



**BINDURA UNIVERSITY OF SCIENCE EDUCATION  
FACULTY OF COMMERCE**

**GRADUATE SCHOOL OF BUSINESS**

**MASTERS IN BUSINESS LEADERSHIP**

**LEADERSHIP STYLES AND THEIR EFFECT ON EMPLOYEE MOTIVATION IN  
THE MINING SECTOR: THE CASE STUDY OF TROJAN NICKEL MINE (2003-  
2021)**

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*A dissertation submitted to the Bindura University of Science Education in partial  
fulfilment of the requirements for a Masters in Business Leadership Degree  
qualification.*

**BINDURA ZIMBABWE**

**MARCH 2022**

## APPROVAL FORM

The undersigned certify that that they have read and recommended to Bindura University of Science Education (BUSE) for acceptance a Dissertation entitled '**Leadership styles and their effect on employee motivation in the mining sector: The case study of Trojan Nickel Mine (2003-2021)**', by **Loveness Tendai Mashizha**, in partial fulfilment of the requirements of a degree of Masters in Business Leadership (MBL)

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## DECLARATION

I **Loveness Tendai Mashizha**, do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated on the acknowledgements, bibliography, references, and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

Signed .....  ..... 15/03/2022 .....

## **DEDICATION**

This dissertation is dedicated to my late father, whose desire was to see me complete this journey, my husband Dzapasi Mashizha and the two boys Asher and Joshua for their unwavering support during the entire period of my studies.

## **ACKNOWLEDGEMENT**

My heartfelt appreciation to the Almighty God, for making the completion of these studies possible. I am also greatly indebted to Dr Judith Mwenje, my supervisor for the intellectual support, guidance and patience extended to me during my studies. Lastly to my classmates and colleagues for the positive criticism and everyone who helped me during the course of my studies at Bindura University of Science Education.

May God bless you all.

## **ACRONYMS/ ABBREVIATIONS**

BNC	Bindura Nickel Corporation
CAPI	Computer Assisted Personal Interviewing
CATI	Computer Assisted Telephone Interviewing
CIMGC	Chinese International Mining Group Corporation
GDP	Gross Domestic Product
KPIs	Key Performance Indicators
MIP	Melofieldde Investments Private
NSSA	National Social Security Authority
STPs	Standard Task Procedures
WI	Work Instructions

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## **ABSTRACT**

This study aimed to untangle the nexus between leadership styles and employee motivation using the case of Trojan Nickel Mine. It was occasioned by the fact that while leadership styles have been employed in managing organisations around the globe; the study sought to identify the specific ones being used at the mine and their effect on employee motivation. The main research objective was to establish the effect of leadership style on employee motivation at Trojan Nickel Mine. The specific research objectives were to identify the leadership styles that have been used to enhance employee motivation at Trojan Nickel Mine for the period 2003 to 2021; to investigate the challenges to overcoming the leadership styles at Trojan Nickel Mine and to recommend on the best leadership styles that may be used to enhance employee motivation in the organisation. The rationale behind the study was to complement and augment existing literature on leadership styles and employee motivation in organisational management. The study was informed by the behavioural and human relations theories and it was deeply rooted in pragmatic research philosophy. It hence used the mixed research approach and data was collected through interviews and documentary analysis. Data was presented and analysed qualitatively and quantitatively using SPSS. The results of the research revealed that various leadership styles were used to manage the mine and these have had different consequences on employee motivation. There has been an inclination towards the non-democratic measures which have resulted in enhanced energies and worker commitment. It was noted that leadership styles have failed to encourage creativity and initiation in most departments of the mine. The styles have also impacted negatively on employee retention. The study also established the challenges in overcoming certain leadership styles at Trojan Nickel Mine which included fear of dismissal, ignorance and resistance by top management. Based on the theoretical and empirical findings of the research on the effects on employee motivation and the mine's overall performance, this study recommends the need to design methods that enhance employee motivation in the mine through the adoption of a holistic approach that engages all interested stakeholders (employees and departments) in the mine especially in the establishment of decisions that impact on employees.

**Key Words: Trojan Nickel Mine, Leadership style, Employee motivation, Behavioral theory and Human relations theory**

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

At the global level, large organizations continue to spend millions each year on motivation courses, training in motivation, meetings to boost motivation, incentives to strengthen motivation, meetings to analyse problems in the workforce motivation, tools to measure motivation, mission statement and engage leaders to establish styles that lead to employee motivation. With regards to leadership styles, and in the context of Africa, Mandaza (2015) notes that the post-colonial period in the continent has arguably been infused with leadership styles related challenges and it has been the most pressing issue for most states. Zimbabwe has not been an exception as such a problem has not only been at the national level but it is even more pervasive in public and private organizations. The different leadership styles affect employee motivation which ultimately affects organizational performance. Tackling the leadership crisis related to the leadership style in various organizations is now increasingly becoming a pertinent subject as it is vital in the motivation of employees. Bearing in mind such a background and the trajectory of leadership changes in the context of Trojan Nickel Mine since 2003; this study aims to investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine for the period 2003 to 2021.

### 1.2 Background to the study

Changes that have taken place at Trojan Nickel Mine which is a mining company wholly owned by Bindura Nickel Corporation (BNC) based in Zimbabwe's Mashonaland Central have been deeply rooted in the need to establish an environment that's conducive for employee motivation based on the best leadership style (Masendu, 2020). From the 1960s until the year 2003, Trojan Nickel Mine was under Anglo-America and in 2003 Anglo-American sold its 52.9% stake in Bindura Nickel Corporation to Mwana Africa Holdings (Vinga, 2017; Kolver, 2014). The mine hence operated under the leadership of Mwana Africa for a period of 11 years and in 2014, ASA Resource Group acquired the majority share of BNC from Mwana Africa, owning about 75% (<https://miningdataonline.com/property/1249/Trojan-Mine.aspx>). In 2008, after a plunge in nickel prices, BNC went into care and maintenance, closing operations and retrenching more than

one thousand of its employees (Vinga, 2017; Kolver, 2014). This resulted in many job losses and leadership informed employees that there would be no compensation (Vinga, 2017). Additionally, employees were told not to look for other jobs as they would be reinstated once the mine re-opens. Employees who were retrenched received a stipend of fifty United States dollars (USD\$50) a month (ibid).

While attempts were made to re-open the mine between 2009 and 2011; the mine only managed to start operating again in 2012 with new management and leadership styles (Kolver, 2014). The mine was complying with a law newly enforced by Zimbabwe that required 51% of the company be held by black nationals of the country (ibid). In 2015, there were changes in the mine's ownership as ASA gained control of the company and its assets, after acquiring BNC's holding company Mwana Africa and expelling founder Kalaa Mpinga from the company on 10 June (Chideme, 2015). It is alleged that based on the unfavourable leadership culture that was being practiced at the mine, the 'coup' was orchestrated by Chinese International Mining Group Corporation (CIMGC), BNC's largest shareholder, and CIMGC chairman Yot Hoi Ning (Vinga, 2017). However, the changes lasted for a few months as Kalaa Mpinga retained his position as BNC chairman on 15 August 2015 (ibid).

In the same year, the company continued with its restructuring programme which witnessed the firing of 350 workers, with intent to reduce headcount by up to 1,150 people (Kazunga, 2015). After 2017, Chinese group ASA Resources Group said it was selling its stake in Bindura Nickel Corporation. At the time, ASA operated Trojan Nickel Mine through BNC. In October 2019, Sotic International Limited, a commodities company based in Mauritius acquired the controlling shareholding Group Plc. which held a majority stake in Bindura Nickel Corporation Limited (<https://miningdataonline.com/property/1249/Trojan-Mine.aspx>). The acquisition resulted in Sotic attaining a 74% Bindura Nickel Corporation (BNC), making it the majority and controlling shareholder. The top 20 Shareholders of the Company held 93.59% of the total shares registered as at 31 March 2020 (ibid). ASA Resource Group becoming Sotic International Limited owned 74.04% while the institutions representing the Government of Zimbabwe, namely National Social Security Authority ("NSSA") and Melofieldde Investments (Private) Limited (owned by the Minerals Marketing Corporation of Zimbabwe) collectively owned 19.55%. Therefore, as of now, the Trojan Nickel Mine is a wholly owned subsidiary of Bindura Nickel Corporation (BNC).

The different changes that have taken place at Trojan Nickel Mine have hence led to different leadership styles which have had an impact on employee motivation. Against such a backdrop, this study aims to untangle the relationship between leadership style and employee motivation in the mining sector of Zimbabwe, using the case of Trojan Nickel Mine.

### **1.3 Statement of the research problem**

The central problem in this research is that while Trojan Nickel Mine has experienced different leadership styles and majority changes since 2003; the effects of such changes on the employee, particularly employee motivation, has not been determined. Davidson (2020) notes that changes in ownership, and management at an organizational level have effects on the employee as the management of the organization is bound to change. In line with this, there have been leadership changes at the Trojan Nickel Mine with different managers and owners utilizing autocratic and democratic related styles of management that have had an effect on employee motivation. While the mine has made both major losses and profits in different periods since 2003; the fundamental question that remains unanswered revolves around; how leadership styles at particular times impacted on employee motivation. Based on this, this research will untangle the correlation between leadership style and employee motivation using the case of Trojan Nickel Mine.

### **1.4 Main Research Objective**

1.4.1. To establish the effect of leadership style on employee motivation at Trojan Nickel Mine.

#### **Specific Research Objectives**

The research also aims to

1.4.2 Identify the leadership styles that have been used to enhance employee motivation at Trojan Nickel Mine since 2003.

1.4.3. Identify the challenges to overcoming the leadership styles at Trojan Nickel Mine.

1.4.4. To recommend best leadership styles that can be used to enhance employee motivation in the organisation.

## **1.5 Research Questions**

1.5.1. What is the effect of leadership styles on employee motivation at Trojan Nickel Mine?

1.5.2. Which leadership styles have been used in the management of Trojan Nickel Mine to enhance employee motivation during the period 2003-2021?

1.5.3. What have been the challenges to overcoming the leadership styles at Trojan Nickel Mine?

1.5.4. Which leadership styles can be used to enhance employee motivation at Trojan Nickel Mine?

## **1.6 Proposition**

The adoption of certain leadership styles affects employee motivation in the management of organisation.

## **1.7 Assumptions about the research**

1.7.1 The study assumes that the different leadership styles that have been established at Trojan Nickel Mine have impacted on employee motivation

1.7.2 The research assumes that changes in ownership at Trojan Nickel Mine have led to major changes in both leadership styles and employee motivation.

1.7.3 The research also assumes that the research methodology to be adopted in this research may result in multiple realities that are important in the need to attain the objectives of the study.

## **1.8 Justification of the research**

The aim of the research henceforth is to complement and augment existing literature on leadership styles, employee motivation and the nexus between the two variables. In this way, this research0 aims to fill such a literature gap by untangling the relationship between leadership style and employee motivation using the case of Trojan Nickel Mine. The study will also contribute and stimulate debate among different stakeholders on the nexus between leadership styles and employee motivation.

## **1.9 Purpose of the research**

The purpose of this research is to establish the effect of leadership style on employee motivation at Trojan Nickel Mine. Notwithstanding, the fact there has been eighteen years of major changes in the ownership and leadership styles at Trojan Nickel Mine, a few scientific studies have been made to untangle the effect of such changes on employee motivation. Thus, this research is a scientific inquiry on how the leadership styles have affected employee motivation at Trojan Nickel Mine.

## **1.10 Significance of the research**

The importance of leadership style on employee motivation has remained vital in business related studies and discourses globally. In carrying out a scientific inquiry of the nexus between these variables different stakeholders are likely to benefit from such a research. In the context of this research which aims to untangle the correlation between leadership style and employee motivation using the case of Trojan Nickel Mine; answering the research questions may impact on several target populations. This research hence is significant to a number of local and international beneficiaries as noted below.

### **1.10.1 To the researcher**

The research will enable the researcher to have a better grasp of the significance of leadership styles on employee motivation in the context of an organization that has experienced major changes in the past eighteen years. This will enrich the researcher's knowledge horizon of leadership style and employee motivation including the nexus between the two variables which will make the researcher contribute academically to such an important discourse vis-à-vis attempting to find a lasting solution to such an important discourse which is not only pertinent to Trojan Nickel Mine but to various organizations in Zimbabwe, Africa and around the world

### **1.10.2 To the Policy makers**

The critical measures to be proposed in this research on the best leadership style and how it can enhance employee motivation will be based on empirically informed data and theoretically

gathered evidence making them holistic which may be important in the need to resolve the challenge of employee motivation linked to leadership style. In this way, this research is significant to policy makers at Trojan Nickel Mine, in the mining industry and even the level of governmental ministries that deal with mining in Zimbabwe. The measures to be proposed can hence be considered by these stakeholders to enhance the overall performance of mines in the country.

### **1.10.3 To institution, Scholars and Academics**

The study will be important to the institution, scholars and academics as it will examine theoretically and empirically, employee motivation and leadership styles. This is important for an institution like the Bindura University of Science and Education as it will maintain its relevance in Zimbabwe as the mining industry is one of the core sectors driving the economy. In many developing countries, the mining industry is the only realistic alternative to kick start economies and speed up general development. Decks (2007) refers to the mining sector as the industry of industries as it does not only contribute to gross domestic product (GDP) but to the growth of other industries such as power and steel. Globally, Zimbabwe is one of the many countries that is endowed with mineral resources and mining has always played an important role in the country's history of economic development hence any study in the context of the mining industry is bound to attract attention. This will keep the institution in limelight. This research is also important for future studies as the findings will guide future researchers on the correlation between leadership style and employee motivation using the case Trojan Nickel Mine.

### **1.10.4 To the society**

It is important to note that not everyone in the society may be interested in the nitty gritty of the correlation between leadership style and employee motivation using the case Trojan Nickel Mine. However, the effects of organizational performance of Trojan Nickel Mine can have effects on the Zimbabwean economy which may affect the entire population. This means that every facet has the potential of being affected by events that take place at the mine. In this regard, this research will benefit, the society of Zimbabwe and in particular economists, business people, politicians, political scientists, ministers of mining, trade and foreign affairs; and the general populace as it will reveal the leadership trends at Trojan Nickel Mine, their involvement and how they have impacted on employee motivation. The findings from this study will also equip the general public

in Zimbabwe and interested stakeholders from around the world with knowledge on past, current and future variances of the leadership styles at Trojan Nickel Mine and how it has affected employee motivation. This will enable them to make informed decisions concerning their plan regarding the mine if there are any, for instance in terms of partnering and being employed by it.

### **1.11 Delimitations**

Although the research will refer to other cases, at the regional level and even at the international level that may be relevant to this study; the major focus of the research is on the relationship between leadership style and employee motivation at Trojan Nickel Mine; and between 2003 and 2021.

### **1.12 Limitations**

The researcher may face bias from some respondents as they may try to defend the profiles of their organisations during interviews. However, the researcher will elude this by using other methods of data collections such as documentary analysis and questionnaires. The respondents may be reluctant to be probed on some issues that surround the leadership styles in the organisation but the researcher will try to get more details through methods such as questionnaires and documentary analysis. Another challenge could be the Covid-19 pandemic which is likely to restrict the researcher in terms of movement and direct contact with key informants of the research. However, the researcher will resort to other indirect contact forms of gathering data such as email, online platforms such as Zoom, Google meet and Skype. The research will also make use of technology based data collection methods such as computer assisted telephone interviewing (CATI) and computer assisted personal interviewing (CAPI) including the use of telephone.

### **1.13 Ethics**

In the field of social research, where humans are involved, there are potential risks for those who choose to participate in the studies in question. In this way, the researcher will seek authorization from necessary authorities to conduct behaviour research on Trojan Nickel Mine, government institutions, non-governmental corporations, and even individuals in the state and non-state sectors. No information can be accrued without formal authorization in order that the researcher

may be in a function to acquire information from respondents lawfully and particularly without drawback or by any means.

The researcher can also explain the nature of the study, its purpose, and aims in a language that is familiar to each and every respondent who will be a part of the study. Participation in this study will be entirely optional, with the option of withdrawing at any time during the study's duration. It is possible that no respondent will be forced to participate in this study. Members will not be subjected to bodily or mental harm. The researcher will also protect the privacy, anonymity, and confidentiality of the participants in the study, particularly when evaluating statistics. Individual's names will not be mentioned in the presentation and analysis of data.

#### **1.14 Chapter summary**

The foregoing chapter was a presentation of the introductory segment of this research which aims to untangle the nexus between leadership styles and employee motivation in the mining industry, focusing on Trojan Nickel Mine. The chapter presented background information on the trajectory of changes that have transpired at the mine, the statement of the problem, the research objectives and questions of the research, the justification of the study and the significance of the study. The chapter also captured the assumptions, limitations and delimitations of the study. The chapter hence gave a detailed introductory segment of the research. The next chapter, which is chapter 2 presents the literature of the major concepts of the research. The chapter will be undertaken in order to map out the context within which the empirically based data of this study are situated.

### **Proposed Structure of the Project**

#### **Chapter 1: Introduction**

This chapter presents information about the background of the study, statement of the problem, assumptions of the study, purpose of the study, research objectives and research questions. The Significance of the study, limitations to the study and delimitations of the study are also presented in the first chapter.

#### **Chapter 2: Literature Review and Conceptual Framework**

This chapter will present information from different authorities relating to the phenomenon under study and it also focuses on the conceptual framework which is an examination and analysis of the theories that will inform the study. The focus is on existing academic works in order to map out the context within which empirical chapter of this research is situated.

### **Chapter 3: Research Methodology**

The chapter will examine the various procedures, methods, processes and techniques that will be used by the researcher in the collection and analysis of data that will be gathered during the course of the study.

### **Chapter 4: Data Presentation and Analysis**

The focus of this chapter is to present and analyse the major findings of the research.

### **Chapter 5: Conclusions and Recommendations**

The chapter aims to give a conclusion which is based on the entire research. It also presents the recommendations and implications for further research.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

The preceding chapter was the introductory segment of the research, which aims to investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine. It provided the foundation of the research in which the background setting, problem setting, the research questions and objectives, including the justification of the study are premised. Against such a backdrop, this chapter as an extension of the chapter aims to review literature. The focus is on existing academic works on leadership styles, employee motivation and the nexus between these variables. It is based on secondary data. The chapter hence answers questions on the effect of leadership style on employee motivation; the leadership styles that have been used to enhance employee motivation; the challenges to overcoming the leadership styles and the best leadership styles that can be used to enhance employee motivation in an organisation. The chapter also presents the conceptual framework which is based on the proposition of the study, the latter being informed by literature. The chapter hence aims to provide the theoretically informed data of the study. The chapter is undertaken in order to map out the context within which the empirically based data of this study is situated.

#### **2.2 Conceptualising Literature Review in this research**

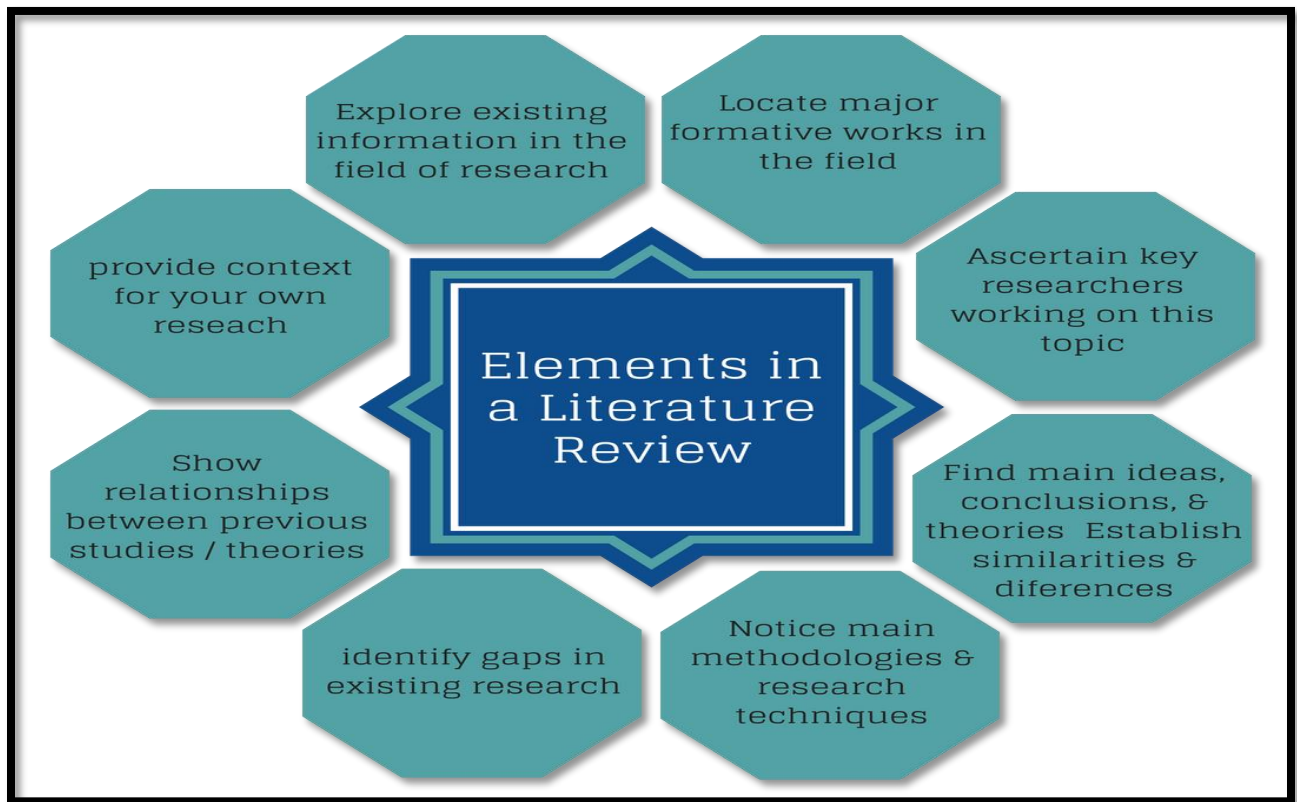
According to Boole and Beile (2018), a literature review is a systematic identification, synthesis, analysis, and summary of written material that contains information on the research topic that involves systematic identification, synthesis, analysis, and summary of written material that contains information on the research topic. In this same regard, Yin (2009) notes that a review of literature is a critical and in-depth appraisal of prior research. In the context of this research a review is the summary and description of theoretical data on leadership styles and employee motivation including the dimensions and nexus of the variables in different contexts. Smith (2018) notes that a literature review allows anyone reading the paper to understand why one is conducting particular research and in this research the aim is to ascertain the effect of leadership style on employee motivation.

A solid literature review clarifies the rationale for choosing a certain research question. According to Galvan (2006), a literature review focuses on a specific topic of interest to the researcher and includes a critical study of the relationships between other works as well as linking this research to the current work. As a result, the primary goal of the literature review is to help the study gain a better knowledge of leadership styles and employee motivation and the lacuna upon which the empirical data of this study will fill.

### 2.2.1 Purpose of Literature Review on leadership style and employee motivation

According to Shuttleworth (2009) and Smith (2011), one of the advantages of conducting a literature review is learning how others have defined and quantified crucial concepts. The researcher can use a literature review to come up with new research ideas and place the work in context as can be noted in figure 2.1 below.

**Figure 2.1 Elements of the Literature Review**



Source: University of South Carolina (2019)

Based on the factors that can be noted in the figure above, it is important to note that a reveal of literature in this study will explore the existing information on leadership style and employee motivation with the overall role of identifying gaps upon which this study will augment and compliment. This hence will allow the researcher to contribute to the field by advancing research. Reviewing the literature will allow the researcher to examine what has come before, as well as what has worked and what has not worked for other researchers (ibid). As a result, a literature review will assist the researcher in demonstrating awareness of and capacity to critically evaluate research in the subject, as well as providing evidence to support own conclusions. This is critical in the development of relevant theories that inform the study and the methodologies suitable for the nature of research to be conducted by the researcher.

