth in this section. The qualitative method methodology was followed in this review. It also demonstrates how the research was performed, describing the process of sampling, population, unit of analysis, data collection, and procedures for analysis.

Chapter 4 - Discussion of findings

This chapter presents all the findings and data obtained from the interviews. In this chapter, thorough discussions and findings are discussed. The knowledge provided by the participants is interpreted to make sense of the results that also help to address the research questions.

Capter 5 - Conclusion and Recommendations

This chapter outlines the conclusion and recommendations.

1.10 Chapter summary

The chapter introduced the research and its context on leadership behaviors and how it is adopted during conflict resolutions. The background of the organisation's case study was described, and the research question mapped out. The study outlined its research objectives that seek to ascertain factors influencing leadership behaviours adopted during conflict resolutions with the main focus of a selected gold mine in Carletonville. The study established to determine gaps in the Gold Mine's leadership behaviours that are adopted during conflicts resolutions and the provision of recommendations on improving Gold Mine's leadership approach towards improving productivity and conflict resolutions in mining production teams, Carletonville. The second chapter discusses the literature about this research study.

2 Chapter Two: Related Work

2.1 Chapter overview

In this chapter a detailed explanation of the related studies and works is given. The chapter further discusses the literature about how the South Africa mining sector has contributed towards the socio, political, and economic landscape of the nation at large, different leadership behaviours in the selected gold mine, and the concept of conflict resolutions.

The mining industry was the backbone of the country's economy for decades (Minerals Council, 2018). For example, our current economy is different as compared to the 1980s economy (Statistics South Africa, 2017). During 1980, mining was the second most compelling industry and contributed 21% towards the gross domestic product (GDP) (Statistics South Africa, 2017). However, the mining industry contributed only 14.4%, which was reported in the second quarter of 2019 (Statistics South Africa, 2019).

In 2014 and 2015, the industry faced difficult times resulting in declining profits. The following factors, such as the rising cost of incomes, stoppages of mines, low production levels, labour unrest, and low commodity prices contributed to this decline (Phakathi, 2017). Some of these factors had a negative impact on the mining industry and includes the policy uncertainty and the mining regulations that are not clear to the investors, the slow growth in the economy, and business creation (Phakathi, 2017). Since mining contributes towards the country's GDP, the decline in mining can have an impact on job loss and the negative growth of the economy in general. The sector has gone through economic pressure as shown by a decline in employment during the 1980s, whereby it used to employ 800,000 employees (Phakathi, 2017). Output decreased by 1.6 percent

in 2018 compared to 2017, down from 3.9 percent in 2017 (Statistics South Africa, 2018).

The key mining facts about mining according to the Minerals Council (2018)

- During 2018, the mining sector contributed R351 billion towards the economy of the South African economy
- The mining sector provided 456,438 people with employment during 2018.
- A mining employee has about seven to nine people that depend on them for survival.
- Over several years, the mining industry has drawn important foreign direct investment to South Africa.

The theory about the study and an integrated conceptual thought for the case study will be discussed in detail in this chapter's latter parts.

2.2 Gold mining in South Africa

Gold has been mined in South Africa for over 120 years (Caincross and Kisting, 2016). It has proven to play an important role in the world's financial system, and this includes in the past and recent times (Caincross & Kisting, 2016). South Africa was the leading producer of gold in the world which produced over 1000 tons in 1975, but the production has steadily been decreasing by over 200 tons in recent years (Caincross & Kisting, 2016). In 2009, South Africa was surpassed by China as the leading gold producer in the world and it is ranked fifth after China, Australia, Russia, and the United States of America (Neingo & Tholana, 2016). The employment levels in the gold sector decreased from 400,000 jobs in 1994 to a mere 100,000 in 2016 (Phakathi, 2017). This is evident that there has been a steady decline in the employment levels in the gold sector. In 2005, the platinum sector surpassed the gold sector as the leading employer in the mining sector (Phakathi, 2017).

Amid South Africa's historic contribution to the gold mining sector for both the national and international economies, the sector is faced with a wide range of technological, legal, social, and operational problems, which indicates that South Africa is losing momentum in the international gold mining industry (Neingo & Tholana, 2016). Despite that, issues are affecting the gold sector globally, South African gold also faces its challenges (Neingo and Tholana, 2016). These challenges include increasing production costs, mining methods, and the depth of mining, labour issues, gold decline, and lastly political, social, and environmental issues (Neing and Tholana, 2016). These challenges put pressure on both workers and the management who are working in the sector (Maré, 2007). The decline of gold productivity calls for leadership of the highest level (Maré, 2007).

2.3 Leadership

Leadership can be defined as "*a process which unifies a diverse group of people to work effectively as a team toward a common purpose under varied and often difficult conditions, through the elimination of scapegoating, the maximisation of mediation, and the judicious use of power*" (Høigaard,Jones & Peters ,2008). Every organization wants to grow and maximize its profit hence effective leadership skills for the organization are especially important to be able to achieve goals. Leadership plays a significant role in any organisation. Leadership also depends on how big or small the organisation is and the type of organisation such as in the private sector or public sector. In an ever-evolving and highly competitive climate, the work of a manager and his leadership style is of utmost importance (Dunham-Taylor, 2000). The survival and the growth of the organisation depend on how bad or good the leadership is, which means positive leadership results in good job performance and negative leadership results in bad job performance (Drescher & Drescher, 2017). Leadership is about a leader having an impact on the followers so that they can accomplish a mutual goal (Northouse, 2015).

The gold mining industry is exceptionally labour-intensive which means it requires decisive leaders who can be able to manage the employees so that they can be able to achieve their targets. The industry is diverse which includes employees from different

backgrounds, races, gender, and cultures. *"It is of importance for leaders to be equipped with appropriate skills and empowered to effectively lead the company, however, it is also important, for them to lead by example and impact employees' performance through effective leadership and staff engagement*," says Cawood (Anon., 2019). Cawood further states that the leader is inseparably connected to the culture of the organisation, inspires the employees of the organisation which at the end of the day have an impact towards the performance and productivity of the employees (Anon., 2019).

2.4 Leadership behaviour

Leadership behaviour is a complicated problem and some may argue that the concept of leadership itself is ambiguous (Oshagbemi & Ocholi, 2013). Therefore, there are as many meanings of leadership as there are many researchers who have tried to explain the topic (Bass,1990). Leadership behaviour play a vital role in the development of effective organisations (Larsson & Vinberg, 2010). The behaviour of the leaders in a workplace plays an important role in employees as it has a substantial impact on the performance of the employees and how the conflicts are resolved.

There are three types of leadership behaviours, which the task, relation, and change orientated (Yukl, 2013) and (Yukl et al., 2002). Extending the Yukl concept, leader behaviours were also grouped into Task-oriented, Relational-oriented, Change-oriented, and Passive Leadership (laissez-faire leadership) was also included (Derue et al., 2011).

2.4.1 Task orientated leadership behaviours

Task orientated leadership is behaviour which is classified under transactional leadership (Bass & Bass, 2008). Such leadership is mostly about reaching or achieving the targets (Holloway, 2012). Leaders help their employees meet their objectives by defining assignments, specifying evaluation requirements and procedures, giving directives, setting deadlines, and explaining how the goals are accomplished.

(Holloway,2012). Task orientated is about having clarity of the work that needs to be done and by whom, observation of job efficiency and short-term preparation (Yukl et al., 2009).

2.4.2 Relation orientated leadership behaviours

This leadership behaviour is more concerned with establishing a close, collaborative relationship (Holloway, 2012). This requires a two-way contact approach to provide psychological and moral encouragement so the employee feels confident about themselves, their fellow workers, and their circumstances (Northouse, 2010). Relation orientated leadership behaviour includes roles and objectives clarification, monitoring individual performance and operations, and short-term planning (Yukl et al., 2009). Clarifying behaviour involves assigning roles, defining work roles, and setting performance standards (Holloway, 2012). Monitoring behaviour requires monitoring progress and how good the work is (Holloway, 2012). Planning behaviours is about knowing what the employee needs and how to incorporate their needs so that the goals and objectives of the organisation can be achieved (Holloway, 2012).

2.4.3 Change orientated leadership behaviours

Change-oriented leadership behaviours usually involve those that are part of the strategic management area, such as environmental awareness and seeking new ways to profit from environmental developments (Chathury, 2008). This is the type of leadership behaviour that contains the following sets of behaviour: observing the climate, promoting creative thinking, illustrating the need for change, hoping to create change, and taking personal precautions (Gill et al., 2005). This is perceived as one of the most challenging leadership behaviours in terms of responsibilities (Yukl, 2006).

2.5 Leadership theories

So far as the leadership is concerned, in their attempts to define the term, many researchers and theorists have established different theories and approaches (Dlamini,

2018). It is believed that leaders are made but not born, however, it is increasingly recognised that to be a successful leader, one must have the expertise, the skills, the dedication, the courage, and, most importantly, the ability to compromise and collaborate with others to achieve its objectives (Amanchukwu, Stanley & Ololube,2015). Thus, good leaders are made, not born (Amanchukw et al.,2015). There is a difference between a leader and a non-leader and this depend on the behaviour and characteristics of an individual. This section includes a review of the popular theories and approaches to leadership.

2.5.1 "Great Man Theory"

The writings on leadership began with the ancient theory of "Great Man", which expressed that leaders are conceived continuously and cannot be made. This theory also perceives men as only the generation that is capable of leading, whereby recent theory believes that an individual can be taught about leading people who depends on their behavioural patterns and qualities (Javed et al., 2014). The Great man theory assumption is that a leader has various characteristics that are not found among everybody. Sometimes these ideas view leaders as noble, mythical, and destined to take the lead when necessary (Amanchukwu et al., 2015). This theory was mostly based on men, and women were ignored.

2.5.2 Trait theory

Trait theory is also often called the "great man theory" as research into the theory started at a time when "leadership was considered to be the province of male" (Glynn & DeJordy, 2010). Between the late 1940s and early 1990s, studies on trait theory focused on isolating features and attributes that separated leaders from non-leaders, trying to understand "why certain people were great leaders" (Rowe & Guerrero, 2016). Trait theories also describe the unique personality or behavioural traits exhibited by leaders (Amanchukwu et al., 2015).

2.5.3 Contingency and situational theories

Leadership contingency theories concentrate on unique external factors that may decide which leadership style is better suited to a specific job situation (Amanchukwu et al., 2015). No single leadership style is sufficient in all circumstances, according to this theory (Amanchukwu et al., 2015). The Leadership Situational theory explores how leadership differs from situation to situation (Bateman & Snell, 2007). Leaders should first evaluate the situation according to this model and then determine what they need to do (Bateman & Snell, 2007). Various leadership styles may be best suited for different decision-making styles (Amanchukwu et al., 2015).

2.5.4 Transformational leadership theory

The theory of transformational leadership, also known as relationship theories, is the most popular theory of leadership in which individuals will become leaders by preference through incorporating leadership skills (Govender, 2016). This theory is based on the connection between the leaders and the subordinates (Amanchukwu et al., 2015). Transformational leaders empower and encourage people by having their subordinates see the value and the importance of the task, and the leaders are centred on performing group members, and achieving their full potential as people (Amanchukwu et al., 2015). Transformational leaders are known to “engage in interactions with followers based on common values, beliefs and goals” and which has an impact on achieving the planned target (Nawaz & Khan, 2016). This leadership style handle subordinates differently and seek the growth of their moral principles, ethics, and abilities by giving priority to their job and struggle (Nawaz & Khan, 2016).

2.5.5 Transactional leadership theory

Transactional, also known as management theory, is mostly based on the rewards between the leader and his/her subordinates including punishments if targets are not achieved (Amanchukwu et al., 2015). Bass and Avolio (1994) found that transactional leadership “as a type of contingent-reward leadership that had active and positive

exchange between leaders and followers whereby followers were rewarded or recognised for accomplishing agreed-upon objectives". This is the type of leadership whereby subordinates are rewarded when they excel in their work however, they are reprimanded or disciplined when they fail to achieve their targets (Charry, 2012). The goal of the transaction leader is to ensure that obstacles to the achievement of the aim have to be eliminated to achieve the specified objectives (Uzohue et al., 2016).

2.5.6 Behavioural theory

Behavioural leadership theory is based on the idea that great leaders are created, that they are not born (Uzohue et al., 2016). This leadership theory focuses on the behaviour of non-intellectual leaders or personality traits (Uzohue et al., 2016). The behavioural theory states that people will learn to become leaders through learning and evaluation (Amanchukwu et al., 2015). Groups under these kinds of leadership have been found to behave differently (Uzohue et al., 2016). Groups that are led by an autocratic leader will tend to work well however they will not be happy and impressed with how they are led which will lead them to be hostile (Amanchukwu et al., 2015). Democratically led groups perform as good as the autocratically led groups but however they are more positive, motivated, and do not express any hostility, furthermore, the results also show when the leader is not present (Amanchukwu et al.,2015).

2.6 Leadership styles

Memon (2014) describes the leadership style as a way to inspire and guide people and to execute plans. The leadership style approach is seen as a better way of leading organisations, groups, and departments (Mehmood & Arif, 2011). "Leadership is a process by which individual influences the thoughts, attitudes, and behaviours of others. The Leaders set a direction for the firm; they help see what lies ahead; they visualise what they might achieve and how to achieve it; they encourage and inspire the subordinates" (Hill's, 2008).

