The management of non-available labour in a platinum mine in the North West Province

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ABSTRACT

**Insanity:** Doing the same thing over and over again and expecting different results  
(Albert Einstein)

The term ‘non-available labour’ at a the platinum mine can be best described as labour or employees not available for work due to employees being absent, employees on annual leave, employees on training and employees being on sick leave.

Provision is made in the annual business plan for non-available labour, where employees on annual leave, employees on sick leave, absent employees and employees on training must be managed at acceptable percentages as set out in the business plan to ensure sufficient labour at work throughout the year.

It is significant important to manage non-available labour effectively at business plan percentages as mining at a platinum mine is labour intensive and not managing non-available labour effectively will have a direct impact on employees available for work, which will have an negative effect on the organisations bottom line.

Disselkamp (2009) argued that productivity suffers because of absenteeism and illness disrupts and waste time of managers and supervisors as they have to re-plan their activities for the day and have to adjust their staffing. Productivity losses related to employee absenteeism have negative business implications for employers and these losses effectively deprive the business of an expected level of employee labour (Bankert *et al.*, 2015). Any type of absenteeism, due to illness or unplanned absenteeism, increases cost and impedes productivity because other employees have to work overtime, other employees have to work at jobs in which they are not properly skilled and who are more likely to have accidents and poor health as a result (Disselkamp, 2009)

The framework of the study is based on the reforms of human resource processes on non-available labour management at Impala Platinum Limited, a mining company that forms part of the platinum mine industry in the North West Province in South Africa.

The aim of this study was to determine the influence of non-available labour at the platinum mine for management, the HR department and supervisors.

**KEYWORDS:** Labour at work, absentees, sick leave, leave, training and leadership style
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1.1 INTRODUCTION

Insanity: Doing the same thing over and over again and expecting different results.
(Albert Einstein)

The term ‘non-available labour’ at in platinum mining can be best described as labour or employees not available for work due to employees being absent, employees on annual leave, employees on training and employees being on sick leave.

Provision is made in the annual business plan for non-available labour where employees on annual leave, employees on sick leave, absent employees and employees on training must be managed at acceptable percentages as set out in the business plan to ensure sufficient labour at work throughout the year.

It is significantly important to manage non-available labour effectively at business plan percentages as mining in at a platinum mine is labour intensive and not managing non-available labour effectively will have a direct impact on employees available for work that will have a negative effect on the organisation’s productivity.

In 2014, South Africa experienced its longest and costliest strike, i.e. a five-month-long stoppage in the platinum industry during a wage dispute between platinum producers and the Association of Mineworkers and Construction Union (AMCU)(Horne, 2015).

The effect of wildcat strikes in 2012 cost platinum and gold producers over R16 billion that year. Mining production decreased by 6.5% year-on-year in May 2014 as reported by Statistics SA. The strike action that started on 23 January 2014 has had a negative impact on total mining production. Negative growth rates were reported for PGM (Precious Group Metals) at -48.5%, other non-metallic minerals at -13.3% and building materials at -11.7% (Singh, 2014).

The Association of Mineworkers and Construction Union (AMCU) signed a wage agreement with platinum producers (Naidoo, 2014). A wage settlement agreement was reached by
Impala Platinum Limited and Association of Mineworkers and Construction Union (AMCU) and workers were expected to return to work on 25 June 2014 (Anon, 2014c).

The effect that the strike had on the management of non-available labour, specifically looking at annual leave, is that employees who were due for annual leave during the strike period had to be sent on annual leave when they returned from the strike to comply with legislation in section 20, of the Basic Conditions of Employment Act that states that leave must be granted not later than six months after the end of the annual leave cycle (12-month periods from date of employment) (Zopedol, 2012).

The above-mentioned situation resulted in a high volume of employees who proceeded taking annual leave at Impala Platinum Limited at its Rustenburg operations during August 2014 up until November 2014 as the organisation had to comply with section 20 of the Basic Conditions of Employment Act (75 of 1997) that states that leave must be granted not later than six months after the end of the annual leave cycle. During this period, from August 2015 up until November 2015, leave percentages were very high and the high leave percentages will occur each year during the mentioned periods. This scenario also results in high percentages of employees on training after the employees took leave as the employees have to do ex-leave training when returning from annual leave (Anon, 2016).

Disselkamp (2009) argued that productivity suffers because of absenteeism, and illness disrupts and wastes the time of managers and supervisors as they have to re-plan their activities for the day and have to adjust their staffing. Productivity losses related to employee absenteeism have negative business implications for employers and these losses effectively deprive the business of an expected level of employee labour (Bankert et al., 2015). Any type of absenteeism, due to illness or unplanned absenteeism, increases cost and impedes productivity because other employees have to work overtime, other employees have to work at jobs that they are not properly skilled for and that is more likely to have accidents and poor health as a result (Disselkamp, 2009).

Organisations can have enormous savings through the effective management of non-attendance at work (Bydawell, 2016).

Success in an organisation in terms of the attainment of goals and realisation of objectives depends on managers and their leadership style(s). Mokgolo (2012) postulates that
transformational leadership is vital to effective management, because the effectiveness of the leader determines the eventual success of the organisation.

Judge (2004) argued that transformational leaders are able to inspire followers to change their expectations, perceptions and motivations and to work towards common goals (McLaggan et al., 2013).

Using the transactional leadership style, effective leaders create organisational structures that clearly define job roles and responsibilities. A transactional leader defines job requirements, establishes rewards, such as payment or bonuses, and communicates the rules, sets hours, pays rates and performs disciplinary actions associated with non-conformance to these rules. By using a transactional leadership style, a leader implies that if a subordinate complies with the contract, he receives the salary and benefits as agreed upon. In return, the leader has the authority to supervise the employee’s actions and evaluate his performance. When transactional leaders assign a resource to a task, the resource becomes responsible for the execution of the task. A transactional leader praises employees only for exceeding expectations, not just meeting them (Duggan, 2016).

The framework of the study is based on the reforms of human resource processes on non-available labour management at Impala Platinum Limited, a mining company that forms part of the platinum mining industry in South Africa.

1.2 PROBLEM STATEMENT

Little research has been carried out to determine the effect of the strike in the platinum sector regarding the effective management of non-available labour. During the strike period, most employees who were due for annual leave could not be sent on annual leave as they formed part of the employees involved in the industrial action during the period from 23 January 2014 until 24 June 2014. After employees returned to work on 25 June 2014, employees who were due for annual leave were identified, and these included employees who did not proceed on leave for a period between 16 months to 18 months, foreign employees who are non-South African citizens were also part of the employees identified to proceed on annual leave. This was done to comply with section 20 of the Basic Conditions of Employment Act (75 of 1997). This resulted in an increase of employees’ annual leave percentages during August
2014 until November 2014. High percentages of annual leave during the months of August until November will be experienced year on year as a result of the strike action during 2014.

Non-available labour, which includes employees on sick leave, employees on annual leave, absent employees and employees attending ex-leave training has a direct impact on labour at work. To have sufficient labour at work has become increasingly significant in order for the organisation to reach its production targets to survive and stay competitive in the current volatile economic environment. By not effectively managing non-available labour can lead to production loss for the organisation and loss of market place in the market (Anon, 2014a).

Out of the above-mentioned discussion, the following problem statement could be derived namely, what is the influence of non-available labour in a platinum mine for management, HR department and supervisors.

1.3 LITERATURE REVIEW

• LEADERSHIP STYLES

The South African mining industry faces continuous challenges in terms of increased demand for productivity, labour unrest, skills shortages, loss of scarce technical skills due to emigration and high turnover rates (Van Schalkwyk et al., 2010). The need for inspired leadership is nowhere more evident than within this dynamic context and increasingly stakeholders, including employees, shareholders, politicians and academics, expect leadership to provide solutions to these organisational problems (Hughes, 2010).

The big question is whether managers themselves have sufficient motivation and energy to lead and engage supervisors and, in turn, the ordinary mine workers into the 21st century (Rothmann & Joubert, 2007).

Transformational leaders are proactive; they improve follower awareness of transcendent, collective interests; and more importantly they inspire followers to achieve extraordinary goals (Antonakis et al., 2003). A transformational leader is someone who inspires followers to transcend their own self-interests for the good of the organisation and who is capable of having an effect on their followers (Avolio et al., 2004).
In contrast, transactional leadership is an exchange process based on the fulfilment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes (Antonakis et al., 2003). Transactional leadership tends to be transitory in that once a transaction is completed the relationship ends or will be redefined (Achua & Lussier, 2010).

Transformational and transactional leadership styles were the two styles selected for the study since they are known to follow completely opposite leadership methods and also to have different influences on employee job attitudes when applied in the workplace (Van de Vliert, 2006:42).

- **ABSENTEEISM**

  Absenteeism has been defined as unauthorised leave by an individual who intends to return to work. One of the basic duties of an employee is to render services to her/his employer. A failure by an employee to render such services runs contrary to this duty, thereby undermining the very essence of the employment relationship. Absenteeism can take different forms, ranging from unauthorised, persistent but intermittent absences, or unauthorised periods of prolonged absences (Mudely, 2008).

  An absentee problem is also a profit problem – something no organisation can afford. The causes are complex, but a check on company practices will help to identify areas that need attention (Nel, 2013).

- **SICK LEAVE**

  According to the Basic Conditions of Employment Act (75 of 1997), in sections 22 to 24, an employee is entitled to six weeks’ paid sick leave in a period of 36 months; during the first six months an employee is entitled to one day’s paid sick leave for every 26 days worked. An employer may require a medical certificate before paying an employee who is absent for more than two consecutive days or who is frequently absent.

  Annual leave may not be substituted for sick leave and sick leave is in addition to any other leave entitlement. Sick leave, however, is not in addition to a period of notice of termination of the employment contract (Claassn, 2016).
The South African economy loses between R12 and R16 billion a year as a result of absent workers, according to Occupational Care South Africa (OCSA) and Statistics South Africa. OCSA estimates that there is an average of 15% of staff absent on any given day and that only one in three people who do not go to work are actually physically ill. According to the organisation, more than 40% of sick notes are issued without a diagnosis (Skosana, 2014).

Determining if and why employees exploit leave policies is important. Just as an employer analyses turnover, the organisation should also look at sick leave abuse trends. Is leave usage higher in one department or under a particular supervisor? Are workplace practices or policies affecting absences? Do children’s illnesses, in turn, lead to your employee’s time off? Finding the root cause of sick leave abuse problems helps in addressing the core issues (Smith, 2015).

**ANNUAL LEAVE**

According to the Basic Conditions of Employment Act (75 of 1997), sections 20 and 21, employees are entitled to 21 consecutive days’ annual leave or, by agreement, one day for every 17 days worked or one hour for every 17 hours worked. Leave must be granted not later than six months after the end of the annual leave cycle. An employer must not pay an employee instead of granting leave except on termination of employment (Claassn, 2016).

There were scenes of joy and relief as tens of thousands of mineworkers returned to their shafts after the country’s longest and economically devastating strike that ended after five months in June 2014 (Anon, 2014b).

The strike of five months ended in June 2014, and has influenced employees’ annual leave cycle. Employees who had not gone on leave for a period of 16 months to 18 months had to be on leave so that Impala Platinum had to comply with the Basic Conditions of Employment Act (75 of 1997) as discussed above.

The disruption that the strike caused on the employees’ annual cycle has to be evaluated to establish measures to be taken for sufficient labour at work throughout the year.

**TRAINING**

In 2007, Impala Platinum Limited spent R30 million on safety training. All employees’ competence was assessed before assigned responsibility for any task. Annual refresher
training is provided on an ex-leave basis to all employees as well as employees of long-term contractors (Ndaba, 2008).

The influences that training, ex-leave training or refresher training have on the availability of labour is a critical factor in staffing underground working teams at the workplace. Competence in occupations and working safe is one of the objectives of training to contribute to safe production in the organisation. Ex-leave training or refresher training is done on an annual basis when employees return from their annual leave. Because mining is an industrial environment, it is important for employees to do ex-leave training in order to be competent, informed about new standards and to work effectively to contribute to organisational production safety without injury and death.

The influence of training, ex-leave training or refresher training percentages needs to be evaluated and monitored to have sufficient labour at work.

1.4 RESEARCH QUESTIONS (RQ)

RQ1: What is the effect of not having sufficient labour at work?

RQ2: What factors have an impact on the non-available labour management?

RQ3: Which parties in the organisation have a responsibility in managing non-availability of labour?

RQ4: Which leadership style between transformational leadership style and transactional leadership style have leaders adopted in the organisation?

1.4.1 Expected contribution of the study

The mining industry is a labour intense environment where the mine mainly relies on manual labour for their production activities throughout their business processes. The non-availability of labour therefore has a direct impact on the organisation’s production outputs and also has an impact on production safety.
The effective management of non-available labour will have value-adding attributes on the organisation’s production outputs as well as the organisation’s production safety that will eventually have a positive impact on the organisation’s bottom-line.

The study will also assist management and HR practitioners to outline effective management processes in non-available labour to ensure sufficient labour at work at any given time during the year.

1.5 RESEARCH OBJECTIVES

1.5.1 General objectives

The general objective of this research is to assess the factors that have an impact on non-available labour and how non-available labour influences managers, HR department and supervisors at a platinum mine.

1.5.2 Specific objectives

The specific objectives of this research are:

Research objective 1: Managing non-available labour effectively will have a positive effect on labour available for work, which will be answered by RQ1.

Research objective 2: Identifying factors that have an impact on non-available labour will assist the management of non-available labour, which will answer RQ2.

Research objective 3: To evaluate the acceptance of accountability in the management of non-available labour; which will be answered in RQ3.

Research objective 4: To determine the difference between transformational leadership style and transaction leadership style, and which leadership style have leaders adopted in the organisation; which will be answered in RQ4.
1.5.3 Scope of the study

The scope of this study was extended to junior, middle and senior management employees (B to E level) in the targeted mine at Impala Platinum Limited.

1.6 RESEARCH DESIGN

1.6.1 Research approach

A quantitative research approach will be followed, which aims to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population. Quantitative research designs are either descriptive (subjects usually measured once) or experimental (subjects measured before and after a treatment). A descriptive study establishes only associations between variables. An experiment establishes causality. For an accurate estimate of the relationship between variables, the descriptive study will consist of a sample of 150 participants. The estimate of the relationship is less likely to be biased if you have a high participation rate in a sample selected randomly from a population. In all studies, subject characteristics can affect the relationship you are investigating, limiting their effect either by using a less heterogeneous sample of subjects or preferably by measuring the characteristics and including them in the analysis (Hopkins, 2008). A cross-sectional survey will be conducted to collect data from the different shafts, which will be used to answer the research questions. The data will be collected by means of questionnaires and the reason for using a cross-sectional survey is because it takes less time, it is less expensive and the different variables can be assessed (Levin, 2006).

1.6.2 Research strategy

Information regarding the records about each labour unit is readily available and questionnaires to be completed by mine managers, mine overseers, shift supervisors, miners, engineers, foreman, artisans, HR managers, HR superintendents, HR officers and HR assistants will be evaluated to establish their interaction in the management of non-available labour and what they perceive their role to be in the management of non-available labour.
This information and the information regarding records of the labour units can be analysed by establishing the connection between absentees, sick leave, leave, training to see which time of the year a high volume of non-available labour percentages occur and which time of the year a low percentage of non-available labour occurs and what the reason for these phenomena is. The ideal would be to manage non-available labour in such a way that the percentages of the non-available labour would have an even spread throughout the 12-month period of the year to ensure efficient production.

1.7 RESEARCH METHOD

1.7.1 Literature review

The literature review will focused on gathering information about the keywords within the contexts to Impala Platinum Limited, and the keywords are: leave, training, absenteeism and sick leave that form the non-available labour at work. Other information would be obtained from company policies and other sources that consist of relevant textbooks, scientific and accredited articles available on the internet and other library resources such as databases. Databases that will be used include EBSCOhost, Google Scholar, ScienceDirect, Juta, Sabinet Reference, LexisNexis, Scopus, JSTOR, and SA ePublications.

1.7.2 Research settings

The research setting will be in South Africa in the North West Province in the Rustenburg area. The research will be conducted at Impala Platinum Limited, which is a platinum mining company that produces mainly precious group metals (PGMs) Platinum mining is a labour intensive environment that directly affects the organisation’s production output and safety in production.
1.7.3 **Entrée and establishing research roles**

A permission letter to conduct the study was forwarded to the senior HR manager to request approval for the study to be conducted at the mine.

1.7.4 **Sampling**

Sampling will consist of +/- 150 employees at the mine who will complete a questionnaire.

1.7.5 **Data collection methods**

Statistical analysis was conducted using the two software programs, i.e. SPSS program and PHStat2. These statistical tools were used to summarise and analyse data provided by respondents and to formulate general statements, recommendations and conclusions about the organisation in relation to the topic under study. The analysis involved the computation of statistical information including, but not limited to, means, variances, standard deviations and Cronbach alpha coefficients. These statistical techniques were used with a purpose of answering the research questions.

1.7.6 **Strategies employed to ensure quality of data**

Questionnaires will also be distributed at training centres for completion and the questionnaire will be confidential; the main goal will be to afford employees time to complete the questionnaire.

1.7.7 **Statistical analysis and reporting**

Statistical analysis was conducted using the two software programs, i.e. SPSS program and PHStat2. These statistical tools were used to summarise and analyse data provided by respondents and to formulate general statements, recommendations and conclusions about the organisation in relation to the topic under study. The analysis involved the computation of statistical information including, but not limited to, means, variances, standard deviations,
and Cronbach alpha coefficients. These statistical techniques were used with a purpose of answering the research questions.

### 1.7.8 Ethical considerations

Research ethics were also taken into considerations to ensure that the data collection process is undertaken ethically and fair. It was also considered that a research proposal be submitted to the North-West University’s ethics committee for verification of ethical compliance.

Guided by Walman (2011:47), the research included, but was not limited to, the following considerations:

- The research was carried out with honesty and integrity.
- The participation of respondents was voluntary and information provided was treated with confidentiality.
- The participants had a right to terminate their participation at any time during the process.
- The participation in the study was without any harm to the participants.
- Appropriate managers were first consulted for consent prior to participation of employees.
- Respondents were asked for participation without raising any unrealistic expectations.
- The study was carried out without any use of deception or covert methods (Welman, 2011).

### 1.7.9 Reporting

A quantitative writing style will be used.
1.8 CHAPTER DIVISION
The section below illustrates the outline of the mini-dissertation.

Chapter 1: Nature and scope of the study
- Introduction
- Problem statement
- Objectives of the study
- Scope of the study
- Research methodology
- Layout of the study

Chapter 2:
- Introduction
  - Causal factors to the study

- Literature review
  - Absenteeism
  - Sick leave
  - Annual leave
  - Training
  - Transformational leadership
  - Transactional leadership
  - Applicable model for the study
  - Chapter conclusion

Chapter 3: Empirical research
- Introduction
- Data collection from the targeted sample
- Results and discussion
- Chapter summary
Chapter 4:

- Introduction
- Conclusions
- Recommendations
- Limitations and recommendations for future research

References

Annexures
CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

In Chapter 1, the concept of non-available labour was introduced and the problem statement of the study was mentioned. The research methods and research objectives were also mentioned. In Chapter 1, four key factors that attributed to non-available labour were mentioned. The four attributes to non-available labour are absenteeism, sick leave, leave and training that influence the availability of labour at work. In Chapter 2, the variables for the study will be reviewed in-depth, namely absenteeism, sick leave, leave, training and labour at work. This chapter will also look at previous research results on the mentioned variables and what influence they have on managers, the HR department and supervisors.