### **2.3 A Conceptualisation of Leadership style**

The need to understand the concept of leadership style requires one to have an understanding of the term leadership. In the 1950's, renowned leadership theorist, Stogdill, captured what is considered an accurate definition of leadership: "... the process of influencing the activities of an organized group in efforts towards goal setting and goal achievement" (Stogdill, 1974 cited in Briggs, 2019). As such Kith (2020) notes that leadership is a process by which a person influences others to accomplish an objective and directs the organisation to make it cohesive and coherent. It is the ability to build confidence and zeal among people and create an urge to be led (Kenman, 2020). Similarly, Kerry (2019) asserts that leadership inspires confidence and support among group members to achieve the organisational goals. Kark (2017) is of the view that leadership is the process by which an executive imaginatively directs, guides and influences the work of others in choosing and attaining specified goals, by mediating between individuals and the organisation in a manner that both obtain maximum satisfaction. Dynamic and effective leadership leads an organisation towards success. In the context of Trojan Nickel Mine, leadership has been dynamic and has utilised various principles in the need for effectiveness in the organisation. The leadership styles employed at Trojan Nickel Mine were meant to have an impact on the human resources of the organisation.

Based on such definitions, leadership style hence refers to a leader's characteristic behaviours when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change. They can also motivate others to perform, create, and innovate (Kerry, 2019). Kaleem et. al (2018) on the same notes that leadership style within an organisational setting is related to the administration of a certain institution which simply alludes to the capacity of one individual to impact others and to change their conduct towards accomplishing a common objective. Kith (2021) on the same note states leadership style ought to be viewed from a myriad of perspectives which include but not limited to being ready to inspire and coordinate others; taking obligation regarding the heading and activities of a group; setting targets; organizing and rousing others; taking the initiative; persevering when things are not working out; taking an inspirational state of mind to disappointment/disappointment and accepting obligation regarding botches/wrong choices.

It is important to note that leadership has changed in response to the change in shareholding. The transition has been Anglo American prior to 2002, pan Africanism under Mwana Africa in 2006, Chinese as ASA resources and the local investors as SOTIC. The different leadership styles and cultures brought about by change in individuals has had both negative and positive impacts on the motivation of employees. The analysis of Kith (2021) is also shared by Kenman (2020) who asserts that leadership and leadership style revolves around being adaptable which entails being arranged to adjust objectives in the light of evolving circumstances. These are hence the factors that make an organization yet it is not being seen within the context of Trojan Nickel Mine. Kaleem et. al (2018) state that there are various initiative styles which pioneers follow in any expert association, contingent upon the division and circumstance. In this regard, a decent pioneer will utilize an assortment of styles of initiative as per the circumstance while awful pioneers tend to fall into only one style (ibid). The analysis by Kaleem et. al (2018) which is cemented by Kith (2021) simply reveals that leadership can fall into various categories.

#### **2.4 The categories of Leadership style**

Leadership style is a leader's method of providing direction, implementing plans, and motivating people and has been noted in the foregoing based on Kith (2021)'s text, leadership falls into various categories. Thus, various authors have proposed identifying many different leadership styles as exhibited by leaders in the political, business or other fields. Different theories exist to explain

leadership type. The following section is hence an attempt to discuss some of the leaderships that are applied in organisational settings.

### **2.4.1 Autocratic leadership**

One of the methods used at an organisational level by various authorities is autocratic leadership. This is also known as the boss (Kith, 2021). Kaleem et. al (2018) on this type of leadership style notes that it revolves around unequivocal initiatives and choices being taken rapidly and halfway by one individual. According to Kark (2017) autocratic leaders, also known as authoritarian leaders, generally have all the power, authority, and responsibility in an organization hence there is rarely input or decision-making on the part of team or group members; instead, team members are tasked with implementing the leader's decisions and choices. Kaleem (2018) buttressing the ideas of Kark (2017) states that the choices under the autocratic leadership style seem to be directions for others to accomplish a general point. In explaining how this leadership style works, Kith (2021) likens it to a military set-up where he notes that in the military, dictatorial initiative conveys commands and the group believes the pioneer without inquiry.

Consequently, autocratic leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done (Cherry, 2019). It hence is a style of leadership that is strongly focused on both command by the leader and control of the followers and there is also a clear division between the leader and the members (Cherry, 2019; Kaleem, 2018). In a research by Levy (2018) on leadership styles in three organisations in the Western Cape Province, the study established that authoritarian leaders make decisions independently, with little or no input from the rest of the group hence practically zero interviews happen with the group with this style. Such sentiments are also shared by Kith (2020) who noted that researchers found that decision-making was less creative under authoritarian leadership but it is a leadership type that is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. In the context of Trojan Nickel Mine such an approach has been used when the situation calls for rapid decisions and decisive actions and is more prevalent in managing underground employees where direction and instructions are downloaded to the employees often through written instructions as Standard Task procedures (STPs) and Work Instructions (WI). However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader which has impacted on employee motivation in

the mine. Levy (2018) on this notes that this type of leadership is generally very rigid, has many pitfalls for example communication may be flawed or lacking, and workers may feel demoralized as can be noted in the context of Trojan Nickel Mine. There is a tendency by those under the leadership of the autocratic leader to wait for instruction on the next steps. Decisions that can be often made at team level like scheduling planned maintenance of equipment are often left to the leader. The opinions of junior engineers and operators are often neglected and this leaves them feeling nothing short of machine drivers.

#### **2.4.2 Democratic Leadership (All-Inclusive)**

Democratic leadership is also known as participative leadership (Levy, 2018). In the case of democratic leadership, all or most group members are able to participate in decision-making processes (Kith, 2020). Some leaders within the mine have been accustomed to this type of leadership where equality was emphasized, discussions, corroboration and flow of ideas are prevalent. The leaders that have exercised this approach at Trojan Nickel Mine were seen to offer support and guidance to group members. Not only did the teams led by democratic leaders thrive but they also became successful entities without issues of succession planning. Kaleem et. al (2018) on this type of leadership state that this style of authority depends on the group being counselled and their feelings being esteemed. Thus, the pioneer might ask for information from colleagues as he/she regards their specialized ability, and obliges them to settle on the most ideal choice. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group, (Cherry 2019). Fair administration can be a test when there are solid identities in the gathering. Here the pioneer needs to make it clear they will take a definitive choice.

All things considered, this authority style is comprehensive in its inclination and in that capacity, destined to bring the group through testing times, as the greater part will have concurred the game-plan (Kaleem et. al, 2018). Lewin (2020) in a research on the most effective leadership style at an organisational in the context of European Union Countries stated that participative leaders encourage group members to participate, but retain the final say in the decision-making process. The same views are also shared by Kith (2020) on a research on leadership styles on institutions of higher learning in India. The research established that democratic leadership is typically the

most effective leadership style as the group members feel engaged in the process and are more motivated and creative. It hence encourages creativity, emphasizes fairness, and values intelligence and honesty—there are some potential drawbacks (ibid).

Leaders demonstrating this style of leadership at Trojan Nickel Mine, decentralize power and often consult and engage with their subordinates to come up with a plan and procedures to execute the plan without use of force or intimidation. The leaders in this case are viewed as mediators of the plan. Kith (2020) on this also states that the leader urges cooperation in choice making and heads those subordinates mostly through influence and example rather than opposed fear and force. McGregor labels this style as 'principle Y'. In this way the employees feel that management is interested in them, additionally in their thoughts and suggestions. They will, therefore, put their suggestions for change. Favourable circumstances to democratic are higher inspiration and will enhance morale. Kith (2020) states that roles may be less well defined, which could create communication problems and failures. While elements of such a leadership style can be seen in the Trojan Nickel Mine it is important to note that some group members, typically those with less experience, have been less willing or able to contribute, or feel that their contributions are not as valued as others are which creates tension and impacts on the overall performance of the organisation. Based on the standpoints and views of various scholars extracted from texts and an analysis of Trojan Nickel Mine, it is plausible to argue that the democratic leadership style is one of the most important leadership styles that often brings the best results and creativity within an organisation but is difficult to employ.

#### **2.4.3 Laissez-faire or Free-rein Leadership**

Also known as the chilled-out or delegative leadership, this initiative style is frequently connected when the group is extremely fit, very much inspired and composed (Kaleem at al, 2018). Less impedance and decreased direct guideline is ordinary with this initiative style. In this leadership style Cherry (2019) states that employees of laissez-faire leaders have a high degree of autonomy and leaders maintain a hands-off approach to managing workers, providing them with the tools they need to do their job without being directly involved in decision-making processes, daily tasks, and responsibilities. However, these leaders still take responsibility for the company's decisions, even though the power to make these decisions rests in the hands of the employees (Kith, 2020). Delegative leaders offer little or no guidance to group members and leave the decision-making up

to group members (Cherry, 2019). According to Kaleem et. al (2018) the free-rein leadership avoids energy and obligation, also takes a least activity for organization and the leader provides for no bearing and permits the group to build its own objectives and resolve its own issues. Kith (2020) in a research on firms in India concludes that the leader plays the least role and his idea may be that every part of the assembly when left to them will set onward as much best exert and the most extreme.

While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation. Supported by Lewin (2020), this leadership style at Trojan Nickel Mine can be seen in the leaders subordinates that lack direction, who blame each other for mistakes, refuse to accept personal responsibility, make less progress, and produce less work. However, Cherry (2019) notes that the laissez-faire leadership style can be successful when employees are skilled in the nature of the work and motivated to succeed and do their jobs well. Workers under this leadership at Trojan Nickel Mine enjoy independence, which may have been appealing to many employees. This type of leadership also has negative consequences when the leader is uninvolved or takes a passive approach to working with employees who need more guidance (ibid).

Some issues within Trojan Nickel Mine on lack of unity and cohesion in groups or teams, and failure of projects can be attributed to some extent to this leadership style. Kaleem et. al (2018) also notes that depending on great collaboration, exceptionally motivational and helpful inventive thoughts are produced. A case in point would be how the leadership style clears up everybody's parts and obligations. Based on the analysis that has been provided in the foregoing, one can argue that the laissez-faire leadership style's success depends on the organisation and how the leaders approach the objectives set by the organisation. Within the context of Trojan Nickel Mine, this leadership style has been considered to be chilling and flippant and has prompted high staff turnover. The leadership style has genuine confinements for learning based or inventive work. Thus, colleagues can frequently do little to enhance their employment satisfaction as noted by Cherry (2019).

#### **2.4.4 Transformational Leadership**

Briggs (2020) notes that transformational leadership is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company. Transactional leadership, is also known as managerial leadership, focuses on the role of supervision, organization, and group performance (Kin, 2019). Traits of such a system can be noted at Trojan Nickel Mine. A few leaders who have implemented this style focus on specific tasks and use rewards to motivate followers. Good performance has been awarded by increased performance bonuses monthly while punishments have been effected in working extra hour's disciplinary hearings and reprimands. Kaleem et. al (2018) notes that the transformational leadership style is one of the most implemented styles in that it has integrity, defines clear goals, encourages clear steps to communication and is expressive. Kith (2020) on this notes that this style of leadership encourages, motivates and supports employees, often involves recognizing and rewarding people for their good work.

This type of leader inspires their team to work together towards a common target. Transformational leaders combine the best practices and are leaders who are trusted and can motivate others. In practice they are supported by transactional leaders who work as managers, making sure tasks are completed and achieved (Cherry, 2019). This is the leadership style often used in the retail industry where branches are given rewards or punishment based on performance. In a research on the applicability of the leadership style by Kwenda (2021) in the context of OK Zimbabwe, the researcher noted that rewards can be hampers for employees and punishment can come in form of extended working hours though this has been difficult in these covid-19 times. The changes in leadership that have been brought about by shareholder changes has brought a dynamic in the way employees are managed. The past eighteen years have be characterized by culture shocks which has made this type of leadership more prevalent within Trojan Nickel Mine. However, in an organisational setting managers accomplish changes through this approach by setting an example at the executive level through a strong sense of corporate culture, employee ownership and independence in the workplace (Kith, 2020)

As such, transformational leaders inspire and motivate their workforce without micromanaging — they trust trained employees to take authority over decisions in their assigned jobs (Briggs, 2020). It is a management style that is designed to give employees more room to be creative, look to the future and find new solutions to old problems (ibid). In this leadership approach, employees on

the leadership track will also be prepared to become transformational leaders themselves through mentorship and training. Northouse (2001) notes that to use this approach in the workforce, one must first understand exactly what transformational leadership is. In the simplest terms, transformational leadership is a process that changes and transforms individuals. In other words, transformational leadership is the ability to get people to want to change, to improve, and to be led. It involves assessing associates' motives, satisfying their needs, and valuing them.

Winston (2017) notes that there are four factors to transformational leadership, (also known as the “four I’s”) viz. idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. While *idealized influence* describes managers who are exemplary role models for associates; *inspirational motivation* describes managers who motivate associates to commit to the vision of the organization (ibid). Regarding the former Briggs (2020) notes that managers with idealized influence can be trusted and respected by associates to make good decisions for the organization and in interpreting the latter the scholar notes that managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization.

At the same time *intellectual stimulation* describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group (Winston, 2017). In this, managers with intellectual stimulation promote critical thinking and problem solving in an effort to make the organization better. The factor is *individual consideration* which describes managers who act as coaches and advisors to the associates (ibid). Transformational leaders within Trojan Nickel Mine have been leaders who have led by example, implementing changes while leading from the front. They have been motivational during times of crisis especially during the shareholder change from Mwana Africa to ASA resources where encouragement to soldier on despite the challenges faced was crucial. Some leaders have displayed intellectual simulation in having groups that fostered thinking outside the box. Transformational leadership led to the restructuring and remodeling of the underground mine activities thus extending life of mine. Teams were formed to analyse the mine plan and scheduling of mining activities. Endurance, perseverance and consistency were the key pillars for the leaders who exercise this leadership style at Trojan Nickel Mine. It was the calmness and resolve during crises, staged demonstrations and dry coffers that employees and subordinates drew strength from the leader.

### **2.4.5 Transactional leadership**

Bridges (2020) notes that transactional leadership emphasizes results, stays within the existing structure of an organization and measures success according to that organization's system of rewards and penalties. Transactional leaders are expected to do the following:

- Set goals and give specific direction about what they demand from the employee and how they may be rewarded for their efforts.
- Provide productive feedback on performance.
- Focus on increasing the efficiency of established routines and procedures and show concern for following existing rules rather than making changes.
- Establish and standardize practices that will help the organization become efficient and productive.
- Respond to deviations from expected outcomes and identify corrective actions to improve performance.

Based on information in the foregoing, transactional leadership at Trojan Nickel Mine has been displayed in leaders who have rigid expectations, who conform to certain rules and standards, mostly fixated on the attainment of results like tonnes of nickel produced, accidents recorded. The leaders are strict on the way that objectives are met through religious observance of laid down procedures. The problem observed at Trojan Nickel Mine with transactional leadership is the inefficiency associated, inflexibility, resistance to change, short-term focus, favor structured policies and procedures that thrive on following rules and doing things correctly. This is also buttressed by Simpson (2017). Transactional leadership focuses on results, conforms to the existing structure of an organization and measures success according to that organization's system of rewards and penalties (Kindy, 2017). Such sentiments are also shared by Cherry (2019) who notes that transactional leadership style views the leader-follower relationship as a transaction and hence by accepting a position as a member of the group, the individual has agreed to obey the leader. In most situations, this involves the employer-employee relationship, and the transaction focuses on the follower completing required tasks in exchange for monetary compensation and at times promotion with rewards and penalties attached to the relationship (ibid).

Transactional leaders have formal authority and positions of responsibility in an organization. This type of leader is responsible for maintaining routine by managing individual performance and facilitating group performance. According to Simpson (2017) this type of leader sets the criteria for their workers according to previously defined requirements. Quarterly performance appraisals are used to evaluate the employee performance at Trojan Nickel Mine. Transactional leaders are more concerned about the performance of subordinates and work best with employees who know their jobs and are motivated by the reward-penalty system. Leaders utilizing this style have been effective in maintaining the status quo of Trojan Nickel Mine and have resulted in tensions between the managers and their subordinates.

Transactional leaders differ from charismatic and transformational leaders in both structure and method. Whereas the charismatic leaders in Trojan Nickel Mine focused on influencing a group to make the world a better place, transactional leadership emphasized on managing the performance of the individual and determining how well he or she performs in a structured environment. Simply put, transactional is a ‘telling’ leadership style, and transformational is a ‘selling’ style (Briggs, 2020). The transactional leaders at Trojan have been those that push towards meeting the target or achieving the goal featuring positive and negative reinforcement, whereas transformational leadership emphasized motivation and inspiration. Transactional leaders are reactive; transformational leaders are proactive.

Transactional leadership appeals to the self-interest of individuals, while the transformational style prioritizes group progress. From these differences, one can note that a transactional leader is someone who values order and structure (Kindy, 2017). They are likely to command military operations, manage large corporations, or lead international projects that require rules and regulations to complete objectives on time or move people and supplies in an organized way. Transactional leaders are not a good fit for places where creativity and innovative ideas are valued. Transactional leadership is most often compared to transformational leadership (ibid). Based on the information that has been provided in the foregoing, it is important to note that transactional leadership depends on self-motivated people who work well in a structured, directed environment. By contrast, transformational leadership seeks to motivate and inspire workers, choosing to influence rather than direct others.

## **2.5 Situational and Supportive leadership**

According to Cherry (2019) situational theories of leadership stress the significant influence of the environment and the situation on leadership. Hersey and Blanchard's leadership styles is one of the best-known situational theories. First published in 1969, this model describes four primary styles of leadership, including:

- **Telling:** Telling people what to do
- **Selling:** Convincing followers to buy into their ideas and messages
- **Participating:** Allowing group members to take a more active role in the decision-making process
- **Delegating:** Taking a hands-off approach to leadership and allowing group members to make the majority of decisions

Later, Blanchard expanded upon the original Hersey and Blanchard model to emphasize how the developmental and skill level of learners influences the style that should be used by leaders. Blanchard's SLII leadership styles model also described four different leading styles:

- **Directing:** Giving orders and expecting obedience, but offering little guidance and assistance
- **Coaching:** Giving lots of orders, but also lots of support
- **Supporting:** Offering plenty of help, but very little direction
- **Delegating:** Offering little direction or support

This style is often related to supportive leaders who delegate and assign tasks to employees, but also provide employees with the skills needed to complete the task. According to Kith (2020) leaders work through problems and issues with employees and offer a high degree of attention and coaching on an as-needed basis. The employee maintains autonomy, but the supportive leader will step in and work through issues and problems with the employee as they arise (Cherry, 2019). In this way Briggs (2020) argues that supportive leaders tend to have compassion and are respectful to their employees. In turn, employees feel valued and empowered. However, supportive leadership can have some pitfalls, for instance, a supportive leader may lose recognition as a

manager if she only steps in when problems arise and be less involved in the overall workflow and realization of the organization's goals.

## **2.6 Understanding Employee Motivation**

The understanding of employee motivation can be based on a comprehension of the term motivation in which Saari & Judge (2004) cited in Kith (2021) defined motivation as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Certin (2020) on the same note stipulates that motivation is derived from the Latin word, "movere" which literally means movement. In this the scholar notes that all the definitions that one would read in books or in a dictionary relate to the fact that motivation is behaviour and one needs to channelize this behaviour in order to achieve desired goals and results. Such definitions in the context of employee motivation draws attention to two aspects, in particular, namely the emotional attachment an employee has to their job, and the deliberate review of an employee's work by the employer. According to Briggs (2020), motivation can be understood as cognitive decision making in which the intention is to make the behavior that is aimed at achieving a certain goal through initiation and monitoring. Contextualising this to the work environment and setting, Beals (2019) states that at work places, reviews are done using appraisals and appraisals at work have predetermined standards, and their outcome may provoke an emotional reaction in the employee, and this reaction will determine how satisfied or dissatisfied an employee is.

Millier (2016) states that employee motivation is defined as the enthusiasm, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. As a result, employee motivation is all about how engaged and empowered an employee feels in relation to the organization's goals (Kith, 2020). Employee motivation, according to Beals (2019), is the amount of enthusiasm, devotion, and inventiveness that employees bring to their professions. Finding strategies to encourage employees is always a management priority, regardless of whether the economy is growing or shrinking. Employees who are motivated are an asset to an organization and are directly proportionate to its success. Motivation is intangible, difficult to measure, and tough to control, but it is quite simple to facilitate when done correctly. It's all about focus, determination, and perseverance (Beals, 2019).

According to Davidson (2018), there are two sorts of motivation: intrinsic and extrinsic motivation. Intrinsic motivation refers to a person's motivation coming from inside (ibid). According to Smith (2014), it is a circumstance in which an individual wants to do well at work because the results are consistent with his or her belief system. As a result, an individual's deep-seated beliefs are frequently the most powerful motivators. Acceptance, curiosity, honour, and a desire to succeed are all characteristics shared by such people. Extrinsic motivation, on the other hand, refers to when an individual's motivation is fuelled by external sources such as rewards and recognition (Beals, 2019). Some people may never be internally driven at work, and only external incentive will help them complete their job. Madison (2017) found that extrinsic rewards might occasionally enhance a person's readiness to learn a new skill set in her research on employee motivation in the United States of America. As a result, incentives such as bonuses, benefits, and prizes can motivate employees or provide concrete feedback.

Motivation is important in all businesses, whether private or public, because it drives people to achieve their own objectives, corporate goals, and, to some extent, national dreams (Beals, 2019). As a result, people in an organization require a lot of motivation to be productive, and management or leadership style plays a big part in that (Millier, 2016). Certin (2020) and Briggs (2020) agree that financial incentives aren't the only way to motivate people; non-monetary incentives can also be employed to get the most out of them. Beals (2019) adds to this by adding that, while individuals have expectations, it is the role of leadership to establish and align with theories that are appropriate for bringing job happiness to their employees. In this regard, leadership style becomes a factor upon which management can enhance employee motivation.

## **2.7 Employee Motivation measurements**

There are various variables that can be used to measure employee motivation. Lankinen (2021) identifies six key employee motivation indicators. Accordingly, the first factor has to do with managers monitoring the sudden changes in days working from home. The author states that there is nothing wrong with employees working from home but leaders in an organisation should look for a sudden change in patterns by asking questions on has the number of days working from home for a given employee significantly increased over a short period, without any explanation? Taking cognizance of the COVID-19 pandemic which has shaken everything, and in which remote work has become the new norm for quite many workers around the world, Lankinen (2021) states that

leaders should still keep an eye on where employees decide to spend their time. For instance, an employee who used to come to the office a couple of days a week suddenly increasing their number of days worked from home might indicate issues in the team spirit, tension with other co-workers or, worse, early signs of burnout.