This research study adopted Hill's (2008) concept of leadership, that is to say, a well-directed employee is a centred employee in terms of goals and organisational objectives, as individuals tend to understand policies, and methods, once we groom our employees, we give them the ability, the capacity to deliver and bestow their best on the organisation. Leaders personally determine their leadership style. If the style of leadership applied is positive and can provide a clear outcome to subordinates, it creates trust and encouragement for employees. In exchange, employee morale is improved, resulting in better performance of employees. Leaders must strive to achieve greater results along with supporters by working together.

There are different leadership styles, including autocratic, transactional, bureaucratic, charismatic, participative, transformational, and laissez-faire which can be practical for any manager in a workplace (Gonos & Gallo, 2013). As mentioned in chapter one, transformational, transactional, laissez-faire, and autocratic leadership styles will be discussed in this research since they are relevant for the selected gold mine.

2.6.1 Transformational leadership

To transform means to change an object from one form into something different meaning from what was in existence. Transformational leadership is a type of leadership that is focused on changing the workers and organisational needs, aims, values, and morals (Rizi et al., 2013). Different studies have demonstrated that a transformational administration style adds to the prosperity of an organisation and the people who make up the organization (Bass, 1999), (Chun et al., 2016) and (Montanoet et al., 2017). On numerous occasions, transformational leadership has proven to be an exceptionally successful approach to lead in various organisations. Transformational leadership has an impact on work fulfillment (Braun, et al., 2013) and work performance (Wang et al., 2011). On the other hand, conflicts negatively impact and consequences in a work environment (De Dreu, 2008).

Transformational leadership is an independent way of getting the leaders to make those they lead to be part of the decision-making process (Mihai, SchiopoiuBurlea & Mihai,

2017). This is the type of leadership where leaders identify themselves as representing the organisation and they focus more on motivating and encouraging the subordinates (Tepper et al., 2018). Mokgolo, Modiba and Mokgolo (2012) found in their investigation that taking part in transformational leadership can assist the line manager to deal better with the difficulties they face. Transformational leadership is made up of a mixture of various behaviours. These behaviours are made up of the “Four I's” which is idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration (Long, Yusof & Kowanget, 2014). The behaviours are ideal but, leadership varies in the number of components used in transformational leadership and what scope they are engaged in (Kammerhoff, Lauenstein & Schütz, 2019). A transformational leader possesses one of the behaviours mentioned (Bass & Avolio, 1995).

Despite there being a lot of organisations using transformational leadership, there is still some criticism about its use (Beyer, 1999; Hunt, 1999 and Yukl, 1999). Yukl (1999) noted that the transformational leadership mechanism that is adopted at work was not clear, and there is no sufficient work that has been done to assess the effect of transformational leadership in workgroups, teams, and businesses.

- **Idealised Influence**

Leaders who are associated with leading by idealised influence are portrayed as role models in the workplace, and the subordinates look up to them (Kammerhoff et al., 2019). In this measurement, subordinates evaluate their leader’s qualities according to power, personality, self-reliance, faith, regularity, and his capacity to impact those (Wan Omar and Hussin, 2013). The manner that a leader can demonstrate discipline, professionalism, and the manner of addressing issues are part of the idealized influence (Afshari, Bakar, Luan & Sirajet, 2012).

- **Inspirational Motivation**

Under transformational leadership, leaders can motivate their employees by sharing common values and goals and communicate well with the employees on how these will be achieved by working collectively (Kammerhoff et al., 2019). This is the type of behaviour whereby the leader communicates to his subordinates a need to perform well and urges them to invest energy to achieve the mission and the objectives of the organisation (Wan, Omar & Hussin, 2013).

- **Intellectual Stimulation**

Leaders challenge their supporters mentally by invigorating and empowering them to come up with innovative ideas and new approaches to operating (Kammerhoffet et al., 2019). A leader ensures that he trains the subordinates to take accountability for their actions, guiding them to follow a way of dealing with the problem and analysing them which at the end of the day they can come up with ideas and reasoning capacity for solving them (Ahmad et al., 2014). Intellectual stimulation needs a leader who is honest and open for criticism and has the capability of resolving the company's problems to increase the employee's value (McCleskey, 2014).

- **Individualised Consideration**

This is the dimension whereby the leader's job is to make sure that he understands the needs and individual values of the supporters (Kammerhoff et al., 2019). The particular attention which the supporters are getting from their leader makes them comfortable, in a workplace which creates a conducive environment while stimulating them to reach exceptional motivational levels (Ahmad et al., 2014). The leader can show respect and appreciation to each employee. This helps employees to gain self-esteem and self-fulfillment, which in turn motivates them to achieve their goals and further their progress (Odumeru & Ogbonna, 2013).

2.6.2 Transactional leadership

Transactional leadership depends on the trade between a leader and the subordinates (Sayadi, 2016). There is a contractual agreement between the leader and his subordinate with an attendant reward for doing the work (Sayadi, 2016). Thus, transactional leaders assign what needs to be done and reward them for completing the task (Bass & Avolio, 1994). This leadership style is more worried about the procedure rather than innovative ideas (Odumeru & Ogbonna, 2013). According to Bass (1985), transactional leaders encourage the employees to get the work down by explaining the results, how to achieve the target, how the performance will be evaluated, updating them on the task performed, and giving unexpected rewards if workers meet the objectives. In the case of mining, leaders are concerned with how much of the target output the mining teams have produced. The leaders discuss the targets that must be achieved, i.e. How many square meters the mining production teams must blast? The teams then have their daily, weekly, and monthly tasks assigned.

The main focal point about transactional leadership is on the task required to be done and the rewards they will be given to the task allocated (Bass, 2015). Bass indicated that for a leader to be successful, he must have both transactional and transformational styles but to what extent? He concluded by saying the transactional leadership style is an easy type of leadership that a leader can adopt, unlike a transformational leadership style which tends to be more complicated. In mining, for instance, people are awarded a form of bonuses if they achieved their goals and are seldom motivated for the work being done. Transactional leadership emphasises strongly on the employee's physical and security requests (Koech & Namusonge, 2012). However, Burns (1978) argues that there is a short-term relationship between the leader and the employees as the relationship is more focused on exchanging rewards. The relationship is more into rewards and based on transactions which can create resentment between the leader and employees.

Transactional leadership is made up of three components,which are Contingent Reward, Active Management by Exception (MBE-A) and Passive Management by Exception (MBE-P) are discussed below.

- **Contingent Reward**

The contingent reward is whereby the performance of subordinates is associated with bonuses depending on specific parameters which are made known beforehand (Koech & Namusonge, 2012). The contingent reward component of transactional leadership is a combination of a follower's performance, together with contingent rewards (Bass, 1997). Leaders communicate with the followers about the outcomes of the work that must be done and the rewards that will be given when the work is accomplished (Yahaya & Ebrahim, 2016). A transactional leader discusses with the employees the rewards for performing their given tasks, they will be rewarded for completing the job, and also they will not be rewarded if the tasks or work is not completed (Yahaya & Ebrahim, 2016).

- **Active Management by Exception (MBE-A)**

This is where the leader assesses the performance of the employees and follows actions if the work is not completed (Bass, 1997). Active management by exception involves leaders worried about the work being done and observing ill-discipline (Wum et al., 2006). Leaders make sure they step in when the work is not done accordingly, and they take corrective actions (Bass, 1985).

- **Passive Management by Exception (MBE-P)**

This is where leadership is absent, and the leader only intervenes when things are out of control (Bass, 1997). In passive management by exception leadership, leaders tend to react to problems in a haphazard manner (Yahaya & Ebrahim, 2016). They tend to let the employees do the work and only interfere when the subordinate makes a mistake while doing the job (Gill, 2006).

2.6.3 Laissez-faire leadership

Laissez-faire (free rein) leadership is the type of leadership whereby the leader fails to make decisions, does not intervene, and follows up on problems that the subordinates may encounter (Gill, 2006). It is opposite to either transformational or transactional leadership because there is a lack of leadership and there is no strategic planning (Hinkin & Schriesheim, 2008). Most researchers have concluded that transformational and transitional leadership is responsible for job satisfaction and the company's effectiveness. Laissez-faire leadership on the other hand is believed to be ineffective in the workplace (Barling, Weber & Kelloway, 1996; Lowe, Kroeck & Sivasubramaniam, 1996; Judge and Piccolo, 2004). The leader does not participate or provide updates on the tasks given to the subordinates, and there are no rewards for completing the work (Yahaya & Ebrahim, 2016).

The laissez-faire leadership style contributes to employees being strained and demotivated (Skogstad et al., 2014). This leads to negative behaviour and has an impact on the productivity of the employees. The style does not create a conducive working environment whereby employees cannot raise their views, the roles are not clear, and this can result in negative conflicts (Schyns & Schilling, 2013).

In contrast, a lot of studies have written about the positive and how self-management can contribute towards the organisation (Dlamini, 2018). Kern (2016) was in favour of laissez-faire leadership as it brings both the leader and his subordinates closer. Roles are not important, and this can create a conducive working environment where workers feel motivated. However, the danger for this kind of leadership is the creation of high levels of freedom, which is dangerous for mining production teams, particularly in the selected gold mine. Daily supervision and communication are needed so that the work can be done safely.

It is argued that Laissez-Faire leadership should not be included and be compared to leadership styles such as Transactional or transformational leadership however it is often researched to evaluate its effectiveness in a workplace (Chaudhry & Javed, 2012).

2.6.4 Autocratic leadership

Autocratic leadership behaviour is prevalent and is used by leaders in several organisations such as in the mining industry, and some institutions. A few believe and feel that this leadership should be adopted in companies as it saves time in doing the job and in getting employees to do their job (Fey, Adaeva & Vitkovskaia, 2001). The little contribution from the subordinates characterises this leadership style and all the decisions are taken by one individual (Chukwusa, 2018). Under autocratic leadership, the leader plans the task and how it will be done with little input from subordinates (Aminiet et al., 2019). The leader does not trust the employees, he believes in giving instructions, and he believes in motivating them by rewarding them for their work.

Such a leader gives instructions, and their orders or instructions cannot be challenged. Targets are achieved when the leader is around, unfortunately, targets are not reached in his absence. Team members do not assume any roles for the task as they simply do what they are told. The orders come from the top management and are communicated to the lower-level employees to accomplish the tasks (Dalluay & Jalagat, 2016). Probst and Raisch (2005) added that autocratic leadership limits the potential of other members, making them withdraw and not share ideas with rest of the employees. This comes because of their negativity towards the job along with low levels of job satisfaction.

However, autocratic leadership can be helpful when a decision must be taken quickly, and the leader lacks sufficient time to consult a large group of employees (Chukwusa, 2018). Maqsood, Bilal, Nazir and Baig (2013) debated that in military encounters, the soldier prefers this type of leadership. The employees are more concerned about completing the task that they were given unlike having to decide. This can be beneficial to the company as a task will be done by experienced competent employees (Chukwusa, 2018).

2.7 An overview of conflict and conflict resolutions in a workplace

Conflict is something that an individual cannot avoid in either a workplace or social setting (Sehrawat & Sharma, 2014). Conflict can be portrayed as “a situation when one individual disagrees [with] the thoughts and ideas of [an] other individuals” (Sandhu, Farooqi & Sajid, 2013). Conflicts can also be caused by different cultures, viewpoints, perspectives, and backgrounds leaving one of the parties feeling undermined or belittled. In the project environment, conflict can arise due to insufficient equipment, human and financial assets (Maley, 2012).

At work, the conflict must be resolved or avoided as it can harm the company and affect the performance of the workers. One of the reasons that influence conflict to worsen is when the employees are not given clear roles in the company, and they are not sure of what exactly is expected from them. It is imperative for leaders to communicate with the employees the instructions and regulations of the company, to avoid any misunderstanding that can lead to conflict.

Conflict does not only affect the performance of the employees, but also demotivates them as it is time-consuming. Effective leadership does not necessarily stop conflict from happening, but it can have a positive impact on resolving conflict from happening, but it can have a positive impact on resolving conflict when it arises ensuring there is no destructive effect (Chandolia & Anastasiou, 2020). Unresolved work conflicts give the impression that the management does not care about inappropriate manners and poor work performance of the employees (Awan & Saeed, 2015). Usually people perceive conflict as a stepping block in completing a project or by having a mutual objective (Obasan, 2011). Obasan (2011) asserts that the nature of the conflict determines how bad or good it can affect the team.

Researchers such as Dirk and Park (2003) divide the conflict into at least three dimensions, namely; task conflict, relational conflict and the process conflict. Normally conflict takes place when there is some disagreement of interests and the different views of how to carry out a certain job or task (Barki & Hartwick, 2018). To explain

further, task conflict can be influenced by people with different suggestions or thoughts which can take place during their discussions and when they are excited with what is discussed among them (Abiodun & Omisore, 2014). This can be beneficial to the entire team because it gives them a platform to be able to air out their views or opinions of which other people or employees will not see it that way.

According to Sandhu et al., (2013), a relational conflict normally emanates from people with emotional defences, and where there are a variety of characters or behaviours. It can also lead to employees getting emotional, feeling uneasy, lacking trust, and being anxious This type of conflict takes place when there is an argument about how the work much be completed and the job roles of the people.

For example, in a typical gold mine, the production teams naturally experience all variety of conflicts because the working teams are usually allocated tasks by their immediate supervisors, and the teams are diversified in terms of their cultures and race. Good conflict can be seen in a task conflict, where people can be able to share different views and a good decision is obtained. This can assist to increasing the productivity of the team, and good work performance is also expected.