2.2. ABSENTEEISM

2.2.1 Defining absenteeism and the effect it has on organisations.

Absenteeism is probably one of the biggest problems that a manager has to handle on an ongoing basis as it impacts on service delivery, staff morale, and could lead to financial losses. If the cause has been identified and solutions implemented and an employee continues to be absent from his/her workstation, then the only solution would be normal disciplinary procedures (Munro, 2007).

Munro (2007) explained that from an employer’s perspective, absenteeism is a huge problem as it impacts on service delivery, puts pressure on those employees who are working, highlights the health and safety ramifications in some workplaces, and could lead to loss of revenue.

It is generally accepted that in terms of common law, a contract of employment is based on an agreement between two parties: an employer and an employee. The employee has a fundamental obligation to tender his/her services to the employer. If this is done, then the employer is contractually obliged to pay the employee for services rendered. When an
employee fails to report for work, the employer would record this absence as absenteeism (Munro, 2007).

According to Hunter (2010:195), absenteeism is unauthorised absence of employees from the workplace and is expressed as the percentage of workdays lost as a result of absenteeism.

Absenteeism has been defined as unauthorised leave by an individual who intends to return to work. One of the basic duties of an employee is to render services to her/his employer. A failure by an employee to render such services runs contrary to this duty, thereby undermining the very essence of the employment relationship. Absenteeism can take different forms, ranging from unauthorised, persistent but intermittent absences, or unauthorised periods of prolonged absences (Mudely, 2008).

An absentee problem is also a profit problem – something no organisation can afford. The causes are complex, but a check on company practices will help to identify areas that need attention (Nel, 2013).

Some absenteeism is avoidable, or voluntary. Often, a relatively small number of individuals are responsible for a disproportionate share of the total absenteeism in an organisation. Many people see no real concern about being absent or late for work (Mathis & Jackson, 2006).

### 2.2.2 Classification of absenteeism

According to (Nel, 2004:549), the three main categories of absence are the following:

- **Sick absence** occurs when a person is absent due to a reported illness, whether genuine or not. The company policy will state at what stage a medical certificate is required.

- **Authorised absence** occurs when the employee is absent for any reason other than illness, and it is accepted by management. Employees should be encouraged to seek permission beforehand if the situation allows for it.
• Unexcused absence is considered as unacceptable and should not be tolerated. Progressive discipline is used to handle this problem.

Pierce and Gardner (2002:272) classify absenteeism under the following categories:
• Excused absence: those in which employees notify their employer in advance that they will not be at work on a given day, and the employer approves of the absence.

• Unexcused absences: when an employee, with no advanced approval, simply fails to show up for work when scheduled.

• Voluntary absenteeism: when employees choose not to go to work when they could have (they are not ill) and should have (they were expected).

• Involuntary absenteeism: when an employee is absent because of illness or factors out of the employee’s direct control (such as a car accident on the way to work) (Pierce, 2002:272).

Claassen (2016) further elaborates that absent does not only mean not being at work. Absent also means:
• Arriving late (or poor timekeeping, is still absence as long as the employee is not at work).

• Leaving early (again, poor timekeeping, is still absent as the employee is not at work).

• Extended tea or lunch breaks (the employee is not at the workstation, and therefore absent).

• Attending to private business during working hours (the employee is at work, but is not attending to his/her duties in terms of the employment contract – and is therefore absent).

• Extended toilet breaks (same as extended lunch or tea breaks).

• Feigned illness (thereby giving rise to unnecessary visits to the on-site clinic, or taking time off to ‘visit the doctor’ – which employees often do not do, because they
are not required to submit a medical certificate if they are absent for fewer than 2 days).

- **Undue length of time in fetching or carrying** (tools from the tool room, for example, or drawings from the drawing office).

- **Other unexplained absences** from the workstation or from the premises (Claassen, 2016).

### 2.2.3 Possible reasons for absenteeism

Seven reasons why your employee is absent, and what to do about them are listed by Strugnell (2013) below:

- He has a genuine personal crisis. Sometimes, life just gets in the way. Perhaps his wife’s passed away. You can offer support, arrange paid family responsibility leave and make alternative arrangements for serving the affected customers.

- He is unhappy or bored at work. You must deal with all your employees’ grievances, otherwise, he is just going to take more and more time off. If you take all their grievances seriously, your employees will respect you. Loyalty and morale will increase and absenteeism will decrease.

- He is genuinely sick or injured. You do not have to pay an employee if he is absent for more than two consecutive days, or sick on two separate occasions in eight weeks, unless he has a valid medical certificate. If he runs out of sick leave and falls ill, you can give him unpaid leave if he provides a medical certificate.

- To avoid unsafe or unhealthy workplace conditions. Your employee will avoid coming to work if he fears for his life or safety. It is your legal responsibility to ensure you meet and enforce health and safety requirements. The cost of doing this is nothing compared to what you will pay for soaring absenteeism, hefty fines or having to close down your business because you ignored health and safety regulations!
• He is disabled. You cannot dismiss an employee for being disabled or sick; this is unfair discrimination. You must give him enough time to recover. However, you can consider terminating an employment contract through incapacity if:
  ➢ You cannot see your employee working in the future because of an extreme disability;
  ➢ You have exhausted all other options and you have communicated the alternatives with the employee;
  ➢ You must give him the chance to state his case;
  ➢ You must consider all alternatives besides dismissal; and
  ➢ If the incapacity is permanent or temporary.

• He has drug or alcohol dependency problems. Alcoholism and drug addictions are recognised illnesses; and you cannot dismiss an employee for his addiction. Draw up a legally sound and fair policy on substance abuse, and include it in your employment contracts.

• He faces unavoidable transport problems. Transport is an easy excuse for absenteeism! However, sometimes it is a genuine excuse, e.g. he was in an accident. You have to check whether the incident actually happened and whether it was so serious it prevented him from coming to work for the whole day. For example, if his car broke down, could he have caught a taxi or bus instead (Strugnell, 2013)?

According to Levine (2009), numerous studies have concluded that under-trained supervisors are one of the main causes of absenteeism. People-oriented companies are very sensitive to employee opinions. They often engage in formal mini-studies to solicit anonymous employee opinions on topics of mutual interest, and these confidential worker surveys commonly ask for employee opinions regarding higher-than-normal absenteeism. The responses have revealed rather surprising results: low pay, poor benefits and high workloads were not major causes, nor was actual sickness. Instead, absenteeism generally was found to be a symptom of low job satisfaction, sub-standard working conditions and consistent negative and unfair treatment received by first-line supervisors. In other words, employees revealed that repetitive, boring jobs coupled with uncaring supervisors and/or physically unpleasant workplaces led them to make up excuses for not coming to work, such as claiming to be sick.
If your employees perceive that your company is indifferent to their needs, they are less likely to be motivated, or even to clock in at all. One way to determine the causes of absenteeism is to question your supervisors about their employees’ excessive absenteeism, including what causes it and how to reduce it. Of course, if your supervisors have made no efforts to get to know the employees in their respective departments, they may not be able to provide reasons. However, just the act of questioning may get the ball rolling and signal to your supervisors that their involvement is important. (Levine, 2009)

**2.2.3.1 Nicholson’ model of attendance motivation**

One approach that does take into account factors influencing both absence and attendance is put forward by Nicholson (Evans & Walters, 2003:31) and is illustrated in Figure 2.1

**FIGURE 2.1: NICHOLSON’S MODEL OF ATTENDANCE MOTIVATION**

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According to Evans and Walters (2003), Nicholson starts from the assumption that attendance is normal behaviour, arguing that most people, most of the time, will normally attend regularly and that the search for causes of absence is a search for those factors that disturb the regularity of attendance. They further mention that whether people actually attend in a specific set of circumstances depends on a number of variables. The key variables are those that affect attachment and attendance motivation, each of which is influenced by a contextual factor.

- These factors are firstly the personal characteristics of individuals, such as age or gender that influence absence. For example, older workers are likely to take more time off through sickness.
- Secondly, orientations or attitudes to work differ according to occupational experience and background, reflected, for example, in higher levels of absence among manual workers.
- Thirdly, the nature of jobs and the opportunities they provide for satisfaction and involvement vary as again reflected in the differences between manual and non-manual worker absence.
- A fourth influence arises out of the rules of the workplace, which may be either strict or lenient on absence. A final influence is referred to as random and refers to domestic or travel difficulties, which may affect the ability to attend. The result is an absence continuum ranging from unavoidable influences (A), which impact on frequency of absence, to avoidable influences (B), which impact on frequency of attendance (Evans & Walters, 2003).

2.2.3.2 Rhodes and Steers’ model of employee attendance

Another integrated model that explains absenteeism is that of Rhodes and Steers. Steers and Rhodes (1978), as quoted by Evans and Walters (2003:33), developed the process model of employee attendance, which starts from the characteristics of the job, which, in turn, influence job satisfaction and motivation to attend. This model is presented in Figure 2.2
According to Evans and Walters (2003), job satisfaction and motivation are, in turn, affected by personal characteristics that influence attendance. For example, old age affects the likelihood of sickness and higher educational attainments are more likely to lead to the pursuit of a career or profession, with which lower absence levels are associated. The model also emphasises pressure on employees not to be absent. In times of economic uncertainty, for example, fear of losing one’s job may result in pressure not to be absent. Work group or peer pressure may either encourage attendance or absence according to the prevailing cultural norms. Loss of pay or an attendance bonus may also discourage absence. Finally, the model
recognises the ability to attend. Even for the most highly motivated employee, circumstances arise in which attendance is not possible. Genuine illness is one obvious example, as are family responsibilities and travel difficulties. The ability to attend is also influenced by the employee’s personal circumstances. For example, size of family is likely to increase constraints on ability to attend as is distance from home to work or the complexity of the journey undertaken. Absence patterns therefore vary between individuals according to the particular influences on the behaviour. These models therefore stress the importance of understanding the influences on absenteeism for each group of employees and applying the relevant policies and procedures (Mandleni, 2011).

When comparing Nicholson’s model with Rhodes and Steers’ model, it is evident that there are some similarities between the models. Nicholson refers to domestic or travel difficulties as random variables that may affect the ability to attend. Rhodes and Steers recognise the ability to attend as a factor that influences absenteeism. Their view is that even for the most highly motivated employee, circumstances arise in which attendance is not possible (Mandleni, 2011).

However, the models differ in that Nicholson assumes that attendance is normal behaviour, arguing that most people, most of the time, automatically attend regularly and that the search for causes of absence is a search for those factors that disturb the regularity of attendance. This is in contrast to Rhodes and Steers’ views that employee attendance starts from the characteristics of the job, which, in turn, influence job satisfaction and motivation to attend (Mandleni, 2011).

Rhodes and Steers elaborate that job satisfaction and motivation are, in turn, affected by personal characteristics that influence attendance. Nicolson’s argument is based on variables that affect attachment and attendance motivation, each of which is influenced by a contextual factor, namely personal characteristics, attitudes to work and the ability to attend.

Nicolson describes a continuum ranging from unavoidable influences, (A) which impact on frequency of absence, to avoidable influences, (B) which impact on frequency of attendance.

Rhodes and Steers’ model emphasises pressure on employees not to be absent and work group or peer pressure that either encourage absence or attendance (Mandleni, 2011).
2.2.4 Absenteeism at Impala Platinum Limited at its Rustenburg Operations over the past three years

In 2014, South Africa experienced its longest and costliest strike, i.e. a five-month long stoppage in the platinum industry during a wage dispute between platinum producers and the Association of Mineworkers and Construction Union (AMCU) (Horne, 2015).

The strike action that started on 23 January 2014 has had a negative impact on total mining production. Negative growth rates were reported for PGM (Precious Group Metals) at -48.5%, other non-metallic minerals at -13.3% and building materials at -11.7% (Singh, 2014).

The Association of Mineworkers and Construction Union (AMCU) signed a wage agreement with platinum producers (Naidoo, 2014). Wage settlement agreement was reached by Impala Platinum Limited and Association of Mineworkers and Construction Union (AMCU) and workers was expected to return to work on 25 June 2014 (Anon, 2014c).

Absenteeism is one of the variables related to this study of non-available labour. The illustration below is a snapshot of Impala Platinum Limited’s absenteeism percentages at its Rustenburg operations. The illustration contains data of absentee percentages over the past three years from July 2013 to May 2016.

Source: Company data
The above illustration shows data from one financial year to another financial year. The financial year for 2014 started on 1 July 2013 and ended 30 June 2014. The illustration above shows information for the past three years’ financial years.

In 2014, the absentee percentages skyrocketed to above 75% for the duration of February 2014 until June 2014; this was mainly due to the strike that lasted five months during 2014. This shows that the strike also had an impact on absentee percentages of the organisation.

There is also a new trend on the rise as can be seen on the above illustration; absentees were high in December, this can be due to the effect of the strike. As illustrated above, data shows that in the December 2013 financial year that absentees were 1.4 percent, still under business-plan, but a new trend is visible as seen above on the data illustration, in the December 2014 and December 2015 financial year, absentee percentages have been 2.3% and 1.9% for the respective years; this is well above the company’s business-plan percentage targets.

For the purpose of this study, the influence of absenteeism on management, the HR department and supervisors at the platinum mine will be evaluated.

2.2.5 Conclusion
From the illustration in the previous section, it is clear that the strike had an impact on the absentee percentages during 2014; however, absentee percentages have returned back below business plan percentages after July 2015. It is still significant that the company maintain effective absentee management processes to ensure that sufficient labour is present at work that would result in safe and effective production outputs.

2.3 SICK LEAVE

2.3.1 Introduction

According to the Basic Conditions of Employment Act (75 of 1997), in sections 22 to 24, an employee is entitled to six weeks’ paid sick leave in a period of 36 months; during the first six months an employee is entitled to one day’s paid sick leave for every 26 days worked. An
employer may require a medical certificate before paying an employee who is absent for more than two consecutive days or who is frequently absent.

Annual leave may not be substituted for sick leave and sick leave is in addition to any other leave entitlement. Sick leave, however, is not in addition to a period of notice of termination of the employment contract (Claassn, 2016).

The South African economy loses between R12 and R16 billion a year as a result of absent workers, according to Occupational Care South Africa (OCSA) and Statistics South Africa. OCSA estimates that there is an average of 15% of staff absent on any given day and that only one in three people who do not go to work are actually physically ill. According to the organisation, more than 40% of sick notes are issued without a diagnosis (Skosana, 2014).

Determining whether and why employees exploit leave policies is important. Just as an employer analyses turnover, the organisation should also look at sick leave abuse trends. Is leave usage higher in one department or under a particular supervisor? Are workplace practices or policies affecting absences? Do children’s illnesses, in turn, lead to your employee’s time-off? Finding the root cause of sick leave abuse problems helps in addressing the core issues (Smith, 2015).

According to Daniels and Radebaugh (1995), the scheduled presence and acceptable performance of human capital are a key success factor in competitive strategies (Daniels & Radebaugh, 1995).

Levy (2006) concludes that sickness absence probably represents the single biggest controllable labour cost that the employer can easily assess, but abuse is high (Levy, 2006). Studies by Beira indicate that typically 35% of sick notes are illegible, 20% are incomplete and 40% curious or suspicious. Abuse of sick leave is the result of unethical behaviour of employees and/or medical practitioners. Abuse is not only present on employee level, but also on the professional level (Beira, 2005). The Health Professions Council of South Africa confirmed the conviction of a medical practitioner who sold fake sick certificates for R50 or more (HPCSA, The Health Professions Council of South Africa, 2005).
2.3.2 Sick leave management

Reasons identified as possible contributors to sickness absence and the abuse of sick leave:

- Industrial action and failure to move commemorative holidays to either the Monday or Friday closest to the weekend (SACOB, South African Chamber of Commerce, 2013);
- Dissatisfaction with organisational policies could significantly influence employee commitment (Ahmad & Ibrahim, 2015);
- Lack of skills and knowledge on human resource policies (SACOB, South African Chamber of Commerce, 2013);
- The transactional approach to employee commitment and the absence of shared values between the employee and employer are major factors (Bennett, 2002); and
- Low income, low responsibility and repetitive work (Levy, 2006).

It is important that useful and appropriate absence information is distributed to relevant role players (PSC, Public Service Commission, 2011). For the abuse of sickness absence, the following reports should be generated by the sickness absence management system:

- Sickness absence before and after the days regarded as public holidays, as per the Public Holidays Act (36 of 1994): 01 January (New Year's Day), 21 March (Human Rights Day), 27 April (Good Friday), 01 May (Workers' Day), 16 June (Youth Day), 09 August (National Women’s Day), 24 September (Heritage Day), 16 December (Day of Reconciliation), 25 December (Christmas Day), 26 December (Day of Goodwill / Family Day)

There is a distinction between short and long periods of sickness absence. Long-term absence is more likely to be disease and illness related than short-term absence (APSC, Australian Public Service Commission, 2014). Short-term sickness absence refers to employees being absent for short periods of say one day or two days at a time (CIPD, Chartered Institute of Personnel Development, 2006:4). Furthermore, there are two categories identified within short-term sickness absence, namely involuntary and voluntary absence. Involuntary (unavoidable) absence is generally associated with certificated illness absence, while voluntary (avoidable) absence is often self-certificated absence (APSC, Australian Public
Voluntary absences are estimated between 20 and 40% of all absences (Government of New Brunswick, 2003:24).

According to Rhodes and Steers (1990:ix), companies are becoming increasingly concerned with pressures created by global competition and the requirement to increase productivity and efficiencies. More companies are therefore investigating ways to improve overall organisational effectiveness and efficiencies, but many fail to recognise the importance of managing the existing labour force. By managing employees’ attendance effectively, companies could control the largest expense item and the largest source of productivity (Rhodes & Steers, 1990:ix).

The importance of the effective management of sick leave should be high priority in any organisation (PSC, Public Service Commission, 2002:44-45). Even though the importance of sickness absence management is recognised by the majority of employers, there are employers who view coping with illness as the responsibility of the employee, especially during highly flexible labour conditions that allow employers to replace labour where necessary (Haafkens et al., 2011).

It is a risky option to choose not to manage sickness absence as it could have serious financial implications and a negative impact on the performance of the organisation (PSC, Public Service Commission, 2002:ix). The implications of ignoring sickness absence management include potential decreases in productivity and profits, and increased legal costs (Black & Frost, 2011).

Top management is generally reactive to sickness absence management and usually only reacts when the organisation is facing a crisis, for example during a period of extreme shortages of skilled labour (Gaudet, 1963:15).

Although sickness absence management is a complex issue, the problem can be managed and understood by applying basic principles (AFOM, Australasian Faculty of Occupational Medicine, 1999:9). Productivity is one of the principles that should be focused on to understand and manage absence. Absence negatively impacts on productivity because fewer resources are available to produce output, but the expense of the resource must still be carried. Productivity is a controllable factor of which the performance must be monitored on an ongoing basis. To control absence, productivity standards must be established,
performance must be measured and systems must be implemented to alert management to take appropriate action (Kinicki & Williams, 2012:526).

Successful sickness absence management has many benefits for the employer, but there are also benefits for the employee. A high rate of absence could be an indication of poor employee wellness benefits and if the employer addresses this weakness, the employee will also benefit from wellness programmes. It is therefore important that absence policies should be implemented in conjunction with health and wellness programmes (CIPD, Chartered Institute of Personnel Development, 2006:16).