The second factor in the six indicators of employee motivation is to monitor unexplained absences. In this, Lankinen (2021) states that another sign of an ailing atmosphere in the organisation is an increase in the absence rate. The author states that, if the infamous influenza season was taken out of the picture and COVID-19 related leaves, an increase in the number of absences should raise red flags for the Human Resources teams. Thirdly, the author states that leaders should keep an eye on short(er) days where the question ‘are employees regularly working fewer hours than their employment contract dictates?’ is central. If the answer is yes, it could be that they manage their time exceptionally well and can complete tasks well in advance. If, however, productivity cannot explain an increase in shorter days, it could be another reason to worry about their overall motivation, especially if the following three metrics also start indicating a downward spiral. The fourth factor worth considering is to evaluate outputs and beware of carelessness. In this, it is plausible to note that happy and committed employees are likely to plough through every last detail and deliver only their finest work. But the opposite is also possible. The fifth factor is for managers to look for antisocial behaviour as people who lack motivation are likely to put in less energy while the last factor is to ascertain the unwillingness to take responsibility or accept new projects by employees. Highly motivated employees will jump into new assignments and give their absolute best to deliver projects on time and exceed customers’ expectations. On the other hand, demotivated employees might shy away from their responsibilities (ibid). Thus, these factors can

In the same manner, Dowd (2020) proposes three factors which can be used to measure employee motivation. The first part of call in Dowd’s analysis is that morale and productivity suffer when motivated employees go unrecognized and low performers are not held accountable. As such, measuring motivation in the workplace is most effectively done with the help of human resource metrics. Dowd (2020) notes that using unbiased, objective data ensures that employees are fairly evaluated on their actual job performance. Inviting feedback from employees can measure current levels of motivation and may suggest ways of sparking motivation to the extent to which

employees are motivated at an organisational level. The analysis of Dowd (2020) is in line with the analysis by Alloe (2019) who notes that the Key Performance Indicators (KPIs) to employee motivation revolve around the use of short surveys at an organisation which enables leadership to receive direct feedback immediately. Annual reviews are also important according to the scholar. Thus, annual reviews and surveys are both ineffective in getting quick and accurate feedback from employees. These KPIs are based on questions hence the author warns that instead of asking many questions at once, ask a few relevant questions frequently, analyse the actionable data and execute it. In giving an example the author notes that one can divide 50 questions in an annual survey into categories such as transparency, management accessibility, general job satisfaction, and so forth. In the same way Davidson (2020) states that the KPIs of employee motivation are energy levels; employee commitment; innovation and creativity; an enthusiastic feeling for employees creating a workable environment for employees at the organisation and the desire and energy that makes people continually interested and committed to a job (employee retention). What can be derived from these scholarly views is that employee motivation can be measured based on observation, through a survey and through the production levels at a particular time.

## **2.8 Employee motivation and leadership styles: Empirical Studies**

Leadership is critical to the ongoing success of organizations in every sector of today's competitive global business markets. Leadership styles have significant effects not only in small businesses, but also in the world's largest corporations (Davidson, 2020). Without strong leadership, organizations in the private sector and public sector are susceptible to stagnating and losing credibility and profitability. According to Briggs (2019) in study on Latin American firms who deal with internet service provision; leadership in many organizations is preoccupied with the need to motivate employees for enhanced performances. Without findings measures to enhance performance, Briggs concludes that overall organizational performance is affected.

In a similar study by Cheng (2015) in the context of East Asian Countries, the researcher concludes that that finding ways to motivate employees to work at a higher level of productivity is a challenge among rapidly emerging government-controlled industries (Cheng, 2015). In countries such Taiwan, South Korea and Singapore, states that have used the developmental state model to develop, employee motivation has been based on coercion. There are different definitions and

views on the nature of leadership in the literature over the years. Briggs (2019) states that “researchers usually define leadership according to their individual perspectives and aspects of the phenomenon of most interest to them”. Finding one specific definition of leadership is a very complex task as studies on the topic are wide and varied and there is no generally accepted definition (Bass, 1985). Generally, leadership involves influencing other individuals to act towards the attainment of a goal or goals.

In their study of organizations in the context of Latin American countries namely Brazil, Argentina and Peru; Tosi, Rizzo and Merol (2020) cited in Davidson (2020) concluded that motivation is a crucial determinant factor in any human activity and its importance is twofold viz. it enhances employee performance and; influences organizational performance. Lawler (2017) after a study of Internet Service Providers organizations in 16 European countries argued that motivation serves as a catalyst and makes it possible for attainment of tremendous employee productivity and operational efficiency. Buttressing such views and in the context of Ghana, Fenuke (2019) states that the main purpose of motivation at the workplace is to minimize dissatisfaction and to keep people within the organisation and it is highly based on the leadership culture that organisations establish. Field (2019) suggest that leadership style and freedom given to employees are crucial in motivating employees

Fenuke (2019) states that since new companies and businesses are blossoming, new technologies constantly developing and the knowledge and perception of how much employees actually mean to organisations are getting greater every day; most companies are looking for the right expertise in different areas, and company leaders that create a conducive environment that leads to production. Therefore, changes within companies in terms of ownership, leadership and employees keep on changing in different organisations. According to Lawler (2017) the goal has been to establish an environment that lessens the lack of motivation and reduced interest in productivity among employees which is contributed by internal factors.

In his study of firms in South Africa, Lawler (2017) states that motivation is the process that initiates, guides, and maintains goal-oriented behaviors. He established in today’s world, there is a lot of focus on the importance of leadership behavior and style to the operations of organizations (Fenuke, 2019). Leaders and managers hence play an important role in creating an atmosphere and culture of enthusiasm and productivity among the employees that help them do what they need to

do (Davidson, 2020). Field (2019) notes that companies today are forced to function in a world full of change and complexity, and it is more important now than before to not only to have the right employees in order to survive the surrounding competition but to also utilize the best leadership style for employee motivation. Consequently, the key challenge for modern organizations is to understand the strong influence of organizational culture on leadership styles and its direct and indirect effects on individual members of organizations (Davidson, 2020; Fenuke, 2019 and Field, 2019).

## **2.9 Theoretical Framework**

Theoretical frameworks are crucial because they help to ensure that research topics are addressed. One of the management theories' hypothetical basis informs this research. Management theories, according to Hermish (2011), are a collection of beliefs that offer broad norms for managing an organization or corporation. As a result, management theories focus on how managers apply methods to achieve corporate goals and drive individuals to perform at their best. Typically, executives combine ideas from many management theories to create a strategy that best suits their workforce and corporate culture. Despite the fact that many management theories were developed centuries ago, they nonetheless provide many useful frameworks for leading teams and running enterprises today. According to Alenso (2012), understanding and executing management theories' best practices will help you be more effective in leading your team to success. Many of these theories gave rise to the leadership styles that are now routinely employed to steer and grow organizations, and you may pick and choose which ones will work best for you and your team. Against this background this research is informed by the scientific management theory. Against such a background this study is informed by two main theories of organizational management viz. the human relations theory and the behavioral management theory. This rationale behind opting for two theories in this study is to establish the need for a holistic approach in leadership to encourage employee motivation.

The first theory used to inform this study is the behavioral management theory which is often called the human relations movement because it addresses the human dimension of work (Lenon, 2018). According to Brings (2027) the behavioral theorists believed that a better understanding of

human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity. The Behavioral Theory of Management, often referred to as Neo-Classical Management Theory, focuses upon individual behavior, motivations, and social interactions. This theory is used in the context that understanding factors that motivate employees at Trojan Nickel Mine can be important for the organization's productivity. This hence includes understanding the employee's expectations, group dynamics and issues of conflict in the mine. At the center of the theory is the need for social interactions which are critical in establishing the best approach that can be applied in managing a firm.

The primary contributors to Human Relations Theory are Elton Mayo who is best known for his contribution to human relationships management through the Hawthorne experiments and Mary Parker Follet who introduced the concept of de-personalized authority and responsibility. They also advocated for the integration of decision making through communication channels. As noted by Lenon (2018), the theorists who contributed to this school viewed employees as individuals, resources, and assets to be developed and worked with — not as machines, as in the past. Several individuals and experiments contributed to this theory. Perhaps Elton Mayo's contributions are critical in this study. The Behavioral approach was a reaction to the short-comings of classical management theory that focused on individual productivity and through efficiency and organizational structure. These approaches failed to adequately account for the human aspects of organizational performance. Such factors reveal that the Behavioral Management Theory can be broken into two major theories viz.

- Human Relations Theory
- Behavioral Science Theory

### **2.9.1 The Human Relations Theory and Leadership styles in Trojan Nickel Mine**

The Human Relations Theory focuses specifically on the individual's needs and resultant behaviors of individuals and groups (Argy, 2018). It thus takes an interpersonal approach to managing human beings. It presents the organization as made up of formal and informal elements. It is of paramount importance to note that the Trojan Nickel Mine can be viewed in this manner.

It has formal and informal elements. In the context of the mine the formal elements of an organization are its structure and the informal aspects of the organization include the interactions between individuals. In this way, the mine is viewed in accordance with the Human Relations Theory as a type of social system.

According to Pareti (2008) the Human Relations Theory notes that the social system should be managed to create individual job satisfaction and the resultant motivation of the individual. This hence entails that the management of the informal structure in the mine is also crucial. As was noted in the problem statement and even in the results of the study; the social system is poorly managed at the mine which hence calls on a consideration of the solutions to management noted in the theory. It is important to note that without proper management of the social system in an organization, it is possible that worker performance is likely to be affected (Argy, 2018). The Human Relations Theory places much emphasis on how individuals interact within groups and the result of group behavior and performance. Therefore, the Human Relations Theory is based six basic propositions described below:

Firstly is the need to focus on people, rather than upon machines or economics. According to Pareti (2008) failure to focus on people results in lower employee motivation. Perhaps this factor explains the failures attached to struggles of the Trojan Nickel Mine in which employees have played second fiddle to machines and economics which impacted on their motivation. The second proposition is that the organizational environment is not an organized social context. In this, Argy (2018) argues if emphasis is placed on the organization's structure rather than social interactions, conflicts are bound to emerge between the leadership and the employees. This hence can be noted in the context of Trojan Nickel Mine which has been affected by fights between top management and the employees. This has affected issues of creation and initiation at the mine. This hence is attached to the third proposition which states that human relations are important in motivating people. As such in the mine, there is less link between the top brass management players and those in the lower echelons in the mine which has impacted negatively on employee motivation.

The fourth proposition states that motivation depends upon teamwork, requiring coordination and cooperation of individuals involved (ibid). It is critical to note that because the social system at the mine is broken, cooperation is being forced at the mine. In fact teamwork has hence been affected

as seen by the lack of creativeness in various departments. This has hence affected the fifth proposition noted in the theory which states that human relations within teams must fulfill both individual and organizational objectives simultaneously (Smith, 2019). The sixth proposition is that individuals and organizations desire efficiency by achieving maximum results with minimum inputs (ibid). It hence can be argued that central to the understanding of Human Relations theory is the concept of individual motivation.

### **2.9.2 Behavioral Science Theory**

Behavioral Science Theory combines elements of psychology, sociology, and anthropology to provide a scientific basis for understanding employee behavior. It examines why employees are motivated by specific factors, such as social needs, conflicts, and self-actualization. It recognizes individuality and the need for managers to be sociable. The behavioral approach is unique from the human relations theory in that it emphasizes leadership as a determining factor in management success. This theory is hence important in the context of this study as the central assumption the study's central thrust is to unpack the centrality of leadership styles to employee motivation.

According to Rowe (2017) the Behavioral Science Theory presents an increased focus on group relationships and group behavior in organizational effectiveness. The objective of behavioral science is the ability to predict future employee behaviors. Therefore, the main propositions of the behavioral science approach can be summarized as under.

An organization is a socio-technical system. Thus, the interpersonal or group behavior of people in the organization is influenced by a wide range of factors. Smith (2019) argues that leadership style is important in an organizational setting as it affects people's behaviors. Since the goals of the organization are to be harmonized with an understanding of the human needs; it needs to be noted leadership styles become important in an organization. However, in the context of the Trojan Nickel Mine; the harmonization that takes into account the employee's needs has been lacking. In such a scenario, the Behavioral Science Theory argues that the multitude of attitudes, perceptions, and values that can be prevalent amongst employees are negative which impacts on their contributions to the organization. These characterize their behavior and influence their performance as in the case of the Trojan Nickel Mine.

In order to fully establish the link between management leadership theories noted above and management style at Trojan Nickel Mine the study also used the organizational dimensions which addresses a framework based on seven variables *viz.* motivation, communication, interaction, decision making, goal setting, control, and performance. This study considers two factors which characterize leadership styles at the mine. These are:

1. Exploitative - This is a highly task-oriented management style. It is authoritative where power and direction come from the top downwards. Managers employ threats and punishment. This is one of the measures that has been used at the mine. Communication is generally poor and teamwork is rare. Individual productivity is generally low to medium. This environment is best for the Rational Economic Man.
2. Benevolent - authoritative is similar to the above but allows some upward opportunities for consultation and some delegation. Rewards may be available as well as threats. Again, leadership styles at Trojan Nickel Mine use such an approach. Productivity has been typically fair to good but at the cost of considerable absenteeism and turnover.

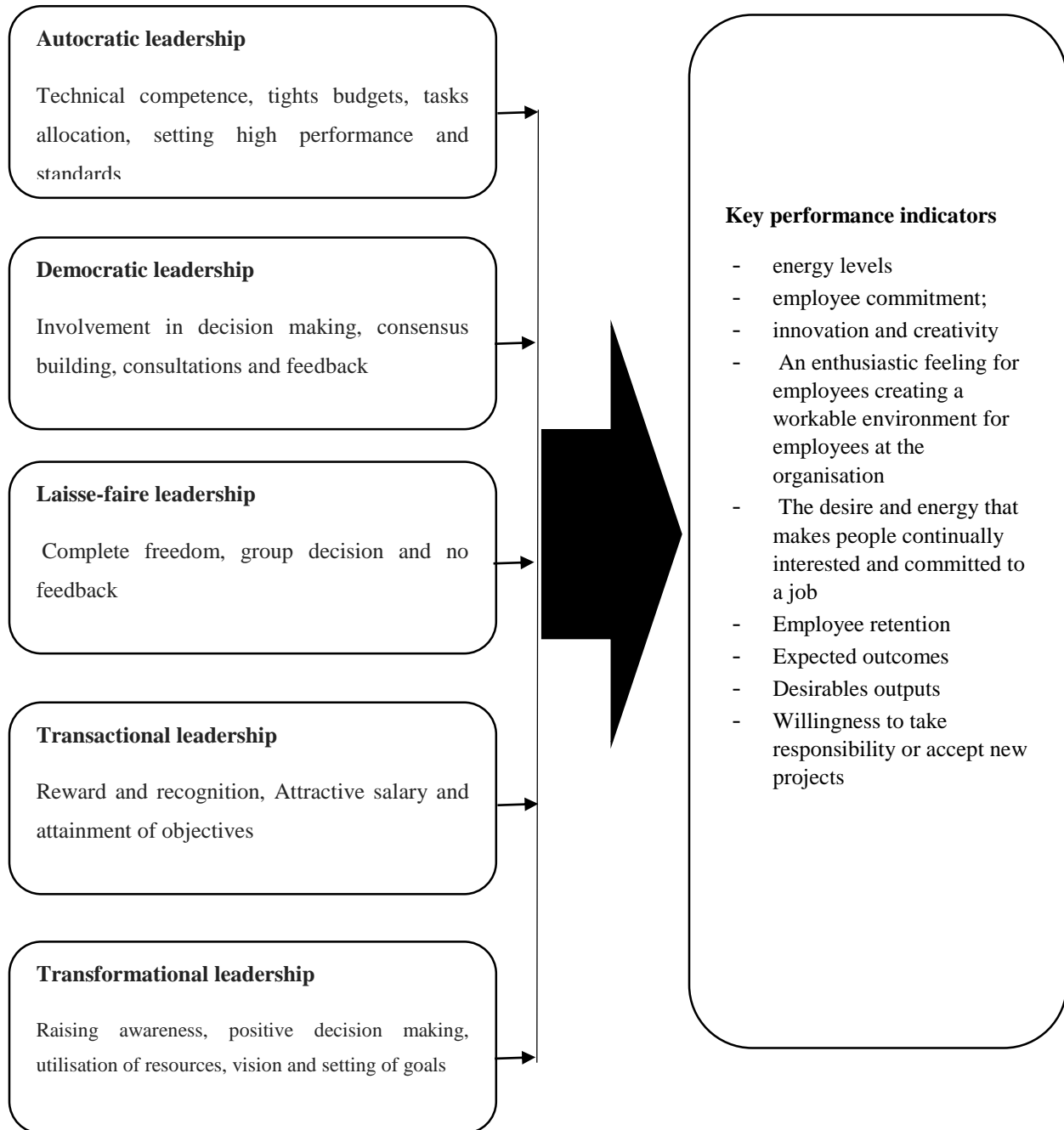
## 2.10 Conceptual Framework

### Independent variable

#### Leadership styles

### Dependent variable

#### employee motivation



Source: Study Data (2021)

Figure 2.2 above hence represents the research structure of leadership styles and employee motivation. The framework is based on the proposition of this study in which the tentative assertion is that the adoption of certain leadership styles affects employee motivation in the management of organisation. As can be noted in Figure 2.2 above, the independent variable consists of leadership styles such the autocratic leadership, democratic leadership and transactional leadership among others which ought to be applied based on the situation before hand. Once done applied appropriately, this impacts on employee motivation which is measured in term of energy levels; employee commitment; innovation and creativity; and expected outcomes amongst others

### **2.11 Research Gap**

Available literature reveals that efforts have been made on defining employee motivation and leadership styles and authorities have also focused on describing the different leadership styles that exist. In the same way, attention has been given to the need to establish mechanisms that enhance employee motivation. Research has also been carried out on the nexus between employee motivation and leadership style in different settings and at different levels. However, a few studies have been carried out the changes that have transpired in an organization and how these have led to different leadership styles which have in turn affected employee motivation. In this way, this study aims to fill such a literature gap by untangling the relationship between leadership style and employee motivation using the case Trojan Nickel Mine.

### **2.12 Chapter summary**

The foregoing chapter presented a review of literature and the theoretical underpinnings of the study which aims at untangling the nexus between leadership style and employee motivation. The chapter aimed at answering the research questions of the study from a theoretical point of view. It hence provides the theoretical informed data of the research. As such the chapter reviewed the leadership style from the concept of leadership, explored some of the different leadership styles, unpacked motivation and employee motivation, including the key performance indicators of employee motivation. The chapter also attempted to untangle the nexus between employee motivation and leadership styles citing several case studies. Furthermore, the chapter also presented a conceptual framework based on the proposition of the study informed by the broad

swathe of literature that is in existence on leadership styles and employee motivation. The rationale behind the chapter was to map out the context within which the empirical chapter of this study is situated. The next chapter, presents the research methodologies and methods that will be used to gather data for this empirical chapter of the research.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This following chapter is a presentation of the description of the procedures, processes and modus operandi that were employed by the researcher in collecting data that was relevant to the study. The chapter henceforth focuses on the research methods and methodologies utilized to gather theoretically informed and empirically based data which aimed to investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine. It thus presents data on the research approach, the research philosophy, population and sampling techniques, sources of data, research instruments, data collection process, data analysis and presentation, data triangulation and research ethics. The research adopted a pragmatic analytical approach which used a mixed research methodology combining both qualitative and quantitative research methods and methodologies. The study employed a descriptive and explanatory single case study as the research design to generate primary and secondary data. Data was collected through questionnaire survey as well as interviews as discussed in greater detail below.

#### **3.2 Research Philosophy**

A research philosophy, or even research methodology, is made up of one's ontological, epistemological, and methodological premises (Lincoln and Guba 2000). Various research philosophies have been forwarded in research and they include the positivist (post-positivist), constructivist, interpretivist, transformational, emancipatory, critical, pragmatism, and de-constructivist, post-positivist, or interpretivist philosophies (Yin, 2009; Creswell, 2009). It is the nature of the study being carried that determines the research philosophy to be adopted in a research. This study aimed to untangle nexus between leadership styles and employee motivation in the mining sector, focusing on Trojan Nickel Mine. As such it was deeply rooted on what could be scientifically proven or what was known to be true which is epistemology, as opposed to what was believed to be true (doxology).

Pragmatism is a deconstructive paradigm that advocates the use of mixed methods in research. It basically “sidesteps the contentious issues of truth and reality” (Feilzer 2010), and focuses instead on what works as the truth regarding the research questions under investigation. It rejects the choice associated with the paradigm wars. Therefore, since this research aimed at revealing the truth descriptively on the nexus between leadership styles and employee motivation in the context of Trojan Nickel Mine, the pragmatic view was relevant. One fundamental importance of the paradigm is that pragmatists believe that there is indeed such a thing as reality but it is ever changing based on people’s actions and behaviours (Beal, 2019). Such a perception that reality was there but bound to change was critical in answering questions on the dynamics to the leadership styles that have been witnessed at Trojan Nickel mine including the impact of these on employee motivation since 2003. It was plausible to apply such a method that calls for the mixed philosophical approach because the quantitative approach accommodated large-scale statistical data while, qualitative approach assisted through analysis of non-numeric data. Findings of this research were hence easy to fathom as numeric data was buttressed by narratives which are non-numeric.

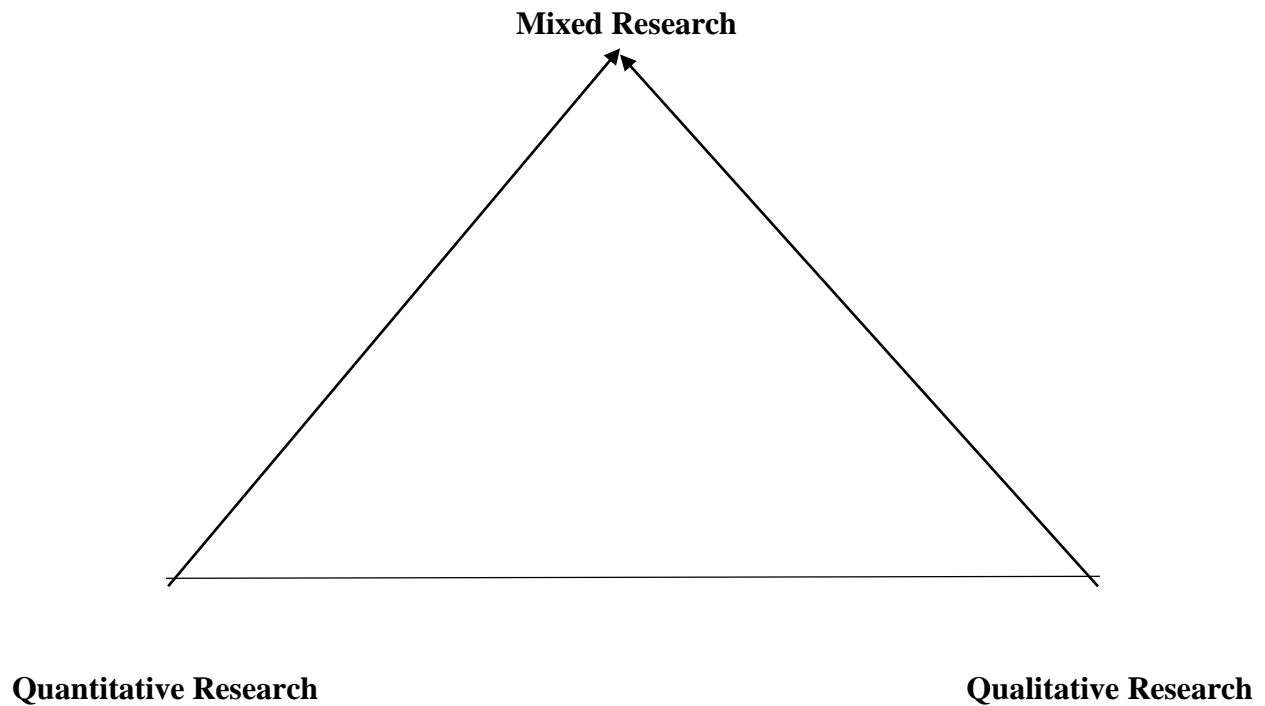
To add, one of the most important features of pragmatism is that it rejects the distinction between realism and anti-realism, which has been the core of debates about positivism versus interpretivism in research (Schwandt, 2019). Consequently, an assessment of leadership styles and their impact on employee motivation revealed employees’ thoughts about the adopted and implemented leadership styles and such data showed leadership approaches not working and those that were considered to be working. This required narratives to understand why certain leadership styles employed at Trojan Mine influenced employee motivation in a certain way. In this, an amalgamation of the statistical data and qualitative data which are narratives was vital in assessing the phenomenon under study. The reality of such a complex nexus has been changing since 2003 and pragmatism assisted the researcher in unpacking such a relationship. Both qualitative and quantitative research methods had limitations and in utilizing both, the researcher enhanced the reliability and validity of findings as weaknesses of the other were circumvented by the other.