2.7.1 Sources versus causes of conflict

For each organisation, it is very vital to find out the root cause and the sources of conflict (Abiodun & Omisore, 2014). On the other hand, the latest studies point out the circumstances that may lead to conflict, which can be a concern (Abiodun & Omisore, 2014). Not all conflict is supposed to be eradicated but there should be a way some are resolved, thus enabling both parties to be happy. Some conflict is not supposed to reoccur as it affects the productivity and time of the employees.

2.7.2 Sources of conflict

Fajana (2000) differentiates between the two sources of conflict that involve internal and external sources.

- **The internal sources**

Factors that are intertwined within the charter of the company are referred to as internal sources. According to Fajana (2000), major prime factors of internal sources of conflict the opposing interest of the industrial actors.

- **The external sources**

This source takes place externally, which means they happen outside the organisation's buildings (Abiodun & Omisore, 2014). This can be triggered when there is an argument regarding third-party intervention which can take one side or be unfair (Abiodun & Omisore, 2014).

2.8 Differences in perception

Things can be viewed differently by individuals. This means that different people have different views or opinions which indicate different meanings to the same stimuli. The opinion of a person becomes reality, and the results can lead to the foremost source of conflict.

- **The Nature of Work Activities** - When somebody cannot complete the job because the job depends on the other person to do the job first then this can lead to conflict. In mining, for instance, a face cannot be drilled without installing support and making sure that it is safe. A miner must first declare the working area safe. Conflicts arise when people are pressed for time and they end up taking short cuts. This results in conflicts especially when the production supervisor comes and finds out that they are working in an area that is not safe. Also, if an organisation bases reward and punishment systems on performance levels, then the likelihood or potential for conflict within the organisation is even higher.
- **Limited Resources** - Work teams can end up fighting when there are insufficient resources; they can use to get the job done. When there is a problem in

providing the work teams with resources, then the resources will be on-demand which can lead to conflict. Conflicts may arise when the work teams are short of the material that they use to support and make the working area safe.

- **Departmentalisation and Specialisation** – If a person feels that there was discrimination in the way he was treated regarding policies and practices, prizes, or penalty systems, this can cause strain and create conflict.
- **Violation of Territory** - Workers in a company eventually become committed to their job and their space of work. Also, people do not like 'outsiders' invading their spaces as in the case of an audit from other departments. An example of this is when the safety department audits the mining production teams, which might result in tension or suspicion from the mining production teams.
- **Environmental change** - Conflict may occur when there are external environment changes in the company such as innovative technology, government involvement, increasing opposition, or changing standards. Another example is when management changes the clocking system and the access of the employees underground, this often leads to delays and employees become frustrated and most likely causing conflicts.

2.9 Causes of conflicts

Conflict may take place as a result of procedural or personal factors. Conflict is a symbol of divergent views on matters of mutual interest and how differences of opinion are expressed between executives and managers on the one hand, and staff and their representatives on the other (Henry, 2009). Abiodum and Omisore (2014) notes that these problems can be concluded as follows:

- **Specialisation** - Workers have a habit of becoming experts in specific jobs or they know various tasks. If there are a lot of experts in the company this can create conflict because they have limited information on the job responsibilities amongst each other.

- **Common Resources** - Sharing resources are common in a work environment. Lack of or insufficient resources in the company have a major contribution when it comes to conflicts. Lack of resources causes each person who requires the resources to undermine the other person following their aims which leads to conflict.
- **Authority Relationships** - In an organisation, there is a lot of tension especially when people do not prefer to be told what do by their management.
- **Roles and Expectations** - Roles can be described as performance which is anticipated from an employee. An employee can have more than one role in the company. The roles can be basics such as job designation, description of responsibilities, and the contractual basis between the employer and the employee in the company.
- **Jurisdictional Ambiguities** - At the point when the lines of obligation in an organisation are blurred, jurisdictional ambiguities arise. This can lead to the conflict based on goals not being clear, rules, or work performance.
- **Interdependence** - Conflict tends to rise if there is an escalating level of task dependence between two or more people. At the point when an individual need to rely upon another person to finish his/her errand, it gets simpler to accuse an associate when something turns out badly.
- **Goal Differences** - In many times, conflict may escalate when departments in the company do not share the same vision and objectives.

2.10 Conflict resolution strategies

Conflict resolution types are the kinds of social actions that people display during a quarrel or argument (Posthumous et al., 2006). While it may be difficult to fully eliminate conflict from any organisation or institution, the conflict resolution styles used by participants in conflict management are very important to recognise and understand, since recognising conflict resolution techniques gives space for proper conflict management that is useful to the company or organisation (McKenzie, 2002).The management can assist the resolution of the conflict by hearing the employee's side of

a story, concentrating on a group of benefits over individual acknowledgement, and attempting to make a bargain (Kazimoto, 2013). The capability of handling conflict is likely one of the most significant social skills and has become a need in the organisation (Sehrawat & Sharma, 2014).

When management disregards working environment struggles, they communicate that unsuitable employment execution and improper conduct are satisfactory (Awan & Saeed, 2015) . Active leadership is important especially in the production line to manage conflict that may have an impact on productivity, especially in non-union shops without formal complaint systems set up (Voegtlin, Patzer & Scherer,2012).

As indicated by Johnson and Johnson's (1996), Dual Concern Theory, it is accepted that parties in a conflict situation have two concerns: the worry of accomplishing individual targets and the worry of looking for a relationship with the other party. These two measurements allude as "relation" and "purpose". Because of the connection between these two measurements, five conflict resolution styles were developed: forcing, avoiding, accommodating, compromising, and collaborating (Johnson & Johnson, 1996).

Thomas (1976) poroposed five notable conventional conflict-handling styles dependent on combinations of two significant measurements: how much a party attempts to fulfil their interests) called self- assertion) and how much they attempt to address the suspicions of the other party (called co-operation).

2.11 Conflict management strategies

Conflict can be perceived differently by people, especially on how they approach it, which means there is no single way to address workplace conflict (Bendl et al., 2017). However, the most appropriate conflict management technique will, for the most part, depend on the situation and parties involved. For example, the Thomas-Kilman conflict model states that there are five different conflict resolution styles or modes based on two dimensions: assertiveness, the level to which a person attempts to satisfy their

concerns; and cooperativeness, the degree to which a person attempts to satisfy the party's concerns (Bend et al., 2017).

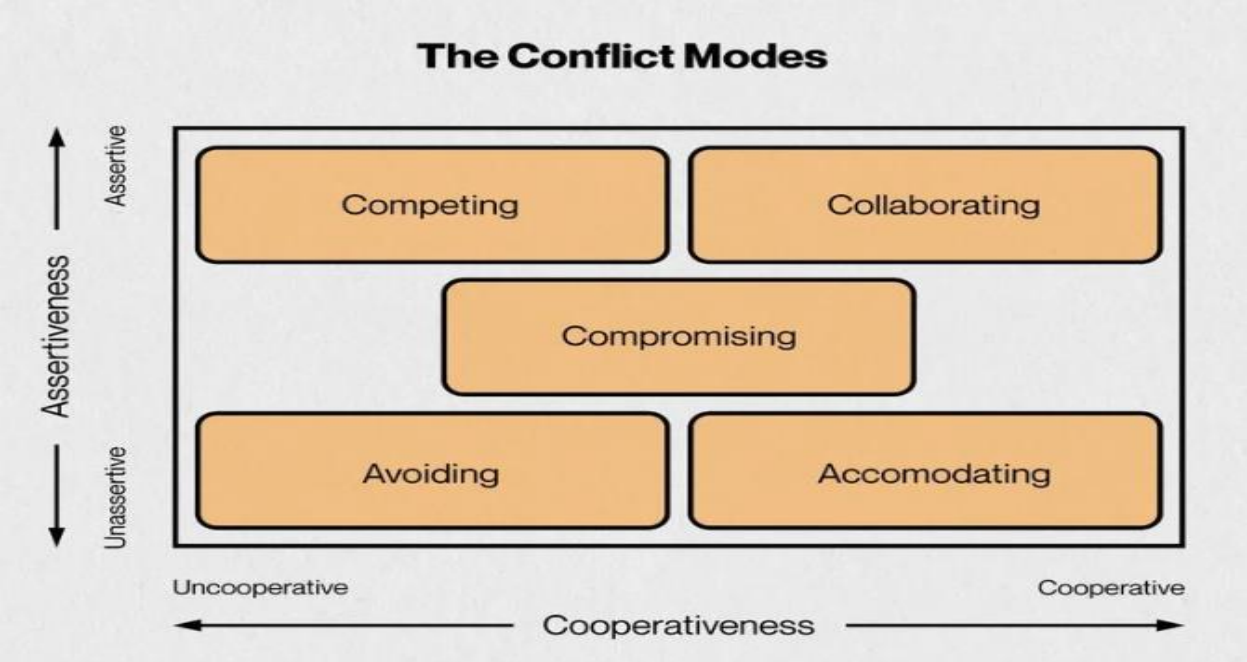


Figure 2-1: Conflict modes: Bendl et al. (2017)

Below are the five strategies explained into detail:

- **Competing**

This is on the left side because it takes a very assertive and uncooperative approach to settle the dispute. The target is to defeat the other side of the team. Often called the win-lose approach, it is power-oriented and only seeks to defend its position usually at the expense of others (Bryman, 2015).

- **Collaborating**

It is the holy grail of conflict management. This is put at the top right-hand side of the model because it is both assertive and cooperative.

- **Compromising**

It is placed in the middle due to its both assertive and cooperative nature but only to a certain degree.

- **Avoiding**

This is positioned at the bottom left of the diagram since it is both non-cooperative and unassertive. People who avoid confrontation pretend that there is no such thing and hope that it will go away with time.

- **Accommodating**

This one is at the bottom right of the model because it is the most cooperative, but also the least assertive. Also known as "harmonising" or "peacekeeping," it is characterised by giving in to the demands of the other side, without any respect for individual concern.

There are various theories that can be applied to conflict resolution management. Burton (1990) highlighted the three models which are: human needs model, conflict transformation model and cooperation and competition model. The three models will be discussed below:

- **Human needs model:** Human needs theory proposes that all humans have certain basic universal needs and that when these are not met, conflict is likey to happen (Bend et al., 2017). According to Burton (1990) this theory touches on personal issues and group security issues, such as identity and recognition, as well as the sense of control over political processes. This model highlights that the power of human needs is greater than the military might. Burton (1990) suggested that the means to resolve conflicts lies in the resolution of frustrated human needs, not human lawlessness or character deformities. According to Bryman (2015), this theory is based on Maslow hierarchy of needs, which begins with the need for food, water, and shelter followed by the need for safety and

security, then belonging or love, self-esteem and finally, personal fulifillment and self-actualisation.

- **Conflict tranformation model:** This theory is based on the premise that contemporary conflicts require more than the reframing of positions and the identification of win-win outcomes. According to Lederach (2017) conflict transformation theory put more emphasis on addressing the underlying conditions which give rise to that conflict but also ensure a sustainable peace. This model is a process of engaging with and transforming the relationships, interests, discourses and the constitution of society that supports the continuation of violent conflicts (Wani, 2013). According to Lederach (2017), transformational approach begins with two pro-active foundations, which are a positive orientation towards conflict and a willingness to engage in the conflict in an effort to produce constructive change or growth. The key to the transformation model is the capacity to envision conflict as having the potential for constructive change (Wani, 2013).

- **Cooperation and competition model:** Deustch (2000) submitted that a key element with the cooperation and competition model are the types of goal interdependence found between the involved parties, which may be negatively interdependent, with one party`s success correlating with the other`s failure which often yield competitive relationships that have a win-lose situation. Cooperative relationships tend to display a number of positive characteristics, which include more effective communication and **coordination, open and friendly attitudes.** According to Deustch (2000) a cooperative orientation on the part of parties facilitates constructive resolution of a conflict, with the social support the key to creating and maintaining such cooperative orientation. Constructive resolution, on the other hand is more likely when parties can reframe their understanding of their goals and conflict, coming together to see their respective goals as positively interdependent and the conflict as a joint problem (Wani, 2013).

2.12 Impact of leadership style on conflicts

How a leader drives the organisation is significant as it shows how he can resolve conflicts. Managers spend most of the time solving conflicts in an organisation. Organisations adjust to changes in the situation by confronting significant conflicts, attending to them, and revamping the need to manage them (Saeed et al., 2014).

2.12.1 Impact of transformational leadership on conflicts

Transformational leadership is about the approach to conflict resolution (Dionne et al., 2004). Kimura (2012) mentions that transformational leadership is the type of leadership where there are minimal conflicts since people are progressively motivated and pay attention to their tasks. Conflict is an essential attribute between people; however, shared dreams and objective clearness created by the transformational leader can reduce the conflict (Doucet, Poitras & Chênevertet, 2009).

Rahim (1997) states that transformational leaders mostly apply both collaborations and compromising of conflict management style. Transformational leaders are ideal in severe conditions and clashing circumstances because they come up with better approaches of working, decidedly oversee conflicts, find alternatives to facing the risks, and do not conform to the current state of things (Saeed et al., 2014).