Because people “are” the organisation, people are needed to perform for the organisation to be competitive and reach its planned targets (EFQM, 2012). Most leaders in all sectors, industries and countries are realising the dependency of the organisation on their human capital to achieve organisational objectives (EFQM, 2012).

The effective management of sickness absence can increase attendance levels, which would be to the advantage of both employee and employer. An organisation needs to maintain acceptable levels of attendance for excellent service delivery and this could also have a positive effect on staff morale. A balanced approach between active absence management and active health promotion has a positive benefit and improved attendance (Grey, 2012).

Sickness absence management may seem like an insurmountable problem, but it is useful to know that research indicates that it is generally 20% of employees who are responsible for 80% of sickness absence. Organisations could therefore concentrate their efforts to combat abuse of sickness absence on selected employees (Black & Frost, 2011).

The South African labour market is highly regulated, and policies and procedures must be designed within and regularly reviewed against the legal framework and labour regulations represented by the following legislation (Acts see South Africa):

To manage sickness absence effectively, regular reporting on absence indicators is essential. Absence indicators will enable management to make performance comparisons, which will assist in developing suitable standards and targets for performance across departmental units. The indicators could be useful in guiding organisations in the recording, monitoring and benchmarking of sickness absence management (University of Oxford, 2013).

Managers must be properly trained to recognise and investigate abuse of sickness absence and must know when to request a review and/or investigation of the absence profile of an employee. The competence and experience of supervisors/managers have a huge impact on how policies are implemented. Furthermore, the interpretation of policies tends to differ from manager to manager. Inconsistencies in policy application are supported by research and the long-term consequences could be damaging to the company culture and employee morale. Effective training will assist to enable managers to differentiate between what is formal policy and that which results from personal preference or bias. Supervisors/managers create their own informal criteria for allowing employees time off on short notice. These criteria could include the perceived level of commitment of the employee that requests the time off. Managers lack the necessary training to deal with short-term absences. Failure to address the lack of capacity could lead to ineffective policy application and units operating in silos (Qadeer, 2011).

HR staff are the biggest role players in the sickness absence management system. HR is responsible for the collection and input of data as well as overall accountability for sickness absence management. HR should also document information on cases of sick leave abuse to determine trends and create indicators that will alert management to appropriate action (PSC, Public Service Commission, 2002:46).

2.3.3 Sick leave percentages at Impala Platinum Limited at its Rustenburg Operations over the past three years

Sick leave is one of the variables related to this study of non-available labour. The illustration below is a snapshot of Impala Platinum Limited sick leave percentages at its Rustenburg operations. The illustration contains data of sick leave percentages over the past three years from July 2013 to May 2016.
The above illustration shows data from one financial year to another financial year. The financial year for 2014 started on 1 July 2013 and ended 30 June 2014. The illustration above shows information for the past three years’ financial years.

In 2014, the sick leave percentages have been low and far below business plan as can be seen on the above illustration for the months of January 2014 until June 2014, mainly because of the 2014 five-month strike in the platinum mine sector; however, this changed as sick leave percentages have been above business plan for the months from July 2014 until October 2014 as shown on the illustration above.

The above illustration shows that from June 2015 until May 2016 that sick leave percentages have been above business plan with the exception of December 2015 and January 2016.
2.3.4 Conclusion

The above-mentioned illustration indicates that sick leave needs to be managed more closely as it is consistently above business plan percentages for the period starting from June 2015. Sick leave management needs to be executed more effectively to ensure that sick leave percentages do not exceed the business plan percentage for sick leave. This will also ensure the wellbeing of employees and low percentages of employees on sick leave will also assist to have sufficient labour at work at any given time during the year.

2.4 ANNUAL LEAVE

2.4.1 Introduction

Sharma (2009) identifies the strategic value of leave, and uses five critical business issues, directly related to leave management. They include: meeting project delivery deadlines; legal issues regarding leave; emotional factors related to leave; the financial implications of leave; and performance vs. leave. Leave, as an integrated process, is managed by means of a set of legislative and policy frameworks (Sharma, 2009).

2.4.2 Defining annual leave

According to the Basic Conditions of Employment Act (75 of 1997), sections 20 and 21, employees are entitled to 21 consecutive days’ annual leave or by agreement, one day for every 17 days worked or one hour for every 17 hours worked. Leave must be granted not later than six months after the end of the annual leave cycle. An employer must not pay an employee instead of granting leave except on termination of employment (Claassen, 2016).

There were scenes of joy and relief as tens of thousands of mineworkers returned to their shafts after the country’s longest and economically devastating strike that ended after five months in June 2014 (Anon, 2014b).

The strike of five months ended in June 2014, and has influenced employees’ annual leave cycle. Employees who had not gone on leave for a period of 16 months to 18 months had to
be on leave so that Impala Platinum had to comply with the Basic Conditions of Employment Act (75 of 1997), as discussed above.

2.4.3 Section 20 (4) BCEA (Employer forced to grant leave)

Should the annual leave be carried over from one cycle to the next, and the employee has still not taken his annual leave from the previous cycle within six months of the new cycle, then the employee can demand to take that annual leave from the previous cycle, and the employer may not refuse such permission. This is the only condition under which an employer is forced to grant annual leave upon request by the employee. The employer may not require (force) or permit (allow) an employee to take annual leave during any other period of leave to which the employee is entitled. This means, for example, that if an employee is on annual leave, and he falls ill during that period of annual leave, he can visit the doctor and if the doctor certifies that he is unfit for work for a certain period of time, then upon that employee’s return to work from annual leave, he can hand the medical certificate to the employer, and the employer must credit that employee’s annual leave with the number of days sick leave, and debit the employee’s sick leave. This also means that if an employee has sick leave days available to his credit, the employer cannot force the employee, nor can he allow the employee to utilise annual leave instead of taking sick leave (Claassen & Erasmus, 2016).

2.4.4 Who decides when annual leave can be taken?

Section 10 makes provision that the employee and the employer must agree on when annual leave can be taken, and if there is no agreement, then annual leave is taken at the time to suit the employer (Claassen & Erasmus, 2016).

There are different types and categories of leave, which include special leave, sick leave, and maternity leave. Leave management is an integrated process that involves employees, managers and human resource professionals/practitioners or administrators (Reddy et al., 2010).

Organisation effectiveness remains to be both an imperative and a challenge for the private sector (Fölscher, 2006). While trying to transform human resource functions, Sharma (2009)
indicates that leave management tends to consume a small but significant portion of managerial time. Managers are responsible to manage organisational projects and ensure that the resources are in place to execute leave management functions. Managers and supervisors also need to ensure that employees are performing their delegated tasks, to an extent that they also need to approve and manage leave applications. The approval of leave relies on ensuring compliance with the leave policy and ensuring availability of sufficient resources for service delivery (Sharma, 2009).

2.4.5 Strategic value of leave

While many companies may not take leave management seriously, research shows that poor leave management has had a bad impact on business performance. It can impact project deliveries and employee morale negatively. Here are some critical business issues, directly related to leave management (Sharma, 2009):

- **Meeting project delivery deadlines**: Availability of manpower directly impacts the project delivery schedules. While committing to delivery dates, managers need to keep in mind the availability of sufficient resources. They need to know the peak leave periods and should commit delivery dates accordingly. Furthermore, when crucial projects are nearing deadlines, they should approve leave prudently.

- **Legal issues**: Every country has legal rules for employee leaves. For instance, the Family and Medical Leave Act (FMLA) in the United States – with its broad definition of medical conditions and generous leave provisions – can scare employers, especially smaller companies, who rely on a handful of key employees. Failing to comply with the complicated requirements of this law can result in serious liability for both companies and individuals. Similarly, in India “the factories act, chapter VIII, Annual leave with wages”, lays clear guidelines for leave. Noncompliance with these rules increases the risk of being sued by the employees and penalised by government authorities.

- **Emotional factors**: Getting leave on time is a major employee satisfaction factor. Employees have several personal needs that require their absence from work.

- **Financial implications**: Accrued leave is a financial liability, especially paid and privileged leave that need to be reimbursed at the time of separation or as and when
required by employee according to the leave policy. If employees do not take enough leave, the financial liability of the organisation increases and HR should report this to management at regular intervals.

- **Performance vs. leave:** Work-life balance has a direct impact on an employee’s performance. Both employees who do not take enough leave (and suffer from stress) and employees who take too much leave (and are careless towards job) have a negative impact on their performance. Both types of employees need to be monitored carefully and coached on maintaining a productive work-life balance.

- **Leave trends:** Many employees tend to take leave during the festive seasons. An HR manager should keep a watch on the times when a large number of employees apply for leave. These metrics help senior management in decision-making, especially regarding project delivery dates.

- **Employee availability:** This shows the number of employees available for work in the current quarter or at any given time period.

- **Employee leave balance:** This shows the remaining leave of various types for the employees, both department and company wise. This helps the finance department estimate accrued leave liability of the company at a given time.

- **Leave rejection:** This shows the numbers of leave rejected by the manager in the last quarter/six months. Increasing numbers of rejections must be reviewed, as these may impact the employee’s morale.

- **Leave acceptance:** This shows the numbers of leave approved by the managers in a given duration.

- **Employees with ‘no leave in the quarter’:** This gives the list of employees who have not taken any leave in the quarter. HR managers should find out the probable reasons and even counsel employees if they are putting themselves under stress (Sharma, 2009).

### 2.4.6 Annual leave percentages at Impala Platinum Limited at its Rustenburg Operations over the past three years

Annual leave is one of the variables related to this study of non-available labour. The illustration below is a snapshot of Impala Platinum Limited’s annual leave percentages at its Rustenburg operations. The illustration contains data of annual leave percentages over the past three years from July 2013 to May 2016.
The above illustration shows data from one financial year to another financial year. The financial year for 2014 started on 1 July 2013 and ended 30 June 2014. The illustration above shows information for the past three years’ financial years.

In 2014, the leave percentages have been above business plan as can be seen on the above illustration for the months of February 2014 until June 2014, and this is mainly because of the 2014 five-month strike in the platinum mine sector that ended 25 July 2014.

The above illustration shows that for the financial year July 2015 and October 2015 that leave percentages have been above business plan with the exception August 2015 when the leave percentage was at 5.6 percent and September 2015 when the leave percentage was at 7.1 percent.

In the 2016 financial year, the above illustration shows that leave percentages were extremely high above business plan for July 2015 and October 2015.

The above indicates that there was not sufficient labour at work for these months; this resulted in extra pressure on management to produce effectively with less labour. This also
affected the production output of the company that initially had an impact on the bottom line as production output was compromised due to high percentages of leave for the mentioned period.

2.4.7 Conclusion

It is clear that the strike in 2014 had a disruptive effect on the employee leave cycles as illustrated in the above illustration. From this, it has become more important for the company to effectively manage annual leave to ensure sufficient labour availability at any given time during the year to ensure the company meets production output targets and safe production to stay competitive in this volatile economic environment.

2.5 TRAINING

2.5.1 Introduction

In 2007, Impala Platinum Limited spent R30 million on safety training. All employees’ competence was assessed before assigned responsibility for any task. Annual refresher training is provided on an ex-leave basis to all employees as well as employees of long-term contractors (Ndaba, 2008).

The influences that training, ex-leave training or refresher training have on the availability of labour is a critical factor in staffing underground working teams at the workplace. Competence in occupations and working safe is one of the objectives of training to contribute to safe production in the organisation. Ex-leave training or refresher training is done on an annual basis when employees return from their annual leave. Because mining is an industrial environment, it is important for employees to do ex-leave training in order to be competent, informed about new standards and to work effectively to contribute to organisational production safely without injury and death.
2.5.2 Importance of training in mining sector

Underground working conditions are unusual and more hazardous than surface mining. In addition to formal training that employees go through before placement underground, a maximum proficiency in a particular skill is a requirement. That means an employee would have to spend more time practising that particular skill in order to be able to know commodity rock formation, identify unsafe conditions and internalise the ‘unwritten rules’ of working underground (Nel & Pienaar, 2006:184).

Fourie (2004:498) defined competence as the blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environment (Fourie, 2004).

2.5.3 Training authorities in the mining in the mining sector

Research Focus (2007:1) reported that the Mining Qualifications Authority (MQA) was established in terms of the Mine Health and Safety Act (No. 29 of 1996) and subsequently registered as one of 23 Sector Education and Training Authority (SETAs) in terms of the Skills Development Act (No. 97 of 1998). The MQA is a statutory body that is aimed at facilitating the skills development in the mining industry in order to eliminate illiteracy and set a standard of education in the mining sector (Research Focus, 2007). Based on the study done by the CSIR and Fraunhofer Gesellschaft of Germany on the South African automotive industry, skills development needs were categorised into four main levels (AIDC, 2002): training at worker’s level (37%); technical skills (14%); training at engineering level (30%); and management skills (19%).

Meyer and Botha (2004:172-173) believed that the current problem relating to skills development in the mining industry can be summarised as follows:

- There is a high level of unskilled workers who lack the skills base for meaningful employment, apart from menial jobs they are doing. Most skill occupations have a significant proportion of workers who do not possess formal qualifications. Can the South African mining industry maximise its potential with such high numbers of skilled workers without formal qualifications?
Productivity levels are low as a result of poor or inadequate training due to low levels of investment in training workers. There is a need for all skills training to be developed continually to meet the now very rapidly changing skill requirements in the workplace arising from new technologies; and

While apprenticeships are a major source of skills in the traditional skilled trades, there has been an increase in other pathways involving vocational education outside of the apprenticeship system (Meyer & Botha, 2004).

2.5.4 Addressing shortages in business and the mining industry

Businesses and industries can work towards addressing current and future skill needs through a variety of approaches (International Labour Organization, 2012:6) including:

- Undertaking strategic workforce profiling and planning of the current and future skills shortage; and
- Incorporating flexible models of skills shortage and workplace practices in order to meet future skills development needs for the industry to remain productive and competitive, as well as socially responsible for retaining its skilled workers.

According to Daniels (2007:2) and the Department of Labour (2007:6), scarce skills may be referred to as those occupations that are characterised by a scarcity of qualified and experienced people, currently or anticipated in the future (Daniels, 2007) (Maja & Nakanyane, 2007). Scarce skills are further differentiated as either because such skilled people are not available, known as absolute scarcity, or they are available but do not meet employment criteria, known as relative scarcity (Food and Beverage SETA, 2007:42).

2.5.5 Training percentages at Impala Platinum Limited at its Rustenburg Operations over the past three years

Employees on training are one of the variables related to this study of non-available labour. The illustration below is a snapshot of Impala Platinum Limited’s annual training percentages at its Rustenburg operations. The illustration contains data of percentages of employees on training over the past three years from July 2013 to May 2016.
The training percentages shown above are employees who returned from annual leave, and had to do refresher or ex-leave training and this illustrate that there is a correlation between annual leave percentages and training percentages. The illustration also includes new recruited employees who are trained before they proceed to the working place. The illustration also indicates that no training was done for the period of March 2014 until June 2014 this was a result of the five-month long strike in 2014. There are periods of the year that training percentages of employees are above business-plan and the reasons for this appearance can be as a result of a high number of employees who proceeded on annual leave the previous month or because of recruitment of new employees, and these employees who are attending training to prepare them for the workplace.

Although the training percentages are not extremely above business-plan, it is significantly important to plan the recruitment of new employees strategically so that training does not prolong the availability of labour at the working place.
It is therefore also important to manage annual leave percentages effectively to ensure that employees on training after annual leave do not have a negative impact on available labour at the workplace.

This study will focus on what the influence of employees on training are with regard to available labour for management, HR department and supervisors in the platinum mine sector.

2.5.6 Conclusion

The mining industry is a labour intensive industry and for this reason it is important to be strategic to have labour available at all times to be productive and efficient. The balance must be kept in identifying what the turnover is in critical skilled labour, when to recruit the employees and the duration period of training these employees will undergo to ensure that shortages at the workplace are minimised for effective production.

The management of annual leave has a direct impact on employees who have to do ex-leave or refresher training. By effectively managing annual leave, percentages would reduce high percentages of employees on training and reduce labour shortages at the workplace. This would result in sufficient labour availability for the company to be more productive.

2.6 LEADERSHIP STYLE

2.6.1 Introduction

The South African mining industry faces continuous challenges in terms of increased demand for productivity, labour unrest, skills shortages, loss of scarce technical skills due to emigration and high turnover rates (Van Schalkwyk et al., 2010). The need for inspired leadership is nowhere more evident than within this dynamic context and increasingly stakeholders, including employees, shareholders, politicians and academics, expect leadership to provide solutions to these organisational problems(Hughes, 2010).
The big question of whether managers themselves have sufficient motivation and energy to lead and engage supervisors and, in turn, the ordinary mine workers into the 21st century is present in the mining environment (Rothmann & Joubert, 2007).

In a rapidly changing world, in which the ongoing development of the potential of the workforce is considered a prerequisite for remaining competitive, it is possible that leadership styles may fail to meet the leadership challenges confronting most organisations today (Avolio et al., 2004). Yukl (2011) argues that leadership reflects the assumption that it involves a process in terms of which intentional influence is exerted over other people to guide, structure and facilitate the activities and relationships in either a group or an organisation (Yukl, 2011). Stack (2010) concludes that leadership does not mean being the best; rather it refers to the ability to bring out the best in others (Stack, 2010).

Transformational leaders are proactive; they improve follower awareness of transcendent, collective interests and more importantly they inspire followers to achieve extraordinary goals (Antonakis et al., 2003). A transformational leader is someone who inspires followers to transcend their own self-interests for the good of the organisation and who are capable of having an effect on their followers (Avolio et al., 2004).

In contrast, transactional leadership is an exchange process based on the fulfilment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes (Antonakis et al., 2003). Transactional leadership tends to be transitory in that once a transaction is completed, the relationship ends or will be redefined (Achua & Lussier, 2010).

As mentioned in section 1.3, transformational and transactional leadership styles were the two styles selected for the study, since they are known to follow completely opposite leadership methods and also have different influences on employee job attitudes when applied in the workplace (van der Vliert; 2006:42), and will be discussed further in this section.
2.6.2 Transformational leadership theory

According to Doody and Doody (2012:1), one of the key success factors for most businesses nowadays is its ability to survive in the ever-changing market environment, which calls for a more flexible, innovative and transformational type of leadership. These two researchers consider transformational leadership as the critical catalyst of organisational change (Doody & Doody, 2012). Transformational leaders play a pivotal role in developing the desirable vision/mission of the organisation followed by the mobilisation and motivation of employees towards delivering on it (Sechudi, 2014:27).

Transformational leadership is believed to yield greater results in an organisation that encounters renewal and transformational needs as it creates a conducive atmosphere for the development of innovation and creativity (Thamrin, 2012:566). It motivates employees to perform beyond normal standards and achieve extraordinary results (Lin & Hsiao, 2014:171). The transformational style of leadership is characterised by the transformation of employees and organisations in their needs, goals, standards and ethics (Rizi et al., 2013:9). The transformational leader provides a sense of honesty and fairness, which, in turn, creates a positive working environment and increases job satisfaction (Saleem, 2015:567).