### **3.3 Research Approach**

This research used the mixed research approach. While Creswell (2003) notes that there are three elements of inquiry in the field of research and these are qualitative research, quantitative and mixed methods the adoption of the mixed research approach which an integration of both the quantitative and the qualitative approach proved important. This is based on the fact, the pragmatic nature of the research required an amalgamation of both statistics and narratives to unpack the effect of leadership styles on employee motivation at Trojan Nickel Mine. The method is a methodology for conducting research that involves collecting, analysing and integrating quantitative (e.g., experiments, surveys) and qualitative (e.g., focus groups, interviews) research (Beal, 2019). The quantitative data included asking close-ended questions on the questionnaire to measure attitudes (e.g., rating scales), and conducting interviews while observing behaviours as well as the qualitative responses. The analysis of this type of data consisted of statistically analysing scores collected on instruments questionnaires or checklists to answer research questions or to test hypotheses. Certain assumptions, beliefs and questions were falsified or verified using such data in this research which aimed to conduct a scientific enquiry on how leadership styles that have been adopted at Trojan Nickel Mine from 2003-2021 have impacted employee motivation.

Qualitative data which consisted of open-ended questions that the researcher had designed was obtained through interviewing employees, former employees and those that dealt with Trojan Mine as a supplier or trade associates. The observations entailed the analysis of the qualitative data (words, text or behaviours) which typically followed the path of aggregating them into categories of information and presenting the diversity of ideas gathered during data collection (Beal, 2019; Creswell, 2009). This data was used to explain the rationale behind the falsification or verification of the data collected quantitatively. The adoption of the two methods enhanced the reliability and credibility of results which were crucial in understanding how leadership styles that have been adopted at Trojan Nickel Mine from 2003-2021 have impacted employee motivation. As noted by Grills (2008) the mixed research approach is manifold in research as it can involve the triangulation of data collection methods, research methods or the research methodology. The study henceforth triangulated the research methods as can be noted on fig 3.1 below

**Figure 3.1: Triangulation of Data Collection Methods**



Source: Researcher's Own Making

The importance of the method is that while mixing both quantitative and qualitative research and data, the researcher gained in breadth and depth of understanding and corroboration, while offsetting the weaknesses inherent to using each approach by itself (Beal, 2019). This assisted in understanding how leadership styles adopted at Trojan Nickel Mine have affected employee motivation in the organisation since 2003. One of the most advantageous characteristics of conducting mixed methods research is the possibility of triangulation, i.e., the use of several means (methods, data sources and researchers) to examine the same phenomenon. Triangulation helped in identifying aspects of the phenomenon more accurately by approaching it from different vantage points using different methods and techniques.

### **3.4 Research Strategy**

A research design is the specification of methods and procedures that are used for acquiring information needed, (Gill and Jameson, 1997). It is concerned with the overall plan for one's research thus it is the prearrangement of research that is used to answer the research objectives or a structure or framework used to inquire and get data so as to rectify a precise conundrum. A descriptive research design was found to be the appropriate method to define how leadership styles that have been adopted at Trojan Nickel Mine from 2003-2021 have impacted employee motivation. The descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way (Noble and Smith, 2015). It is also utilized where it is not possible to test and measure the large number of samples needed for more quantitative types of experimentation. The design was important in this study as it unpacked the nexus between leadership styles and employee motivation within the context of a single setting. The research sample was thus confined to a singular setting as explained below.

The results from a descriptive research design is critical in answering research questions if delimitations of the research are understood. In this regard, the scope, setting and timeframe of the study were understood as the study focused on leadership style and employee motivation in the mining sector, however focusing on Trojan Nickel Mine and between 2003 and 2021. The descriptive research design was therefore a useful tool in this scientific research. The advantage of the research design is that the subjects were observed in a completely natural and unchanged environment. In this same way, the descriptive research was used as a pre-cursor to quantitative research designs, the general overview giving some valuable pointers as to what variables are worth testing quantitatively. The descriptive research design hence was a valid method for researching specific subjects and as an antecedent to quantitative data and qualitative data as well.

### **3.5 Case Study Approach**

The descriptive research design adopted a case study approach to understand the nexus between leadership styles and employee motivation at Trojan Nickel Mine from 2003-2021. The case study approach was relevant to this research as case studies emphasize detailed contextual analysis of a limited number of events and their relationships. Thus, the research aimed at making a detailed contextual analysis on how leadership styles that have been adopted at Trojan Nickel Mine from

2003-2021 have impacted employee motivation. This research design has unique strengths over others such as phenomenology, grounded theory, ethnography and narrative analysis in that it reflects on three essential tests of validity, namely construct validity, external validity, and reliability, (Yin 2009). Construct validity's major aim is to confirm facts thereby reducing subjectivity hence it is vital for external validity. External validity is about confirming credibility of findings through repeatability of results from which they can be analytically generalized to other settings.

### **3.6 Population and Sampling**

While a population includes all of the elements from a set of data, a sample consists of one or more observations drawn from the population. In this regard, this section presents the population and sample that were used to assess how leadership styles that have been adopted at Trojan Nickel Mine from 2003-2021 have impacted employee motivation at Trojan Nickel Mine.

#### **3.6.1 Population**

According to Burns and Grove (2003: 213), population refers to all of the factors that match the study's inclusion criteria. In the context of this research, the term population referred to a collection of people or organizations with expertise or information regarding leadership styles, employee motivation and the nexus between the two at an organizational level; and in particular within the context of Trojan Nickel Mine. Therefore, the focus was on a group of people or organizations that had been involved in the operations or even the provision of services at Trojan Nickel Mine since 2003.

#### **3.6.2 Sampling techniques**

Sampling is a method of selecting a trial to represent the entire population in each study (Smith, 2011). Sampling techniques can have either probability or non-probability in the field of research. In the process of choosing a group of individuals, events, or behaviours with which to conduct, this research study employed non-probability sampling techniques to gather qualitative data and probability sampling techniques to gather quantitative data. Non probability sampling is a more convenient method of obtaining a sample of persons with certain characteristics. The targets as highlighted above had basic knowledge and experiences on leadership styles and employee

motivation and have been involved directly or indirectly with operations at Trojan Nickel Mine in Bindura. With regards to non-probability techniques, the participants were selected based on a non-opportunity method restrained inside some rationally chosen essential tendencies. The key feature of non-probability sampling techniques is that samples were chosen primarily based on the researcher's subjective judgment rather than random selection. Purposive sampling was used in the examination, in which the needed information was gathered from particular or unique goals or agencies of people based on some rational foundation. Similarly, Lincoln and Guba (1985) point out that it is a conscious attempt to select specific contributors with specific characteristics during the research process. (1997, Gill and Jameson).

### **3.6.2.1 Judgmental sampling**

The respondents were selected based on subjective judgment but a few key characteristics, such as his or her work experience at the organization, having worked for the organization with background knowledge on leadership styles or employee motivation at an organization level. The study also focused on suppliers and contractors of Trojan Nickel Mine who might have been resident at the mine or who have traded with Trojan Nickel Mine and have witnessed the changes in leadership and how through interactions with personnel at Trojan have deciphered a certain or particular behaviour or attitude that might point towards motivation in Trojan Mine employees. In this study, snowballing was also applied. Respondents or the sample for primary data collection sources referred the researcher to other potential key informants during the data collecting process for this study. Snow-balling sampling was employed to collect data from additional documents pertaining to the subject topic, which the researcher learnt about through carefully chosen samples. This was be critical in addressing the study's research concerns, which focused on how leadership styles that have been adopted at Trojan Nickel Mine from 2003-2021 have impacted employee motivation at Trojan Nickel Mine.

### **3.6.2.2 Systematic random sampling**

In order to gather quantitative data the systematic random sampling was employed to distribute questionnaires at Trojan Nickel Mining. The mine has a total of 1063 employees with at least one year working experience at Trojan Nickel Mine and more than 105 suppliers and contractors which

will form the population of the study. Systematic random sampling is a statistical method involving the selection of elements from an ordered sampling frame (Beal, 2019). Employee numbers (mine numbers) were be used, ranked in order from the smallest to the biggest.

### 3.6.3 Sample Size Determination

From the study population of 1063 employees at Trojan Nickel Mine on the employee database, sample size was calculated. The calculation at 5% level of significance and 90% confidence interval, 8% margin of error generated a required sample size of **97 respondents**.

$$\text{Sample size} = \frac{\frac{z^2 p(1-p)}{e^2}}{1 + \left(\frac{z^2 p(1-p)}{N \cdot e^2}\right)}$$

Where: N is the population size= 1063

z is the z score corresponding to a confidence interval of 90% = 1.65

e is the margin of error 8%

p is the standard deviation 0.5

Using the above values the sample size was found to be 97. It was estimated that 90% of the sample size would respond, and therefore 106 questionnaires were distributed. A total of 100 questionnaires were returned on time and the response rate was above the estimated 90%. The same number was obtained using <https://www.surveymonkey.com/mp/sample-size-calculator/> Systematic Random sampling was done. Employees on the employee database were arranged in order of their mine/employment numbers, one in every 10 employees was selected for the survey.

### 3.6.4 Systematic Random Sampling of Trojan Nickel Mine Employees

<b>48</b>	92	121	136	143	147	182	246	303	311
<b>313</b>	317	1920	1921	1933	1956	1957	1959	1981	1987
...	...	....	...	....	....	...	...	...	...
<b>15471</b>	15472	15474	15483	15489	15497	15601	15625	15695	15700

$N = 1063$  Employees (the number of cases in the sampling frame)

$n = 106$  the number of cases in the sample

$k = N/n = 10$  the interval size

*The missing numbers represent employees that have left the organisation. Employee numbers are issued in chronological order. Three digits numbers are for managerial employees, four digit for skilled employees and the five digits represents the non-skilled employee band.*

Systematic random sampling was used in selecting the respondents who would answer the questionnaires. The sequence of employees was obtained from the mines payroll. A total of 106 questionnaires were distributed. Participants to the questionnaire survey were selected on every tenth (10<sup>th</sup>) person. The interval was ten (10) and the first employee was chosen as the starting point. Therefore, the every tenth element was selected starting with the mine number the first employee. The method was relevant to the research as it gave all the employees at the mine the chance to participate in the research. The advantage of the method to this research is its simplicity while capturing a large sample of the key informants which enhances the reliability and validity of the data to be collected in the research as bias is eliminated by using such a method.

### **3.7 Unit of Analysis**

The unit of analysis was Trojan Nickel Mine which is a mining company wholly owned by Bindura Nickel Corporation (BNC) based in Zimbabwe's Mashonaland Central province. The focus was on the effect of leadership styles that have been adopted at the mine vis-à-vis employee motivation.

### **3.8 Data Collection Methods**

The study used primary data sources and secondary data sources. The sources complemented each other in circumventing weakness associated with utilizing either one of the data sources concerned. This henceforth increased the reliability of findings as the research was approached from diverse angles. This research dwelt on two main techniques namely in-depth interviews and a questionnaire survey in-order to gather data on how leadership styles adopted at Trojan Nickel Mine from 2003-2021 have impacted employee motivation at the mining organisation.

### **3.8.1 Questionnaire Survey**

Questionnaires with closed ended questions were utilised in the study in order to examine how leadership styles adopted at Trojan Nickel Mine from 2003-2021 have impacted employee motivation at Trojan Nickel Mine. A questionnaire has been defined as a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Duncan, 2019). In this research is a tool that has systematically structured questions that was used to attain the specific research objectives of the study. The questionnaire of this research presented respondents with a series of questions or statements to which they were expected to react either by writing out their answers or selecting from among existing answers on a Likert scale.

The researcher opted for the use of questionnaires to avoid the interviewer bias since the respondents was completing the questionnaires in the absence of the researcher. The advantages of using questionnaires are that they are cost effective when compared to face-to-face interviews. Questionnaires were distributed via email and some were submitted as physical copies to those who did not have access to emails and those with limited computing skills. Questionnaires helped reduce bias as there was a uniform question presentation and no middle-man bias. The researcher's own opinions did not influence the respondents to answer questions in a certain manner. Such advantages enhanced the reliability and validity of the findings of this research.

#### **3.8.1.1 Pretesting the questionnaire**

Questionnaire pre-testing is an important phase in the survey production process. The validity and reliability of testimonial survey evidence are improved by pre-testing (Mugenda and Mugenda, 2003). Because there are experiences encountered when answering the questions, pre-testing focuses on how responders answer questions (Hennink, Hutter and, Bailey, 2011). The researcher had to ensure that the respondents understood, interpreted, and answered questions in accordance with the research's expectations. As a result, five respondents were chosen at random from the target population and given the draft questionnaire to complete as a pilot survey. The respondents were requested to provide comments and suggestions to enhance the phrasing of the questionnaire, as well as to identify whether any additional questions needed to be added. Following that, adjustments were made depending on their responses.

### **3.8.2 In-depth Interviews**

In-depth interviews have been defined as a qualitative research technique that involves conducting intensive individual consultations with a small number of respondents to explore their perspective on a particular idea, program or situation, (Boyce and Neale 2016). They are thus a form of conversation with a purpose (Burgess, 1982 cited in Beal, 2019) and are open-ended, discovery-oriented, and deeply examine the participant's thoughts, feelings, opinions, perceptions, viewpoints and perspectives as well as analysing fresh issues in-depth (Boyce and Neale, 2006; Guion, Diehl and MacDonald, 2011). In-depth interviews were conducted in this study were that they allowed interviewees to raise doubtful issues that could be probed further by the researcher in a manner that did not affect the interviewee but for clarity. The physical encounter enabled for in-depth investigation of the topic under study. Furthermore, the face-to-face encounter allowed the researcher to collect nonverbal messages such as facial expressions, which were crucial for a thorough comprehension of the phenomenon under investigation. In addition, nonverbal verbal interchange were recorded, which reflected the respondent's feelings about the topic under research. On the other hand, the interview approach was prone to bias; however, this flaw was overcome by employing secondary data sources, such as documentary searches, to increase the validity of the findings.

### **3.8.3 Document analysis**

Document analysis is a form of qualitative data collection method. Documents were analysed and given a voice and meaning through interpretation by the researcher (Bowen, 2009:28). According to O'Leary (2014:37) there are three primary types of documents which are public records, personal documents and physical evidence. In this research which aims to conduct a scientific enquiry on how leadership styles adopted at Trojan Nickel Mine between 2003-2021 have impacted employee motivation at the mining organisation, documents analysed were records of past events that may be official or unofficial, events, journals, seminar papers and the internet among others. Documentary analysis which focused on the collection and examination of relevant documents was used to gather secondary information in this study. This technique was chosen primarily because it provided a rich vein for analysis by comparing the findings of the fieldwork with those of other authorities and assisted in the maximization of validity and reliability. After gathering information using the primary data source the researcher used relevant secondary data

from documents to corroborate and compare information from primary data sources. The main sources of information to this research were relevant journals, reports and online databases among others.

The historical evolution of the case understudy was critical to this study since it provided information on the different leadership styles that have been adopted at Trojan Nickel Mine and how they have impacted on employee motivation since 2003 and at any given time. In this research, it is important to note that evidence gathered from high-intensity interviews was utilized to confirm evidence from documentary analysis, hence enhancing the conclusions. Documentary analysis was also vital to this research because it helped to counter-check potential kerbs caused by biases arising from the subjective nature of primary sources of knowledge. Bias was unavoidable in high-intensity interviews; however documentary analysis allowed the researcher to check statistics that were provided at some point during the primary statistics collection procedures. Nonetheless, according to Berg (2017), documents as sources of evidence may not be accurate and may contain bias and distinct points of view that should be questioned. Interviews and the questionnaire survey hence assisted in questioning certain data collected by documents. Overall these methods will enhance the conclusions of the research.

### **3.9 Research Instruments**

This study made use of three data collection instruments namely the interview guide, questionnaire and document analysis guide. Data collection instruments are tools that are used to get information from key informants or respondents in the field of research.

#### **3.9.1 Interview Guide**

An interview guide was used by the researcher to solicit information from key informants of the study. The importance of such a tool was for the researcher not to be diverse from research objectives and to ask uniform questions throughout the research. Stenbacka (2001) states that an interview guide is vital as it ensures that only relevant data was collected in a consistent and time-conscious manner. Therefore, using such a vital tool helped the researcher to get relevant data to the study.

#### **3.9.2 Documentary analysis guide**

The study employed a guide on what and how to analyse documents from various sources. Relevant documents from credible internet sources were used in which an inclusion and exclusion criteria was adopted based on the relevance of the documents. A documentary guide is vital as it ensures that only relevant data was collected in a consistent and time-conscious manner. Therefore, using such a vital tool helped the researcher to get relevant data to the study.

### 3.9.3 Questionnaire Guide

A questionnaire guide was developed by the researcher and it was categorized into different themes reflecting on research objectives. A Likert scale (shown on figure 3.1 below) was used where respondents gave their opinions on the extent of their agreement or disagreement on every question.

**Figure 3:2: The Likert Scale on the Questionnaire**

<p><b>Please indicate the extent to which following information applies the extent to which the following leadership styles have been adopted and used at Trojan Nickel Mine between 2003 and 2021 on a scale of 1-5 where:</b></p> <p><b>1= Strongly disagree    2=Disagree    3=Neutral    4=Agree    5= Strongly agree</b></p>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### 3.10 Data Presentation and Analysis Procedure

Data in this research was presented using tables, pie charts, graphs, pictures and narratively to buttress analysis of quantitative data. Data analysis was also done using thematic analysis. Boyatzis, (1998) states that thematic analysis is an important method of data analysis as it often goes further than analysis but interprets an assortment of those aspects related to the subject matter or focus. Rice and Ezzy (1999), state that thematic analysis is about identifying themes through careful reading and re-reading of the collected data. In this research data collected through in-depth interviews and documentary analysis was developed into themes through a system of coding or indexing of the data with similar characteristics. The data were thus analysed on a case-by-case basis. This was vital in presenting clear findings on a case by case basis as themes formed

categories of analysis. For the analysis of closed-ended questions to be scientific, Statistical Package for Social Sciences (SPSS) was used.

### **3.11 Procedures to ensure Validity and Reliability**

For the purposes of validity, a process of establishing the authenticity, credibility and accuracy of findings of the research, (Creswell 2007) and reliability, which can be used interchangeably with truth, (Neuman, 2014); the research adopted structural corroboration. This involved the use of multiple techniques of data collection and in this case in-depth interviews and documentary analysis. It is also called data triangulation whereby different methods and perspectives help produce a more comprehensive set of findings, (Kuper, Lingard and Levinson 2008). This helped enhance validity in the sense that the researcher could refer to several sources of evidence rather than a single source (Miller, 2020). Respondent validation in which participants were invited to comment on the interview transcript and gather data to ascertain whether the final themes and concepts created adequately reflect the phenomena being investigated in its essence were also used in this study. (Noble and Smith 2015). This will enhance the conclusions of this study.

### **3.12 Ethical Considerations**

In the realm of research, data collection usually involves human beings hence there are potential risks for people who choose to participate in the research concerned (Berg, 2018). In this way this study considered the following ethical considerations during the course of the research.

#### **3.12.1 Permission to Conduct the Research and Avoidance of Harm**

The researcher requested for permission from relevant authorities to conduct research either on individuals, corporates and representatives from corporates (Jameson, 2020). No information was collected without formal authorization. The researcher was able to gather data from targeted respondents lawfully and above all without hindrance or whatsoever. The research followed research protocols of Bindura University of Science Education (BUSE) and the Trojan Nickel Mine.

#### **3.12.2 Informed Consent**

The researcher explained clearly the nature of the study, its intention and goals using a language that was familiar with each and every respondent that participated in this research. Informed

consent was important for participants as they are in a position to know the terms and conditions for participation (Landau, 2020). Participation in this research was voluntary and assurance of withdrawal during the course of the research was guaranteed, a factor that is advocated by Berg (2018).

### **3.12.3 Respect for Privacy, Anonymity and Confidentiality**

The researcher protected the privacy, anonymity and confidentiality of participants to the study, chiefly in the analysis of data. No names of individuals and organizations was revealed throughout the research especially in the presentation of findings. According to Landau (2020) participants must be protected even after the publication of results.

### **3.12.4 Gender Considerations**

The researcher used purposive sampling in selecting respondents hence; both male and female respondents will participate in this research. Leadership styles affect both males and females but the implication may be different. Both genders were hence considered in this study. Berg (2018) argues that gender is important in gathering data in research as both males and females are affected but in a different way. The research attempted to be gender sensitive.

### **3.13 Chapter summary**

The chapter presented the research methodology which outlined the research design, data collection procedures, data collection methods, data presentation and analysis methods and ethical consideration among others that were used by the researcher during the process of gathering data for study. The research was deeply rooted in the pragmatic paradigm and is hence informed by the mixed research approach in which a multiple case study approach will inform the research design. It adopted non-probability and probability sampling techniques. Data was collected using interviews, a questionnaire survey and documentary analysis. Chapter four focuses on presentation of the findings and analysis.

## **CHAPTER FOUR**

### **DATA PRESENTATION, DISCUSSION AND ANALYSIS**

#### **4.1 Introduction**

This chapter focuses on presentation and analysis of data. It also focuses on the discussion of findings of this study. The study aimed to investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine. The chapter is based on first-hand information and secondary information. The researcher managed to conduct various in-depth interviews with officials from Trojan Nickel Mine, the government and academics. The researcher also acquired data using questionnaires targeting officials from the organization. The viewpoints of the respondents were vital in implicitly and explicitly answering the research questions of this study. Data in this chapter are presented qualitatively and quantitatively. Thematic analysis is used to analyse the qualitative findings while the Statistical Package for the Social Sciences SPSS version 21, was used to present data that were collected quantitatively which is analysed numerically.

#### **Research objectives revisited**

This study aimed to answer the following research objectives

- 4.2.1 To establish the effect of leadership style on employee motivation at Trojan Nickel Mine.
- 4.2.2 Identify the leadership styles that have been used to enhance employee motivation at Trojan Nickel Mine since 2003.
- 4.2.3 Investigate the challenges to overcoming the leadership styles at Trojan Nickel Mine.
- 4.2.4 To make recommendations on the best leadership styles that can be used to enhance employee motivation in the organisation.

#### **4.2 Quantitative Demographic Data of Respondents**

This section presents data on the respondents' age, gender, designation, and years of experience, *inter alia* highest level of education. It thus, focuses on outlining the implications of demographic on the research findings. A total of 100 questionnaires were distributed to various officials at Trojan Nickel Mine. These figures are presented as a percentage of the total number of respondents. Therefore, each respondent represents a total of 1%.

Table 4.1 below shows the age of respondents of the questionnaire survey of this research which aimed to investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine.