2.12.2 Impact of transactional leadership on conflicts

Positive associations among the transformational leader and his followers, where the leader explains specific goals and remuneration can reduce the emotional conflict (Doucet et al., 2009). Bass and Riggio (2006) state that transactional leaders look for means of rewarding the followers; hence conflict is managed. Doucet et al. (2008) proposed that transactional leadership is more applicable in reducing task conflicts as compared to the transformational leadership. Task conflict is often eliminated because the workers are mostly motivated by the rewards that they get (Bass & Riggio, 2006).

2.12.3 Impact of laissez-faire leadership on conflicts

According to Skogstad et al.(2014), this leadership style infers a nonappearance of criticism and inclusion, and subsequently, an absence of leadership and this may prompt an absence of conflict. Involving an unexpected way, a leader who is not available during the conflict and does not resolve them is considered as absent and lacks accountability (Yan & Li, 2017). Nevertheless, Bass and Riggio (2006) assert that laissez-faire leadership is a better option as it allows conflict to be resolved on its own. The optimistic link between the two laissez-faire and conflict must not be seen as an advantage. As it could be contended that lack of mediation in a conflict situation could prompt more significant conflict levels (Doucet et al., 2009). Although it demonstrates that conflict can be advantageous and non-beneficial during the conflict, it is believed that this style of leadership would have a general non-essential influence on conflict.

2.12.4 Impact of autocratic leadership on conflicts

Janse (2018) suggested that the autocratic leadership style is a now-obsolete type of leadership especially off lately, it tends to create tension and confrontation among employees which toward the day's end can prompt conflicts. Autocratic leaders frequently show misguided thinking during conflict circumstances (Afful-Broni, 2012). Autocracy is of almost no advantage in managing conflicts since it advances a Unitarian point of Afful-Broni (2012). The dissatisfaction and dread that emerge from autocratic leadership can take on an upsetting structure (Janse, 2018) which leads to conflicts.

2.13 Conflict on leadership in South African mining

According to De Drue (2018), three key aspects of conflicts are identified across the literature including in the areas of participation in decision making, negotiation and agreements, lastly transparency and accountability in revenue management and the community –lead to the development. Leaders in the mining industry have an essential role to play in decision making, including dialogue and negotiation processes.

Mining leadership needs to have agreements on crucial for conflict prevention and the establishment of long –term development goals for the organisation. However, failed agreements can act as powerful conflict drivers and can trigger for conflict outbreak. Judge and Piccolo (2004) assert that negotiation, mediation, and grievance mechanisms if adequately designed and implemented, have been found to help resolve disputes and thus reduce the risk of conflict. Effective management, transparency, and accountability of resources revenues are crucial underpinnings of good governance and conflict prevention.

2.14 Chapter summary

The literature review section discussed what leadership is and presented a thorough discussion of leadership styles. The leadership styles discussed were transformational, transactional, laissez-faire, and autocratic leadership styles. The literature chapter also discussed modern leadership styles, such as transformational and transactional leadership styles. This chapter also discussed conflict resolution and how some of the major leadership styles and behaviours affect employees and subsequently, conflict resolution. The next chapter presents a discussion of the research methodology that was adopted to achieve the research study's aim and objectives.

3 Chapter Three: Research Methodology

3.1 Chapter overview

This chapter addresses the systematic and logical steps taken in the creation of empiric evidence for the analysis and the reasoning for the research strategy chosen. It also describes the selection of the sample, the techniques used to collect the samples, and the methods used to collect the data. The chapter explains the methods of data analysis, type of data collection, and research design as well as ethical considerations in line with North-West University guidelines.

3.2 Research philosophy

The research theory, also known as the research paradigm, attempts to clarify how the world should be interpreted in its existence and by structured and standardized methods to ensure that the truth is achieved (Trochim, 2012). There are two main types of research paradigm that are considered to have great importance in research studies, namely phenomenological and positivism research philosophies. Saunders (2016) indicated that positivism relates to the philosophical stance of the natural scientist and it involves working with observable and tangible social realities to produce law-like generalizations. While Welman et al. (2016) highlighted that positivist research is quantitative, and it entails the use of numerical measurement and employs statistical analysis to examine social phenomena. Saunders stated that phenomenological has the following characteristics: it uses small samples, it is mainly concerned with generating theories, produces subjective data, it uses natural location, characterized by low reliability and it generalizes from one setting to another.

This study adopted a phenomenological philosophy. The main reasons that informed this decision were that this study is qualitatitive in nature, the study seeks to utilise a small sample to generate data for the study and that the study will seek to generalise its findings. This philosophy will present an opportunity for the researcher to use a small sample with deeper understanding of the subject under investigation and to generate deeper insights from them.

3.3 Research design

According to Myers (2019), a research design is a procedure used to collect data, interpret results, analyse data, and disseminate the findings. It offers a blueprint for the research strategy by describing the structured and rational steps taken to collection of primary data research environment (Creswell, 2013). Saunders (2016) proclaims that the research design is characterised as the processes and mechanisms of the method and its procedures that are used to create empirical evidence in a manner that can be

pursued or investigated by other researchers. However, Welman, Kruger and Mitchell et al. (2016) explain that research designs can be categorised according to their intent.

The researcher selected an exploratory research design for this study. This type of design was selected because there is little that is known regarding the type of issues regarding leadership behaviours adopted during conflict resolutions in mining production teams, Carletonville. There is an interest to investigate the leadership behaviours, which are adopted during conflict resolutions.

3.4 Research methodology

This study adopted a qualitative approach to understanding the relationship existing between leadership behaviour and conflict resolutions and get in-depth knowledge during the interview. The outcomes measured in the study included leadership behaviours and conflict resolutions. In this regard, the exploratory study involved gathering qualitative data.

3.4.1 Qualitative research methodology

Qualitative methodology is subjective and incorporates a naturalistic and interpretative approach in which data is typically obtained by interviews to obtain qualitative data (Rubinstein & Babbie, 2010). A qualitative research method seeks to establish the reality of the situation through in-depth and deep probing of empirical data. In doing so, the research approach is typically more suitable for small sample sizes in each target population (Trochim, 2012). Therefore, a qualitative research method aims to discover solid findings by using the semi-structured and or unstructured query architecture. It cannot, however, give objective outcomes that scientists argue that are not supported by statistical inferences for accuracy (Leedy & Ormond, 2005). This is the strength of a qualitative research approach according to these scholars. The following is a summary of the characteristics of the qualitative method discussed below (Creswell,2013);

- The propensity to produce qualitative data.

- Using small samples.
- Worried about creating a hypothesis.
- The data is rich and subjective.
- The position is natural.
- Poor reliability.
- Validity is extremely high.
- Generalizes from one setting to the next

The justification for the selection of the qualitative research method was its advantage of allowing the study to obtain richer and thicker information about the type of leadership behaviour that is opted during conflict resolution in a selected gold mine.

This technique of study was chosen because it allows for in-depth analysis to be done understanding the phenomena of research. The data collection methods often used in qualitative research make it possible to gather detailed and rich knowledge that cannot be done in a quantitative study. It is important to remember that the downside of a quantitative research method is its inability to disclose new data that could come from the study while choosing the most suitable research tool. It is understood that a quantitative research approach does not reveal hidden problems that are not pre-determined in its data collection tools because they are normally organized and close-ended, meaning that any new knowledge cannot be determined when primary data collection is set up. Furthermore, it fails to capture and quantify the interpersonal relationships that occur within the study setting, thus failing to fully recognize and understand the phenomenon (Saunders et al., 2016). A qualitative research method cannot be related to the same argument. A qualitative research approach aims to ensure, that because of its open-minded nature of data investigation, the use of semi-structured or unstructured inquiries will reveal hidden problems as they illuminate in a study (Trochim, 2012; Babbie & Mouton, 2011).

3.4.2 Population

The population is classified as the total number of groups, individuals or organizations that can be part of the research during the study (Kolisang, 2011). The target population is the specific population which is the senior level to lower level of a gold mining production team in Carletonville. This population of the study includes the following groups: general manager, production manager, section managers, mine captains, production supervisors, miners, team leaders and general labours. The unit of analysis is mining production teams, including management in a selected gold mine in Carletonville.

3.4.3 Sample and sampling methods

There are two types of sampling techniques: random sampling and non-random sampling (Saunders & Lewis, 2012). There is a probability attached to the choice of individual sample members in random sampling, while there is no probability attached to the selection of each member in non-random sampling (Saunders & Lewis, 2012). According to Edwards and Holland (2013), even though probability sampling is achievable in quantitative research, sampling in social research is wholly dependent on the nature and design of the study because the gathering of useful data is more important than just a collection of numbers. The sample should include the most valuable information to address the research questions and the selection of research participants is based on the importance of the research (Edwards & Holland, 2013). According to Edwards and Holland (2013), this type can be developed through convenience sampling (Edwards & Holland 2013). To gather the 11 participants to the interview, the researcher selected the staff and company employees who provided the most useful information.

This particular research study used a non-probability sampling approach with a convenient sampling approach. The benefit of this approach was its ability to use research elements whose requirements postulated rich data across departments of the company. The interview incorporated members of the senior, middle and lower-level

mining production teams in a selected gold mine. The non-probability sampling helps a researcher to choose sample participants that he or she feels are most suitable for the study or handpicked them. The sampling technique selected allowed the researchers to provide information that would make the study effective and provide comprehensive information.

3.4.4 Primary data collection instruments

The method of data collection included getting information from primary and secondary sources. Primary sources included the interviews. The interview was face to face and included the senior to lower-level employees who are in mining production and the respondents were asked semi-structured depth interview questions. The interviews were scheduled according to the availability of the participants. Permission was asked to record the interviews, and each interview did not last more than 30 minutes. The interview was divided in Section A, which comprised with the biographical information, Section B comprised of leadership behaviours and characteristics lastly Section C was about conflict resolution. According to Stuckey (2013), the interview is the primary way to gather data for qualitative research by posing detailed research questions to the participant.

In this study, the data were collected using semi-structured open-ended interview questions constructed to prompt responses related to the objectives of the study. This approach helped collect different views about the research at hand since the interested participants spoke about their views and experiences. Also, the interviewees were able to explore their understanding and analysis of the situation. This encouraged all participants to be asked these questions, encouraging them to voice their opinions and feelings about the research problem under study.

3.4.5 Secondary data collection instruments

Secondary sources were acquired through the existing literature study. This is the information that is currently available on the leadership behaviours to resolve conflicts in

the mining industry and this was done by using information sources such as textbooks, reviewed articles, books, dissertations, journals and internet sources. The main reason of the literature study was to explain the problem that had been investigated, to understand what had been written about the current study in the past and also to give a background of the study as well as findings on previous research and academic literature (Van der Westhuizen, 2014).

3.5 Data analysis

Data analysis was carried out using a qualitative method of data analysis known as thematic data analysis, as it is simpler for the user to compile and aggregate information and is more user-friendly. Thematic data analysis is defined as a method of identifying and analysing patterns in the data (Musgrave, Savin-Baden and Stobbs, 2017). The thematic analysis follows a six-step process and these steps below have been adopted from (Smith, 2015).

- Step 1: Familiarization: This phase entails reading and re-reading transcripts, paying close attention to audio recordings and noting the information gathered.
- Step 2: Coding: this is the first step in defining the trends in the data as related data segments are grouped.
- Step 3: Looking for themes: The third step involves clustering codes together to build trustworthy patterns of key data set patterns.
- Step 4: Review of themes: This stage includes testing by the researcher whether the candidate themes match well with the coded data and the rest of the data collection.
- Step 5: Defining and naming themes: Naming the themes as well as providing conceptual clarification is part of this level.
- Step 6: Report writing: The final stage involves preparing the study by linking together the themes and pieces of data derived from the method of thematic analysis.

To facilitate the data analysis phase of the study, the researcher used the NVivo 12 qualitative data analysis programme (Qsrinternational, 2020).

- First, the interview recordings were transcribed at verbatim into word document transcripts.
- The researcher then read through all the transcripts extensively and started to identify key themes relating to the research objectives then the researcher captured all the interview transcripts in NVivo 12 (Qsrinternational, 2020).
- Next, using thematic data analysis the researcher was able to discover themes that emerged naturally through the interviews.
- The researcher then used NVivo 12 (Qsrinternational, 2020) to code the interview data into the identified themes.

3.6 Delimitations of the study

Delimitations are the concepts set as the study limits, so the researcher manages the delimitations (Barbour, 2014). The delimitations of the study are as follows:

- The study was aimed at ascertaining the leadership behaviours adopted during on conflict resolutions in private sector organizations hence it was limited to a selected gold mine in Carletonville, which included senior, middle and lower-level mining production teams.
- The study was also limited to only mining production mining teams in a selected gold mine in Carletonville and did not extend to the entire gold mining industry.
- Fourteen articipants were interviewed, but only eleven recorded audios were managed to be transcribed due to reaching saturation point.

3.7 Chapter summary

The research approach that the study used in gathering its empirical evidence was explained in this chapter. The chapter further explained the research design that was adopted by this specific study. A qualitative research methodology was adopted. The

data collection techniques and aspects of the reliability and integrity of the results were outlined. Using the interview process, data collection was performed. The chapter also covered the form of data processing used and the ethical issues considered.

4 Chapter Four: Discussion of Findings

4.1 Chapter overview

In this chapter, the results were presented in the most visible form in order to facilitate more understanding of the verbal data that was collected. The most important themes that emerged from the analysis were selected and then compared with the current literature and statements from the research participants to address the research questions. The following were the research objectives of this study:

- To determine if leadership behaviours influence conflict resolutions in mining production teams.