Rather than focusing on rewarding and punishing, the transformational style of leadership in the workplace focuses on the intrinsic motivation of subordinates while concurrently, developing them to achieve organisational goals (Omar, 2013:346). While it recognises the significance of rewards, transformational leadership also fulfils the emotional and intellectual needs of subordinates and further creates supportive environments where accountability is shared and the subordinates feel protected and free to take risks in activating their creativity and innovation (Doody & Doody, 2012:10). Transformational leadership is also characterised by the leader’s proactiveness in ensuring the development of subordinates’ capabilities, crafting of new strategic initiatives, arrangement of resources, provision of support to subordinates, and responding to organisational challenge (Sadeghi & Pihie, 2013:265). Generally, transformational leaders promote development and strategic thinking in the workplace while simultaneously demonstrating care for others without any discrimination on the basis of race, religion, skin colour, sex, age or social class (Javed et al., 2014:43).

According to Judge and Piccolo (2004:755), the theory of transformational and transactional leadership was introduced by Burns (1978) with a primary focus on political leadership.
Further research into this topic by Bass and Avolio in 1994 resulted in the introduction of four critical dimensions of transformational leadership: *idealised influence, inspirational motivation, individualised consideration and intellectual stimulation* (Ahmad *et al.*, 2014:11).

The above-mentioned factors of transformational leadership will be discussed

- **Idealised influence**

Idealised influence is one of the four dimensions of transformational leadership. It is critical to the study as it assesses the level of influence that a manager has on his/her subordinates. Idealised influence means leading by example and becoming a role model to the subordinates while demonstrating willingness to make sacrifices for the benefit of the whole team (Ahmad *et al.*, 2014:11). In this dimension, subordinates assess their leader’s strengths in terms of power, charisma, self-confidence, trust, consistency and his ability to influence (Omar, 2013:346), leading to a state whereby a leader is considered, respected and trusted (Long *et al.*, 2014:117). At this dimension, the leader influences his followers by evoking emotions (Arifin *et al.*, 2014:3). Idealised influence also includes the leader’s demonstration of professional moral standards, his discipline and his proper application of his/her power (Afshari *et al.*, 2012:165). It can therefore be viewed in two forms, i.e. the idealised influence *attribute* whereby leaders get trusted and respected, and idealised influence *behaviour* characterised by the leaders’ demonstration of excellent behaviour, making sacrifices for the gain of the entire work team (Sadeghi & Pihie, 2013).

- **Inspirational motivation**

Inspirational motivation was also important for the study to assess the level at which the manager is able to motivate his/her team. With inspirational motivation, the leader expresses to his/her subordinates a need to perform well and encourages them to put required efforts in order to achieve the mission and the objectives of the company (Omar, 2013:346). It is in this dimension that the leader ‘walks the talk’ by demonstrating a character of leading by example, indirectly motivating his subordinates. He motivates his subordinates by accepting organisational challenges and responsibilities, distributing them evenly while giving them motivation and support to deliver optimum results (Ahmad, 2014:16). The leader instils team spirit while exhibiting eagerness and optimism (Sang Long *et al.*, 2014:118). He demonstrates
his capability to create a mutual understanding of unacceptable and acceptable actions while clarifying to his subordinates what goals are realistic to achieve and how they can be achieved (ŢIGĂNAŞ et al., 2012:79)

It can therefore be concluded that idealised influence leadership and inspirational leadership are a linked independent factor of charismatic-inspirational leadership (Long et al., 2014:118). The leader motivates and inspires those around him by demonstrating enthusiasm and optimism, involving subordinates in strategy formulation for the future, setting and communicating high expectations, and exhibiting commitment to the shared organisational objectives (Balyer, 2012:585).

- **Individualised consideration**
  
  Idealised consideration was found important for the study to assess the level of a manager’s care to his individual subordinates. With this dimension, a transformational leader pays attention to each individual employee’s needs for fulfilment and development, thereby assuming the responsibility of an advisor or mentor (Long et al., 2014:118). He generally exhibits an element of care for each team member while displaying a supportive role in times of the individual’s personal challenges (Doody & Doody, 2012). Individual attention given by the leader to the subordinates makes them feel comfortable in the workplace and creates a fruitful working environment while stimulating them to achieve high motivation levels (Ahmad et al., 2014). As this two-way communication is stimulated, a leader becomes aware of each individual employee and his/her concerns and sees him/her as a person rather than an employee (Long et al., 2014:118). In this way, the leader displays respect and appreciation of each member’s contribution, which then fulfils and improves each individual’s need for self-fulfilment, and self-esteem, and in so doing, motivates subordinates to further accomplishment and development (Odumeru & Ogbonna, 2013:356). Gumusluoogle and Ilsev (2007:463) also allude that through individual consideration, a transformational leader offers recognition and encouragement to the employees, which, in turn, improves their focus levels and work performance.
• **Intellectual stimulation**

The intellectual stimulation dimension of transformational leadership was also important for the study to assess the level at which the manager is able to challenge his team to apply innovative thinking. With intellectual stimulation, a leader challenges the team members and stimulates a culture of creativity and innovation in them in order to deliver on the organisational mission and objectives (Odumeru & Ogbonna, 2013:356). A leader develops subordinates’ ability to apply reasoning behind every action, directing them to follow a logical approach in analysing problems, which helps them to become creative, critical and logical decision-makers (Ahmad *et al.*, 2014). He encourages subordinates to question assumptions (Balyer, 2012) and maximise their cognisance about the existing organisational issues and guide them to view problems from a new perspective (Arifin *et al.*, 2014:3). Intellectual stimulation requires a leader’s frankness without fear of criticism and his ability to resolve organisational challenges in order to increase employee effectiveness (McCleskey, 2014:117).

In summary, it can therefore be concluded that with transformational leadership a leader possesses an inspiring and charismatic personality, stimulating followers while also providing them with individualised consideration (Hanaysha *et al.*, 2012:145). The above theory further indicates that a transformational leader needs to take time to pay attention to each subordinate, understand his/her personal concerns and strive to address them in order to improve his satisfaction and motivation levels and, in turn, improve his/her performance levels in the workplace.

2.6.3 **Transactional leadership theory**

The above paragraph discussed transformational leadership and its four dimensions. In the following paragraphs, the concept of transactional leadership will be discussed. The dimensions/components of transactional leadership will also be discussed below.

The word transaction is known to mean exchange and consequently transactional leadership can be understood as an exchange relationship between the leader and his followers, in this case, subordinates (Paracha *et al.*, 2012:3). In this leader-follower exchange relationship, followers are expected to act according to the leader’s instructions in order for them to be rewarded by the leader (Javed *et al.*, 2014:43). While this exchange process normally results
in a subordinate’s compliance with the leader’s instructions, in most cases it rarely generates interest and commitment to task objectives (Koschmann, 2011:104). This style of leadership focuses strongly on the physical and security needs of employees (Koech & Namusonge, 2012:4).

There are three components of transactional leadership, namely contingent reward, active management by exception, and passive management by exception (Koech & Namusonge, 2012:4).

The above-mentioned factors of transactional leadership will be discussed

- **Contingent reward**
  The contingent reward component of transformational leadership was important for the study to assess the level at which the manager associates rewards with employee performance and also to assess whether this component has any correlation with the selected job attitudes and their constructs.

  The contingent reward component of transactional leadership involves the association of subordinates’ performance with contingent rewards (Bass, 1997). It includes agreement between a leader and the subordinates on the desired organisational objectives, a contractual promise for reward based on agreed objectives, clear explanation of steps to be taken to obtain the promised rewards, punishing unacceptable behaviour, applaud achievement of desired objectives and delivering of promised rewards (Keskes, 2014:26).

- **Active management by exception (MBE-A)**
  The MBE-A component of transformational leadership was essential for the study to assess the manager’s active involvement in the employees’ activities and also to assess whether this component has any correlation with the selected job attitudes and their constructs.

  This component of transactional leadership involves a process whereby a leader monitors subordinates’ performance followed by the implementation of corrective actions, where necessary, to ensure the achievement of desired outcomes (Bass, 1997). The leader only transacts with the subordinates when there are deviations from the agreed objectives, giving them feedback and requesting corrective actions (Keskes, 2014:26). While the subordinates
execute agreed objectives, the leader simultaneously tries to anticipate possible mistakes or problems and afterwards devise appropriate mitigation actions (Keskes, 2014:26).

- Passive management by exception (MBE-P)
  The MBE-P component of transformational leadership was also important for the study to assess the manager’s passive involvement in the employees’ activities and also to assess whether this component has any correlation with the selected job attitudes and their constructs.

  The component of transactional leadership involves a leader’s inability to provide required monitoring and support to the subordinates leading to desired outcomes not achieved (Bass, 1997). In this style of leadership, a leader waits passively until mistakes or problems happen and only then corrects employees (Mesu, 2013:12).

2.6.4 Comparison between transformational and transactional leadership

Table 2.1 below exhibits the comparison between transformational and transactional leadership styles derived from the literature survey discussed in sections 2.6.2 and 2.6.3 above.

<table>
<thead>
<tr>
<th>Transformational leadership</th>
<th>Transactional leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management/leadership motivates subordinates to deliver on the company objectives.</td>
<td>Management/leadership connects subordinate efforts with rewards for company objectives to be achieved.</td>
</tr>
<tr>
<td>Manager motivates and stimulates subordinates to solve complex problems.</td>
<td>Manager motivates subordinates by setting targets linking them with rewards for achieving agreed targets.</td>
</tr>
<tr>
<td>Manager is proactive and directs the subordinates to focus on the future.</td>
<td>Manager only focuses on the day-to-day issues.</td>
</tr>
<tr>
<td>Manager leads through application of idealised influence, individualised consideration, intellectual stimulation and inspirational motivation to motivate and inspire subordinates.</td>
<td>Manager leads through application of incentives, rewards and punishment to direct/manage subordinates.</td>
</tr>
</tbody>
</table>
Manager strives for a bond with the subordinates to create conducive working atmosphere that allows them to deliver on the organisational objectives. A manager uses his/her power to direct subordinates to deliver on the organisational objectives.

Table 2.1: *Comparison between transformational and transactional leadership styles*

The two leadership styles have been discussed under transactional leadership and transformational leadership, and the key factors on how leadership is exercised with regard to the two leadership styles were discussed in full. The purpose of this study will be to identify which of the two leadership styles is adopted by leaders in the organisation and the effect it has on operations.

### 2.7 CHAPTER CONCLUSION

Chapter 2 discussed the variables for the study within the organisational context. The relevance of each of these variables to the study was also explained. The concept of non-available labour was discussed with all the variables determining non-availability, namely absenteeism, sick leave, leave/annual leave and employees in training. Transformational leadership was discussed and its factors (idealised influence, individualised consideration, intellectual stimulation and inspirational motivation) were also explained and placed within context. The concept of transactional leadership was also discussed, and its factors (contingent rewards, active management by exception and passive management by exception) were also explained and placed within context.

The specific literature objective, to conceptualise and define the study variables, has been achieved.

Chapter 3 will discuss the empirical research.
3.1 INTRODUCTION

In the previous chapter, the literature study was undertaken focusing on the definition and conceptualisation of non-available labour, transformational and transactional leadership styles as well as the other fundamental constructs of the study, namely labour at work, absentees, sick leave, leave and training.

In this chapter, the research process and the empirical research are discussed. The contents of the chapter therefore include general objectives, specific objectives, data collection, statistical analysis, results and conclusions.

3.2 RESEARCH OBJECTIVES

3.2.1 Research objectives

The general objective of this research is to assess the factors that have an impact on non-available labour and how non-available labour influences managers, HR departments and supervisors in a platinum mine.

3.2.2 Specific empirical objectives

The specific objectives of this research are:

- To determine whether effective management of non-available labour will have a positive effect on labour available for work;
- Identifying factors that have an impact on non-available labour that will assist the management of non-available labour;
- To evaluate the acceptance of accountability in the management of non-available labour; and
To determine what leadership style between the transformational leadership style and transaction leadership style leaders adopted in the organisation.

3.3 DATA COLLECTION

3.3.1 Research procedure

The measuring instrument was compiled and consisted of five sections. A letter was written and sent to senior HR management in the selected company requesting permission to perform the study. Questionnaires were distributed to the targeted population namely mine managers, mine overseers, shift supervisors, miners, engineers, foreman, artisans, HR managers, HR superintendents, HR officers and HR assistants that consist of employees in a supervisory capacity and who are influenced by non-available labour.

The ethical aspects applicable to the research were discussed with each research participant. Questionnaires were physically distributed to all respondents by the researcher; however, in some other cases, section managers offered to distribute to their subordinates on behalf of the researcher. The subordinates were requested to drop the completed questionnaire in a sealed envelope into the agreed collection box. All information received from participants was treated confidentially and participants were free to withdraw at any stage. The results were analysed by Dr Erica Fourie at the North-West University Statistics Department using the two software programs SPSS program and PHStat2. Feedback was promised to interested research participants.

3.3.2 Measuring instrument

Information obtained from the literature survey generated in the previous section was used to construct the research questionnaires. Excluding the demographic section, section B exists of non-Likert scale questions too and all other four sections make use of a five-point Likert scale for the respondents to indicate whether they agree or disagree with the given statements (1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4= Disagree, 5 = Strongly Disagree). Open questions were also included in the questionnaire for the opinion of the participants.
The questionnaire was divided into five sections (See Annexure A):

- **Section A**: This section requested biographic information of participants. Requested information included the gender, age group, race, occupation, duration of employment in the current position and the highest qualification obtained.

- **Section B**: This section consisted of 17 questions aimed at detecting the prevalence of four factors of ‘non-available labour’. Questions B1 to B7 were aimed at detecting the prevalence of *absenteeism*, B8 to B12 – *sick leave*, B13 to B16 – *annual leave* and, B17-*training*.

- **Section C**: This section comprised six questions intended to detect the prevalence of a return to work interview.

- **Section D**: This section comprised four statements aimed at measuring whether the respondents are in agreement or disagreement with the following statements: The effective management of non-available labour would *result in sufficient labour at work throughout the year, improve safety at the work place, save the company cost on overtime, and improve production output*.

- **Section E**: The section comprised 37 questions aimed to establish which leadership style is adopted in the company, i.e. transactional- or transformational leadership by measuring the prevalence of the four constructs of transformational leadership. Questions E1 to E3 were aimed at measuring the *idealised influence* from managers/supervisors, E4 aimed at measuring *inspirational motivation* from managers/supervisors, E5 aimed at measuring *intellectual stimulation* from managers/supervisors, E6 aimed at measuring *individual consideration* from managers/supervisors. By measuring the prevalence of the three constructs of transactional leadership. Questions E7 were aimed at measuring contingent rewards *(CR)* from managers/supervisors, E8 were aimed at measuring management-by-
exception-active (MBEA) from managers/supervisors, E9 were aimed at measuring management-by-exception-passive (MBEP) from managers/supervisors.

3.3.3 Ethical considerations

A letter was written to the selected organisation requesting authorisation to conduct the research and to approach the company employees for the completion of research questionnaires. Authorisation was granted by the human resources manager. The intended research method was also reviewed by the Research Ethics Committee of the North-West University. Questionnaires were distributed manually, and in order to guarantee anonymity of respondents, names of participants or any form of identification was not required. This was also done to encourage respondents to complete all questionnaires with honesty. Questionnaires were sent to the North-West University Statistics Department for data capturing and analysis to ensure that all questionnaires are analysed instantaneously and the research information is not tampered with.

3.3.4 Research population

The target population for the study was employees on a supervisory level who are affected by non-available labour. The participants were mainly mine managers, mine overseers, shift supervisors, miners, engineers, foreman, artisans, HR superintendents, HR officers and HR assistants. The total number of this target population was estimated to be 622 at the time of the research.

3.3.5 The research sample

The sample was convenient based on company department and employee level. An available random sample was taken (N=286). A total of 286 questionnaires (hard-copies) were physically distributed to the possible respondents within the research sample. A total of 140 individuals completed and returned the questionnaires.
3.4 DESCRIPTION OF DEMOGRAPHIC DATA

In this section, the distribution of demographic data is discussed in terms of gender, age group, race, occupation, duration of employment in current position, highest qualification obtained.

3.4.1 Gender distribution

The pie chart exhibited in Figure 3.1 below shows the distribution between male and female participants. Seven of the respondents did not complete the question and were not included in this analysis. Among the employees who participated in the research, 15% were females and 85% were males. This is largely because of the fact that the employees on the platinum mine are dominated by male employees.

![Gender Distribution Chart](image)

Figure 3.1: Gender distribution of participants

3.4.2 Age distribution

The bar chart in Figure 3.2 below shows the age distribution of participants. Eight of the returned questionnaires had no information regarding age and were not included in this analysis. Only 1.5% of the respondents are older than 60 years. Approximately 12.1% of the respondents’ ages ranged between 21 and 30 years and 27.3% ranged between 31 and 40 years. The majority of the participants ranged between 41 years to 59 years, representing approximately 59.1% of the sample. This could be because most of the sample population is on the supervisory level, which normally consists of older, more experienced employees.
Figure 3.2: *Age distribution of participants*

### 3.4.3 Race distribution

<table>
<thead>
<tr>
<th>Race</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>72.6%</td>
</tr>
<tr>
<td>White</td>
<td>24.4%</td>
</tr>
<tr>
<td>Coloured</td>
<td>1.5%</td>
</tr>
<tr>
<td>Indian</td>
<td>0.7%</td>
</tr>
<tr>
<td>Other</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

Table 3.1: *Race distribution of participants*

Table 3.1 exhibited above shows the distribution of respondents by race. Five of the returned questionnaires had incomplete information and were not included in the analysis. The majority of the participants were black employees (72.6%) and white employees (24.4%). Only 1.5% of the respondents were coloured, 0.7% were Indian and 0.7% were other.

### 3.4.4 Occupation participants

The chart in Figure 3.3 below shows distribution by occupation. Three of the returned questionnaires had incomplete information and were not included in the analysis. Due to the small sample resulting in a small number of respondent per group, HR superintendents, HR officers and HR assistants were grouped under HR, which represented approximately 19% of the respondents, Engineers, foremen and artisans were group together, which represented
15.3% of the respondents. Miners represented 19% of the respondents and shift supervisors represented 21.9% of the respondents. Mine managers and mine overseers were grouped together with the Other occupations and represented 24% of the respondents. The study mostly targeted employees who are affected by non-available labour and in a supervisory capacity.

![Occupation Distribution](image)

Figure 3.3: Departmental/Occupation distribution of participants

### 3.4.5 Duration of employment in current positions

![Duration Distribution](image)

Figure 3.4: Participants' duration of employment in current positions
The pie chart above in Figure 3.4 shows the participants’ duration of employment in current positions varying from under one year to more than 32 years. Five of the returned questionnaires had incomplete information and were not included in the analysis. Most of the respondents (19%) were seven to nine years in their current positions.

3.4.6 Highest qualifications

Table 3.2 below illustrates the distribution of the participants by their highest qualifications ranging from below matric to post-graduate qualifications. Eight of the returned questionnaires had incomplete information and were not included in the analysis. Approximately 14.4% of participants had a qualification below matric, the majority of the participants had matric, representing approximately 57.6% of the sample. 22.7% of the participants had a diploma/degree certificate, and 5.3% with post-graduate qualifications.