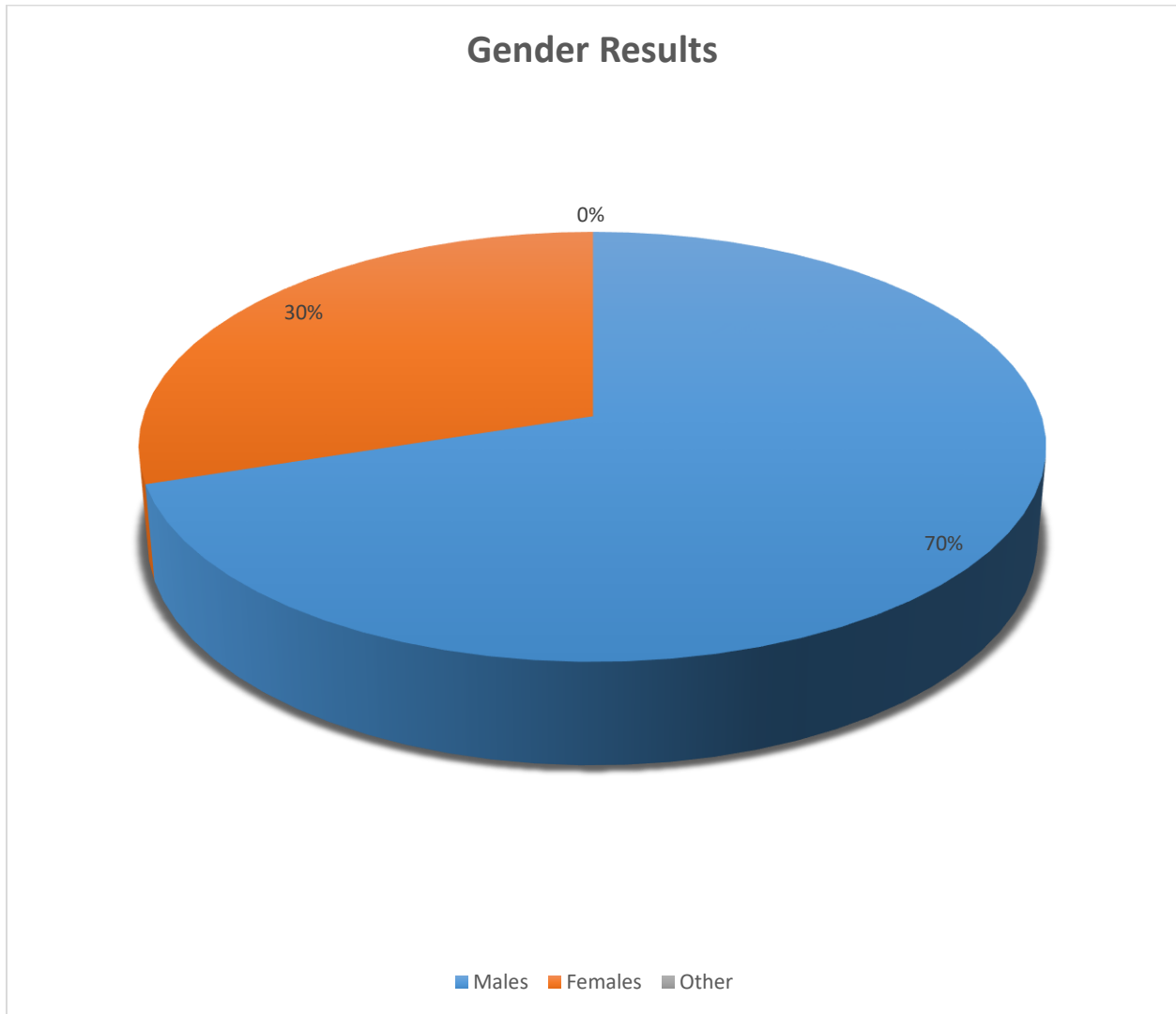
**Table 4.1: Demographic Data – Age of Respondents**

Age group	Percentage
<b>18-24 years</b>	8%
<b>25-34 years</b>	40%
<b>35-44 years</b>	36%
<b>45-54 years</b>	12%
<b>55-64 years</b>	4%
<b>65 years and above</b>	0%
<b>Total</b>	100%

Source: Study Data (2022)

Thus, the implication of such data to the research is that the researcher managed to acquire information from participants whose age range generally shows maturity and those who were in positions to understand the questions that were presented before them. This is critical to the validity and reliability of the results of this research which sought to ascertain the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine

**Figure 4.1: Participants Gender**



Source: Study Data (2022)

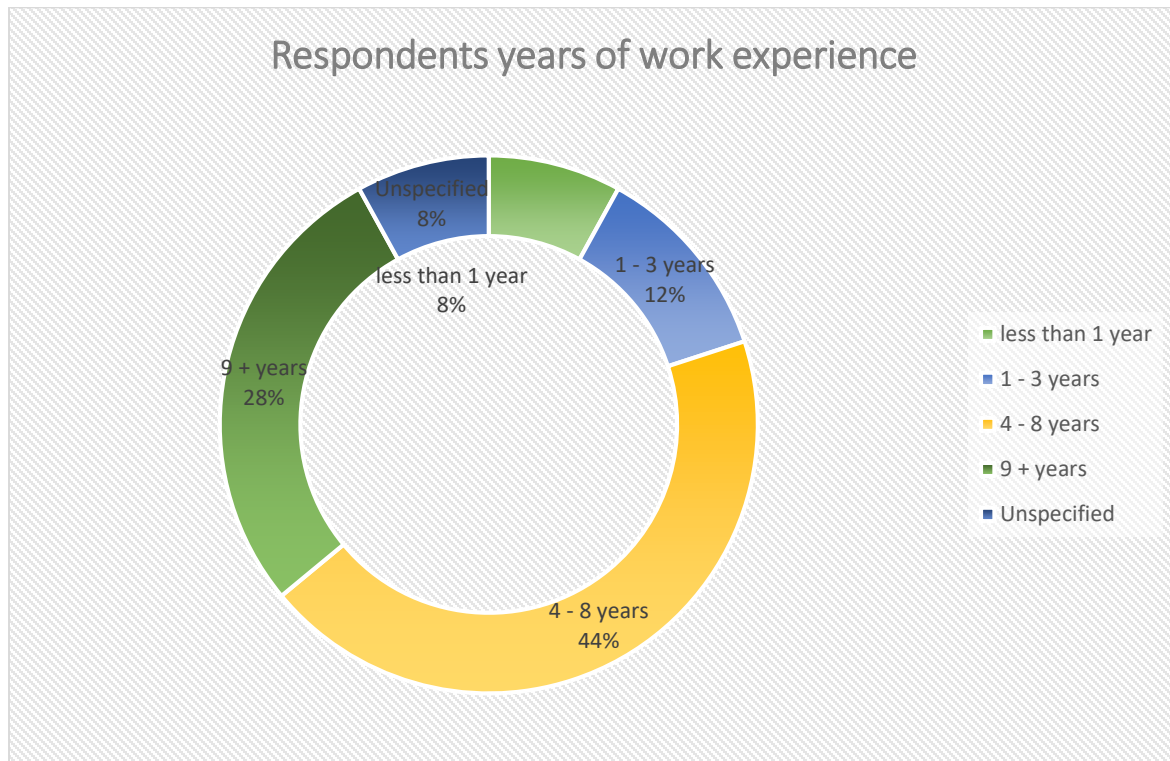
It is important to note that the in the mining sector in Zimbabwe, affirmative action has often been prioritized where fair discrimination policies have been implemented to enhance women empowerment. This therefore entails that research has to consider different genders; mines operate based on gender equality which is not only contained in international law but even national laws. Based on this, the study hence encompassed findings from both males and females. It also attempted to be holistic to consider the gender related development trends and other genders were also considered. In this way, the data above were collected when the researcher was carrying a questionnaire survey in this study. As noted above, 100 participants were engaged and each

participant represents 1% of the total percentage. The results therefore show that more males than women and other genders participated in the research. The data above shows that 70% of the participants were male and 30% were female while the other genders were not represented. The non-representation of other genders is probably explained by the legal stance that is taken by Zimbabwe where the lesbian, gay, bisexual, transgender and queer or questioning (LGBTQ) are not granted rights in Zimbabwe.

The diversity of the opinions of the participants is however important in untangling the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine.

The research also considered the years of experience of the participants. Figure 4.3 below shows that 8 of the 100 respondents which represents 8% of the total respondents have been employed at the Trojan Nickel Mine respectively for less than a year, while 12 % of the total respondents have worked in their companies for between 1 – 3 years. Respondents with years of experience 4 and 8 years constituted 44% of the total number of respondents and those with 9 years and above constituted 28% of the total number of respondents. Only 8% of the respondents did not specify their years of work experience at their respective organizations as illustrated below.

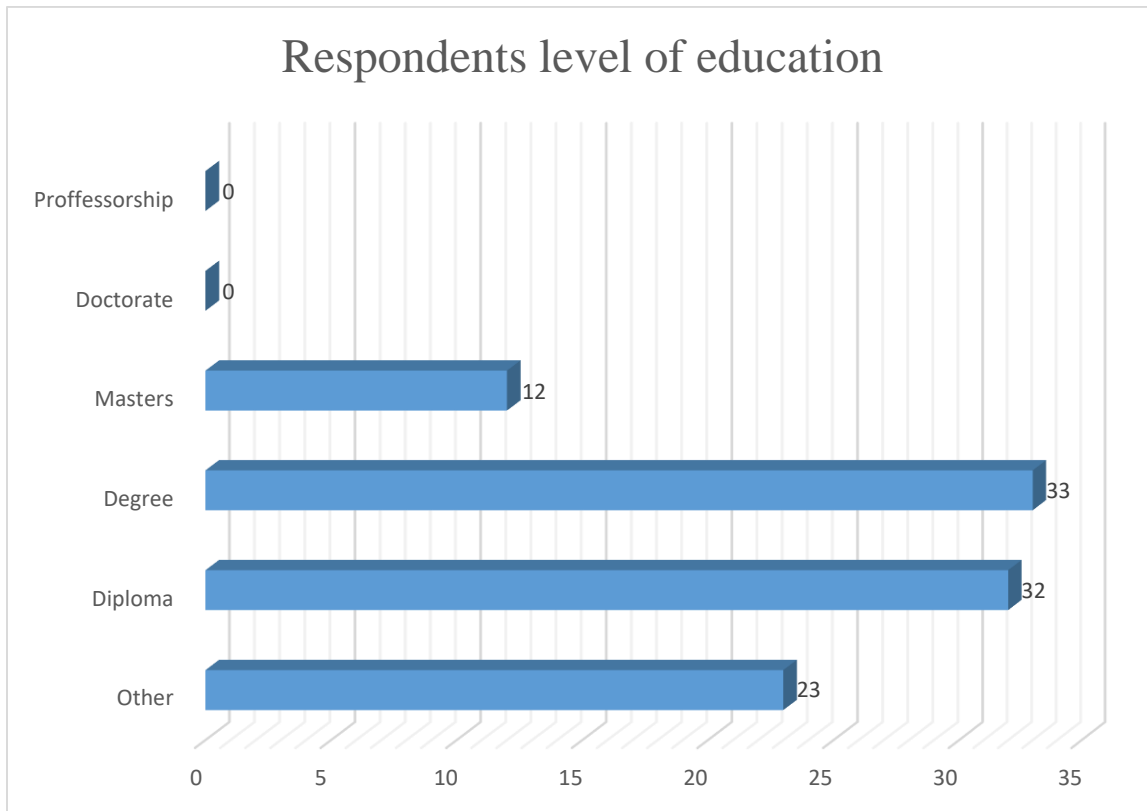
**Figure 4.2: The Experience for Respondents in Years**



Source: Study Data (2022)

As is noted by Lee (1994), participants' years of experience are fundamental in any field of research because participants are able to disseminate information using pragmatic or practical experiences as the general assumption is that they would have operated or participated directly and indirectly on the phenomenon under study. The vast experience of the participants increased the reliability and validity of the findings.

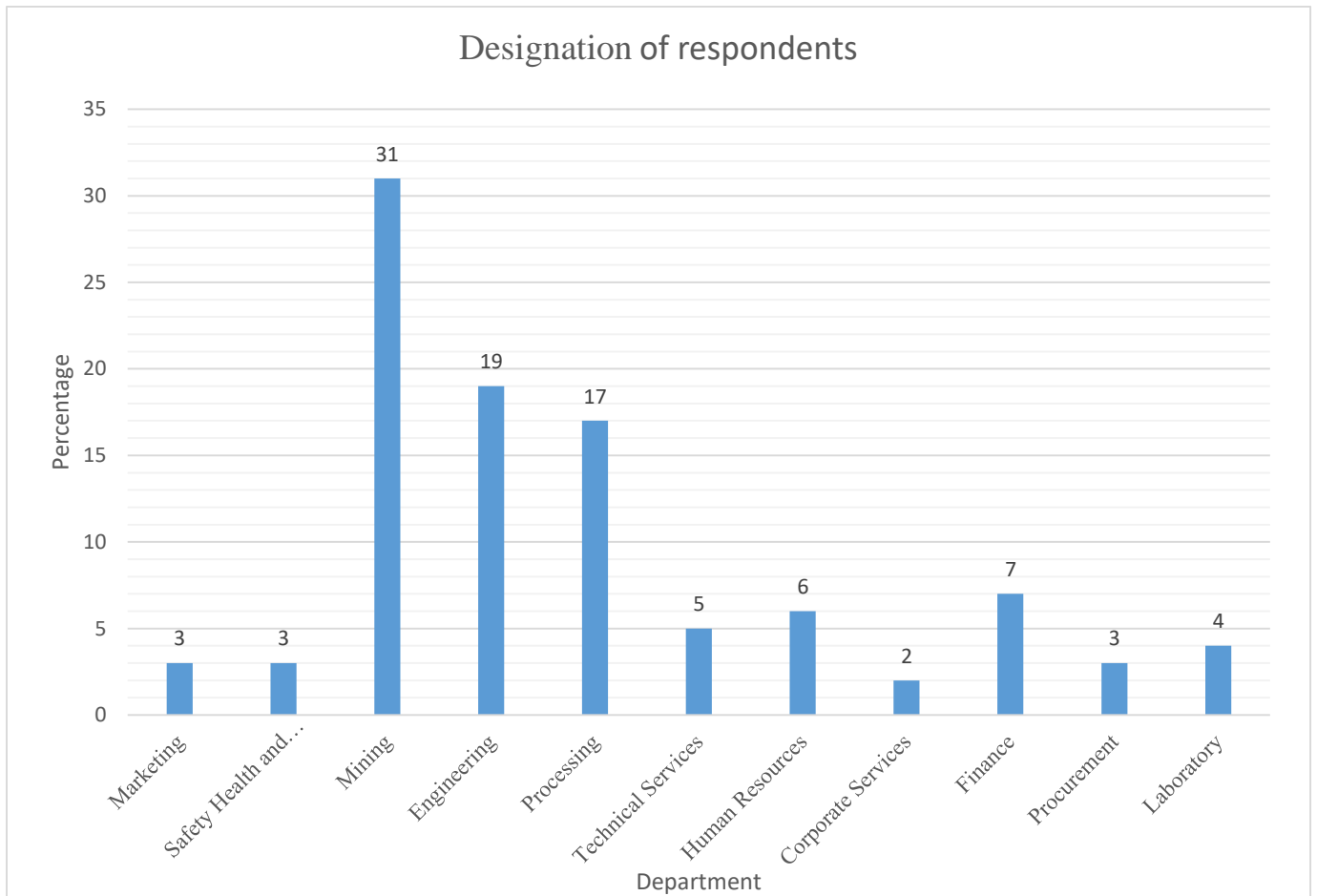
**Figure 4.3: Levels of Education of the Participants**



Source: Study Data (2022)

Figure 4.4 above shows the highest level of education attained by the participants. As is indicated above, 32% of the participants have a diploma while 33% of the participants have a degree. At the same time, 12% of the participants have a master's degree, 23% had qualifications less than a diploma (some mentioned Advanced level, others Ordinary level) while none of the respondents had doctorate degree or had attained professorship. Therefore, all the contributors have a tertiary qualification which entails that they were in better positions to analyze and interpret the questions that were posed to them. This is vital for the validity and reliability of the results of the research.

**Figure 4.4: Designation of Questionnaire Survey Respondents**



Source: Study Data (2022)

The data above basically shows the designation of respondents of the study. It needs to be mentioned that due to ethical considerations which were discussed in Chapter three, the exact positions of the respondents will be withheld. The data above shows the different departments in which the 100 respondents are part of Trojan Nickel Mine. The Marketing Department had 3% of the total number of respondents while the Safety Health and Environment department had 3% of the respondents. Respondents were also from the Mining department which had 31% while 19% of the respondents were from the Engineering department. In addition 17% of the respondents were from the processing department and 5% from Technical Services. The Human Resources

department had 6%, Corporate Services 2%, Finance 7%, Procurement 3% and lastly the Laboratory which had 4% of the respondents.

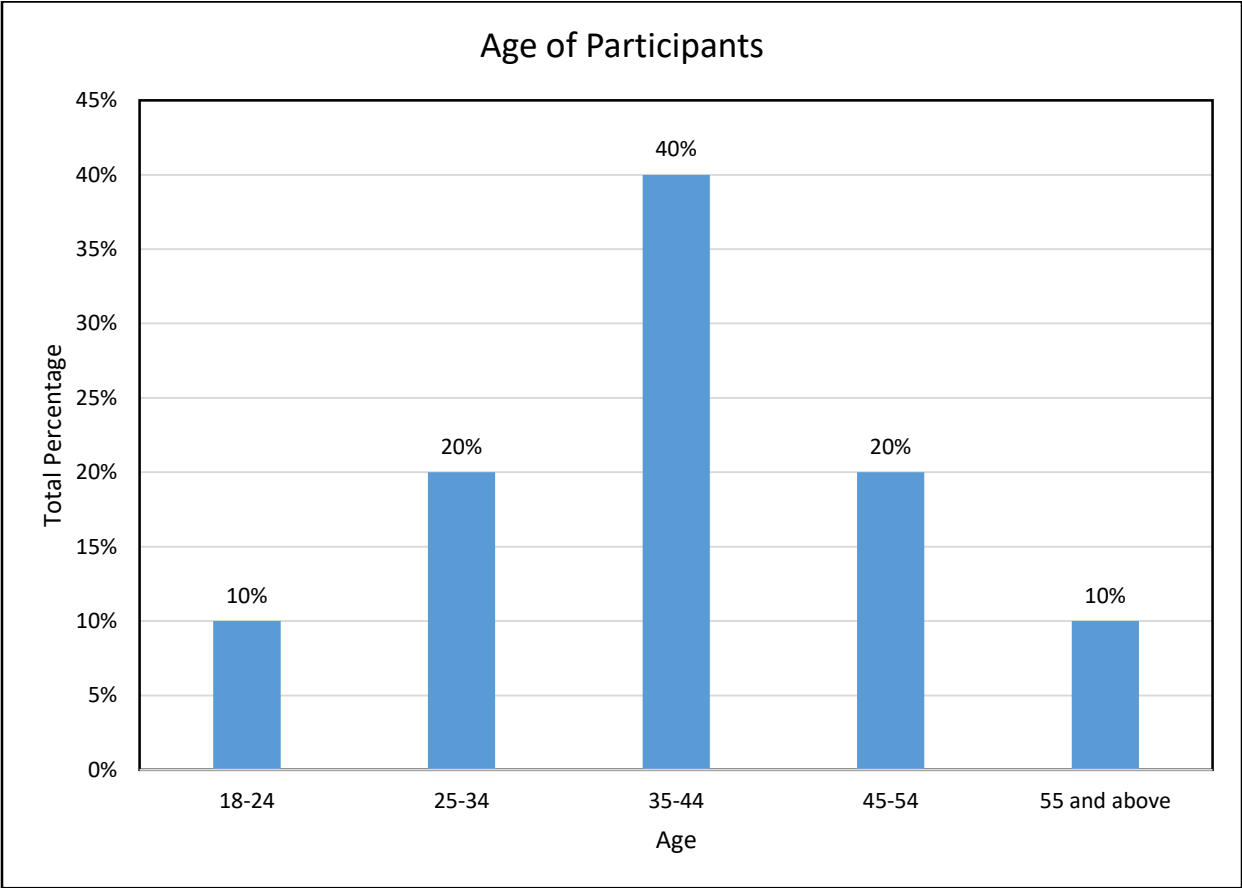
As has been noted above and the analysis being provided in this section, these participants engage in mining activities at Trojan Nickel Mine and engage with personnel from different tiers at the mine. This made them relevant in tackling the question of this study which aimed to investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine. The implication of such data is that the designation of the participants shows that they have different backgrounds and occupy different positions which was important as the questions that were asked were answered from different standpoints. This brought different dimensions to the answers that are captured in this research. All the respondents of the questionnaire survey were from Trojan Nickel Mine.

### **4.3 Qualitative Data - Results on Biography**

The researcher managed to conduct 10 in-depth interviews as indicated in Table 4.1 below. The researcher targeted representatives from ministries, Trojan Nickel Mine officials and former employees and the Academic. This section presents data on the participants' age, gender, designation, and years of experience, *inter alia* highest level of education. It therefore, focuses on outlining the implications of demographics on the research findings. A total of 10 participants were interviewed. The figures below are presented as a percentage of the total number of participants. Each participant hence represents 10%.

Figure 4.1 shows the age range of the 10 participants to the in-depth interviews that were conducted in soliciting data on the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine. Therefore, 10% of the participants were between the age ranges 18-24 years while 20% of the interviewees were between 25 and 34 years. The age group 35-44 years had the greatest number of participants as 40% of the total were in the age group. Only 2 people, who equal 20% of the total participants were within the 45-54 years while the age groups of 55-64 had 10% of the total participants. Thus, the consequence of such data to the research is that the researcher was able to collect information from participants whose age range normally demonstrates maturity and who were in a position to understand the questions that were presented to them.