- To investigate the type of leadership behaviours that are mostly adopted in mining production teams, and
- To identify and explain the issues leading to conflicts in mining production teams.

The following sections contain the presentation, and discussion of all the results relating to specific research objectives.

4.2 Thematic analysis of data

As explained by Fereday and Muir-Cochrone (2006), thematic analysis is a method used to detect themes or most important perspectives in unstructured qualitative data. Therefore, thematic analysis of data involves relationship recognition within qualitative data and the emerging themes become the categories for qualitative analysis. Nowell, Norris, White, and Moules (2017), clarified that thematic analysis is a qualitative research method that can be generally applied through a collection of methodologies and research questions.

4.3 Coding of data

The qualitative study used a sample of 11 participants, including senior to lower-level employees in gold mining production in Carletonville, South Africa. The interview transcripts were captured into NVivo 12 (Qsrinternational.com, 2020) and then each interview transcript was carefully read, and the most useful information was coded into themes by means of the NVivo 12 programme (Qsrinternational.com, 2020). The 11 research participants in the study were labelled as P01 to P11 to protect their privacy as agreed at the start of the study. The coding process resulted in themes that answered the research questions. In Figure 4.1, there are 3 nodes and 9 child nodes that originated from the data. Table 4.1 shows a connection of the interview questions and the important literature review concepts and also the originating themes from the interview data.

4.4 Demographic information

The saturation point for this study was reached after 11 participants were interviewed in a single gold mining shaft. The majority of the participants are involved with issues relating to conflict management at the gold mine in Carletonville, which resulted in the rich data gathered for the fulfilment of the objectives of this study. The demographic data is presented in figure 4.1 below:

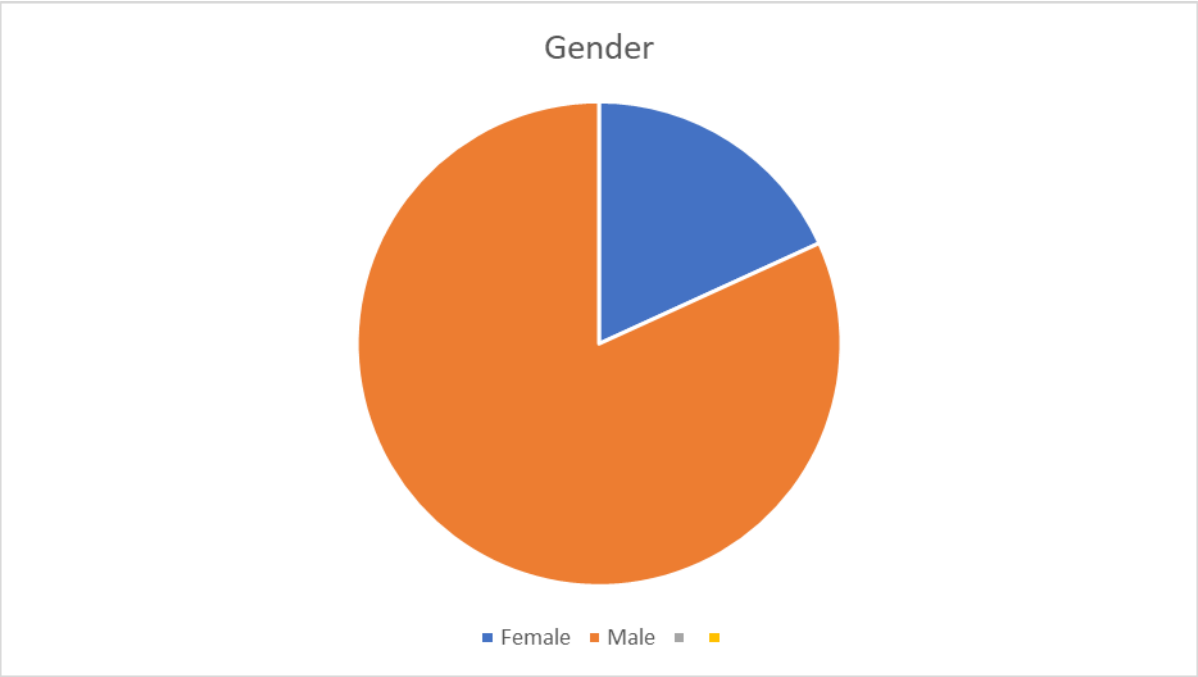


Figure 4-1: Gender

The total of the respondents that participated in the study consisted of two female and 9 male employees, as depicted above in Figure 4.1. The imbalance of gender is representative of the status quo of the mining staff component at the mine in Carletonville.

Table 4-1: Age of respondents

AGE	Number of Respondents
18 – 30	1

31 – 40	4
41 – 50	5
51 – 60	1
61 or over	0

The age data on Table 4.1 indicate that the age of the respondents for the study ranged between 18 and 60 years. The majority of the respondents are in the middle age category of 31 to 50 years of age. This data showed that the mine is comprised of experienced personnel.

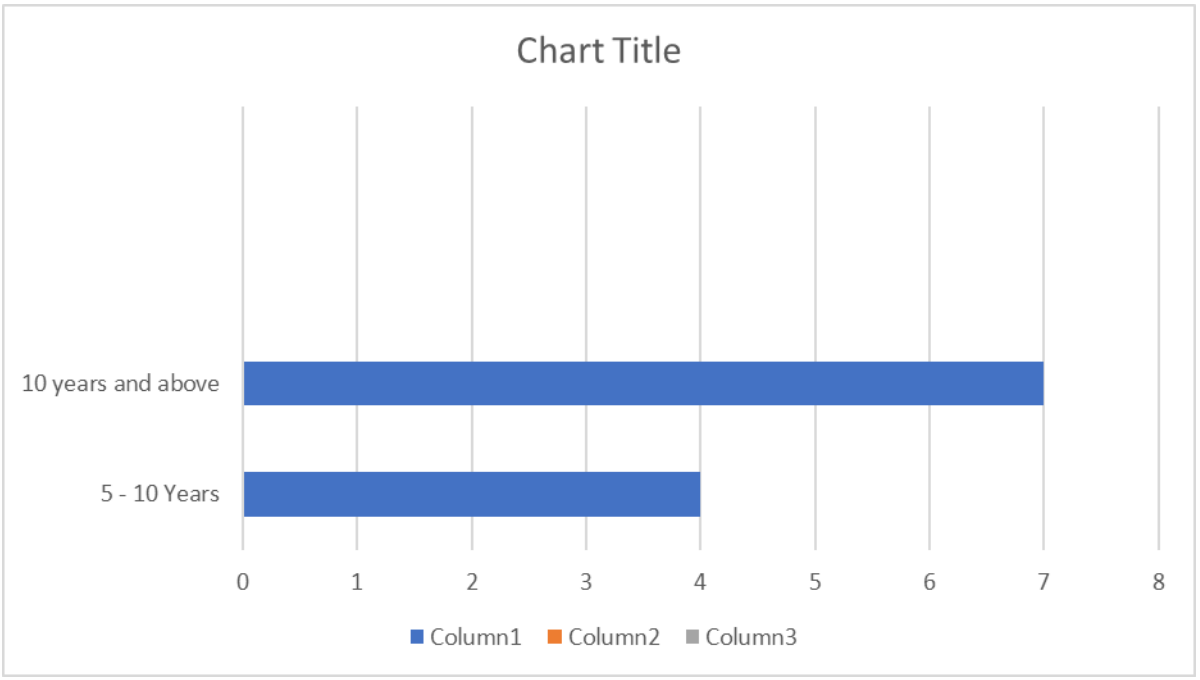


Figure 4-2: Years of Service

Of the interviewed respondents, four were in the 5 – 10 years of service category, while seven were in the 10 years and above category as depicted in Table 4.2. The years of service data indicate that the mine is comprised of experienced workers that are very knowledgeable about mining activities.

Table 4-2: Interview questions, important literature concepts, and emergent themes

Interview question	Important literature concept	Emergent theme
Q1. What kind of behaviour does your supervisor display towards you? (Communicate with you, motivate you, you are given a chance to take your own decisions, relationship is transactional, or your supervisor wants things to be done his way).	Leadership behaviour. Contingency and situational theories. Laissez-faire leadership. Transactional leadership.	Autocratic leadership. Transactional leadership.
Q2. What do you think is the ideal behaviour that you want your supervisor to display? Please elaborate	Leadership behaviour. Contingency and situational theories. Laissez-faire leadership. Transactional leadership.	Transformational leadership.
Q3. In your opinion, do you feel motivated? If yes, how does he motivate you? Through coaching? Mentoring? Appraisals?	Leadership behaviour. Contingency and situational theories. Laissez-faire leadership. Transactional leadership.	Transactional leadership. Autocratic leadership.
Q4. How is the relationship between you and the supervisor? (Is it an open-door relationship, merely transactional, he tells you what to do or you are part of the decision-making).	Leadership behaviour. Contingency and situational theories. Laissez-faire leadership. Transactional leadership.	Transactional leadership. Autocratic leadership.
Q5. In your opinion, do you think your supervisor is able to delegate work efficiently, if so, how? (He explains how the work will be carried out and who is responsible for what).	Leadership behaviour. Contingency and situational theories. Laissez-faire leadership. Transactional leadership.	Transactional leadership. Autocratic leadership.

Q6. Does your supervisor allow you to take part in decision making when you are discussing work-related issues? (Are you given a chance to voice out your opinions or suggestions or he simply tells you what you must do).	Leadership behaviour. Contingency and situational theories. Laissez-faire leadership. Transactional leadership.	Transactional leadership. Autocratic leadership.
Q7. How does your supervisor give you feedback on your work performance?	Leadership behaviour. Contingency and situational theories. Laissez-faire leadership. Transactional leadership.	Transactional leadership. Autocratic leadership.
Q8. What are the main causes of conflicts in mining production teams?	An overview of conflict and conflict resolution in the workplace. Sources versus causes of conflict. Leadership behaviour. Transactional leadership. Autocratic leadership.	Disputes over bonuses. Lack of motivation. Merely autocratic leadership. Merely transactional leadership. Poor ground conditions.
Q9. Is it based on the work, the employees, or management? Please explain.	An overview of conflict and conflict resolution in the workplace. Sources versus causes of conflict. Leadership behaviour. Transactional leadership. Autocratic leadership.	Disputes over bonuses. Lack of motivation. Merely autocratic leadership. Merely transactional leadership. Poor ground conditions.

Q10. How does your manager handle conflicts? (In other words, does he become involved, expect the team to sort it out by themselves, he is absent). Please elaborate.	An overview of conflict and conflict resolution in the workplace. Leadership behaviour. Transactional leadership. Autocratic leadership.	Transactional leadership. Autocratic leadership.

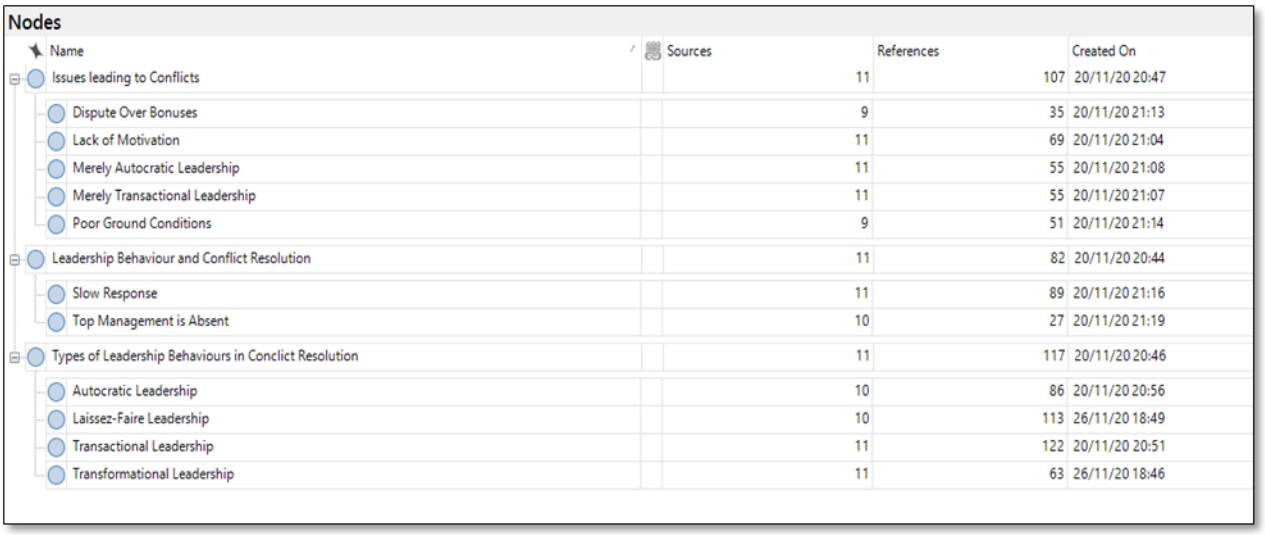


Figure 4-3: The coding framework (Source: Nvivo 12)

The emergent themes shown in Figure 4.1 are outlined and described in Table 4.2 known as the code book of the emergent themes.Also, Table 4.2 shows the number of sources and references coded into a particular theme.