<table>
<thead>
<tr>
<th>Highest qualification</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below matric</td>
<td>14.4%</td>
</tr>
<tr>
<td>Matric</td>
<td>57.6%</td>
</tr>
<tr>
<td>Diploma/degree</td>
<td>22.7%</td>
</tr>
<tr>
<td>Post-graduate</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

Table 3.2: Participants’ distribution by highest qualification

3.5 RELIABILITY

The Cronbach alpha coefficient was used to determine reliability of each of the factors for the questionnaires used in this research. The Cronbach alpha coefficient was developed by Lee Cronbach in 1951 to measure the internal consistency of the questionnaire scale (Tavakol & Dennick, 2011:53). Pallant (2010) states that if a questionnaire is administered to the same person at two different occasions, answers should be more or less the same. Internal consistency was also measured (the degree to which questions that makes up a construct are all measuring the same underlying attribute) as per Pallant (2010). Alpha is expressed as a
figure between 0 and 1, with its acceptable values ranging from 0.70 to 0.95 (Tavakol & Dennick, 2011:54).

3.6 ARITHMETIC MEAN
The description of results was conducted with arithmetic means. Arithmetic mean describes the centre or representative value of a data group and an arithmetic mean is an important summary measure of the performance the entire data group (Shaughnessy et al., 2012:125).

3.7 RESEARCH RESULTS

3.7.1 Transformational leadership and transactional leadership

In this section the study measured transformational leadership and transactional leadership using a five-point Likert scale with 1=Strongly Agree and 5=Strongly Disagree.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Constructs</th>
<th>Cronbach alpha</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transformational</strong></td>
<td>Idealised influence</td>
<td>0.888</td>
<td>2.14</td>
<td>0.803</td>
</tr>
<tr>
<td>leadership</td>
<td>Inspirational motivation</td>
<td>0.883</td>
<td>2.03</td>
<td>0.846</td>
</tr>
<tr>
<td></td>
<td>Intellectual stimulation</td>
<td>0.914</td>
<td>2.16</td>
<td>0.812</td>
</tr>
<tr>
<td></td>
<td>Individual consideration</td>
<td>0.928</td>
<td>2.36</td>
<td>0.962</td>
</tr>
<tr>
<td><strong>Transactional</strong></td>
<td>Contingent Reward</td>
<td>0.846</td>
<td>2.11</td>
<td>0.84465</td>
</tr>
<tr>
<td>leadership</td>
<td>Management-by-exception- active</td>
<td>0.821</td>
<td>2.12</td>
<td>0.67920</td>
</tr>
<tr>
<td></td>
<td>(MBEA)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management-by-exception- passive</td>
<td>0.868</td>
<td>2.55</td>
<td>1.08354</td>
</tr>
<tr>
<td></td>
<td>(MBEP)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3.3: A summary of Cronbach alpha, mean and standard deviation
Table 3.3 above shows a summary of Cronbach alpha, the mean and the standard deviations per factor.

3.7.1.1 Transformational leadership questionnaire

The prevalence of transformational leadership in the selected organisation was measured using its four factors discussed in section 2.6.2. The factors included idealised influence, inspirational motivation, intellectual stimulation and individual consideration. All four factors obtained a very high value of Cronbach alpha with idealised influence (0.888), inspirational motivation (0.883), and intellectual stimulation (0.915) and, individualised consideration (0.928). All factors obtained above the minimum acceptable value of Cronbach alpha of 0.75. These results indicate that the scale used to measure transformational leadership was indeed reliable.

The average mean for sample questionnaire items relating to idealised influence was 2.14, inspirational motivation 2.03, intellectual stimulation 2.16 and individualised consideration 2.36. These results indicate agreement for the prevalence of transformational leadership.

3.7.1.2 Transactional leadership questionnaire

The prevalence of transactional leadership was measured using its three factors as discussed in section 2.6.3. The factors included contingent rewards, management-by-exception active and, management-by-exception passive.

Two items were reversed phrased in the questionnaire, the scores were also reversed. The first item E7e “My manager/supervisor punishes me for not achieving targets” under the factor ‘contingent reward’ was then excluded from the factor due to the negative corrected item-total correlation and an overall Cronbach alpha of 0.846 was obtained.

The second negatively phrased item, E8c “My manager/supervisor records my mistakes/failures in achieving agreed standards” under the factor of ‘active management-by-
exception’ made the factor ‘active management-by-exception’ to also be excluded from the analysis due to the negative corrected item-total correlation and a Cronbach alpha of 0.821.

The factor passive management-by-exception, obtained an acceptable Cronbach alpha value of 0.868, and therefore the factor is reliable.

The average mean for sample questionnaire items relating to contingent rewards was 2.11, active management-by-exception 2.12, and passive management by exception 2.56. These results also indicate agreement for the prevalence of transactional leadership.

3.7.2 DISCUSSION OF RESEARCH FINDINGS: TRANSFORMATIONAL LEADERSHIP AND TRANSACTIONAL LEADERSHIP

3.7.2.1 Assessing the level of transformational leadership

As discussed in the literature study in section 2.6.2, there are four critical dimensions of transformational leadership, namely idealised influence, inspirational motivation, individualised consideration and intellectual stimulation (Ahmad et al., 2014:1).

Due to point 1 and point 2 being similar on the five-point Likert scale, it was grouped together in the discussion below to have a total percentage of the participants who are in agreement with the statements made.

The summary of results for the transformational leadership questionnaire is shown in Table 3.4 below.

- With idealised influence subordinates assess their leader’s strengths in terms of power, charisma, self-confidence, trust, consistency and his ability to influence them (Omar, 2013:348). The results showed that 77.2% of the respondents felt that their managers are fair. Approximately 66.2% of the respondents indicated to trust their managers/supervisors, while 77.9% agreed that their managers/supervisors influence them to deliver results as per their job expectations; this can also relate to the 81.8% of respondents who indicated that they understand their leader’s values. A lower percentage of agreement (61.6%) was, however, obtained on the item “I consider my manager/supervisor as my role model”.

60
• With *inspirational motivation*, a manager motivates his subordinates by accepting organisational challenges and responsibilities, distributing them evenly while giving them motivation and support to deliver optimum results (Ahmad, 2014:16). On the item “My manager/supervisor encourages me to perform my duties well”, 82.6% of the respondents agreed. About 78.3% and 75.0% of the respondent agree with items “My manager/supervisor supports me to deliver optimum results” and “My manager/supervisor leads by example” respectively. 80.7% of the respondents agreed that their manager/supervisors instils team spirit in them.

*Individual consideration* is a dimension of transformational leadership whereby a leader pays attention to each individual employee’s needs for fulfilment and development, thereby assuming the responsibility of an advisor or mentor (Sang Long *et al.*, 2014:118). He generally exhibits an element of care for each team member while displaying a supportive role in times of individual personal challenges (Doody & Doody, 2011:1). Approximately 55.1% of the respondents indicated that their managers/supervisors pay attention to their career needs. About 64.5% of the respondents agreed that their managers/supervisors demonstrate care and support when they have personal problems. Most respondents (74.3%) indicated that their contributions are appreciated by their managers/supervisors.

• With *intellectual stimulation*, a leader challenges the team members and stimulates a culture of creativity and innovation in them in order to deliver on the organisational mission and objectives (Odumeru & Ogbonna, 2013:356). The items “My manager encourages me to be creative” and “My manager/supervisor encourages me to be innovative” was agreed upon by 70.3% and 70.1% respectively of the respondents. A similar item “My manager/supervisor challenges me to solve problems in a new way” obtained 70.6% of agreements.

### 3.7.2.2 Assessing the level of transactional leadership

In the literature study, it was discussed that there are three components of transactional leadership, namely contingent reward, active management by exception and passive management by exception (Koech & Namusonge, 2012:4).
The summary of results for the transactional leadership questionnaire is shown in Table 3.5 below.

- **Contingent rewards** component of transactional leadership involves the association of subordinates’ performance with contingent rewards (Bass, 1997). The questionnaire item “My manager/supervisor punishes me for not achieving targets” score results was reversed during statistical analysis and was then excluded from the analysis of ‘contingent rewards’. The questionnaire item “My manager/supervisor sets achievable targets for me” received a percentage of 70.4%. Approximately 66.7% of the respondents agreed that their managers/supervisors encourage them to achieve agreed targets. 78.1% of the respondents agreed that their managers/supervisors provide recognition when they have achieved agreed results.

- **Active management-by-exception** involves a process whereby a leader monitors subordinates’ performance followed by the implementation of corrective actions where necessary to ensure achievement of desired outcomes (Bass, 1997). The questionnaire item “My manager/supervisor records my mistakes/failure in achieving agreed standards” score results were reversed during statistical analysis and were then excluded from the analysis of ‘active management-by-exception’. Most employees (81.8%) agreed that their managers/supervisors set performance standards. About 68.6% of the respondents agreed to a questionnaire item “When I could not meet performance standards, my manager/supervisor assists me with corrective actions”. 81.2% of the respondents agreed that their managers/supervisors monitor their performance. 67.6% of the respondents agreed that their managers/supervisors assist them in resolving possible mistakes/failures before they occur, while only 65.0% of the respondents agreed that their manager/supervisor tries to predict mistakes/failures.

- **Passive management-by-exception** involves a leader’s inability to provide required monitoring and support to the subordinates leading to desired outcomes not achieved (Bass, 1997). About 52.6% of respondents agreed to the questionnaire item “My manager/supervisor fails to get involved until problem(s) become worse”. Approximately 56.9% of respondents agreed that their managers/supervisors only pay...
attention to serious problems, while 57.7% of the respondent agreed that their managers/supervisors only get involved when problems arise.
<table>
<thead>
<tr>
<th>TRANSFORMATIONAL LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealised influence</td>
</tr>
<tr>
<td>My manager / supervisor</td>
</tr>
<tr>
<td>E1</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>I understand my leader’s values.</td>
</tr>
<tr>
<td>E2</td>
</tr>
<tr>
<td>Inspirational motivation</td>
</tr>
<tr>
<td>E4</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Intellectual stimulation</td>
</tr>
<tr>
<td>My manager / supervisor</td>
</tr>
<tr>
<td>E5</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Individual consideration</td>
</tr>
<tr>
<td>My manager / supervisor</td>
</tr>
<tr>
<td>E6</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
### Table 3.4: Summary of findings: transformational leadership questionnaire and transactional leadership questionnaire

#### TRANSACTIONAL LEADERSHIP

<table>
<thead>
<tr>
<th>Contingent rewards (CR)</th>
<th>% Strongly Agree</th>
<th>% Agree</th>
<th>% Neutral</th>
<th>% Disagree</th>
<th>% Strongly Disagree</th>
<th>Mean</th>
<th>STD. DEV.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E7</strong> My manager/supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) sets clear targets for me.</td>
<td>32.8</td>
<td>45.3</td>
<td>13.9</td>
<td>5.1</td>
<td>2.9</td>
<td>2.00</td>
<td>.970</td>
</tr>
<tr>
<td>b) sets achievable targets for me.</td>
<td>27.4</td>
<td>43.0</td>
<td>16.3</td>
<td>7.4</td>
<td>5.9</td>
<td>2.21</td>
<td>1.109</td>
</tr>
<tr>
<td>c) encourages me to achieve agreed targets.</td>
<td>31.4</td>
<td>46.7</td>
<td>13.9</td>
<td>5.8</td>
<td>2.2</td>
<td>2.01</td>
<td>.943</td>
</tr>
<tr>
<td>d) provides recognition when I have achieved agreed targets.</td>
<td>27.5</td>
<td>39.1</td>
<td>21.7</td>
<td>7.2</td>
<td>4.3</td>
<td>2.22</td>
<td>1.065</td>
</tr>
<tr>
<td>e) punishes me for not achieving targets.</td>
<td>29.4</td>
<td>41.9</td>
<td>20.6</td>
<td>8.1</td>
<td>4.3</td>
<td>2.07</td>
<td>.908</td>
</tr>
<tr>
<td><strong>Management-by-exception- active (MBEA)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>E8</strong> My manager/supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) monitors my performance.</td>
<td>29.7</td>
<td>51.4</td>
<td>15.9</td>
<td>1.4</td>
<td>1.4</td>
<td>1.93</td>
<td>.803</td>
</tr>
<tr>
<td>b) sets performance standards.</td>
<td>32.1</td>
<td>49.6</td>
<td>14.6</td>
<td>1.5</td>
<td>2.2</td>
<td>1.92</td>
<td>.849</td>
</tr>
<tr>
<td>c) records my mistakes / failures in achieving agreed standards.</td>
<td>27.2</td>
<td>44.1</td>
<td>22.8</td>
<td>5.1</td>
<td>1.7</td>
<td>2.08</td>
<td>.878</td>
</tr>
<tr>
<td>d) assists me with corrective actions, when I did not meet performance standards.</td>
<td>22.6</td>
<td>46.0</td>
<td>21.9</td>
<td>7.3</td>
<td>2.2</td>
<td>2.20</td>
<td>.948</td>
</tr>
<tr>
<td>e) tries to predict possible mistakes/fails</td>
<td>18.2</td>
<td>46.7</td>
<td>25.5</td>
<td>8.0</td>
<td>1.5</td>
<td>2.28</td>
<td>.905</td>
</tr>
<tr>
<td>f) assist me in resolving possible mistakes/fails before they occur.</td>
<td>18.4</td>
<td>49.3</td>
<td>22.1</td>
<td>6.6</td>
<td>3.7</td>
<td>2.28</td>
<td>.964</td>
</tr>
<tr>
<td><strong>Management-by-exception- passive (MBEP)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>E9</strong> My manager/supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) only gets involved when problems arise.</td>
<td>21.2</td>
<td>36.5</td>
<td>23.4</td>
<td>14.6</td>
<td>4.4</td>
<td>2.45</td>
<td>1.111</td>
</tr>
<tr>
<td>b) fails to get involved until problem(s) become worse.</td>
<td>18.2</td>
<td>34.3</td>
<td>17.5</td>
<td>19.7</td>
<td>10.2</td>
<td>2.69</td>
<td>1.264</td>
</tr>
<tr>
<td>c) only gives attention to serious problems.</td>
<td>26.3</td>
<td>30.7</td>
<td>19.0</td>
<td>15.3</td>
<td>8.8</td>
<td>2.50</td>
<td>1.273</td>
</tr>
</tbody>
</table>

Table 3.4: Summary of findings: transformational leadership questionnaire and transactional leadership questionnaire
3.7.2.3 Conclusion

Research question 4: Which leadership style between transformational leadership style and transactional leadership style have leaders adopted in the organisation?

The average mean for sample questionnaire items relating to idealised influence was (2.14), inspirational motivation (2.03), intellectual stimulation (2.16) and individualised consideration (2.36). These results indicate agreement for the prevalence of transformational leadership.

The average mean for sample questionnaire items relating to contingent rewards was 2.11, active management-by-exception 2.12, and passive management by exception 2.56. These results also indicate agreement for the prevalence of transactional leadership. Based on the above result, it can be concluded that there is prevalence of transformational leadership style and transactional leadership style in the selected mining company, meaning both transformational leadership style and transactional leadership style have been adopted by leaders in the selected mining company.

3.7.3 DISCUSSION OF RESEARCH FINDINGS: THE EFFECT OF NOT HAVING SUFFICIENT LABOUR AT WORK AND THE EFFECTIVE MANAGEMENT OF NON-AVAILABLE LABOUR

3.7.3.1 Assessing the effect of insufficient labour at the workplace

An absentee problem is also a profit problem – something no organisation can afford. The causes are complex, but a check on company practices will help to identify areas that need attention (Nel, 2013).

Seven of the returned questionnaires had no information regarding overtime that has to be worked as a result of insufficient labour at the workplace and were not included in this analysis. Seven of the returned questionnaires had no information regarding production loss as a result of insufficient labour at the workplace and were not included in this analysis. Ten of the returned questionnaires had no information regarding safety risk as a result of insufficient labour at the workplace and were not included in this analysis. Nine of the
returned questionnaires had no information regarding work overload as a result of insufficient labour at the workplace and were not included in this analysis. Eight of the returned questionnaires had no information regarding ‘falling behind schedule on planned work’ as a result of insufficient labour at the workplace and were not included in this analysis.

In this section, the study measured the effect of not having sufficient labour at work. The participants were asked their opinion on the statements made that relate to the effect of not having sufficient labour at work, namely overtime worked (stay-on), production loss, safety risk, work overloading and falling behind schedule on planned work using a five-point Likert scale with 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly Disagree.

Due to point 1 and point 2 being similar on the five-point Likert scale, it was grouped together to have a total percentage of the participants who are in agreement with the statements made.

<table>
<thead>
<tr>
<th>Effect of insufficient labour at the workplace</th>
<th>% Strongly Agree</th>
<th>% Agree</th>
<th>% Neutral</th>
<th>% Disagree</th>
<th>% Strongly Disagree</th>
<th>Mean</th>
<th>STD. DEV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime worked (stay-on)</td>
<td>31.6</td>
<td>26.3</td>
<td>19.5</td>
<td>13.5</td>
<td>9.0</td>
<td>2.42</td>
<td>1.304</td>
</tr>
<tr>
<td>Production loss</td>
<td>38.3</td>
<td>26.3</td>
<td>17.3</td>
<td>10.5</td>
<td>7.5</td>
<td>2.23</td>
<td>1.271</td>
</tr>
<tr>
<td>Safety risk</td>
<td>30.5</td>
<td>26.7</td>
<td>22.1</td>
<td>10.7</td>
<td>9.9</td>
<td>2.43</td>
<td>1.295</td>
</tr>
<tr>
<td>Work overloading</td>
<td>39.6</td>
<td>28.4</td>
<td>19.4</td>
<td>3.7</td>
<td>9.0</td>
<td>2.14</td>
<td>1.239</td>
</tr>
<tr>
<td>Falling behind schedule on planned work</td>
<td>34.8</td>
<td>28.0</td>
<td>21.2</td>
<td>11.4</td>
<td>4.5</td>
<td>2.23</td>
<td>1.176</td>
</tr>
</tbody>
</table>

Table 3.5: Summary of findings: Effect of not having sufficient labour at the workplace.

The summary of the results of effects of insufficient labour at the workplace questionnaire is shown in Table 3.5 above.

57.9% present of the respondents agreed that overtime worked (stay-on) is one of the effects caused by not having sufficient labour at the workplace, 64.7% and 57.3% of the respondents agreed that insufficient labour at work can have production loss and a safety risk as an effect, respectively. 67.9% of the respondents agreed that work overload is also an effect of not having sufficient labour at work, while 62.9% of the respondents agreed that not having sufficient labour at work can lead to a falling behind schedule as a result.
3.7.3.2 Assessing the effect of effective management of non-available labour

In the following analysis, four statements were made and they intend to measure the effect of effective management of non-available labour at work. The participants were asked their opinion on the statements made that relate to the effect that effective management of non-available labour has on the mining company, namely The effective management of non-available labour would result in sufficient labour at work throughout the year, improve safety at the working-place, save the company cost on overtime and would improve production output using a five-point Likert scale with 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly Disagree.

Due to point 1 and point 2 being similar on the five-point Likert scale, they were grouped together to have a total percentage of the participants who are in agreement with the statements made.