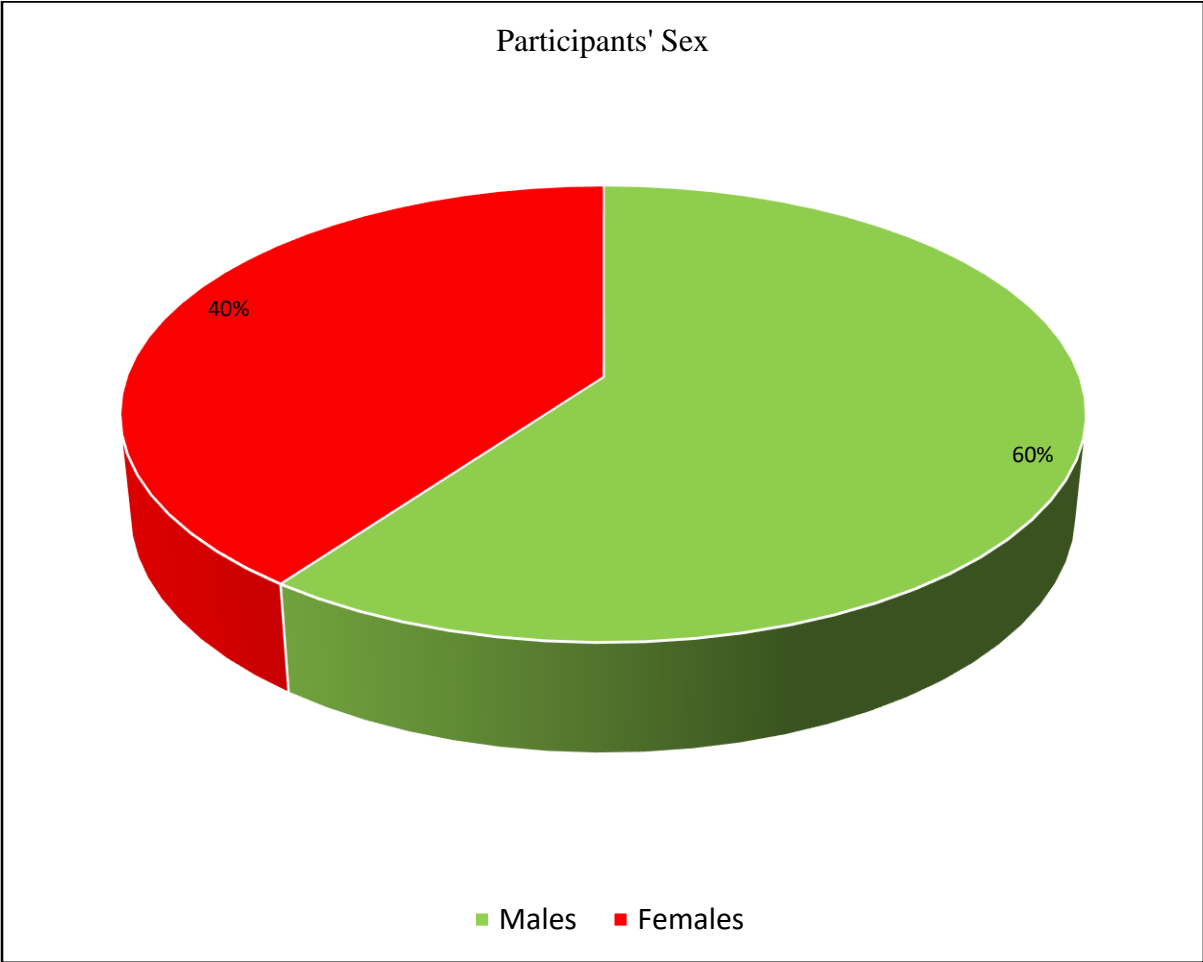
**Figure 4.5: Graphical Illustration of the Age of the Participants**



Source: Study Data (2022)

This is crucial to the validity and reliability of the findings of this study, which intended to determine the relationship between leadership styles and employee motivation in the mining industry, with a focus on Trojan Nickel Mine.

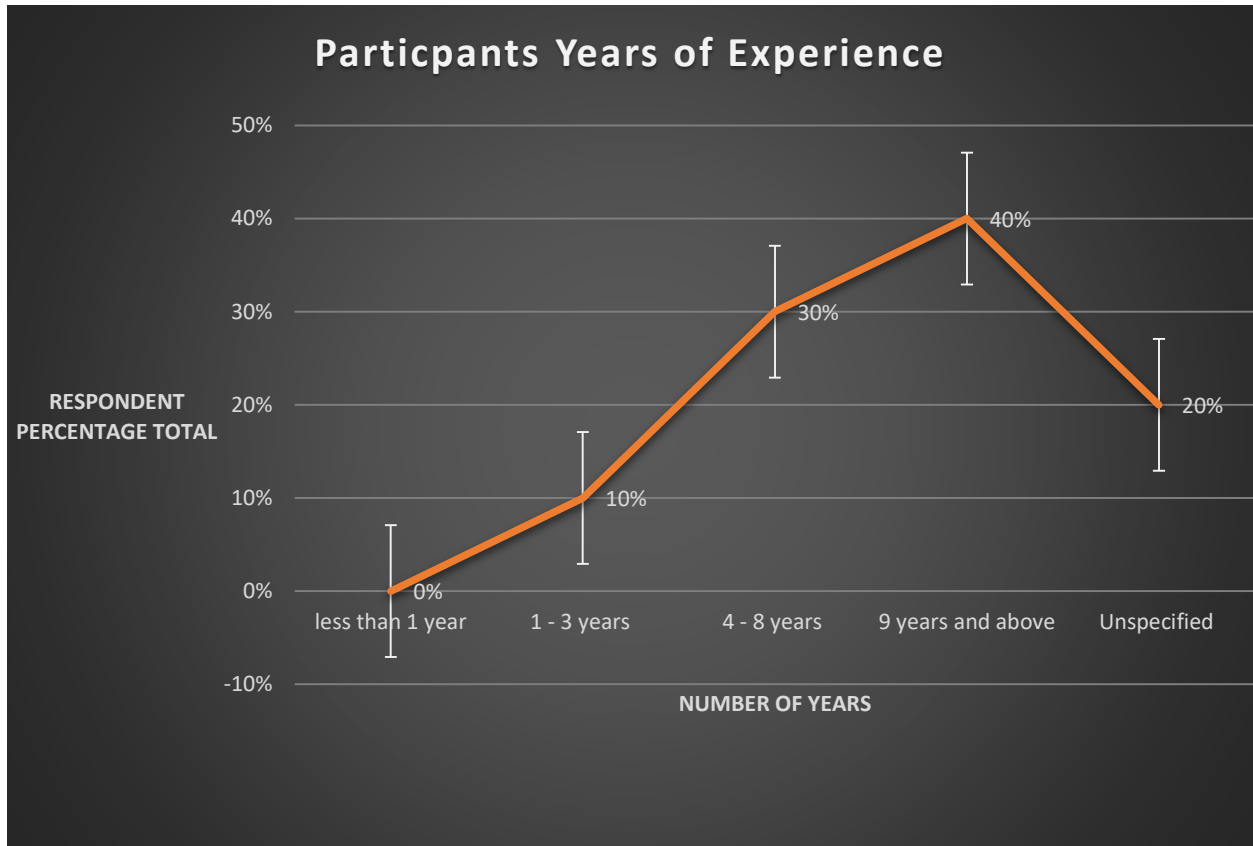
**Figure 4.6: Graphical Illustration of the Sex of the Participants**



Source: Study Data (2022)

Figure 4.7 shows the gender of the participants in which six (60%) of the participants were male while only four (40%) were female. This entails that the research was gender sensitive and the diversity of the views reflect opinions from both male and female species. This has a bearing on the results as the need to determine the relationship between leadership styles and employee motivation in the mining industry, with a focus on Trojan Nickel Mine is unpacked and analysed from different gender perspectives which are bound to be affected differently in a given context.

**Figure 4.7: Graphical Illustration of the Years of Experience**



Source: Study Data (2022)

Figure 4.8 above shows that none of the participants had less than 12 months of work experience and 10% of the participants had between 1-3 years of work experience. It can also be noted that 30% of the participants had between 4-8 years of work experience, while those with 9 years and above constituted most of the participants as 40% of them were in this range. Only 20% which represents two participants did not specify their number of years of experience. The vast experience of the participants increased the reliability and validity of the findings. The identification of the participants indicates that they come from different backgrounds and hold different positions, which was crucial because the questions were answered from various perspectives. The designations of the participants are thus shown in table 4.1 below. The participants were hence from various organisations and former employees of Trojan Nickel Mine which was important in providing a balance on to this research which sought to investigate the

nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine.

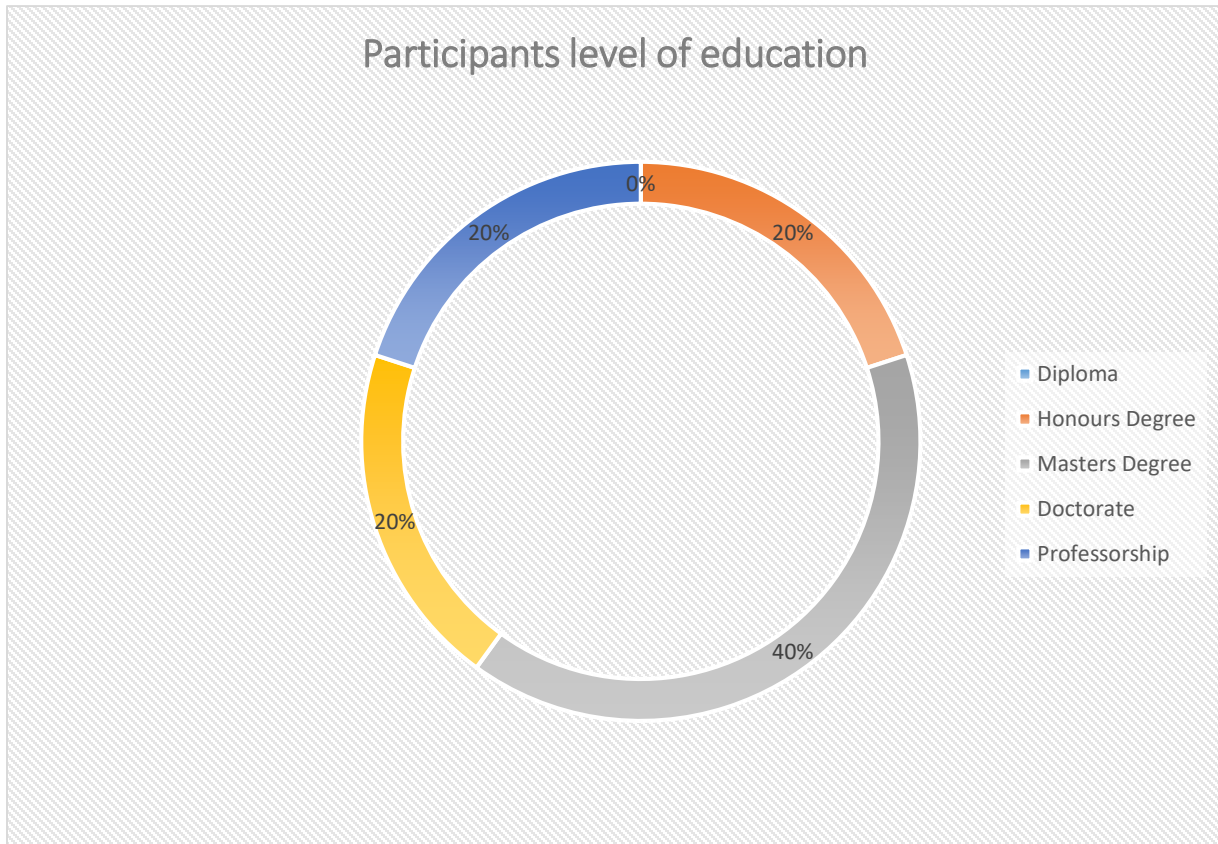
**Table 4.2: Designation of Research Participants**

<b>ORGANIZATION</b>	<b>DESIGNATION</b>
Ministry	Unspecified
Ministry	Unspecified
Trojan Nickel Mine	Business Development
Trojan Nickel Mine	Legal Counsel
Trojan Nickel Mine	Environmental, Health and Safety Department
Trojan Nickel Mine	Marketing Department
Trojan Nickel Mine	Finance and Administration
Caledonia Mine	Ex-employee of Trojan Mine
Academic	Senior Lecturer
Academic	Researcher

Source: Study Data (2022)

The researcher also gathered data on the education backgrounds of participants. Figure 4.5 below shows the general level education of the participants and all the participants have a tertiary qualification which thus entails that they were in better positions to analyze and interpret the questions that were posed to them. This is vital for the validity and reliability of the results of the research. As is indicated above, 20% of the participants have an Honors degree, while 40% of the participants have a Master's degree. At the same time, 20% of the participants have a Doctoral degree and 20% of the participants are professors.

**Figure 4.8: Graphical Illustration of the Levels of Education of the Participants**



Source: Study Data (2022)

As indicated in the section on ethics in Chapter three that focused on the research methodology; all research that involucrate human beings assumes risks for the people who participate in it, (Capes, 2014). Landau (2020) notes that issues of ethics go beyond what is done in the field of research. Thus while principles of informed consent, respect for privacy, anonymity and confidentiality and permission to conduct the research and avoidance of harm are important in research; even the publication of research findings should deeply reflect ethics. In this regard, the researcher uses codes in her presentation and analysis of data as indicated in the table below.

**Table 4.3: Codes of Participants**

<b>ORGANIZATION</b>	<b>DESIGNATION</b>	<b>Codes</b>
Ministry	Unspecified	P1
Ministry	Unspecified	P2
Trojan Nickel Mine	Business Development	P3
Trojan Nickel Mine	Legal Counsel	P4
Trojan Nickel Mine	Environmental, Health and Safety Department	P5
Trojan Nickel Mine	Marketing Department	P6
Trojan Nickel Mine	Finance and Administration	P7
Caledonia Mine	Ex-employee of Trojan Mine	P8
Academic	Senior Lecturer	P9
Academic	Researcher	P10

Source: Study Data (2022)

The use of codes or pseudo-names is important for research as a way of protecting respondents, (Landau, 2020). The research on investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine has a lot of classified information which hence makes it plausible for total protection of participants in the presentation and analysis process. Based on this and as indicated below, the researcher uses simplified codes where the participants are classified as P1 for participant 1 and P2 for participant 2, up to participant 10.

#### **4.4 Objective 1: To identify the leadership styles that have been used to enhance employee motivation at Trojan Nickel Mine since 2003**

The first question that this research sought to answer revolved on the leadership styles that have been used to enhance employee motivation at Trojan Nickel Mine since 2003. On this several, various participants identified different leadership styles that have been adopted in the management of Trojan Nickel Mine. In an interview with P1, the participant for instance noted that, "...it is difficult for one to conclude that Trojan Mine adopts a single leadership approach as autocratic and democratic leadership styles can be seen in some decisions that are made in the mining company..." The same sentiments were shared by P4 who was of the view that the leadership in the Mining firm have been able to use different styles when it comes to management of the organisation and this does not however take into account issues of employee motivation.

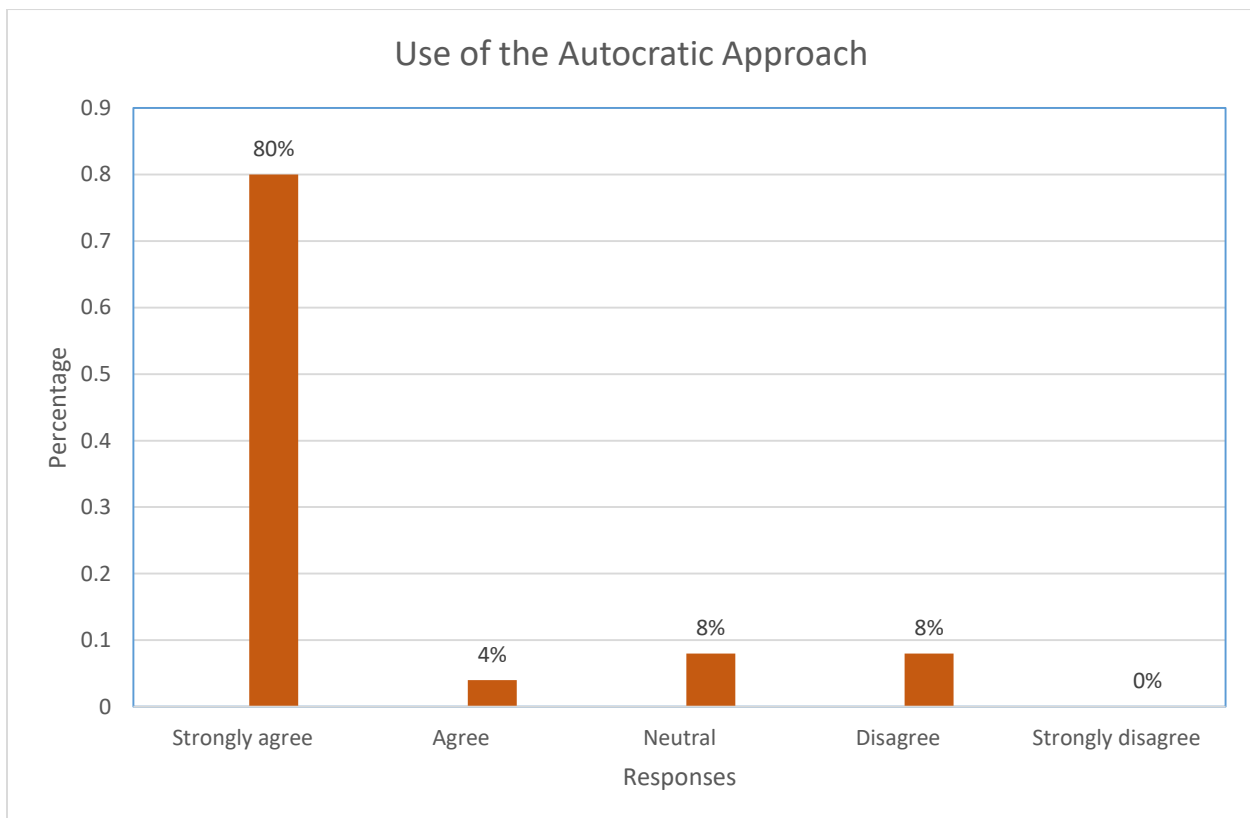
P5 added to these views by however stating that "...although leaders at Trojan Nickel Mine use various approaches and styles in trying to impact on influence motivation, there is an inclination towards autocracy or autocratic tendencies..." The participant further noted that the leadership style at Trojan Nickel Mine has been characterized by individual control over all decisions and little input from group members. On this, even P4 was of the view that "the top tier leaders at the Mine typically make choices based on their ideas and judgments and rarely accept advice from those in the top tiers unless it is a technical related issue. The above mentioned responses from the participants of the research reveal that while different leadership styles can be identified in the context of Trojan Nickel Mine, leaders in the mining firm tend to utilise autocratic tendencies in their management of the organisation and in trying to enhance employee motivation.

P9 on this also noted that "...generally, it is important to take into account the fact that, under any organisational setting, different leadership styles are used based on the situation before hand and depending on the urgency of the issue...the history of Trojan Nickel Mine has shown they overreliance of autocracy by leaders to impact on employee motivation..." Asked on the particular cases in which such a style has manifested in the governance of Trojan Nickel Mine, the participant noted that "...employees receive threats from the top tiers which may be subtle but have a bearing

on their lives...” The respondent further noted that although some decisions taken do not require the involvement of everyone at an organisation, consultation is key. P10 also shared his leadership styles at Trojan Nickel Mine by using a holistic approach.

The participant noted that depending on level, the issue before hand and the urgency of the matter authoritative style, the pacesetting style, affiliative style and sometimes transformational style which is a leader’s desire to improve upon or “transform” the business or company they work for have been employed in the organisation. The different responses of the participants are in line with the responses that were also given in the questionnaire survey as noted below.

**Figure 4.9: Use of autocratic approach at Trojan Nickel Mine**

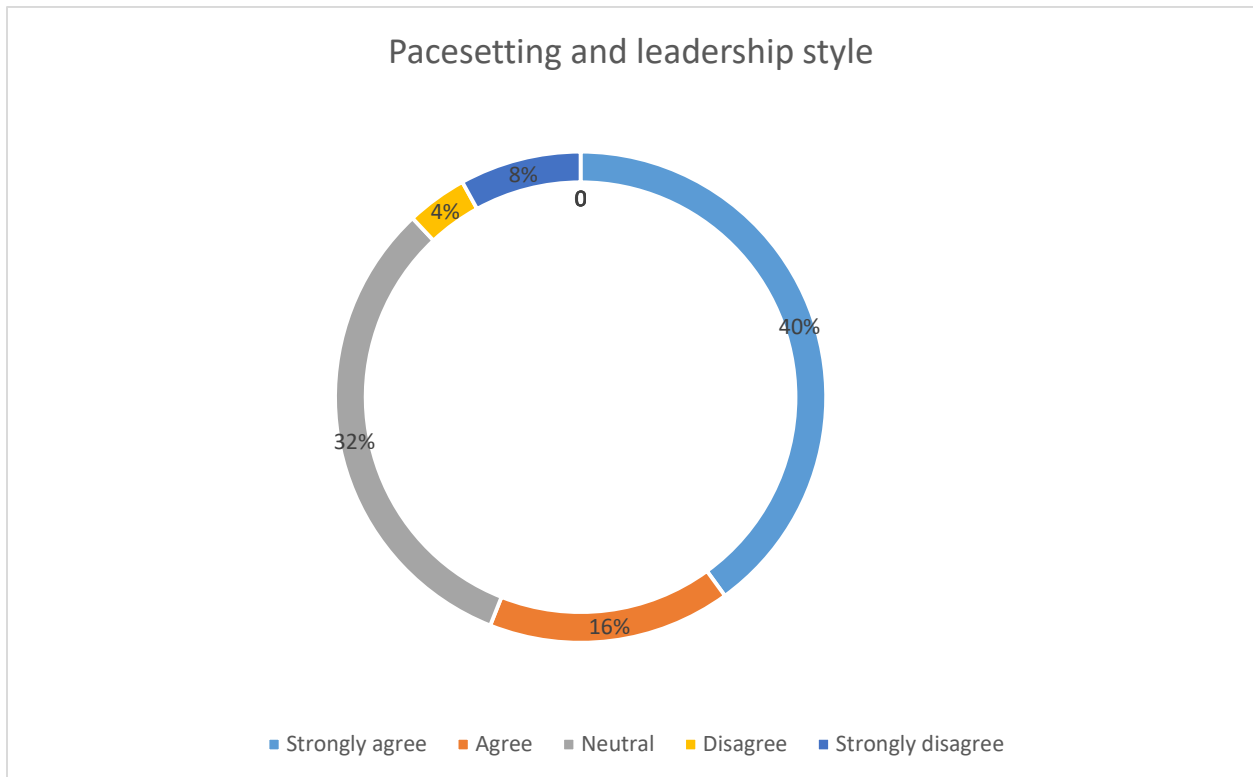


Source: Study Data (2021)

The summaries of responses are derived from data that was collected through a questionnaire survey. Figure 4.10 reveals that 80% of the respondents were of the strongly agreed that the autocratic leadership style has been used to enhance employee motivation at Trojan Nickel Mine since 2003 while 4% of the respondents also agreed to the assertion. At the same time 8% of the

total number of respondents remained neutral and another 8% disagreed with such a notion. None of the respondents strongly disagreed with the assertion. The data strongly reveals that the autocratic leadership style has mostly been used in the need to enhance employee motivation at Trojan Nickel Mine.