Table 4-3: Code book of the emergent themes

Name	Description	Sources	References

Name	Description	Sources	References
Issues leading to conflicts	The issues leading to conflicts in mining production teams.	11	107
Dispute over bonuses	An issue that leads to conflicts in mining production teams.	9	35
Lack of motivation	An issue that leads to conflicts in mining production teams.	11	69
Merely autocratic leadership	An issue that leads to conflicts in mining production teams.	11	55
Merely transactional leadership	An issue that leads to conflicts in mining production teams.	11	55
Poor ground conditions	An issue that leads to conflicts in mining production teams.	9	51
Leadership behaviour and conflict resolution	Leadership behaviour of management towards conflict resolution.	11	82
Slow response	Slow response by supervisors and management negatively influences conflict resolution.	11	89
Top management is absent	Top management's absence negatively influences conflict resolution.	10	27
Types of leadership behaviours in conflict resolution	The type of leadership behaviours that are mostly adopted in mining production teams.	11	117
Autocratic leadership	Instructional leadership is a type of leadership behaviour that is mostly adopted in mining production teams.	10	86
Laissez-faire leadership	Laissez-faire leadership is a type of leadership behaviour that may be adopted in mining production teams.	10	113
Transactional leadership	Transactional leadership is a type of leadership behaviour that is mostly adopted in mining production	11	122

Name	Description	Sources	References
	teams.		
Transformational leadership	Transformational leadership is a type of leadership behaviour that may be adopted in mining production teams.	11	63

Table 4.3 is an outline of the research participants' view on leadership behaviours adopted during conflict resolutions in mining production teams, in the gold mine in Carletonville, South Africa. The emergent themes from Figure 4.1 and Tables 4.1 and 4.2 are strengthened by excerpts from the research participants.

Table 4-4: Research participants' view on leadership behaviours during conflict resolutions

Theme	Supportive quote	Supportive literature
Issues leading to conflicts	*"He doesn't treat me in a decent way. When he communicates with me, whatever the answer or suggestion he crushes my suggestion or opinion."* (P01) *"Conflicts are a day to day thing."* (P07)	Conflicts can also be caused by different cultures, viewpoints, perspectives, and backgrounds leaving one of the parties feeling undermined or belittled. In the project environment, conflict can arise due to insufficient equipment, human and financial assets (Maley, 2012).
Dispute over bonuses	*"Money, the bonuses…"* (P03) *"Bonuses create… a conflict"* (P07)	According to Bass (1985), transactional leaders encourage the employees to get the work down by explaining the results, how to achieve the target, how the performance will be evaluated, updating them on the task performed, and giving unexpected rewards if workers meet the objectives.
Lack of motivation	*"Management… not giving bonuses on time."* (P03) *"Well, there is, there's a difference between motivation and movement."* (P05)	Under transformational leadership, leaders can motivate their employees by sharing common values and goals and communicate well with the employees on how these will be achieved by working collectively (Kammerhoff, et al., 2019).

Merely autocratic leadership	*"It is not an open door..."* (P01) *"I would not call it transactional…they are not part of the decision making."* (P04)	Probst and Raisch (2005) added that autocratic leadership limits the potential of other members, making them withdraw and not share ideas with the rest of the employees.
Merely transactional leadership	*"If ever you instructed people to do their job, obviously you have to discipline them."* (P10) *"He cannot communicate something that is going to be done tomorrow today, he is just saying he wants it now…"* (P11)	Giltinane (2013) explained that even though transactional leadership offers rewards to followers in return for compliance, transactional leadership only focuses on management tasks, and would not identify the shared values of a team.
Poor ground conditions	*"If the job is not going forward due to breakdowns, ground conditions or materials not being on time."* (P02) *"When I moved here I had to change, if I wasn't willing to adapt I wouldn't have made it on this shaft."* (P07)	Conflict may take place as a result of working conditions, procedural or personal factors. Conflict is a symbol of divergent views on matters of mutual interest and how differences of opinion are expressed between executives and managers on the one hand, and staff and their representatives on the other (Henry, 2009).
Leadership behaviour and conflict resolution	*"People are motivated, people know what is expected of them."* (P07) *"The rule gets broken, the consequences are harsh, but I do give a lot of freedom."* (P09)	How a leader drives the organisation is significant as it shows how he can resolve conflicts. Managers spend most of the time solving conflicts in an organisation. Organisations adjust to changes in the situation by confronting significant conflicts, attending to them, and revamping the need to manage them (Saeed, et al., 2014).
Slow response	*"Sometimes these people they delay attending this thing on time..."* (P01) *"Because it requires people above you, and people of whom you do not regularly meet."* (P05)	According to De Drue (2018), three key aspects of conflicts are identified across the literature including in the areas of a) participation in decision making, b) negotiation and agreements and c)transparency and accountability in revenue management and the community.
Top management is absent	*"…what would implicate management is communication…" (P05)* *"If communication is not clear then there is going to be confusion from the top to the bottom."* (P06)	Judge & Piccolo (2004) asserts that negotiation, mediation, and grievance mechanisms if properly designed and implemented, have been found to help resolve disputes and thus reduce the risk of conflict.
Types of leadership behaviours in conflict resolution	*"I think my supervisor is autocratic."* (P01) *"By dictatorship I don't necessarily mean, it's only his way or the highway."* (P05)	The leadership style approach is seen as a better way of leading organizations, groups, and departments (Mehmood & Arif, 2011). Accordingly, leadership is a process by which individual influences the thoughts, attitudes, and behaviours of others.

Autocratic leadership	*"Most of the times he takes decisions, because he is a bully."* (P01) *"Autocratic style is still dominant..."* (P09)	Autocratic leadership style is characterized by the little contribution from the subordinates and all the decisions are taken by one individual (Chukwusa, 2018).
Laissez-faire leadership	*"Yes, it is an open-door policy…"* (P05) *"Lack of clarity and understanding of work to be done."* (P06)	Laissez-faire leadership is the type of leadership whereby the leader fails to make decisions, does not intervene, and follows up on problems that the subordinates may encounter (Gill, 2006).
Transactional leadership	*"It is not transactional."* (P06) *"I would not call it transactional…they are not part of the decision making."* (P04)	Transactional leadership depends on a trade-off between a leader and the subordinates and there is a contractual agreement for employees to deliver on specific tasks and employers to reward them in return (Sayadi, 2016).
Transformational leadership	*"Yes, everyone when we have meetings we elaborate on the issue, like I said it's not only me making decisions, but my subordinates also have the right when they don't agree with me to say they don't agree."* (P07) "*And they really want to see that you are there to help – that means treating them as human- nobody should be treated like an animal. Coaching and mentoring is also part of it in the workplaces, that's where… do daily."* (P08)	Transformational leadership is a type of leadership that is focused on changing the workers and organisational needs, aims, values, and morals (Rizi, et al., 2013). On numerous occasions, transformational leadership has proven to be an exceptionally successful approach to lead in various organizations and has an impact on work fulfillment (Braun, et al., 2013).

The following section presents a discussion of the emergent themes of the data analysis results taking into consideration the research objectives.

4.5 Discussion of findings

In this segment, the themes outlined in Tables 4.1, 4.2, and 4.3 were examined in greater detail and literature was used to support the quotes from the research participants in order to validate the results.

4.5.1 Issues leading to conflicts

The issues leading to conflict among employees in gold mining production in Carletonville, South Africa were discussed by the research participants. The research participants mentioned the following as issues leading to conflict among employees:

- Dispute over bonuses
- Lack of motivation
- Merely autocratic leadership
- Merely transactional leadership, and
- Poor ground conditions.

This finding is shown in Tables 4.1, 4.2 and 4.3 and it is supported by the following quotes:

"Conflicts are caused by the bonuses, if the people are not satisfied with the money vs what they achieved or produced. Sometimes the company promises people to try a cake and when they reach the cake there can be stories like you are over compliment. Or they sometimes say you got penalties on this and that. They do not put things ahead because if the people are properly informed, they will prepare everything accordingly to know there are penalties, instead of being told on bonus day. There is a breakdown of communication. There is unfairness." (P01)

"Normally he communicates and also gives some advice. Would want him to motivate more and to support." (P02)

"You do what you are doing, and you give it your best without expecting any form of appraisals or remuneration, therefore. If not, when you come with a problem with him he is going to give you the solution, whether you agree with it or not you will have to go with it… that is one thing I can maybe commend him on, he really recognises good performance and the appraisal thereof he does it very openly. He just takes everything as it comes and gives it to you whether its right or not, he just gives it to you and you have to make sure you find your way out." (P05)

"It is not an open door. Remember in the mining industry in Carletonville it is like an army, you are not given an instruction it is like a command. Whatever he tells you, you must take it whether you like it [or not], he is making decisions like an army. It is not really transformed. Not really delegates efficiently, only when he wants. He is overcome

with a bad attitude. It is very seldom...rare situations where he allows us to take part in decision making." (P01)

"When you instruct them to do their job, people in mining have this thing of stereotyping that we will tell him or her you have to do this and then you find she doesn't do that job. If ever they don't take an instruction you will be forced to discipline them." (P10)

"I will make an example, about [inaudible] yesterday we just measure he will tell you on the WhatsApp group with all the people how do you perform this…and the thing is, his guys always work overtime- that is over the weekend, to improve whatever target that needs to be done. They don't want to take responsibility and accountability of whatever is happening between the employees." (P11)

"The work on the ground it is difficult work it's not easy on the ground and if people are not motivated, the moment you get crews that are not earning bonuses, to get them motivated to work it is very difficult. You need to listen to both sides when there are people involved. For problems on the ground you need to make sure you solve the problems for the people so that they do not reoccur, that's the only way you are going to solve conflicts." (P07)

The results showed that dispute over bonuses, lack of motivation, merely autocratic leadership, merely transactional leadership, and poor underground conditions are the key issues leading to conflicts among employees in gold mining production in Carletonville, South Africa. Conflicts have a negative impact and consequences in a work environment and the role of management is to minimise these conflicts and create a healthy work environment (De Dreu, 2008). Leadership behaviour plays a key role in the development of effective organizations (Larsson & Vinberg, 2010). The behaviour of the leaders in a workplace plays an important role in employees as it has a substantial impact on the performance of the employees and how the conflicts are resolved.

4.5.2 Leadership behaviour and conflict resolution

In addition, leadership behaviour and conflict resolution among employees in gold mining production in Carletonville, South Africa were discussed by the research participants. The research participants mentioned the following as management's behaviour towards conflict resolution among employees:

- Slow response
- Top management is absent

This finding is shown in Tables 4.1, 4.2 and 4.3 and it is supported by the following quotes:

"Sometimes these people they delay attending to this thing on time, now this thing accumulates, and these people end up resorting to a strike. For instance, when people say they need money or bonuses, they have a target they need to work toward. They know the money they are supposed to get, and they already make a budget for the money." (P01)

"Some people take it as being safe is not working, that is where they get to kind of dictate-in other words demand. For instance, something that requires the attention of management and staff. Because it requires people above you, and people of whom you do not meet regularly. If we do not prioritise the job and prioritise the working places or the things that need to be done so that we can allocate material to those particular places that we have identified as a high priority. That is why I am saying, its work and the employees." (P06)

"For me it is all about work should not be an overloading on an individual, that's why we're on a team basis working relationship. In order to make sure that we do not overload people with a certain task, while the others are just standing there and

looking… That is why I am saying delegation of work is done efficiently in that sense that we actually allow everybody to have some sort of convenience in what they are doing, and it gives them confidence also." (P08)

"When the people are complaining about money, they would want to talk to the top management, but they send juniors." (P01)

The results showed that slow response and the absence of top management constitutes management's response to conflict resolution among employees in gold mining production in Carletonville, South Africa. Leadership plays a significant role in any organization. Leadership also depends on how big or small the organization is and also the type of organization such as in the private sector or public sector. In an ever-evolving and highly competitive climate, the work of a manager and his leadership style is of utmost importance (Dunham-Taylor, 2000). The survival and the growth of the organization depend on how bad or good the leadership is, which means positive leadership results in good job performance and negative leadership results in bad job performance (Drescher & Drescher, 2017).

4.5.3 Types of leadership behaviours in conflict resolution

Lastly, types of leadership behaviours in conflict resolution among employees in gold mining production in Carletonville, South Africa were discussed by the research participants. The research participants mentioned the following as leadership behaviours in conflict resolution among employees:

- Autocratic leadership
- Laissez-faire leadership
- Transactional Leadership
- Transformational leadership

This finding is shown in Tables 4.1, 4.2 and 4.3 and it is supported by the following quotes:

"Most of the times he takes decisions because he is a bully It's not an open door. Remember in the mining industry in Carletonville it is like an army, you are not given an instruction it is like a command. Not really delegates efficiently, only when he wants. He is overcome with a bad attitude. I think my supervisor is autocratic. He says you are a qualified somebody, one way or the other you need to do this job. But sometimes you do need some help." (P01)

"Yes, it is an open-door policy, whereby I can come, with whatever that is bothering me. But the response, thereof is what is actually bothering because you would...Yes, he is welcoming. When you come and need to talk to him. But as to what he will do in order to assist you is very little. He is welcoming when you come in. And when you communicated to whatever that you need to do but the extent that goes to actually help you or assist you in whatever that you have come up with very little." (P05)

"He communicates and motivates. We would want him to motivate more and to support... and to communicate more openly. He delegates the work efficiently by telling or showing me what I must do… I can go freely to him." (P03)

"Well in the mining industry you have it- especially when it comes to production- you have it in two ways, it's either dictatorship kind of a way or if maybe I may polish it and say more affirmative [assertive]. By dictatorship I don't necessarily mean, it's only his way or the highway. In a way you would find that in most instances you would come with an issue that's troubling you, and then the most common way of it being carried out in the mining industry is being taken out as an excuse instead of an issue that is actually affecting you to perform your job properly." (P05)

"I want my supervisor to treat me with decency as a human, the way he wants to be treated like." (P01)

"Normally he communicates and also gives some advice. He is open. There's discussion of what will happen. I am part of the decision making. He asks me what is going to happen and if my idea is not according to what is expected he steps in. When

the results are good… Normally we have a daily meeting. So, each and every meeting anything that is good he says everything that is bad still…he is still coaching. He also does this individually." (P02)

"If there is something, I can see is not going the right way- I can go to him and try to tell him exactly what is going on if he can give me advice." (P04)

The results showed that different leadership behaviours are used in conflict resolution among employees in gold mining production in Carletonville, South Africa. Among the leadership behaviours used in conflict resolution among employees are autocratic leadership, laissez-faire leadership, transactional leadership, and transformational leadership. The study also finds that employees prefer transformational leadership behaviour in conflict resolution in the mines.