<table>
<thead>
<tr>
<th>The effective management of non-available labour</th>
<th>% Strongly Agree</th>
<th>% Agree</th>
<th>% Neutral</th>
<th>% Disagree</th>
<th>% Strongly Disagree</th>
<th>Mean</th>
<th>STD. DEV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The effective management of non-available labour would result in sufficient labour at work throughout the year.</td>
<td>45.3</td>
<td>35.0</td>
<td>10.2</td>
<td>5.8</td>
<td>3.6</td>
<td>1,88</td>
<td>1,053</td>
</tr>
<tr>
<td>The effective management of non-available labour would improve safety at the working-place</td>
<td>38.7</td>
<td>35.0</td>
<td>10.2</td>
<td>9.5</td>
<td>6.6</td>
<td>2,10</td>
<td>1,208</td>
</tr>
<tr>
<td>The effective management of non-available labour would save the company cost on overtime</td>
<td>39.4</td>
<td>29.9</td>
<td>14.6</td>
<td>11.7</td>
<td>4.4</td>
<td>2,12</td>
<td>1,182</td>
</tr>
<tr>
<td>The effective management of non-available labour would improve production output</td>
<td>47.1</td>
<td>21.7</td>
<td>12.3</td>
<td>12.3</td>
<td>6.5</td>
<td>2,09</td>
<td>1,295</td>
</tr>
</tbody>
</table>

Table 3.6: Summary of findings: Effect of effective management of non-available labour

Three of the returned questionnaires had no information regarding the statement made that effective management of non-available labour would result in sufficient labour at work throughout the year and were not included in this analysis. Three of the returned questionnaires had no information regarding the statement made that effective management of non-available labour would result in improved safety at the working place and were not
included in this analysis. Three of the returned questionnaires had no information regarding the statement made that effective management of non-available labour would save the company cost on overtime and were not included in this analysis. Two of the returned questionnaires had no information regarding the statement made that effective management of non-available labour would improve production output and were not included in this analysis.

The summary of results effects of effective management of non-available labour questionnaire is shown in Table 3.6 above.

A high 80.3% of the respondents agreed that the effective management of non-available labour would result in sufficient labour at work throughout the year, while 73.7% of the respondents agreed that the effective management of non-available labour would improve safety at the working-place. 69.3% of the respondents agreed that the effective management of non-available labour would save the company cost on overtime, while only 68.8% of the respondents agreed that the effective management of non-available labour would improve production output.

3.7.3.3 Conclusion

Research question 1: What is the effect of not having sufficient labour at work?

Assessing the results discussed in sections 3.7.3.1 and 3.7.3.2 simultaneously, 57.9% of the respondents agreed that overtime worked (stay-on) is one of the effects caused by not having sufficient labour at the workplace and 69.3% of the respondents agreed that the effective management of non-available labour would save the company cost on overtime, 64.7% of the respondents agreed that insufficient labour at work can have production loss as an effect of not having sufficient labour at work and 68.8% of the respondents agreed that the effective management of non-available labour would improve production output. 57.3% of the respondents agreed that insufficient labour at work can have a safety risk, while 73.7% of the respondents agreed that the effective management of non-available labour would improve safety at the workplace. 67.9% of the respondents agreed that work overload is also an effect of not having sufficient labour at work, while 62.9% of the respondents agreed that not having sufficient labour at work can lead to falling behind schedule as a result, while a high
80.3% of the respondents agreed that the effective management of non-available labour would **result in sufficient labour at work throughout the year**.

Based on the above discussion, a connection between the effect of insufficient labour at the workplace and effective management of non-available labour is revealed by the relevant respondents.

The result also supports Munro’s (2007) explanation in 2.2.1 that from an employer’s perspective absenteeism/non-availability of labour is a huge problem as it impacts on service delivery, puts pressure on those employees who are working, highlights the health and safety ramifications in some workplaces, and could lead to loss of revenue.

Therefore, it can be concluded that research question 1 was answered as the following was assessed as an effect of insufficient labour at the workplace: Overtime worked (stay-on), production loss, safety risk, work overloading and falling behind schedule.

### 3.7.4 DISCUSSION OF RESEARCH FINDINGS: WHAT FACTORS HAVE AN IMPACT ON NON-AVAILABLE LABOUR MANAGEMENT?

**Assessing the factors having an impact on the non-available labour management**

In this section, the study measures which factors having an impact on non-available labour management have a high prevalence.

- **Absenteeism**

In 2.2.3, seven reasons why an employee is absent were listed by Strugnell (2013) below as follows: He has a genuine personal crisis, he is unhappy or bored at work, he is genuinely sick or injured, to avoid unsafe or unhealthy workplace conditions, he is disabled, he has a drug or alcohol dependency problem. He faces unavoidable transport problems.

<table>
<thead>
<tr>
<th>Family problems</th>
<th>After pay-day</th>
<th>Transport problems</th>
<th>Alcohol and substance abuse related problems</th>
<th>Discipline problem</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>17,7%</td>
<td>49,2%</td>
<td>49,2%</td>
<td>7,3%</td>
<td>16,1%</td>
<td>5,6%</td>
</tr>
</tbody>
</table>

Table 3.7: Summary of findings: Reasons for absenteeism at work.
The above Table 3.7 shows factors that describe the main reasons for absentees. Respondents were requested to indicate which factors shown in Table 3.7 above are the main reasons for absenteeism at work in their specific section. Sixteen of the returned questionnaires had no information indicating the main reasons for absentees in the respondents’ specific section and were not included in this analysis.

17.7% of the respondents indicated family problems as the main reason for absenteeism in their specific section, while the majority of the respondents at 49.2% indicated that both ‘After pay day’ and ‘Transport problems’ were the main reasons for absenteeism in their specific section. 7.3% respondents indicated that alcohol and substance abuse-related problems were the main reason for absenteeism in their specific section, while 16.1% of the respondents indicated a discipline problem to be the main reason for absenteeism in their specific section. 5.6% of the respondents gave other main reasons for absenteeism in their specific section.

At the selected mining company, we have four pay dates, where employees get their monthly salary on four different periods during the month. My experience working at the selected mining company is in alignment with most of the respondents’ reasons of employees being absent and that are after employees get their monthly salary, the employees go home where they originate from and when they have to return to work they encounter problems with their transport and usually transport problems are used as an excuse or reason from employees for being absent.

<table>
<thead>
<tr>
<th>Monday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.5%</td>
<td>36.5%</td>
</tr>
</tbody>
</table>

Table 3.8: Summary of findings: Days of the week when most absenteeism occurs

Most of the respondents either selected Mondays or Fridays as days when the most absenteeism occurs in their specific section and for analysis purposes only these two days were reported. The above Table 3.8 shows the days that the most absenteeism occurs in the respondents’ specific sections. Respondents were requested to indicate which day of the week most absenteeism occurred in their specific section and the score results are shown in the above Table 3.8. Twenty-five of the returned questionnaires had no information indicating
which day of the week they have the most absenteeism in the respondent’s specific section and were not included in this analysis.

The respondents indicated, as shown in Table 3.8, that they experience most of the absentees in their specific section on Mondays at 63.5% and Fridays at 36.5%.

My experience working at the selected mining company is in agreement with the findings; most of the absentees occur on Mondays and then Fridays.

<table>
<thead>
<tr>
<th>Festive season</th>
<th>Easter season</th>
<th>After/Before Long weekends</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>3%</td>
<td>65,9%</td>
<td>6,1%</td>
</tr>
</tbody>
</table>

Table 3.9: Summary of findings: Period of the year most employees are absent

The above Table 3.9 shows the period of the year that most employees are absent in the respondent’s specific section. Respondents were requested to indicate which period of the year most absenteeism occurred in their specific section and the score results are shown in the above Table 3.9. Eight of the returned questionnaires had no information indicating which period of the year respondents have the most absenteeism in their specific section and were not included in this analysis.

The respondents indicated, as shown in Table 3.9, that they experience most of the absentees in their specific section after/before long weekends at 65.9%, 25% of the respondents indicated that during the festive season they experience the most absenteeism in their specific section, while 3% of the respondents indicated that during the Easter season they experience the most absenteeism in their specific section and 6.1% of the respondents responded that they experience the most employees being absent in their specific section during other periods of the year.

The 65.9% of respondents who experience the most absenteeism in their specific sections after/before long weekends can be seen as a true reflection of analysis as I also experience this as an HR officer at the selected mining company.
Table 3.10: **Summary of findings: Ranking of reasons for occurrences of absenteeism**

<table>
<thead>
<tr>
<th>REASON</th>
<th>1. MOST OFTEN</th>
<th>2. SECOND MOST OFTEN</th>
<th>3. THIRD MOST OFTEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being genuinely ill</td>
<td>44,3%</td>
<td>34,4%</td>
<td>21,4%</td>
</tr>
<tr>
<td>Family crisis (child/parent care)</td>
<td>33,9%</td>
<td>49,2%</td>
<td>16,9%</td>
</tr>
<tr>
<td>Conflict with other employees</td>
<td>38,1%</td>
<td>30,2%</td>
<td>31,7%</td>
</tr>
<tr>
<td>Not to lose their sick leave days</td>
<td>35,4%</td>
<td>37%</td>
<td>27,6%</td>
</tr>
<tr>
<td>Personal business to attend to</td>
<td>32,3%</td>
<td>41,5%</td>
<td>26,2%</td>
</tr>
<tr>
<td>Conflict with the supervisor</td>
<td>34,6%</td>
<td>37%</td>
<td>28,3%</td>
</tr>
<tr>
<td>Long working hours</td>
<td>33,6%</td>
<td>36,7%</td>
<td>29,7%</td>
</tr>
<tr>
<td>Faking illness to take a break from work</td>
<td>42,5%</td>
<td>34,3%</td>
<td>23,1%</td>
</tr>
<tr>
<td>To avoid shift work</td>
<td>33,3%</td>
<td>36,5%</td>
<td>30,2%</td>
</tr>
<tr>
<td>Accumulative/ Vocational leave</td>
<td>36,6%</td>
<td>39,6%</td>
<td>23,9%</td>
</tr>
</tbody>
</table>

The above Table 3.10 shows the reasons for the occurrence of absenteeism where respondents were requested to rank the reasons, where the ranking ranges from most often, second most often and third most often.

Nine of the returned questionnaires had no information indicating the respondents ranking for employees being genuinely ill as a reason for the occurrence of absenteeism and were not included in this analysis. Sixteen of the returned questionnaires had no information indicating the respondents’ ranking for employees attending to a family crisis as a reason for the occurrence of absenteeism and were not included in this analysis. Fourteen of the returned questionnaires had no information indicating the respondents’ ranking for employees having conflict with other employees as a reason for the occurrence of absenteeism and were not included in this analysis. Thirteen of the returned questionnaires had no information indicating the respondents’ ranking for employees not wanting to lose their sick leave days as a reason for the occurrence of absenteeism and were not included in this analysis. Ten of the returned questionnaires had no information indicating the respondents’ ranking for employees attending to personal business as a reason for the occurrence of absenteeism and were not included in this analysis. Ten of the returned questionnaires had no information indicating the respondents’ ranking for employees having conflict with their supervisor as a reason for the occurrence of absenteeism and were not included in this analysis. Twelve of the returned questionnaires had no information indicating the respondents’ ranking for the occurrence of absenteeism due to long working hours and were not included in this analysis. Six of the
returned questionnaires had no information indicating the respondents’ ranking for employees faking their illness to take a day off from work as a reason for the occurrence of absenteeism and were not included in this analysis. Fourteen of the returned questionnaires had no information indicating the respondents’ ranking for employees avoiding shift work as a reason for the occurrence of absenteeism and were not included in this analysis. Six of the returned questionnaires had no information indicating the respondents’ ranking for employees taking accumulative/vocational leave for the occurrence of absenteeism and were not included in this analysis. 44.3% of the respondents ranked employees most often being genuinely ill as a reason for the occurrence of absenteeism in their specific section. 49.2% of the respondents ranked employees being absent second most often due to family crises as a reason for the occurrence of absenteeism. 38.1% of the respondents ranked employees most often being absent due to conflict with other workers as a reason for the occurrence of absenteeism. 37% of the respondents ranked second most often employees being absent not to lose their sick leave days as a reason for the occurrence of absenteeism. 41.5% of the respondents ranked second most often employees being absent due to attending to personal business as a reason for the occurrence of absenteeism in their section. 37% of the respondents ranked second most often employees being absent due to conflict with their supervisors as a reason for the occurrence of absenteeism. 37% of the respondents ranked second most often employees being absent most often due to long working hours as a reason for the occurrence of absenteeism. 42.5% of the respondents ranked employees most often being absent due to them faking illness to take a day off as a reason for the occurrence of absenteeism, while 39.6% of the respondents ranked second most often employees being absent due to taking accumulative/vocational leave as a reason for the occurrence of absenteeism.

In my experience at work, it happens that employees book off sick when they have conflict with their supervisors and this is in alignment with the above analysis’ finding and employees also faking their illness to take a day off can also be seen as a contributing factor for the rising trend of employees taking sick leave as seen in 2.3.1 in the selected mining company.
• **Sick leave**

In 2.3 the impact of sick leave alludes to fact that the South African economy loses between R12 and R16 billion a year as a result of absent workers, according to Occupational Care South Africa (OCSA) and Statistics South Africa. OCSA estimates that there is an average of 15% of staff absent on any given day and that only one in three people who do not go to work are actually physically ill. According to the organisation, more than 40% of sick notes are issued without a diagnosis (Skosana, 2014).

<table>
<thead>
<tr>
<th>Ill health</th>
<th>Aging workforce</th>
<th>Hot work environment</th>
<th>To take a day-off</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>63.5%</td>
<td>0.9%</td>
<td>7%</td>
<td>24.3%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

Table 3.11: *Summary of findings: Main reasons people get ill and thus take sick leave*

There was no indication that employees mainly take sick leave due to them working in cold environments and therefore this is omitted from the table above. The above Table 3.11 shows factors that describe the main reasons people get ill and therefore take sick leave. Respondents were requested to indicate which factors shown in the above Table 3.11 are the main reasons people get ill and therefore take sick leave. Twenty-five of the returned questionnaires had no information indicating the main reasons people are getting ill and therefore need to take sick leave and were not included in this analysis.

The majority of the respondents indicated that people take sick leave due to ill health at 63.5%. 0.9% of the respondents indicated the aging workforce as the reason people take sick leave. 7% of the respondents indicated that people’s hot working environment contributes to people taking sick leave. 24.3% of the respondents indicated that people take sick leave to take a day off, while 4.3% of the respondents indicated other reasons people get ill and therefore take sick leave.

The above findings of 63.5% of the respondents indicating that people take sick leave because of ill health together with the 24.3% of the respondents who indicated that people take sick leave because they want a day off can be seen in the rising sick leave percentages in 2.3.1 on the selected mining company’s sick leave percentage figures over the past three years.
Responses from the respondents who indicate that most employees take sick leave on Tuesdays in their specific section were not sufficient for statistical analysis and for this reason Tuesdays were not reported in the above analysis. The above Table 3.12 shows the days of the week that the most sick leave is taken in the respondent’s specific section by employees. Respondents were requested to indicate which day of the week the most sick leave in their specific section is taken by employees and the score results are shown in the above Table 3.8. Thirty-five of the returned questionnaires had no information indicating which day of the week they have the most sick leave taken by employees in the respondent’s specific section and were not included in this analysis.

59% of the respondents indicated that employees take the most sick leave on Mondays, while on both Wednesday and Thursday the responses were 1.9%, and 37.1% on Fridays was the score result for employees who take the most sick leave in the respondent’s specific section. This indicates that most employees in the respondent’s specific section usually take sick leave at the beginning of the week or at the end of the week. A trend is visible and it can be suspected that most of the employees are extending their weekends by taking sick leave; this can be seen as sick leave abuse as alluded to in section 2.3’s discussion.

The above Table 3.13 shows the period of the year that the most sick leave is taken in the respondent’s specific section. Respondents were requested to indicate which period of the year the most sick leave in their specific section is taken by employees and the score results are shown in the above Table 3.8. Twenty-three of the returned questionnaires had no
information indicating which period of the year the most sick leaves is taken in the respondent’s specific section and were not included in this analysis.

30.8% of the respondents indicated that most employees take sick leave during the festive season, while 1.7% of the respondents indicated that most employees take sick leave during the Easter season. Most of the respondents indicated that employees mostly take sick leave before/after long weekends, with a score result of 59.8%, while only 7.7% of the respondents indicated that most of the employees in their specific section take sick leave during other periods of the year.

The findings confirm the discussion in the previous analysis of which days employees take the most sick leave in the respondent’s specific section, which indicated 59% on Mondays and 37.1% on Fridays. In this section, 59.8% of the respondents indicated that most of the employees in their specific section take sick leave before/after long weekends. A trend is also visible and it can be suspected that most of the employees are extending their long-weekends by taking sick leave; this can be seen as sick leave abuse as alluded to in section 2.3’s discussion.

30.8% of the respondents also indicated that most employees take sick leave during the festive season and this is also visible in section 2.3 where the company’s sick leave trend is shown.

- **Annual leave**

In 2.4.4, annual leave is discussed and highlights that organisation’s effectiveness remains to be both an imperative and a challenge for the private sector (Fölscher, 2006). While trying to transform human resource functions, Sharma (2009) indicates that leave management tends to consume a small but significant portion of managerial time. Managers are responsible to manage organisational projects and ensure that the resources are in place to execute leave management functions.
Who should make the decision regarding the leave schedule?

<table>
<thead>
<tr>
<th>Who should make the decision regarding the leave schedule?</th>
<th>% Strongly Agree</th>
<th>% Agree</th>
<th>% Neutral</th>
<th>% Disagree</th>
<th>% Strongly Disagree</th>
<th>Mean</th>
<th>STD. DEV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors should plan when employees can go on leave.</td>
<td>48.9</td>
<td>27.8</td>
<td>13.5</td>
<td>4.5</td>
<td>5.3</td>
<td>1.89</td>
<td>1.130</td>
</tr>
<tr>
<td>Employees must decide when to go on annual leave.</td>
<td>23.1</td>
<td>24.6</td>
<td>29.9</td>
<td>11.2</td>
<td>11.2</td>
<td>2.63</td>
<td>1.267</td>
</tr>
<tr>
<td>Employees should be scheduled to go on annual-leave by HR or supervisors.</td>
<td>43.3</td>
<td>36.6</td>
<td>11.2</td>
<td>3.0</td>
<td>6.0</td>
<td>1.92</td>
<td>1.097</td>
</tr>
<tr>
<td>Employees should go on annual leave within 18 months from the date they have reached their annual-leave due date, this must be co-ordinated by HR.</td>
<td>47.0</td>
<td>26.9</td>
<td>13.4</td>
<td>4.5</td>
<td>8.2</td>
<td>2.00</td>
<td>1.238</td>
</tr>
<tr>
<td>In my opinion, each section should have an annual leave planning book in place.</td>
<td>64.2</td>
<td>22.4</td>
<td>11.2</td>
<td>0.7</td>
<td>1.5</td>
<td>1.53</td>
<td>0.838</td>
</tr>
</tbody>
</table>

Table 3.14: Summary of findings: Who should make the decision regarding the leave schedule?

In this question, “Who should make a decision regarding the leave schedule”, a five-point Likert scale with 1=Strongly Agree and 5=Strongly Disagree was used. The results will be discussed using the mean of the question score result as reference. The mean indicates the average position between 1 and 5 of the Likert scale used to answer the questions in Table 3.14.

The above Table 3.14 shows the summery of findings from the respondents raising their opinion on who should make the decision regarding leave scheduling. Seven of the returned questionnaires had no information indicating the respondents’ opinion on “Supervisors should plan when employees can go on leave” and were not included in this analysis. Six of the returned questionnaires had no information indicating the respondents’ opinion on “Employees must decide when to go on annual leave” and were not included in this analysis. Six of the returned questionnaires had no information indicating the respondents’ opinion on “Employees should be scheduled to go on annual-leave by HR or supervisors” and were not included in this analysis. Six of the returned questionnaires had no information indicating the respondents’ opinion on “Employees should go on annual leave within 18 months from the date they have reached their annual-leave due date, this must be co-ordinated by HR” and were not included in this analysis. Six of the returned questionnaires had no information indicating the respondents’ opinion on “In my opinion, each section should have an annual leave planning book in place.”
indicating the respondents’ opinion on “Each section should have an annual leave planning book in place” and were not included in this analysis.