**Figure 4.10: Pacesetting leadership style and employee motivation**

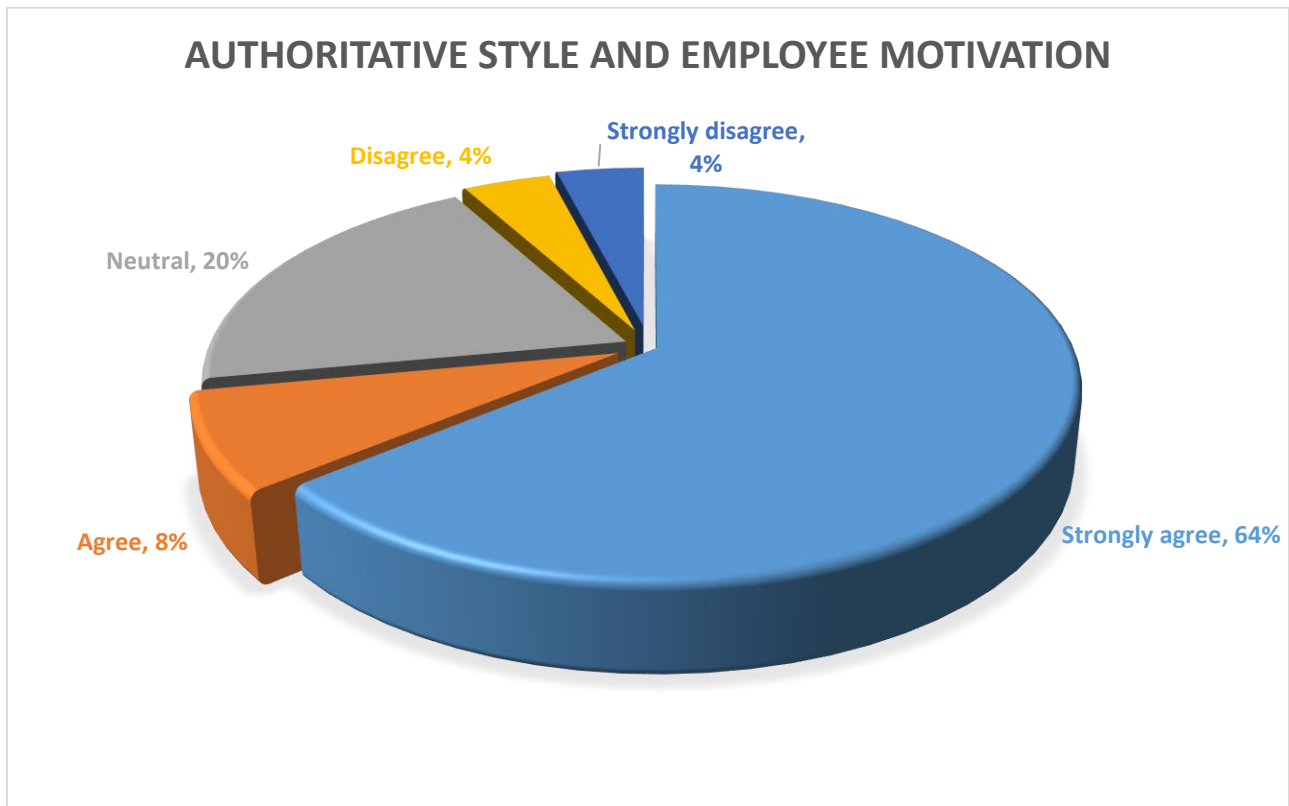


Source: Study Data (2022)

The study also examined the influence of pacesetting leadership style on employee motivation in the context of Trojan Nickel Mine. It is important to note that the pacesetting leadership style denotes a highly motivated leader who sets the pace in a race. In this regard, pacesetters raise the bar and encourage their teammates to run hard and quickly to the finish line. In the context of management, pacesetters are leaders who lead by example and motivate their supporting groups. The results of the survey reveal that while 40% of the respondents strongly agreed pacesetting leadership style is also another leadership style used to influence employee motivation in Trojan

Nickel Mine; 16 % of the respondents agreed to this and 32% remained neutral to such the question. At the same time, 4% of the respondents disagreed and 8% strongly disagreed.

**Figure 4.11: Authoritative leadership at Trojan Nickel Mine**

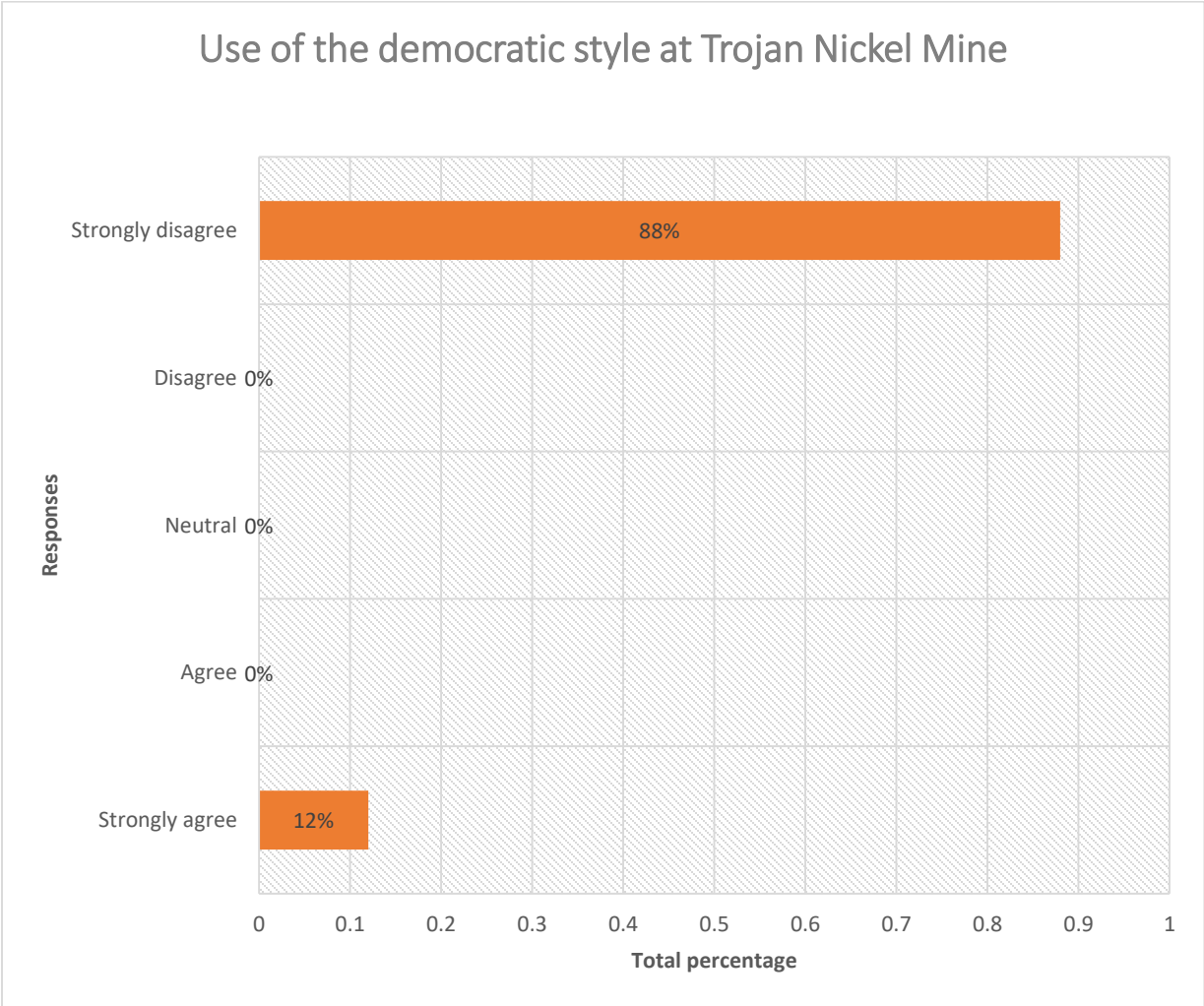


Source: Study Data (2022)

The other leadership style which was identified in this study is the authoritative style. Accordingly, it is a management style where the leader is in complete control and sets the goals, determines the processes and oversees all steps it takes to reach those goals with little or no input from team members. Respondents identified and revealed to the extent to which this style has been used to enhance employee motivation at Trojan Nickel Mine since 2003. The results show that 64% of the respondent strongly agreed authoritative tendencies have been used in a bid to enhance employee motivation at Trojan Nickel Mine while 8% of the respondents agreed with the assertion. Whereas 20% remained neutral on the subject matter, 4% of the respondents disagreed with the assertion

and 4% of the respondents strongly disagreed with the assertion. Therefore, data gathered in the field of research reveals that the majority of the respondents identified the use of authoritative measures to influence employee motivation at Trojan Nickel Mine.

**Figure 4.12: Democratic leadership style at Trojan Nickel Mine**



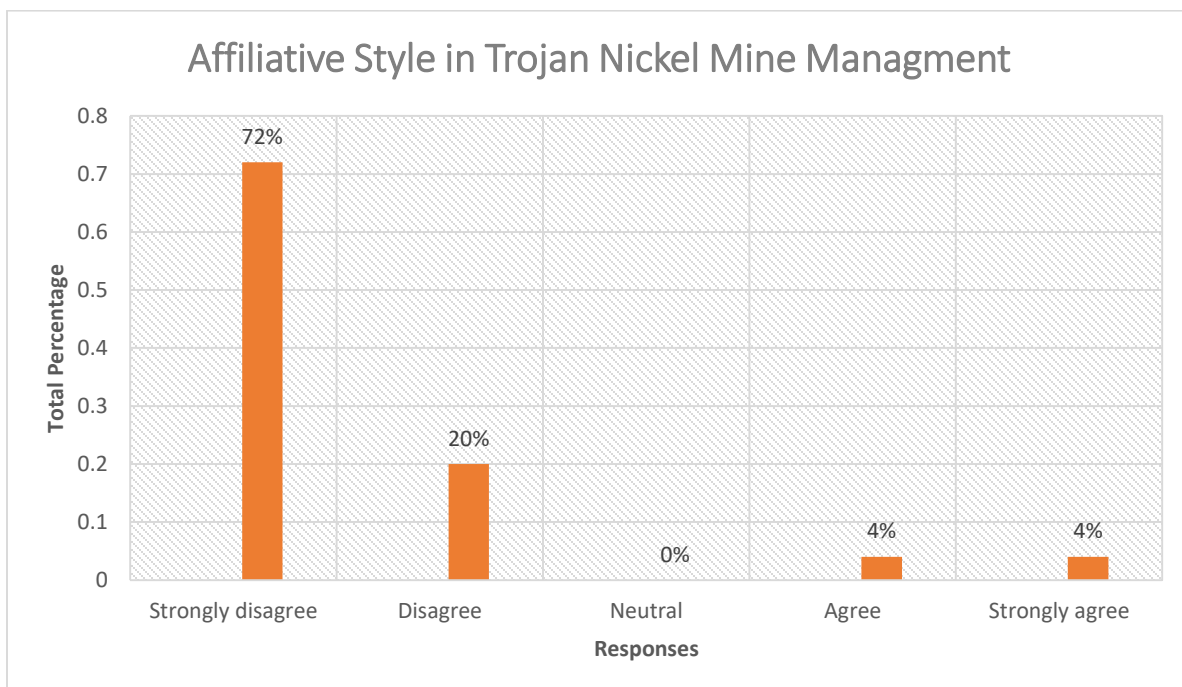
Source: Study Data: (2022)

The study results also identified the use of the democratic style in the need to influence employee motivation at Trojan Nickel Mine. The leadership style relates to the notion that wherever possible, leaders share information with employees that affects their work responsibilities. They also seek

employees' opinions before making a final decision. On this, the figure above shows that 88% of the respondents were of the view that the democratic leadership style is not being used to influence employee motivation at the mine. At the same time 12% of the respondents strongly agreed to the assertion. The general conclusion that can be reached is that Trojan Nickel Mine leadership on a few occasions engages the people whilst in most instances it does apply the democratic approach in reaching decisions.

Respondents identified the affiliative leadership style in the management of Trojan Nickel Mine. This type of leadership style refers to management in which "People come first." Of all the leadership styles, the affiliative leadership approach is the most up close and personal. A leader practicing this style pays attention to and supports the emotional needs of team members.

**Figure 4.13: Affiliative Leadership Style**

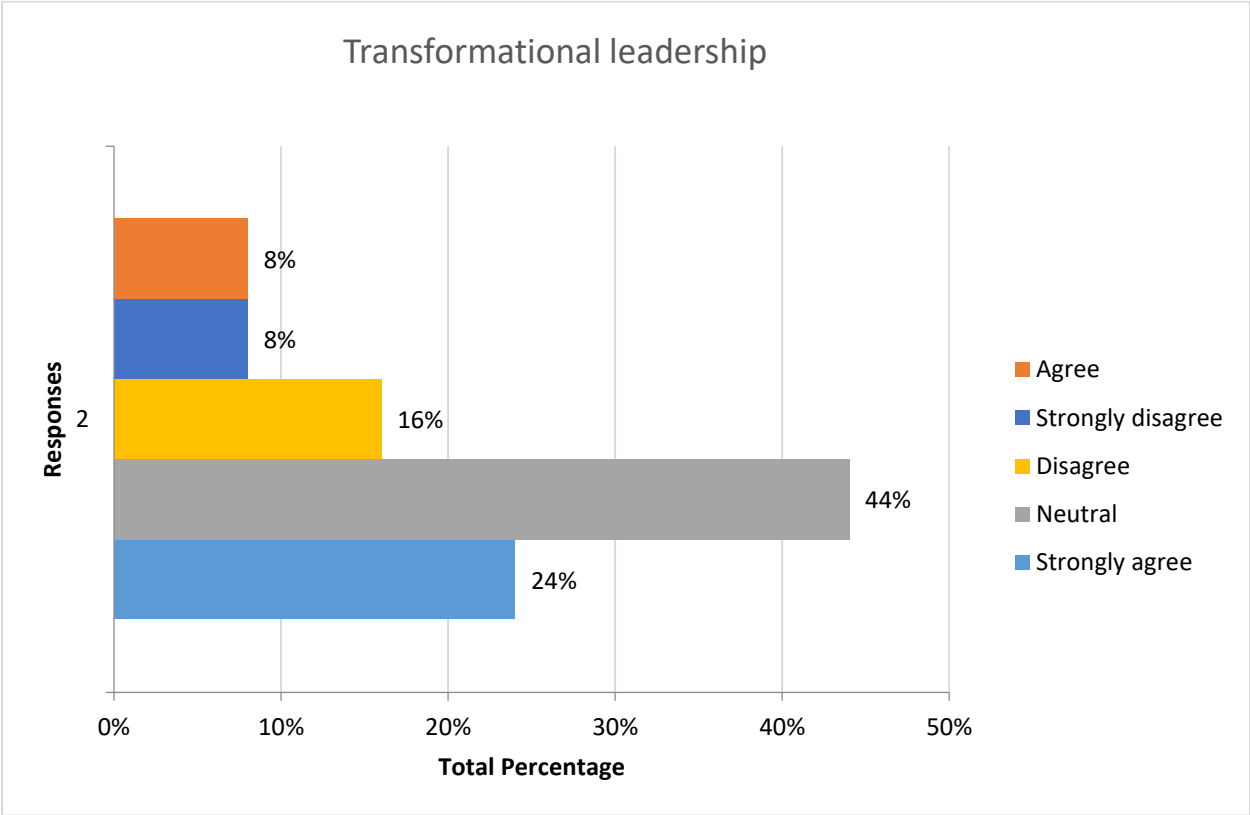


Source: Study Data (2022)

The figure below shows that 72% of the respondents strongly disagreed that the affiliative style has been employed to enhance employee motivation at Trojan Nickel Mine. At the same time, 20% of the respondents disagreed with such an assertion while 4% of the respondents disagreed

and another 4% strongly disagreed. Therefore, one can note that although the affiliative leadership style was also identified in Trojan Nickel Mine’s operations and the need for employee motivation, the majority of questionnaire respondents disagreed with the extent to which leaders in the organisation rely on it.

**Figure 4.14: Data on Transformational leadership**



Source: Study Data (2022)

A questionnaire survey also identified the transformational style as another leadership style that is employed at Trojan Nickel Mine. The transformational leadership style is defined by the leader’s desire to improve upon or “transform” the business or company they work for (Briggs, 2020). The data above reveals that 24% of the respondents strongly agreed that the leadership style is used in the mine while 8% of the respondent agreed to such an assertion. In response to the same claim, 44% of respondents remained neutral while 8% and 16% disagreed and strongly disagreed respectively. The majority of the respondents hence remained neutral in this case which reveals

that they are not aware or have not been able to probably see if the leadership style is part of the mining firm.

**Figure 4.15: The transactional leadership approach**



Source: Study Data (2021)

Data was also gathered on the transactional leadership approach which involves offering incentives for effective performance and penalties or disciplinary action for poor performance. The data above shows that 80% strongly agreed that the leadership is used to impact on employee motivation, while 4% agreed to this. On the same note, 8% of the respondents remained neutral while 8% disagreed with this. None of the respondents strongly disagreed. Therefore, one can conclude that the transactional leadership approach is often applied to influence employee motivation in the context of Trojan Nickel Mine.

The data gathered using the questionnaire survey buttresses data that were gathered using interviews. The overall conclusion that can be derived from these findings is that Trojan Nickel Mine management has been using different leadership styles in the operation of the mine. The explanations of such an approach is best explained by the fact that decisions must be taken based on a case by case approach. It can be noted that employee morale, productivity, decision-making speed, and metrics are all affected by leadership style hence the implementation of several styles in Trojan Nickel Mine. On this P5 noted that the operations of the mine are based on the notion that successful leaders thoroughly examine situations, assess subordinates' skill levels, consider alternatives, and make an informed decision. As such in their bid to be effective leaders who leave a lasting impression, the management at Trojan Nickel Mine have been using the most appropriate leadership style for the situation which will be before them though the responses reveal that the leaders are more inclined to autocratic and authoritative tendencies.

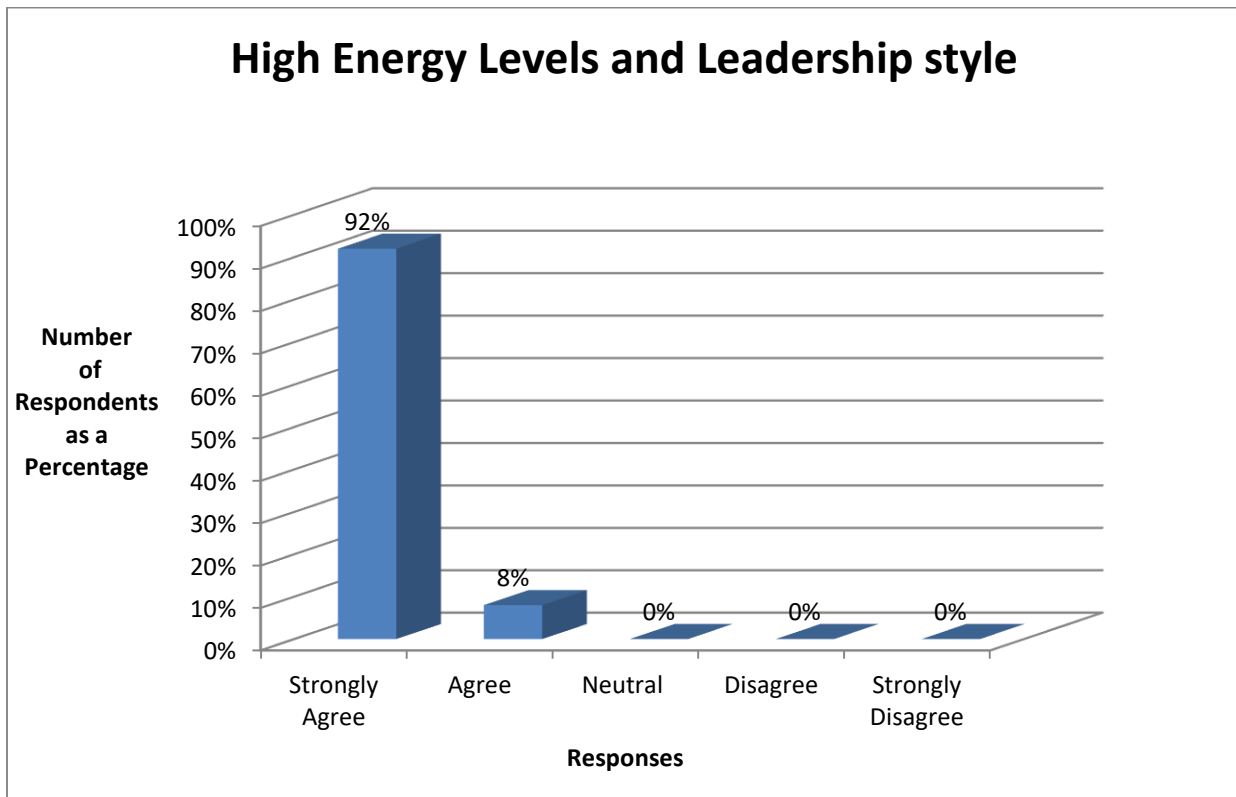
#### **4.5 Objective 2: To establish the effect of leadership style on employee motivation at Trojan Nickel Mine**

The main question that the research sought to answer was on the effect of leadership styles that have been used in Trojan Nickel Mine on employee motivation. The findings of the research establish that the mine has employed various leadership styles based on particular cases to deal with employee motivation. As noted in the previous chapters, employee motivation is measured by numerous variables and variances. In the context of the variance of employee motivation is energy levels. In this way, various respondents noted that the various leadership styles being used at the mine have enhanced energy levels. In an interview with P4, the participant was of the view that "...the overreliance on non-democratic measures at Trojan Nickel Mine have increased energy levels or there is a risk of losing job..." The participant went on to say that, "...although the moral and people's inner selves may be low, the physical being does not show as there are expectations and energy levels are bound to high..." Such sentiments seem to point to the fact that due to the mine's expectations from every employee, energy levels appear to be high but there is no correlation of these energy levels and the mood or spirit.

Asked on why the situation is like that, the respondent noted that, "so many factors are at play and they include financially related factors and the general non-caring of the leaders who sometimes are not considerate..." The same sentiments were shared by P6 who stated that levels were too

high because people work under a supervisor who monitors his or her subordinates who are supposed to perform their duties effectively. From these sentiments one is bound to argue that, Trojan Nickel Mine has been relying on the authoritative and autocratic leadership styles but this has been able to raise high energy levels although it has impacted on people's happiness. What is derivable from such an examination is the fact that there does not exist certain methods of leadership that can get the work done but the employee may not necessarily be happy. The responses of the interviewees relate with the responses from the questionnaire study as noted below.

**Figure 4:16: The Effect of Trojan Nickel Mine leadership styles on energy levels.**



Source: Study Data (2022)

There was a general agreement among the respondents that energy levels at the Trojan Nickel Mine have been high due to the non-democratic related management tendencies that infused operations of the mine. As is shown by Fig 4.16 above 92% of the respondents strongly agreed that leadership styles enhanced the energy levels of employees while a total of 8% agreed to the claim. None of the respondents was neutral on the issue and none of them disagreed or strongly

disagreed. Such statistics reveal that the energy levels have been high. P4 to add to this stated that employees in the organisations have been working hard, putting maximum effort but they suffer a lot from human insecurities. Thus, while the energy levels may be high, the people's human security and inner well-being are low; and this relates to the economic insecurity related challenges that confront them.