Janse (2018) suggested that the autocratic leadership style is a now-obsolete type of leadership especially off lately, it tends to create tension and confrontation among employees which toward the day's end can prompt conflicts. Autocratic leaders frequently show misguided thinking during conflict circumstances (Afful-Broni, 2012). Autocracy is of almost no advantage in managing conflicts since it advances a Unitarian point of vi-Broni, 2012). The dissatisfaction and dread that emerge from autocratic leadership can take on an upsetting structure, leading to conficts (Janse, 2018).

According to Skogstad et al., (2014), laissez-faire leadership infers a nonappearance of criticism and inclusion, and subsequently, there is an absence of leadership, which may prompt an absence of conflict. Involving an unexpected way, a leader who is not available during the conflict and does not resolve them is considered as absent and lacks accountability (Yang & Li, 2017). Nevertheless, Bass and Riggio (2006) assert that laissez-faire leadership is a better option as it allows conflict to be resolved on its own. The optimistic link between the two laissez-faire and conflict must not be seen as an advantage. As it could be contended that lack of mediation in a conflict situation that could prompt more significant levels of conflict (Doucet et al., 2009). Although it demonstrates that conflict can be advantageous and non-beneficial during the conflict, it

is believed that this style of leadership would have a general non-essential influence on conflict.

As explained by Doucet et al. (2009), there is are positive associations among the transformational leader and his followers where the leader explains certain goals and remuneration can reduce the emotional conflict. Bass and Riggio (2006) state that transactional leaders look for means of rewarding the followers hence conflict is reduced. Doucet et al. (2008) propose that transactional leadership is more applicable in reducing task conflicts as compared to transformational leadership. Task conflict is often eliminated because the workers are mostly motivated by the rewards that they get (Bass & Riggio, 2006).

Transformational leadership is about the approach to conflict resolution (Dionne et al., 2004). Kimura (2012) mentions that transformational leadership is the type of leadership where there are minimal conflicts since people are progressively motivated and pay attention to their tasks. Conflict is an important attribute between people; however, shared dreams and objective clearness created by the transformational leader can reduce the conflict (Doucet et al., 2009).

4.5.4 Comparison of Responses Between Lower-Level and Senior Management Employees

The researcher designed separate interview guides for senior management and lower-level employees. The main purpose for taking this posture was to ensure that the respondents provide information based on what is actually happening at their area of responsibility with regard to sources of conflicts and leadership behaviours to these issues. Based on the responses provided the following can be concluded from the two sets of research participants:

The senior management displayed a thorough understanding of conflict management and its processes in the mining industry. Regarding the behaviour of senior management towards subordinate, most respondent displayed autocratic tendencies in

that they believe that whatever they say must be accepted as it is by their subordinates. Senior managers respondents generally lamented the unionisation and unfair demands by employees as well as failure to take instructions as the main sources of conflicts. Senior managers, indicated that they communicate well with subordinates and generally provide feedback on issues that affect employees. Senior managers overwhelmingly responded that they are aware that they have the duty and responsibility to resolve conflicts in the workplace.

The main sources of conflicts according middle-level and lower level employees are lack of communication especially when it comes to bonuses, they are not motivated, poor underground conditions and are not part of decision-making. These respondents indicated that managers are reluctant to engage with them and most of them have adopted a closed door policy, which is a source of frustration for them. Another source of frustration and conflicts was the inability by management to allow them to contribute in decision-making. These respondents generally displayed traits of being demoralised because they feel that there is no hope for their frustrations. These respondents indicated that they are willing to play a role in resolving conflicts, but they are not afforded an opportunity fo do so. They indicated that conflicts can mainly be resolved if management resolve their grievances and provide good working conditions for them.

4.6 Chapter summary

Chapter four presented the results and discussion of the findings. The results were discussed with the aim of evaluating whether leadership behaviours influence conflict resolutions in mining production teams, and what are the types of leadership behaviours mostly adopted in mining production teams. In addition, the study identified the issues leading to conflicts in mining production teams. Chapter five presents the conclusions and recommendations of this study.

5 Chapter Five: Conclusion and Recommendations

5.1 Chapter overview

Chapter five presents the conclusions and recommendations of this study based on the research questions. The study aimed at investigating leadership behaviours adopted during conflict resolutions in mining production teams in the gold mines in Carletonville, South Africa. The following are the research questions of this study:

- To what extent do leadership behaviours influence the conflict resolutions in mining production teams?
- What are the types of leadership behaviours adopted in mining production teams?
- What are the issues leading to conflicts in mining production teams?

The following sections contain conclusions and recommendations.

5.2 Research question revisited

The results showed that slow response and the absence of top management constitutes management's response to conflict resolution among employees in gold mining production in Carletonville, South Africa. In addition, the results showed that different leadership behaviours are used in conflict resolution among employees in gold mining production in Carletonville, South Africa. The leadership behaviours used in conflict resolution among employees are autocratic leadership, laissez-faire leadership, transactional leadership, and transformational leadership. The study also found that employees prefer transformational leadership behaviour in conflict resolution in the mines. Fiurthermore, the study found that dispute over bonuses, lack of motivation, merely autocratic leadership, merely transactional leadership, and poor ground conditions are the issues leading to conflict among employees in gold mining production in Carletonville, South Africa. In the following sections, the conclusions are discussed in detail in terms of the research questions of the study.

5.2.1 Research question one (1) resolution

To what extent do leadership behaviours influence the conflict resolutions in mining production teams?

The findings in Chapter Four revealed the slow response and the absence of top management that constitutes management's response to conflict resolution among employees in gold mining production in Carletonville, South Africa. The slow response and the absence of top management in resolving conflicts in the company could be likened to autocratic and laissez-faire leadership behaviours.

The autocratic leadership style is characterized by the little contribution from the subordinates and all the decisions are taken by one individual (Chukwusa, 2018). Under autocratic leadership, the leader plans the task and how it will be done with little input from subordinates (Amini et al., 2019). The leader does not trust the employees, he believes in giving instructions and he believes in motivating them by rewarding them for

their work. Such a leader gives instructions, and their orders or instructions cannot be challenged. Targets are achieved when the leader is around; unfortunately, targets are not reached in his absence. Team members do not assume any roles for the task; they simply do what they are told. The orders come from the top management and are communicated to the lower-level employees to accomplish the tasks (Dalluay & Jalagat, 2016). Probst and Raisch (2005) added that autocratic leadership limits the potential of other members, making them withdraw and not share ideas with the rest of the employees. This comes as a result of their negativity towards the job, along with low levels of job satisfaction.

In the laissez-faire leadership style, employees are strained and demotivated (Skogstad et al., 2014). This leads to negative behaviour and has an impact on the productivity of the employees. The style does not create a conducive working environment whereby employees cannot raise their views, the roles are not clear, and this can result in negative conflicts (Schyns & Schilling, 2013). Even though a lot of studies have shown some positive contribution of the laissez-faire leadership style, this form of leadership behaviour has not been highly recommended for production in the mines (Dlamini, 2018). The danger of laissez-faire leadership style includes the creation of high levels of freedom, which is dangerous for mining production teams, particularly in the selected gold mine. Daily supervision and communication are needed so that the work can be done safely.

5.2.2 Research question two (2) resolution

What are the types of leadership behaviours adopted in mining production teams?

Next, the findings in Chapter Four showed that different leadership behaviours are used in conflict resolution among employees in gold mining production in Carletonville, South Africa. The leadership behaviours used in conflict resolution among employees are

autocratic leadership, laissez-faire leadership, transactional leadership, and transformational leadership. The study also found that employees prefer transformational leadership behaviour in conflict resolution in the mines.

Autocratic leadership behaviour is prevalent and is used by leaders in several organizations such as in the mining industry, and some institutions. A few believe and feel that this leadership should be adopted in companies as it saves time in doing the job and in getting employees to do their job (Fey et al., 2001). This leadership style is characterized by the little contribution from the subordinates and all the decisions are taken by one individual (Chukwusa, 2018). However, Janse (2018) postulated that autocratic leadership is old-fashioned leadership, especially in the present era where people are used to challenging the status quo. This is common in the mining industry where employees become negative towards their jobs when dealing with an autocratic leader. Such employees end up involving their union representatives to deal with the unfair treatment they might experience from their leader. According to Janse (2018), the leadership style can lead to employees being negative towards the job, withdrawn, job roles not being clear to the employees, and resilient. Autocratic leadership is classified as unfriendly, oppressive, and oblivious (Kalu & Okpokwasili, 2018).

Laissez-faire leadership involves a nonappearance of criticism and inclusion, and subsequently, an absence of real leadership (Skogstad et al., 2014). A laissez-faire leader who is not available during the conflict and does not resolve them is considered as absent and lacks accountability (Yang & Li, 2017).

Transactional leaders look for means of rewarding the followers and hence conflict is reduced (Bass & Riggio, 2006). Doucet et al. (2008) proposed that transactional leadership is more applicable in reducing task conflicts as compared to transformational leadership.

Transformational leaders mostly apply both collaborations and compromising of conflict management style (Rahim, 1997). Transformational leaders are ideal in fierce conditions and clashing circumstances because they come up with better approaches of

working, decidedly oversee conflicts, find alternatives to facing the risks, and do not conform to the current state of things (Saeed et al., 2014).

5.2.3 Research question three (3) resolution

What are the issues leading to conflicts in mining production teams?

Last but not least, the literature review chapter and the findings in Chapter Four revealed that dispute over bonuses, lack of motivation, merely autocratic leadership, merely transactional leadership, and poor ground conditions are the issues leading to conflict among employees in gold mining production in Carletonville, South Africa. According to Fajana (2000), in chapter two, there are two sources of conflict in an organisation – internal and external sources. Factors that are intertwined within the charter of the company are referred to as internal sources characterised by a conflict of opposing interest of the industrial actors (Fajana, 2000). In addition, there are sources of conflict from outside the organisation's buildings (Abiodun & Omisore, 2014). These could be triggered when there are arguments regarding third-party interventions (Abiodun & Omisore, 2014).

In chapter two, De Drue (2018) states that three key aspects of conflicts are identified across the literature including in the areas of :

a) participation in decision making,
b) negotiation and agreements and
c) transparency and accountability in revenue management and the community – lead to development.

Leaders in the mining industry have an important role to play in decision making including dialogue and negotiation processes. Mining leadership needs to have agreements on crucial for conflict prevention and the establishment of long-term development goals for the organization as explained in Chapter Two. However, failed agreements can act as powerful conflict drivers and can trigger for conflict outbreak.

Judge and Piccolo (2004) asserts that negotiation, mediation, and grievance mechanisms if properly designed and implemented, have been found to help resolve disputes and thus reduce the risk of conflict. Effective management, transparency, and accountability of resources revenues are crucial underpinnings of good governance and conflict prevention.

5.3 Recommendations and concluding remarks

Based on the findings of this study, the following are recommendations on leadership behaviours to be adopted during conflict resolutions in mining production teams in the gold mines in Carletonville, South Africa:

- Avoid autocratic leadership behaviour in mining production teams, as shown from the results in chapter 4 indicated that employees do not prefer autocratic leadership which one mentioned that it is still dominant and they do not feel part of the decision making at work.
- There is some degree of both transformational and transactional leadership being practised amongst the gold mining production teams but still requires improvement. It is recommended that the management of the gold mine put into place development plans and a succession plan on how they are going to adhere to the plan.
- It is imperative that the current management of the gold mine encourages the senior and middle level employees to attend courses and seminars on how to become effective and transformational leaders. The managers who complete the course must be awarded with certificates. The main focus is to is to instil competencies such as emotional intelligence, communicate the vision of the organisation, ability to inspire the employees and lastly they management must be willing to adapt to learn and adapt to change.
- There should be a clear and effective communication between management and the employees to avoid conflict and miscommunications such as late payment of bonuses and how the mining production team will achieve their bonuses.

5.4 Limitations of the study

The limitations of this study are as follows:

- Time was limited to collect data from. Respondents due to lockdown regulations of Covid-19 in the country and temporarily shutting down the gold mine. To ensure that all the respondents were interviewed, some of the interviews were quick-tracked and shortened.
- The processes of data collection were adversely affected by the busy schedules of the lower-level employees who participated in the study. These individuals were difficult to get as most of the time they were underground and knocked off extremely late.