The mean answer for the question “Supervisors should plan when employees can go on leave” was 1.89, which indicates that most of the respondents agreed with this statement.

The mean answer for the question “Employees must decide when to go on annual leave” was 2.63, which indicates that most of the respondents were neutral to more right in disagreement with the statement. The mean answer for the question “Employees should be scheduled to go on annual-leave by HR or supervisors” was 1.92, which indicates that most of the respondents agreed with the statement. The mean answer for the question “Employees should go on annual leave within 18 months from the date they have reached their annual-leave due date, this must be co-ordinated by HR” was 2.00, which indicates that most of the respondents agreed with the statement. The mean answer for the question “In my opinion, each section should have an annual leave planning book in place” was 1.53, which indicates that most of the respondents agreed with the statement.

This concludes that most of the respondents were in agreement with the statements made in Table 3.14 with only one exception to the statement “Employees must decide when to go on annual leave”. This result is in alignment with the discussion in 2.4.4 that states that managers and supervisors also need to ensure that employees are performing their delegated tasks, to an extent that they also need to approve and manage leave applications. The approval of leave relies on ensuring compliance with the leave policy and ensuring availability of sufficient resources for service delivery.

- Training

As discussed in 2.5.3, Research Focus (2007:1) reported that the Mining Qualifications Authority (MQA) was established in terms of the Mine Health and Safety Act (No. 29 of 1996) and subsequently registered as one of 23 Sector Education and Training Authority (SETAs) in terms of the Skills Development Act (No. 97 of 1998). The MQA is a statutory body that is aimed at facilitating the skills development in the mining industry in order to eliminate illiteracy and set a standard of education in the mining sector (Research Focus, 2007).
Can the time spend at the training centre be reduced for the following types of training

<table>
<thead>
<tr>
<th></th>
<th>% Strongly Agree</th>
<th>% Agree</th>
<th>% Neutral</th>
<th>% Disagree</th>
<th>% Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex-leave training</td>
<td>40.6</td>
<td>18.8</td>
<td>6.5</td>
<td>13.0</td>
<td>21.0</td>
</tr>
<tr>
<td>Re-class training (occupation change training)</td>
<td>26.3</td>
<td>27.0</td>
<td>14.6</td>
<td>13.9</td>
<td>18.2</td>
</tr>
<tr>
<td>New recruit training</td>
<td>28.7</td>
<td>19.1</td>
<td>6.6</td>
<td>16.2</td>
<td>29.4</td>
</tr>
</tbody>
</table>

Table 3.15: Summary of findings: Can the time spent at the training centre be reduced?

In this question, the participants were asked their opinion whether the time spent at the training centre can be reduced on ex-leave training, re-class training (occupation change training) and new-recruit training using a five-point Likert scale with 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly Disagree.

Due to point 1 and point 2 being similar on the five-point Likert scale, they were grouped together to have a total percentage of the participants who are in agreement with the statements made.

Two of the returned questionnaires had no information indicating the respondents’ opinion that time spent on ex-leave training can be reduced and were not included in this analysis. Three of the returned questionnaires had no information indicating the respondents’ opinion that time spent on re-class (occupation change training) training can be reduced and were not included in this analysis. Four of the returned questionnaires had no information indicating the respondents’ opinion that time spent on new-recruit training can be reduced and were not included in this analysis.

59.4% of the respondents were of the opinion that time spent on ex-leave training can be reduced, while 53.3% of the respondents agreed that in their opinion time spent on re-class (occupation change training) training can be reduced. 6.6% of the respondents were neutral in their opinion whether time spent at the training centre for new-recruits can be reduced with 45.6% of the respondents disagreeing that time spent at the training centre for new recruits can be reduced.

As discussed in 2.5.2, an employee would have to spend more time practising that particular skill in order to be able to know commodity rock formation, identify unsafe conditions and internalise the ‘unwritten rules’ of working underground; this is applicable to new recruit
training and can be the reason for disagreement from the respondents’ opinion for the reduction of time spent in the training centre for new recruits.

Conclusion

Research Question 2: What factors have an impact on the non-available labour management?

Based on the above discussion and finding relating to absenteeism, sick-leave, annual leave and training of employees, it can be concluded that absenteeism, sick leave, annual leave and training of employees can be seen as factors having a significant impact on non-available labour management, thereby answering research question 2.

3.7.5 DISCUSSION OF RESEARCH FINDINGS: WHICH PARTIES IN THE ORGANISATION HAVE A RESPONSIBILITY IN MANAGING THE NON-AVAILABILITY OF LABOUR?

Assessing which parties in the organisation have a responsibility in the management of the non-availability of labour

In this section, the study measures which parties in the organisation have a responsibility in managing the non-availability of labour.

In 2.3, it was emphasised that determining whether and why employees exploit leave policies is important. Just as an employer analyses turnover, the organisation should also look at sick leave abuse trends. Is leave usage higher in one department or under a particular supervisor? Are workplace practices or policies affecting absences? Do children’s illnesses, in turn, lead to your employee’s time-off? Finding the root cause of sick leave abuse problems helps in addressing the core issues (Smith, 2015).
Responses from the respondents that indicate that artisans should take action against employees who are absent in their specific section were not sufficient for statistical analysis and for this reason artisans were not reported in the above analysis. The above Table 3.16 shows the respondents’ opinion on who they believe they should take action against employees who were absent in their specific section. Respondents were requested to indicate who should take action against absenteeism in their specific section and the score results are shown in the above Table 3.16. Twenty-six of the returned questionnaires had no information indicating who should take action against absenteeism in the respondent’s specific section and were not included in this analysis.

9.6% of the respondents indicated that HR should take action against absenteeism in their specific section and 16.7% indicated that mine overseers should take action against absenteeism in their specific section, while 39.5%, the most respondents, indicated that shift supervisors should take action against absenteeism in their specific section. 7.9% of the respondents indicated that miners should take action against absenteeism in their specific section, while at 24.6%, the second most respondents indicated that the line supervisor should take action against absenteeism in their specific section, with 0.9% of the respondents who indicated that the engineer or manager should take action against absenteeism in their specific section.

This indicates that most employees in their opinion believe that the shift supervisor should take action against absenteeism, and this could be the result of the respondent’s occupation, and miners and shift supervisors were the largest in the sample. The line supervisor was the second most indicated person to take action against absenteeism in the respondent’s specific section.

Because shift supervisors also form part of line supervisors, it can be concluded that more than 60% of the respondents indicated that the line supervisor should take action against absenteeism in their specific section.
Table 3.17: Summary of findings: Who should take action against sick leave abusers?

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR</td>
<td>14.0%</td>
</tr>
<tr>
<td>Mine overseer</td>
<td>19.3%</td>
</tr>
<tr>
<td>Shift supervisor</td>
<td>34.2%</td>
</tr>
<tr>
<td>Miner</td>
<td>5.3%</td>
</tr>
<tr>
<td>Line supervisor</td>
<td>24.6%</td>
</tr>
<tr>
<td>Engineer</td>
<td>1.8%</td>
</tr>
<tr>
<td>Manager</td>
<td>0.9%</td>
</tr>
</tbody>
</table>

Responses from the respondents that indicate that artisans should take action against employees who are abusing sick leave in their specific section were not sufficient for statistical analysis and for this reason artisans were not reported in the above analysis. The above Table 3.17 shows the respondents’ opinion on who they believe should take action against employees who are abusing sick leave in their specific section. Respondents were requested to indicate who should take action against sick leave abusers in their specific section and the score results are shown in the above Table 3.17. Twenty-six of the returned questionnaires had no information indicating who should take action against sick leave abusers in the respondent’s specific section and were not included in this analysis.

14% of the respondents indicated that HR should take action against sick leave abusers in their specific section and 19.3% indicated that mine overseers should take action against sick leave abusers in their specific section, while 34.2%, the most respondents, indicated that shift supervisors should take action against sick leave abusers in their specific section. 5.3% of the respondents indicated that miners should take action against sick leave abusers in their specific section, while at 24.6% the second most respondents indicated that the line supervisor should take action against sick leave abusers in their specific section, with 1.8% of the respondents who indicated that the engineer should take action against sick leave abusers in their specific section and 0.9% of the respondents who indicated that the manager should take action against sick leave abusers in their specific section.

This indicates that most employees in their opinion believe that that the shift supervisor should take action against sick leave abusers, and this could be the result of the respondent’s occupation, and miners and shift supervisors were the largest in the sample. The line supervisor was the second most indicated person to take action against sick leave abusers in the respondent’s specific section.

Because shift supervisors also form part of line supervisors, it can be concluded that more than 50% of the respondents indicated that the line supervisor should take action against sick leave abusers in their specific section.
Table 3.18: Summary of findings: Return to work interview.

<table>
<thead>
<tr>
<th>Return to work interview</th>
<th>% Strongly Agree</th>
<th>% Agree</th>
<th>% Neutral</th>
<th>% Disagree</th>
<th>% Strongly Disagree</th>
<th>Mean</th>
<th>STD. DEV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors have a return to work interview with the employee.</td>
<td>36</td>
<td>34</td>
<td>10</td>
<td>12</td>
<td>8,1</td>
<td>2,22</td>
<td>1,275</td>
</tr>
<tr>
<td>Supervisors encourage people to come to work.</td>
<td>41,2</td>
<td>38</td>
<td>14</td>
<td>3,7</td>
<td>3,7</td>
<td>1,91</td>
<td>1,014</td>
</tr>
<tr>
<td>Supervisor explains the importance of achieving team attendance targets.</td>
<td>43,8</td>
<td>34</td>
<td>17</td>
<td>209</td>
<td>2,9</td>
<td>1,88</td>
<td>0,989</td>
</tr>
<tr>
<td>Employees that abuse sick leave are disciplined.</td>
<td>42</td>
<td>32</td>
<td>15</td>
<td>7,2</td>
<td>3,6</td>
<td>1,99</td>
<td>1,094</td>
</tr>
<tr>
<td>Employees are informed about the companies’ attendance target.</td>
<td>40,4</td>
<td>35</td>
<td>15</td>
<td>6,6</td>
<td>3,7</td>
<td>1,99</td>
<td>1,075</td>
</tr>
<tr>
<td>Absent employees are disciplined when they return to work.</td>
<td>49,6</td>
<td>29</td>
<td>12</td>
<td>5,8</td>
<td>4,4</td>
<td>1,87</td>
<td>1,110</td>
</tr>
</tbody>
</table>

In this question, “Return to work interview”, a five-point Likert scale with 1=Strongly Agree and 5=Strongly Disagree was used. The results will be discussed using the mean of the question score result as reference. The mean indicates the average position between 1 and 5 of the Likert scale used to answer the questions in Table 3.18.

The above Table 3.18 shows the summery of findings from the respondents indicating whether a return interview is conducted with employees returning to work after they have been absent. Four of the returned questionnaires had no information indicating the respondents’ opinion on “Supervisors have a return to work interview with the employee” and were not included in this analysis. Four of the returned questionnaires had no information indicating the respondents’ opinion on “Supervisors encourage people to come to work” and were not included in this analysis. Three of the returned questionnaires had no information indicating the respondents’ opinion on “Supervisor explains the importance of achieving team attendance targets” and were not included in this analysis. Two of the returned questionnaires had no information indicating the respondents’ opinion on “Employees that abuse sick leave are disciplined” and were not included in this analysis. Four of the returned questionnaires had no information indicating the respondents’ opinion on “Employees are informed about the companies’ attendance target” and were not included in this analysis. Three of the returned questionnaires had no information indicating the respondents’ opinion
on “Absent employees are disciplined when they return to work” and were not included in this analysis.

The mean answer for the statement “Supervisors have a return to work interview with the employee” was 2.22, which indicates that most of the respondents agreed with this statement with a few being neutral on this statement. The mean answer for the statement “Supervisors encourage people to come to work” was 1.91, which indicates that most of the respondents agreed with the statement. The mean answer for the statement “Supervisor explains the importance of achieving team attendance targets” was 1.88, which indicates that most of the respondents agreed with the statement. The mean answer for the statement “Employees that abuse sick leave are disciplined” was 1.99, which indicates that most of the respondents agreed with the statement. The mean answer for the statement “Employees are informed about the companies’ attendance target” was 1.99, which indicates that most of the respondents agreed with the statement. The mean answer for the statement “Absent employees are disciplined when they return to work” was 1.87, which indicates that most of the respondents agreed with the statement.

This concludes that most of the respondents were in agreement with the statements made in Table 3.18, but the challenge is for the supervisors to keep record of who needs to be interviewed after returning from being absent; as discussed in 2.3, HR staff are the biggest role-players in the sickness absence management system. HR is responsible for the collection and input of data as well as overall accountability for sickness absence management. HR should also document information on cases of sick leave abuse to determine trends and create indicators that will alert management to appropriate action (PSC, Public Service Commission, 2002:46).

Conclusion

Research Question 3: Which parties in the organisation have a responsibility in managing non-availability of labour?

Based on the above findings, it can be concluded that the line supervisor is responsible for the management of non-available labour and HR should assist in record keeping and supplying line supervisors with the relevant information to make informed decisions as discussed in 2.3,
which highlights the fact that it is important that useful and appropriate absence information is distributed to relevant role-players (PSC, Public Service Commission, 2011). Based on the discussion above, the research question was answered.

3.8 CHAPTER SUMMARY

The results show that most of the employees who participated in the study were males. Most of the respondents were between 41 and 59 years. About 72.6% of the participants were black and 24.4% white. The large majority (21.1%) were shift supervisors, followed by 19.0% miners and 19.0% employees from the HR department. Most participants had between seven and nine years working for the organisation. Approximately 57.6% of the participants had a matric.

Results concluded that there is prevalence of transformational leadership style and transactional leadership style in the selected mining company, which means both transformational leadership style and transactional leadership style have been adopted by leaders in the selected mining company.

It was also concluded that the following is an effect of insufficient labour at the workplace: Overtime worked (stay-on), production loss, safety risk, work overloading and falling behind schedule on planned work.

Factors that have an impact on the management of non-available labour were identified as absenteeism, sick leave, annual leave and training that all have an impact on the availability of labour.

It was also concluded from the findings that the line supervisor is responsible for the management of non-available labour and HR should assist in record keeping and supplying line supervisors with the relevant information to make informed decisions.

Out of the above discussion, it can be concluded that the general research objective was met and the research questions were answered in assessing the factors that have an impact on non-available labour management, identifying what the effect is of not having sufficient labour at work, identifying which parties in the organisation have a responsibility in managing non-
availability of labour, and identifying which leadership style, between transformational leadership style and transactional leadership style, have leaders adopted in the organisation. Out of this assessment, the research question was also answered, namely how non-available labour influences managers, HR department and supervisors in a platinum mine.

The detailed conclusion/summary of research findings and the recommendations to the selected organisation are discussed in Chapter 4.
CHAPTER 4
SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

4.1 INTRODUCTION

The previous chapter outlined the research results focusing on the statistical analysis and the discussion of findings. This chapter presents the summary of study findings and the recommendations to the selected mining company. It also discusses limitations to the study as well as further research. The section ends with the conclusion for the research.

4.2 SYNOPSIS OF THE STUDY

- In Chapter 1, the problem statement was discussed and research objectives were outlined as well as the research method to be followed in the study.

- In Chapter 2, a literature review on leadership styles (transformational and transactional), the variables of non-available labour namely: absenteeism, annual leave, sick leave and employees on training was done and discussed. The influences of these leadership styles and variables of non-available labour at the platinum mine have on management, HR department and supervisors were discussed.

- Chapter 3 indicated the empirical methods that were followed in the study, listed the research objectives and indicated statistical analysis used. The chapter also discussed empirical results with the aid of figures and tables and also covered a discussion on findings.

4.3 REVIEW OF STUDY OBJECTIVES

The purpose of the study was to assess the factors that have an impact on non-available labour and how non-available labour influences managers, the HR department and supervisors in a platinum mine.
The specific objectives of this research were:

- To determine whether effective management of non-available labour will have a positive effect on labour available for work,
- Identifying factors that have an impact on non-available labour that will assist to manage non-available labour
- To evaluate the acceptance of accountability in the management of non-available labour
- To determine what leadership style between transformational leadership style and transaction leadership style leaders adopted in the organisation

These specific objectives were established by answering the following research questions (RQ):

- RQ1: What is the effect of not having sufficient labour at work?
- RQ2: What factors have an impact on the non-available labour management?
- RQ3: Which parties in the organisation have a responsibility in managing non-availability of labour?
- RQ4: Which leadership style between transformational leadership style and transactional leadership style have leaders adopted in the organisation?

4.4 SUMMARY OF FINDINGS

The section below discusses a summary of findings for the research. It discusses research findings relating to the prevalence of all study variables, transformational and transactional leadership, as well as the variables of non-available labour namely: absenteeism, annual leave, sick leave and employees on training are also discussed.

The following problem areas are revealed by an analysis of the data collected:

- Managers/supervisors are still not active enough in developing employees’ career needs.
- Managers/supervisors only get involved when problems arise.
• Not having sufficient labour at the workplace results in overtime that has to be worked (stay-on), production loss, safety risk, and work overloading and falling behind schedule on planned work.
• ‘After pay day’ and ‘Transport problems’ were the main reasons for absenteeism.
• Employees are most likely to be absent after/before long weekends.
• Mostly absenteeism occurs during the festive season.
• Most of the absences are on Mondays and Fridays.
• Employees are absent not to lose their sick leave days.
• Conflict with other workers was revealed as a reason for the occurrence of absenteeism.
• Absenteeism due to long working hours.
• Faking illness to take a day off was revealed as a reason for the occurrence of absenteeism.
• Most sick leaves are taken on Mondays and Fridays.
• Mostly sick leave is taken during the festive season.
• Mostly sick leave is taken before/after long weekends.
• Employees deciding when to go on annual leave.
• The time spent at the training centre by employees on ex-leave training and re-class (occupation change training) training.
• Parties in the organisation who have a responsibility in the management of the non-availability of labour.

The following recommendations are made to address the above problem areas:

• The company’s succession planning should be driven more effectively and efficiently by identifying potential candidates and ensuring that they meet the necessary requirements in a specific timeframe to be eligible for the next level/position on their career path.
• Managers/supervisors should do scenario analysis on problems that might occur in tasks given to subordinates and advise subordinates on how to deal with the occurrence of these problems; the subordinates must, however, be involved when analysing a problem to give their opinion, and proper communication should be done on action plans that will be followed.
• Effective management of non-available labour would reduce overtime that have to be worked (stay-on), production loss, safety risk, work overloading and falling behind schedule on planned work.

• Disciplinary action should be taken against employees who are absent without permission.

• Disciplinary action should be taken against sick leave abusers by identifying employees who show a trend in taking sick leave on Mondays, Fridays, after paydays, before and after long weekends and during the festive season.

• The company should investigate why employees are exploiting their sick leave policy.

• The company should investigate how to improve their wellness programmes.

• Annual leave should be scheduled by supervisors with the assistance of the HR department. The HR department should provide information on when employees are due for annual leave. The HR department should also advise management and supervisors on their leave targets per occupation to ensure availability of labour.