5.5 Orientation for Further Studies

The following orientation could be exploited for further studies:

- To investigate leadership behaviours adopted during conflict resolutions in gold mining employees using a quantitative study and not only focusing in mining production teams but also including other departments such as engineering, finance department, human resource department etc.

5.6 Chapter summary

Chapter five concludes and provides recommendations on leadership behaviours adopted during conflict resolutions in mining production teams in the gold mines in Carletonville, South Africa. The conclusions and recommendations emanated from the results of the data analysis carried out in Chapter Four of this study. In addition, the findings have been supported by current literature on this topic.

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7 Appendix A: Informed Consent Letter

NWU® | BUSINESS SCHOOL
BESIGHEIDSKOOL
SEKOLO SA KGWEBO

Private Bag X6001, Noordbrug
South Africa 2522

Tel: 018 299-2000
Fax: 018 299-2999
Web: http://www.nwu.ac.za

11 August 2020

To whom it may be concerned

INFORMED CONSENT TO PARTICIPATE IN AN INTERVIEW

Date: _____

Interviewee code: _____ Interviewee signature: _____

Invitation

My name is Thato Mathole and I am an MBA student at the North-West University Business School and you are hereby invited to participate in this post-graduate research study. Before you decide whether you would like to take part, it is important for you to understand the reason to why the research is being conducted, what your participation will contain and what the process consists of. Please take your time to read the following information carefully. You are welcome to ask any questions for clarification if you so wish before making your final decision. A permission will be ask to record the interview.

Study topic

The aim of the study is to investigate leadership behaviours adopted on conflict resolutions with a focus of gold mining production teams in Carletonville.

Study origin

This is a post-graduate project initiated and conducted as part of a master's (business administration) mini-dissertation. Therefore, this research project has been approved by the North-West University - Faculty of Economic and Management Science's Ethics Committee (Ref number: [To be determined]).

Who will be taking part in the study?

The target population includes senior, middle and lower level employees.The sample would include participants who have differences in terms of factors such as their ethnic background, age and gender to ensure that the research sample is diverse. To be able to complete to participate in the interview, participants should be an employee at a selected gold mine and work in the mining department.

Do I have to participate?

It is important to note that although your participation will be highly appreciated and critical to the success of the research study, your participation is completely voluntarily, and you are allowed to withdraw from the process at any stage if you wish to do so, without any negative consequences.

How will the data be collected?

The face to face interview will take ±50 minutes with each respondents with Covid-19 social distancing maintained.

How will my responses and information be kept confidential?

The interview will be scheduled according to the availability of the participant. Your identity and that of the organisation will remain entirely confidential and no personal information will be requested. Therefore, you are not required to provide your name or surname. The questions of the interview are only numbered for quality data capturing processes. The recording tape will be kept safe by the researcher for transcribing.

What are the risks involved?

This study has been classified as minimum risk and you are only asked to provide about 50 minutes of your time to answer the questions that will be asked during the interview. The risks involved in taking part are minimal and alleviated by the anonymous-nature of the interview.

What will happen to the results?

Once the data analysis is completed, the anonymised results will be reported in the researcher's dissertation. The findings will also be used to provide a general report to the organisations who took part in the study, if requested. The report will include feedback on the investigation of leadership behaviour that are adopted on conflict resolutions in mining production teams, a case of a selected gold mine Carletonville.

The final copy of the full report findings will be held by the North-West University. Furthermore, the anonymised data and results may be used for peer-reviewed academic publications in journals or to present at conferences. At no point will individual results be reported only the total group results.

Who can I contact for more information or to ask questions?

For more information about this study please contact the researcher using the following contact details:

If you have **ANY** questions or concerns, you are welcome to contact the researchers:

	Researcher:	**Research supervisor:**
NWU®	Miss Thato Mathole *Master's candidate:* *Master's in business Administration student* thatomathole40@gmail.com	Dr Kaizer Ndlovu *Senior Lecture:* *Technology management* 35181680@nwu.ac.za

8 Appendix B: Interview Guides

INTERVIEW GUIDE FOR SENIOR LEVEL EMPLOYEES

Title: Investigating leadership behaviours adopted on conflict resolutions: a case of gold mining production teams in Carletonville

Section A: Biographical information (applicable to all employees selected)

The following information is needed to enable meaningful data analysis. I appreciate your help in providing this important information. Please complete all question to the best of your ability.

1. What is your gender? (Tick one)
   Male ( )
   Female ( )
   Other ( )
2. What is your age? (Tick one)
   18-30 ( )
   31-40 ( )
   41-50 ( )
   50 and above ( )
3. How long have you worked for this company?
   1- 2 years. ( )
   3- 5 years ( )
   Over 5 years. ( )

INTERVIEW QUESTIONS FOR SENIOR LEVEL EMPLOYEES

Section B: Leadership behaviour and characteristics

4. What kind of behaviour do you display towards your sub-ordinates?
5. What do you think is the ideal behaviour that they want you to display? Please elaborate.
6. In your opinion, do you think that your sub-ordinates are motivated? If yes, what how do you do that?
7. How is the relationship between you and your subordinates? (is it an open door relationship, merely transactional, you tell them what to do or you are not part of the decision making).

8. In your opinion, do you think you are able to delegate work efficiently, if so, how? (you tell them how the work will be carried out, who is responsible for what)
9. Do your subordinates take part in decision making when you are discussing work-related issues (do you give the chance to voice out their opinions or suggestions or you simply tell them what they must do).
10. How do you give them feedback on their work performance? (You tell them about their performance, you keep quite).
11. Do you see yourself as a transformational, transactional, laissez-faire or autocratic leader? Please explain.

Section C: Conflict resolution

12. What are the main causes of conflicts in mining production teams?
13. Is it based on the work, the employees, or management? Please explain.
14. What is the role of a manager during conflict resolutions? (To resolve problems, to take sides, to eliminate the problem?
15. How do you solve conflicts? (By making sure that you know the cause? Understanding everyone's interests?

Thank you for participating in this research study, it is much appreciated.

INTERVIEW GUIDE FOR MIDDLE AND LOWER LEVE EMPLOYEES

Title: Investigating leadership behaviours adopted on conflict resolutions: a case of gold mining production teams in Carletonville

Section A: Biographical information (applicable to all employees selected)

The following information is needed to enable meaningful data analysis. I appreciate your help in providing this important information. Please complete all question to the best of your ability.

1. What is your gender? (Tick one)
   - Male ( )
   - Female ( )
   - Other ( )
2. What is your age? (Tick one)
   - 18-30 ( )
   - 31-40 ( )
   - 41-50 ( )
   - 50 and above ( )
3. How long have you worked for this company?
   - 1- 2 years. ( )
   - 3- 5 years ( )
   - Over 5 years. ( )

INTERVIEW QUESTIONS FOR MIDDLE and LOWER LEVEL EMPLOYEES

Section B: Leadership behaviour and characteristics

4. What kind of behaviour does your supervisor display towards you? (Communicate with you, motivate you, you are given a chance to take your own decisions, relationship is transactional or your supervisor wants things to be done his way).
5. What do you think is the ideal behaviour that you want your supervisor to display? Please elaborate
6. In your opinion, do you feel motivated? If yes, how does he motivate you? Through coaching? Mentoring? Appraisals?
7. How is the relationship between you and supervisor? (Is it an open door relationship, merely transactional, he tells you what to do or you are part of the decision making).
8. In your opinion, do you think your supervisor is able to delegate work efficiently, if so, how? (He explains how the work will be carried out and who is responsible for what).

9. Does your supervisor allow you to take part in decision making when you are discussing work related issues. (Are you given a chance to voice out your opinions or suggestions or he simply tells you what you must do).
10. How does your supervisor give you feedback on your work performance?

Section C: Conflict resolution

11. What are the main causes of conflicts in mining production teams?
12. Is it based on the work, the employees, or management? Please explain.
13. How does your manager handle conflicts? (In other words does he become involved, expect the team to sort it out by themselves, he is absent). Please elaborate.

Thank you for participating in this research study, it is much appreciated.

9 Appendix C: Organisational Permission Letter

HARMONY GOLD MINING COMPANY LIMITED
Randfontein Office Park
Cnr Main Reef Road and Ward
Avenue, Randfontein, 1759

P O Box 2, Randfontein, 1760
Johannesburg, South Africa

T +27 11 411 2000
F +27 11 692 3879

NYSE trading symbol HMY
JSE trading symbol HAR
www.harmony.co.za

Kusasalethu Shaft

Elandsrand Dr
Carletonville
2500
South Africa

10/03/2020

Dear Mr Malunga

Request for organisational permission to conduct research and interviews

I hereby request for permission to conduct research at Harmony Gold, Kusasalethu Mine: Investigating leadership behaviours adopted on conflict resolutions: a case of gold mining production teams in Carletonville. I am currently doing research with Dr Kaizer Ndlovu at the North West University Business School towards a Master's Degree in Business Administration (MBA).
My research will focus on studying n leadership behaviours on conflict resolutions that mining teams are currently experiencing on a daily basis and give alternative solutions to resolving these challenges. The study will not only benefit the organisation but the employees and management at large.

This research will be beneficial because;

- This will help the production supervisors to manage their teams effectively, thereafter maximise production.
- Good leadership (transformational and transactional leadership) often motivates employees which can lead to employees being satisfied with their jobs.
- Making critical decision and making clear goals for the organisation.

As part of my research, I will need to collect empirical data from the mining production teams. The imperial data will be collected mainly through interviews approximately 15 employees which will take not more than 30 minutes each and this would be arranged at a time convenient to the respondents' schedule. Participation is entirely voluntary and there no anticipated risks participation in this study. The respondents have the right to withdraw if they are not comfortable with the questions that will be asked during the interview. The name of the organisation and of the respondents will not appear

Directors: PT Motsepe* (Chairman), JM Motloba* (Deputy Chairman), PW Steenkamp (Chief Executive), F Abbott (Financial Director), HE Mashego (Executive Director), JA Chissano[#], FFT De Buck*, KV Dicks*, Dr DSS Lushaba*, M Msimang*, JL Wetton*, AJ Wilkens*, KT Nondumo*, VP Pillay*, MV Sisulu*
*Non-Executive; #Mozambican

Secretary: Riana Bisschoff

Registration Number: 1950/038232/06

in any thesis or publications. When the data has been analysed, you will receive a copy of the executive summary and if you would be interested in greater detail, an electronic copy (e.g. PDF) of the entire thesis can be made available to you. This research is being conducted for academic requirements towards a Master's in business by dissertation at the North West University.

Yours sincerely

16-03-2020

Thato Mathole
Shaft geologist

Approved

Band Malunga
General Manager

10 Appendix D: Ethics Clearance Certificate

NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Web: http://www.nwu.ac.za

Economic and Management Sciences Research
Ethics Committee (EMS-REC)

24 August 2020

Dr Kaizer Ndlovu
Per e-mail
Dear Dr Ndlovu

EMS-REC FEEDBACK: 31072020
Student: Mathole, TM (2974149)(NWU-00772-20-A4)
Applicant: Dr Kaizer Ndlovu - MBA

Your ethics application on, *Investigating leadership behaviours adopted on conflict resolutions: A case of gold mining production teams in Carltonville,* which served on the EMS-REC meeting of 31 July 2020, refers.

Outcome:

Approved as a minimal risk study. A number NWU-00772-20-A4 is given for one year of ethics clearance.

Due to the Covid-19 lock down ethics clearance for applications that involve data collection or any form of contact with participants are subject to the restrictions imposed by the South African government.

Kind regards,

Mark Rathbone

Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-West University, ou=Business management, email=mark.rathbone@nwu.ac.za, c=ZA
Date: 2020.08.25 12:12:01 +02'00'

Prof Mark Rathbone
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)

11 Appendix E: Language Editing Letter

Angela Mabhena
Freelance Writing & Editing Services
130 Tulip Gardens
Shamroc Street, Vorna Valley
Midrand, 1685
c/o Department of Language and Social Sciences Education
University of Limpopo
Email: angelalillymabhena@gmail.com;
angela.mabhena@ul.ac.za
Cell: 0787560140

13 December 2020

To Whom It May Concern

This is to confirm that I have done language editing and document formatting on the required sections of the following mini dissertation:

Title:

Investigating Leadership Behaviors Adopted on Conflict Resolutions: A Case of Gold Mining Production Teams in Carletonville

Author:

Thato Mathole (North West University, Student no: 29741459)

Do not hesitate to contact me if the need arises.

Many thanks and regards,



Angela Mabhena (Ms)

Member:English Academy of Southern Africa (Council member, 2016-)
Research Fellow: School of Languages and Communication Studies, University of Limpopo (2018-)

12 Appendix F: Turnitin Report

29741459:Thato_Mathole_edited.docx

ORIGINALITY REPORT

22%	13%	2%	14%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Mancosa Student Paper	7%
2	Submitted to North West University Student Paper	2%
3	repository.nwu.ac.za Internet Source	1%
4	cirdi.ca Internet Source	1%
5	www.fool.com Internet Source	1%
6	hdl.handle.net Internet Source	1%
7	www.emeraldinsight.com Internet Source	1%
8	Submitted to University of KwaZulu-Natal Student Paper	<1%
9	scholarworks.waldenu.edu Internet Source	<1%