• The company should also investigate whether time spent at the training centre could be reduced for employees on ex-leave training and re-class (occupation change training).

• Line supervisors, managers and the HR department are responsible for the management of non-available labour and the company should put measures in place to assist them in fulfilling the role by initiating a mentorship programme to address the management of non-available labour.

4.4.1 Which leadership style between transformational leadership style and transactional leadership style have leaders adopted in the organisation?

Transformational leadership

The research indicated a very strong presence of idealised influence, inspirational motivation, intellectual stimulation and individual consideration. These results indicated a prevalence of transformational leadership style in the platinum mining company by the managers/supervisors. The results, however, show that the company’s managers/supervisors are still not active in developing employees’ career needs as only 55.1% of the respondents indicated that their managers/supervisors pay attention to their career needs.
**Transactional leadership**

The research indicated a significant utilisation of contingent rewards and active management-by-exception and a below average use of passive management-by-exception by the managers/supervisors of the platinum mine under study to control employees. *These results also indicated a prevalence of transactional leadership style by managers/supervisors of the platinum mining company.* However, 57.7% of the respondents agreed that their managers/supervisors only get involved when problems arise.

**Conclusion**

The average mean rating obtained by the factors of transformational leadership and transformational leadership indicates a fair balance between transformational leadership style and transactional leadership style at the platinum mine.

### 4.4.2 The effect of not having sufficient labour at the workplace and effective management of non-available labour

The research results with an average above 60% of the respondents have indicated that not having sufficient labour at the workplace would result in overtime that have to be worked (stay-on), production loss, safety risk, work overloading and falling behind schedule on planned work.

The results also indicated an average result of more than 70% of the respondents who are in agreement that the effective management of non-available labour would result in sufficient labour at work throughout the year, improve safety at the working-place, saving the company cost on overtime and would improve production output.

There is a connection between the effect of not having sufficient labour at the workplace and effective management of non-available labour that influence each other directly as revealed by the relevant responses.

### 4.4.3 Factors having an impact on the non-available labour management

- **Absenteeism**

  The majority of the respondents at 49.2% indicated that both ‘after payday’ and ‘transport problems’ were the main reasons for absenteeism in their specific section.
The respondents indicated that they experience most of the absentees in their specific section on Mondays at 63.5% and Fridays at 36.5%. The research further revealed that respondents’ results indicated that they experience most of the absentees in their specific section after/before long weekends at 65.9%, and 25% of the respondents indicated that during the festive season they experience the most absenteeism in their specific section.

The following reasons can be seen as not valid reasons for being absent and were also tested:

38.1% of the respondents ranked employees most often being absent due to conflict with other workers as a reason for the occurrence of absenteeism. The results revealed that 37% of the respondents ranked second most often employees being absent not to lose their sick leave days as a reason for the occurrence of absenteeism, while 37% of the respondents ranked second most often employees being absent due to long working hours as a reason for the occurrence of absenteeism. 42.5% of the respondents ranked employees most often being absent due to them faking illness to take a day off as a reason for the occurrence of absenteeism.

- **Sick leave**

The results revealed that 63.5% of the respondents indicating that people take sick leave because of ill health, while 24.3% of the respondents indicated that people take sick leave because they want a day off. 59% of the respondents indicated that employees take the most sick leave days on Mondays, while 37.1% of the respondents’ score results revealed that employees in their specific section take sick leave on Fridays. The results also revealed that 30.8% of the respondents indicated that most employees take sick leave during the festive season, while most of the respondents indicated that employees mostly take sick leave before/after long weekends with a score result of 59.8%.

- **Annual leave**

The results revealed the mean score result for the statement ‘Supervisors should plan when employees can go on leave’ was 1.89, which indicate that most of the respondents agreed with this statement. The mean score result for the statement ‘Employees must decide when to go on annual leave’ was 2.63, which indicates that most of the respondents were neutral to
more right in disagreement with the statement. The mean score result for the statement ‘Employees should be scheduled to go on annual leave by HR or supervisors’ was 1.92, which indicates that most of the respondents agreed with the statement. The mean score result for the question ‘Employees should go on annual leave within 18 months from the date they have reached their annual leave due date, this must be co-ordinated by HR’ was 2.00, which indicates that most of the respondents agreed with the statement. The mean score result for the question ‘In my opinion, each section should have an annual leave planning book in place’ was 1.53, which indicates that most of the respondents agreed with the statement.

Most of the respondents were in agreement with the above statements with only one exception to the statement ‘Employees must decide when to go on annual leave’ that respondents disagreed with.

- **Training**

  The results revealed that 59.4% of the respondents were of the opinion that time spend on ex-leave training can be reduced, while 53.3% of the respondents agreed that in their opinion time spend on re-class (occupation change training) training can be reduced. 6.6% of the respondents were neutral in their opinion whether time spent at the training centre for new recruits can be reduced, while 45.6% of the respondents disagreed that time spent at the training centre for new recruits can be reduced.

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**4.4.4 Parties in the organisation that have a responsibility in the management of the non-availability of labour**

Results revealed that most employees in their opinion believe that the shift supervisor should take action against absenteeism; this could be the result because of the respondent’s occupation, and therefore miners and shift supervisors were the largest in the sample. The line supervisor was the second most indicated person to take action against absenteeism in the respondent’s specific section. Because shift supervisors also form part of line supervision, it can be concluded that more than 60% of the respondents indicated that the line supervisor should take action against absenteeism in their specific section.
The results also revealed that most employees in their opinion believe that that the shift supervisor should take action against sick leave abusers; this could be the result because of the respondent’s occupation, and therefore miners and shift supervisors were the largest in the sample. The line supervisor was the second most indicated person to take action against sick leave abusers in the respondent’s specific section. Because shift supervisors also form part of line supervision, it can be concluded that more than 50% of the respondents indicated that the line supervisor should take action against sick leave abusers in their specific section.

The results also revealed that the mean answer for the statement ‘Supervisors have a return to work interview with the employee’ was 2.22, which indicates that most of the respondents agreed with this statement with a few being neutral on this statement. The mean answer for the statement ‘Supervisors encourage people to come to work’ was 1.91, which indicates that most of the respondents agreed with the statement. The mean answer for the statement ‘Supervisor explains the importance of achieving team attendance targets’ was 1.88, which indicates that most of the respondents agreed with the statement. The mean answer for the statement ‘Employees that abuse sick leave are disciplined’ was 1.99, which indicates that most of the respondents agreed with the statement. The mean answer for the statement ‘Employees are informed about the company’s attendance target’ was 1.99, which indicates that most of the respondents agreed with the statement. The mean answer for the statement ‘Absent employees are disciplined when they return to work’ was 1.87, which indicates that most of the respondents agreed with the statement. The results conclude that most of the respondents were in agreement with the statements made.

4.5 RECOMMENDATIONS

The findings of this study indicated a few areas of improvement for the organisation. The following are the recommendations made to the organisation.

4.5.1 Mentorship programme

According to Levine (2009), numerous studies have concluded that under-trained supervisors are one of the main causes of absenteeism. Determining whether and why employees exploit leave policies is important. Just as an employer analyses turnover, the organisation should also look at sick leave abuse trends. Is leave usage higher in one department or under a
particular supervisor? Are workplace practices or policies affecting absences? Do children’s illnesses in turn lead to your employee’s time off? Finding the root cause of sick leave abuse problems helps in addressing the core issues (Smith, 2015). It is important that useful and appropriate absence information is distributed to relevant role players (PSC. Public Service Commission, 2011).

The programmes should be structured for line supervisors, middle and senior managers with the aim of encouraging the spirit of mentorship and coaching among employees. The programmes should also guide supervisors and managers on effective management of non-available labour. It is believed that the implementation of these programmes will not only improve workplace attendance, but will also improve the level of management of employees.

4.5.2 Review of managing programmes for sick leave abuse and the review of the company’s sick leave policies and wellness programmes

According to Rhodes and Steers (1990:ix), companies are becoming increasingly concerned with pressures created by global competition and the requirement to increase productivity and efficiencies. More companies are therefore investigating ways to improve overall organisational effectiveness and efficiencies, but many fail to recognise the importance of managing the existing labour force. By managing employees’ attendance effectively, companies could control the largest expense item and the largest source of productivity (Rhodes & Steers, 1990:ix).

The importance of the effective management of sick leave should be high priority in any organisation (PSC. Public Service Commission, 2002:44-45). Even though the importance of sickness absence management is recognised by the majority of employers, there are employers who view coping with illness as the responsibility of the employee, especially during highly flexible labour conditions that allow employers to replace labour where necessary (Haafkens et al., 2011).

Research results have revealed that according to the respondents, employees fake illness to take a day off and employees being absent not to lose their sick leave days as a reason for the occurrence of absenteeism. Most of the respondents’ results revealed that employees take sick leave on Mondays and Fridays, before or after long weekends and during the festive season.
Establishing why employees exploit the companies’ sick leave policy and evaluating wellness programmes and the sick leave policy in accordance with legislation and the mining industry could give answers to the above-mentioned research results; this could also give a way forward to curb/reduce the exploitation of the companies’ sick leave policy by employees. It is believed that this would assist the company in saving cost, to achieve production targets, achieving safety targets and this could also reduce the rising trend of sick leave taken by employees.

4.6 LIMITATIONS OF THE STUDY

- The study was limited to a single platinum mine within the South African context and the results can therefore not be generalised to other platinum mines, neither within South Africa nor internationally.

- The study was also limited to employees on a supervisory level with a small number of non-supervisory-level employees.

- Literature on leadership styles, absenteeism, annual leave, sick leave and employees on training focusing within a context of the South African platinum mine industry is also limited.

- The study only focused on annual leave, and unpaid leave and accumulated were not tested to determine their influence on non-availability of labour.

- The method of data collection was convenient and primarily focused on questionnaires that could have enhanced the study.

4.7 FUTURE RESEARCH

- A study should be conducted to determine other reasons for the rising trend of sick leave in the platinum mine company.
- A study should also be conducted on the exploitation of sick leave policies.
4.8 CONCLUSION

The results of the empirical study in Chapter 3 indicated that effect of not having sufficient labour at work will result in overtime that has to be worked (stay-on), production loss, safety risk, work overloading and falling behind schedule on planned work. The results revealed that absenteeism, annual leave, sick leave and employees on training as factors that have an impact on the non-available labour management. Results also indicated that line supervisors have a responsibility in managing non-availability of labour and HR should assist in record keeping and supplying line supervisors with the relevant information to make informed decisions. The results also revealed that both transformational leadership style and transactional leadership style were adopted by the managers and supervisors at the platinum mine.

The objectives for this research indicated in Chapters 1 and 4 have been accomplished. The research questions pertaining to the study and the problem statement were also addressed by the study.

Based on the research findings, it can therefore be concluded out of this assessment the research question was also answered, namely how non-available labour influence managers, the HR department and supervisors in a platinum mine.
References Acts:


- Mine Health and Safety Act (No. 29 of 1996)
- Skills Development Act (No. 97 of 1998).
REFERENCES


AFOM. Australasian Faculty of Occupational Medicine. 1999. WORKPLACE ATTENDANCE AND ABSENTEEISM


Mesu, J. 2013. Transformational and transactional leadership: does it work in small to medium-sized enterprises?


Sechudi, O.O. 2014. The relationship between transformational leadership and organisational citizenship behaviour.


QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DATA

Please mark the applicable block with a cross (X). Complete all questions.

A 1 Gender: 1. Male 2. Female

A 2 Age Group: 1. 18-20 2. 21-30 3. 31-40 4. 41-59 5. 60+


A 4 Occupation 1. HR-Manager 2. HR-Superintendent 3. HR-Officer 4. HR-Assistant 5. Artisan
11. Foreman 12. Other

If you choose “Other”, specify briefly: _____________________________________________

A 5 Duration of employment in current position. 1. 0 – 3yrs 2. 4-6yrs 3. 7-9yrs 4. 10-12yrs 5. 13-15yrs
6. 16-18yrs 7. 19-23yrs 8. 24-26yrs 9. 27-31yrs 10. 32+


SECTION B: NON-AVAILIBILITY OF LABOUR QUESTIONNAIRE

Mark with an 'X' in the applicable block.

Absenteeism
B1. What is the main reason for absenteeism at work in your specific section?

<table>
<thead>
<tr>
<th>Family problems</th>
<th>After pay-day</th>
<th>Transport problems</th>
<th>Alcohol and substance abuse related problems</th>
<th>Discipline problem</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

If you have chosen ‘Other’, please state your reason below.

______________________________________________________________________________
B2. Which day of the week are the most employees absent in your specific section?

<table>
<thead>
<tr>
<th></th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B3. Which period of the year are the most employees absent in your specific section?

<table>
<thead>
<tr>
<th></th>
<th>Festive season</th>
<th>Easter season</th>
<th>After/Before Long weekends</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>3</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If you have chosen *Other*, please state your reason below.

B4. The following is an effect of insufficient labour at the workplace:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B4.1 Overtime worked (stay-on)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B4.2 Production loss</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B4.3 Safety risk</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B4.4 Work overloading</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B4.5 Falling behind schedule on planned work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Please comment on any additional causes of insufficient labour at the workplace

B5. Please rank the following in terms of the **three** reasons that occurs most for absenteeism in your specific section. (1 being most often, 2 being second most often and 3 being third most often) Please mark with a ‘x’ in the applicable block.

<table>
<thead>
<tr>
<th>Reason Description</th>
<th>1. MOST OFTEN</th>
<th>2. SECOND MOST OFTEN</th>
<th>3. THIRD MOST OFTEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>B7.1 Being genuinely ill</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.2 Family Crisis (child/parent care)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.3 Conflict with other employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.4 Not to lose their sick leave days</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.5 Personal business to attend to</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.5 Conflict with the supervisor</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.6 Long working hours</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.7 Faking illness to take a break from work</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.8 To avoid shift work</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B7.9 Accumulative/ Vocational leave</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

B6. In your opinion who should take action against employees who are absent in your specific section (AWOP-Absent without permission)?

<table>
<thead>
<tr>
<th>Role</th>
<th>HR</th>
<th>Mine</th>
<th>Overseer</th>
<th>Shift Supervisor</th>
<th>Miner</th>
<th>Line Supervisor</th>
<th>Engineer</th>
<th>Artisan</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>

B7. In your opinion how can absenteeism at work be reduce?
Sick-leave

B8. What are the main reason people are getting ill and thus need to take sick leave?

<table>
<thead>
<tr>
<th>Ill health</th>
<th>Aging Workforce</th>
<th>Cold Work Environment</th>
<th>Hot Work Environment</th>
<th>To take a Day-Off</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

If you have chosen ‘Other’, please state your reason below.

______________________________________________________________________________________

B9. How can the rising trend of sick leave taken by employees be reduced, in your opinion?

______________________________________________________________________________________

B10. Which day of the week does the most employees take sick-leave in your specific section?

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

B11. Which period of the year are the most sick-leave taken by employees?

<table>
<thead>
<tr>
<th>Festive season</th>
<th>Easter season</th>
<th>Before/After Long weekends</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

If you have chosen ‘Other’, please state your reason below.

______________________________________________________________________________________

B12. In your opinion which level in management should take action against sick leave abusers in your section?

<table>
<thead>
<tr>
<th>HR</th>
<th>Mine</th>
<th>Overseer</th>
<th>Shift Supervisor</th>
<th>Miner</th>
<th>Line Supervisor</th>
<th>Engineer</th>
<th>Artisan</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

Annual-leave

B13. What is the reasons for the high percentage of annual-leave during August until November in the past two years?

______________________________________________________________________________________

B14. Who should make the decision regarding the leave schedule?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>14.1 Supervisors should plan when employees can go on leave.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14.2 Employees must decide when to go on annual leave.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14.3 Employees should be scheduled to go on annual leave by HR or supervisors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14.4 Employees should go on annual leave within 18 months when they have reached their annual-leave due date, this must be co-ordinated by HR.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
14.5 In my opinion, each section should have an annual leave planning book in place.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

B15. Any suggestions on how can annual-leave of employees be evenly spread throughout the year?

__________________________________________________________________________

B16. Any suggestion on how can the high percentage of annual-leave during August until November be reduced?

__________________________________________________________________________

Training

B17. Can the time spend at the training centre be reduced for the following types of training?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>B17.1 Ex-Leave Training</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B17.2 Re-class Training (Occupation Change Training)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B17.3 New recruit training</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Please explain:

SECTION C: RETURN TO WORK INTERVIEW

Does the following occur when the employees return to work after they have been absent?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1. Supervisors have a return to work interview with the employee.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C2. Supervisors encourage people to come to work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C3. Supervisor explain the importance of achieving team attendance targets.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C4. Employees that abuse sick leave are disciplined.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C5. Employees are informed about the companies’ attendance target.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C6. Absent employees are disciplined when they return to work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

SECTION D: RESEARCH HYPOTHESES QUESTIONNAIRE

To what extend do you agree with the following statements

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1. The effective management of non-available labour would result in sufficient labour at work throughout the year.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D2. The effective management of non-available labour would improve safety at the working-place</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D3. The effective management of non-available labour would save the company cost on overtime.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>D4. The effective management of non-available labour would improve production output.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Please explain:
### SECTION E: TRANSFORMATIONAL LEADERSHIP AND TRANSACTIONAL LEADERSHIP

This section relates to your views about your supervisor / manager. Think specifically about your direct higher report (your supervisor/manager). Please mark with an ‘x’ in the applicable block.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>is fair.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>is my role model.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>makes sacrifices for the benefit of our team/organisation.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>encourages me to deliver on the job expectations.</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| E2 | 1. I understand my leader’s values. | 1 2 3 4 5 | | | |

| E3 | I trust my Manager/Supervisor. | 1 2 3 4 5 | | | |

<table>
<thead>
<tr>
<th>E4</th>
<th>My Manager/Supervisor</th>
<th>1. encourages me to perform my duties well.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>leads by example.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>supports me to deliver optimum results.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>instils team spirit.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E5</th>
<th>My Manager/Supervisor</th>
<th>1. encourages me to be creative.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>encourages me to be innovative.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>challenges me to apply a logical approach in analysing problems.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>challenges me to question assumptions.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>guides me to view problems from a new perspective.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>challenges me to solve problems in a new way.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E6</th>
<th>My Manager/Supervisor</th>
<th>1. pays attention to my career needs.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>is concerned about my personal development.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>is my personal coach.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>is my personal mentor.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E6</th>
<th>My Manager/Supervisor</th>
<th>1. is my personal advisor.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>demonstrates care when I experience personal problems.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>appreciates my contributions.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E7</th>
<th>My Manager/Supervisor</th>
<th>1. sets clear targets for me.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>sets achievable targets for me.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>encourages me to achieve agreed targets.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>provides recognition when I have achieved agreed targets.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>punishes me for not achieving targets.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E8</th>
<th>My Manager/Supervisor</th>
<th>1. monitors my performance.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>sets performance standards.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>records my mistakes / failures in achieving agreed standards.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>assist me with corrective actions, when I did not meet performance standards.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>tries to predict possible mistakes/failures</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>assist me in resolving possible mistakes/failures before they occur.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E9</th>
<th>My Manager/Supervisor</th>
<th>only gets involved when problems arise.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>fails to get involved until problem(s) become worse.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>only gives attention to serious problems.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

**THANK YOU VERY MUCH FOR YOUR PARTICIPATION**

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