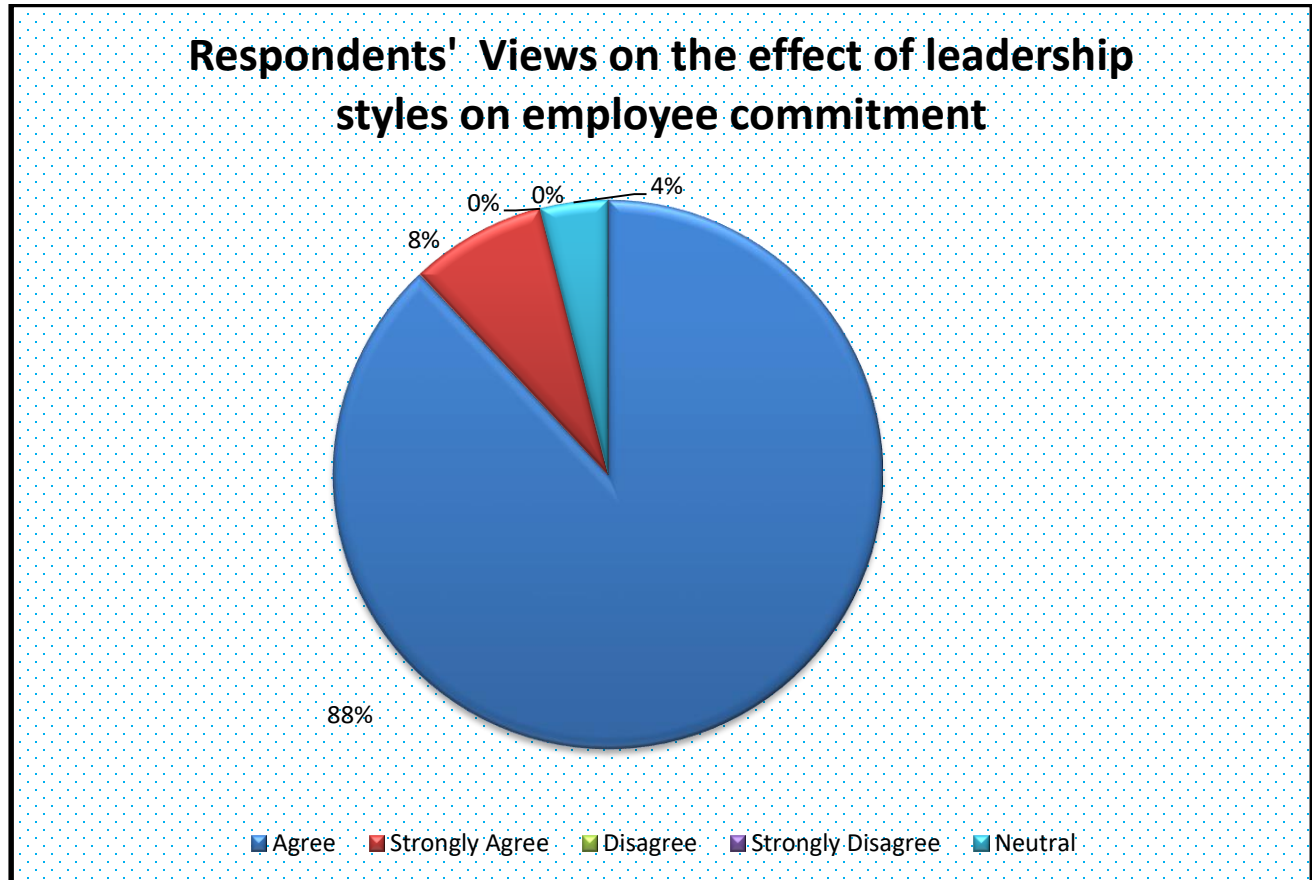
In addition, the research also sought to understand the effect of leadership style to employee commitment to their duties at Trojan Nickel Mine. P3 on this noted that, "...such a question requires a holistic approach that takes into account the leadership style and the economic situation in Zimbabwe..." The participant further noted that the different leadership styles for instance transformational, autocratic and even pacesetter have been employed to contribute towards employee commitment at the organisations. On this, P4 also noted that "...the mine gives people hampers, engage and persuade them, listen to them...we also have books that ensures that there are login and logout times, and we conduct meetings where strategic policies and objectives of the mining firm are disclosed...in this you can see different the different leadership styles that we use on a case by case and these have been important in securing employee commitment.

From these views, one needs to acknowledge that their typologies of power are critical in securing employee commitment in an organization. These are condign power; conditioned power and compensatory power. Whilst the first relates to the use of force; the second has to do with persuasion and the last revolves around offering a reward which all have been considered in the management of Trojan Nickel Mine in the need for the top management to secure employee commitment which is another measure of employee motivation. In responding to the question on what can be noted in terms of measuring employee commitment, P5 stated that, "...employee commitment can be seen through employee dedication, issues of lateness and punctuality and performing duties accordingly..." P5 was of the view all these factors characterize the environment at Trojan Nickel Mine and it has to do with leadership style because the remunerations are a cause for concern.

The analysis is in line with the sentiments that were shared by P4 who stated that the leadership styles impact on employee motivation especially issues of commitment as the economic factors may not permit one to be committed but it is how the leadership handles the situation that can prove important. Figure 4.16 below shows the quantitative findings of the study that support the

narratives which were presented by participants of the in-depth interviews which were also used to gather data on research which aimed to unpack the nexus between leadership styles and employee motivation within the context of Trojan Nickel Mine in Bindura.

**Figure 4.17: Employee commitment and the role of leadership styles at Trojan Nickel Mine**



Source: Study Data (2022)

The figure above shows that 88% of the total number of respondents agreed leadership styles contribute to employee commitment which is also a variable that reveals employee motivation. In the same realm, 8% of the respondents strongly agreed to the assertion, while 4% of the respondents remained neutral on the topic which was under study. Such statistics reveal that leadership styles contribute to employee motivation to a greater extent. The contributions that were given by the various respondents and participants of the study reveals that leadership styles impact on employee motivation. In the case of the phenomenon understudy, it can be argued that employee motivation can be realized through a combination of forces and factors that are

implemented by employers. It is a combination of the different leadership styles that the overall goals and objectives of an organization can be attained at a particular time.

Perhaps the effect of overreliance on non-democratic and no open leadership style may not be noted in employee commitment to duties as there is an element of coercion. This often results in individuals acting in accordance with expectations but this limits an individual's capacity and willingness to initiate and create.

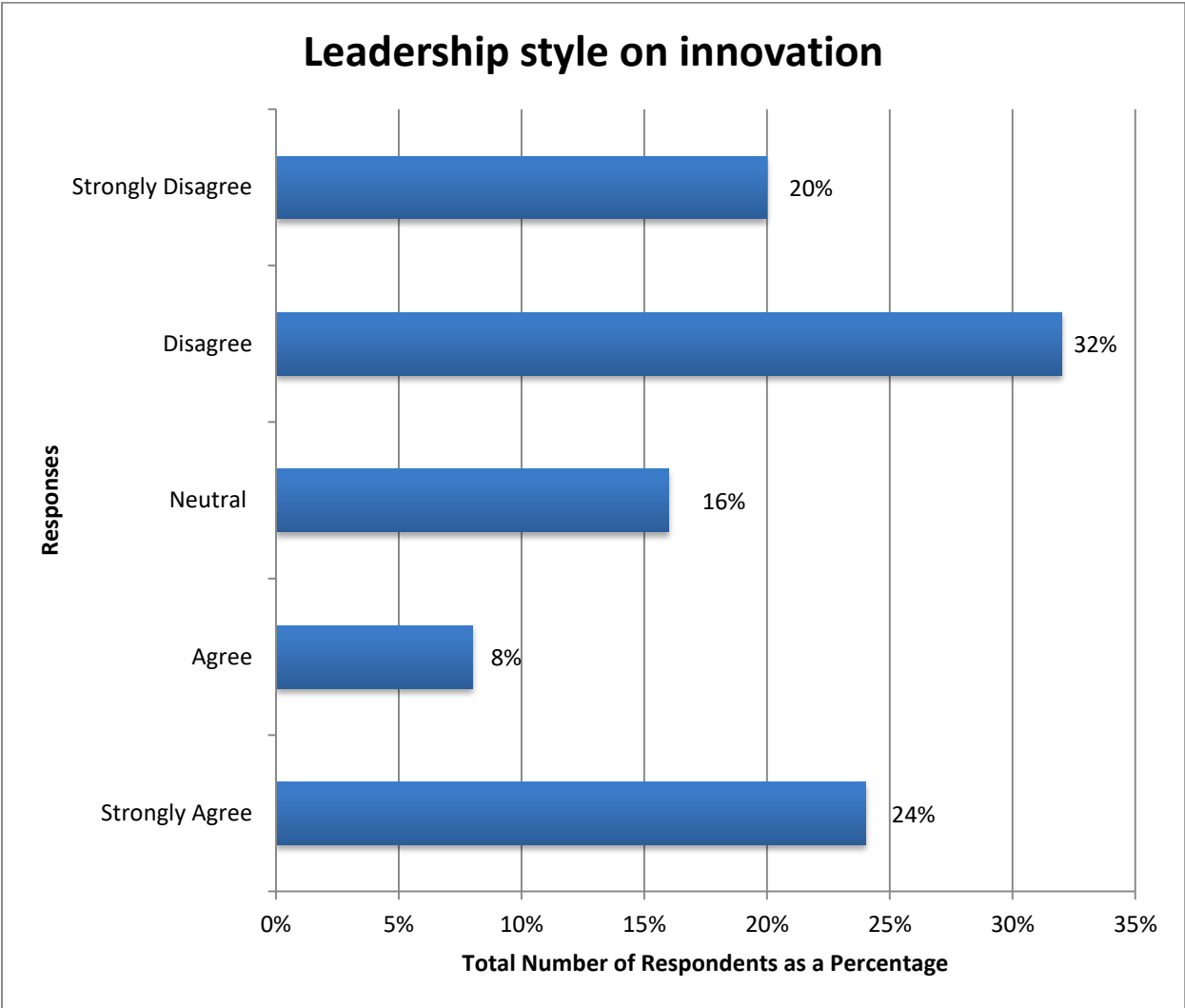
Such sentiments were shared by P8 who was of the view "...the use of threats to force someone to do something or the attempt to use force or manipulation to influence people's conduct is the order of the day at this mine and most organisations in Zimbabwe...this results in manifestations of commitment but not innovation..." Such contributions hence reveal that workers have not been able to be innovative at the mine due to undue influence which is often induced on them by the top management. Even P3 on this noted that it is difficult to have a firm that has innovative people if their concerns are often ignored. P9 even mentioned the element of coercion which creates a toxic workplace dynamic that can have major ramifications for an employee's well-being which hence affects the willingness of one to initiate and innovate in a firm.

Results from the questionnaire survey disclose that there were mixed feelings and opinions on the issues of innovation and how leadership styles have contributed to employee innovation. The results of the survey reveal that 24% of the respondents strongly agreed leadership styles have contributed to innovation at Trojan Nickel Mine while 8% of the respondents agreed to the assertion. At the same time, 16% of the respondents remained neutral while 32% disagreed and 20% strongly disagreed with the subject matter. Through the use of respondent validation, the researcher was able to ascertain while there were mixed opinions on how leadership styles have contributed to innovation at the mine. P6 noted that it is important to consider the fact that Trojan Nickel Mine has over 1000 employees and over 10 departments such that the leadership styles often differ between a supervisor and the supervised. The implication of such an analysis is that the way in which subordinates are handled in every department differ which hence explains the different opinions on this matter.

Even P4 buttressed such a view by stipulating that it is possible to find out that some of the supervisors at the organisations allows those on the ground to be able to suggest ways of handling other issues whilst others may not permit that. The participant hence noted that, while in some

cases innovative ideas have come from the employees, the majority of the time it has been the initiatives of the top tiers in the organisations that has led to better measures being established and implemented. Perhaps this goes to the notion that non-democratic measures have been central in the management of the organisations.

**Figure 4:18: Leadership styles and innovation: The case of Trojan Nickel Mine**

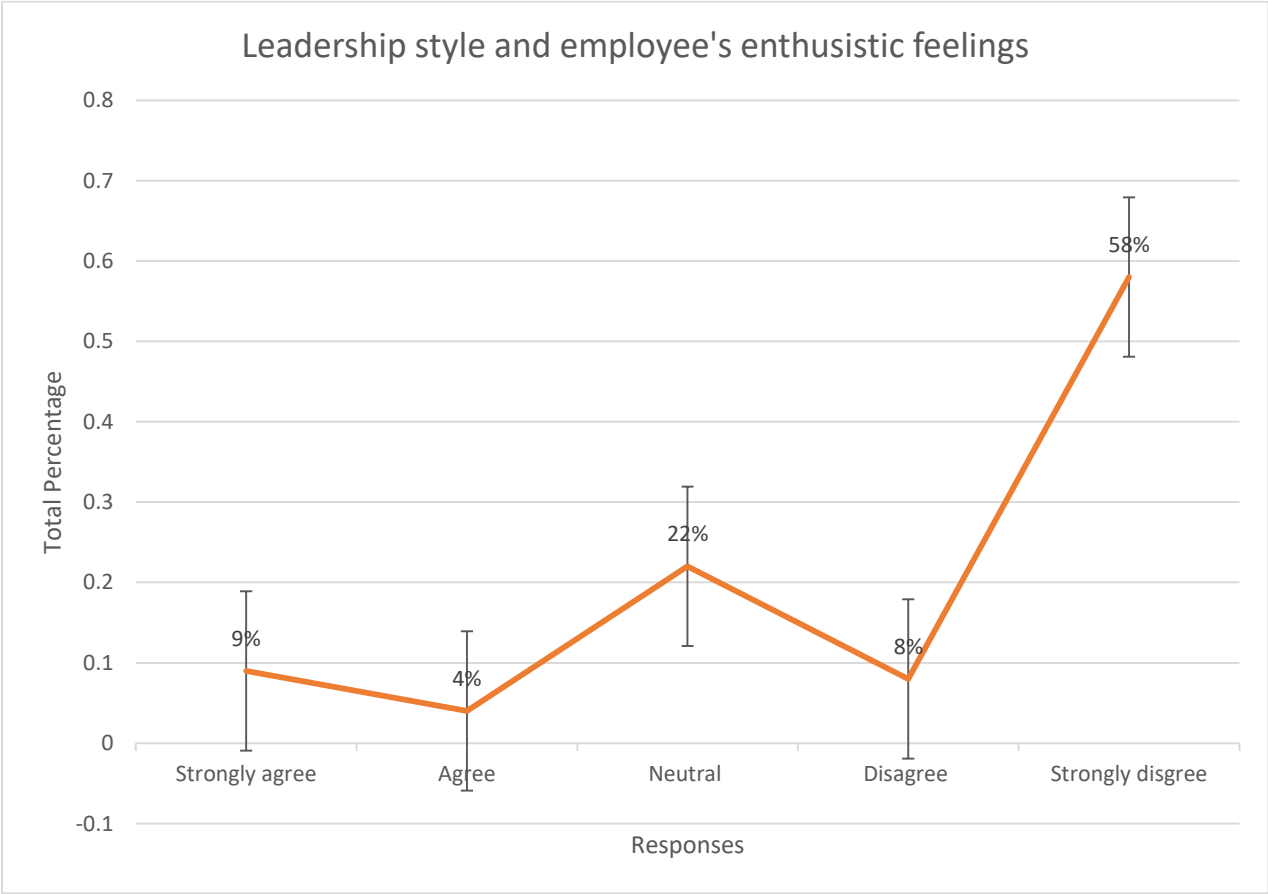


Source: Study Data (2022)

Based on the qualitative and quantitative data that have been presented in the foregoing, the overall conclusion adopted in the study based on the findings presented above is that leadership styles being used at Trojan Nickel Mine have not been able to occasion innovation and creativity and where this has been realised, the contribution has been minimal.

The other two measures that the research aimed to untangle as the measurements of employee motivation in the quantitative survey were the nexus between leadership styles adopted at Trojan Nickel Mine and enthusiastic feeling for employees; and the element of employee retention. On the latter the objective was to ascertain whether the leadership styles that have been used at Trojan Nickel Mine have created the desire and energy that makes people continually interested and committed to a job. Figure 4.18 below shows the effect of leadership styles adopted at Trojan Nickel Mine on enthusiastic feeling for employees

**Figure 4.19: Leadership styles adopted at Trojan Nickel Mine and enthusiastic feeling for employees**

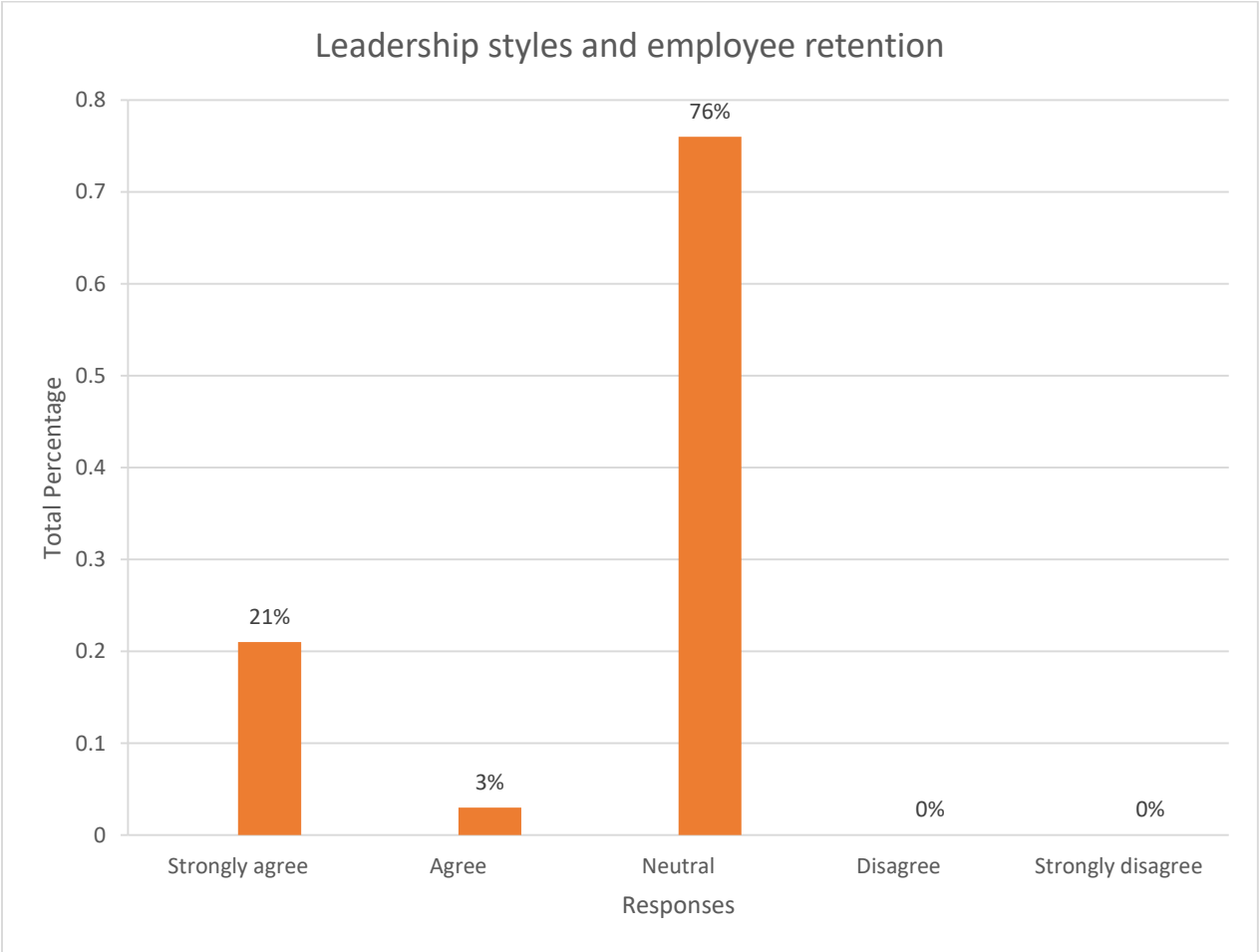


Source: Study Data (2022)

The results from the survey show that 9% of the respondents strongly agreed that leadership styles have brought about an enthusiastic feeling for employees while 4% of them agreed with the

assertion. Out of the total number of respondents 22% remained neutral while 8% disagreed and 58% strongly disagreed. This results to an extent show that leadership styles at Trojan Nickel Mine have not been able to create a workable environment for employees at the organisation. On employee retention the survey results showed that the majority of the respondents remained neutral as 76% of the respondents did not take any sides while 21% of respondents strongly agreed to the assertion that leadership styles at Trojan Nickel Mine have contributed to employee retention. In the same realm, 3% of the respondents while none responded to the other options that were provided as indicated below.

**Figure 4.20: Leadership styles and employee retention**



Source: Study Data (2022)

In the interviews that were conducted, the researcher derived that it was impossible to create the enthusiastic feeling among employees at the mine as the several factors impacted on the employees

and these were worsened by some of the leadership styles that were used by the leaders of the mine. It can be noted that economic related challenges such as the liquidity crunch and inflation and including the multicurrency regime which is not effectively contributing to human security in Zimbabwe have also affected the employees from having great excitement or interest in their jobs. Perhaps this can also be related to lack of innovation from the employees.

On the question of leadership styles and employee retention, P6 was of the view that the organisation has been able to retain its employees for years but was quick to cite issues that have to do with the economy of the country and not working conditions at the mine. Implied in this analysis is the notion that employees at the mine have continued to work for it because there are limited options in Zimbabwe. Overall, employee motivation can be measured by various variables as noted above. In the context of Trojan Nickel Mine, the different leadership styles that have been used to manage the mine have impacted both negatively and positively on employee motivation. In cases where leadership styles have impacted negatively on employee motivation, various challenges were cited by different respondents as the major challenges to certain leadership tendencies and styles in the mine.

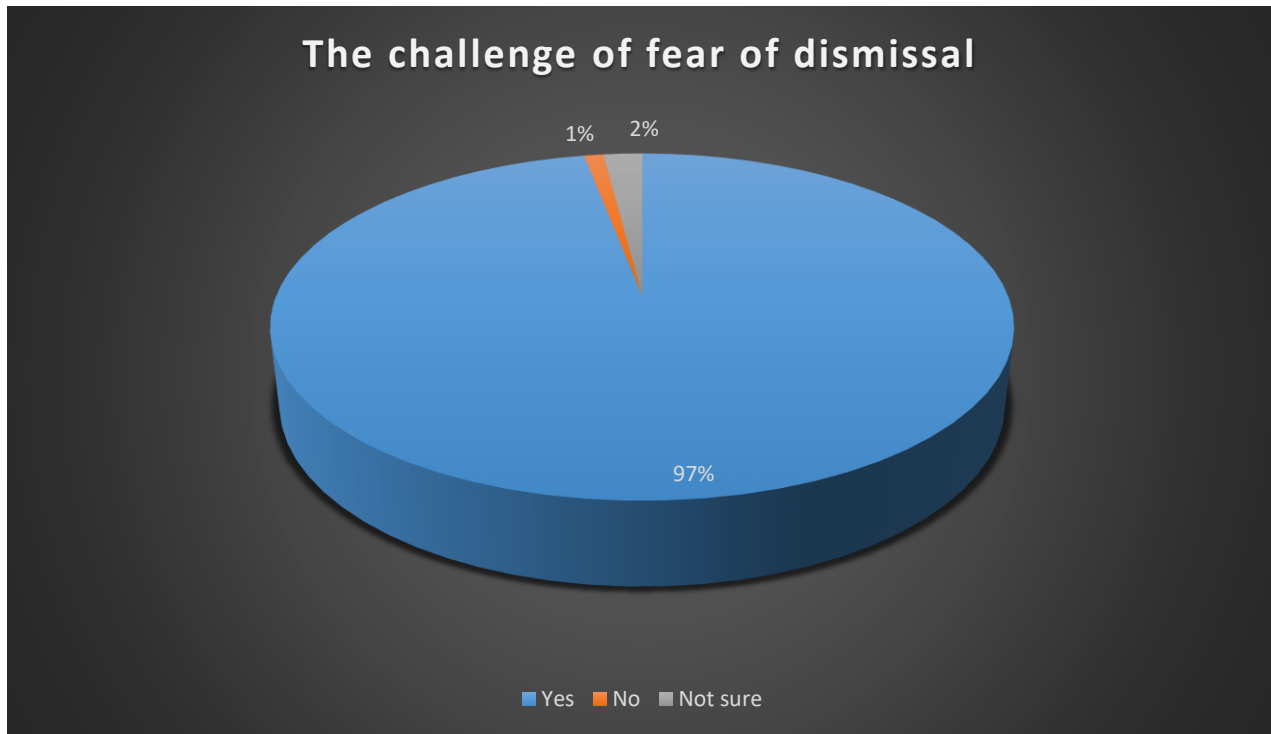
#### **4.6 Objective 3: To investigate the challenges to overcoming the leadership styles at Trojan Nickel Mine.**

The research also sought to investigate the challenges that have been encountered by employees in the need to overcome certain leadership styles that have impacted on employee motivation at Trojan Nickel Mine. P5 and P7 noted that there is also a sense of job insecurity at an organisational level and in a country like Zimbabwe with its unemployment levels, people are scared of dismissal. Such a sentiment was shared by P2 who noted fear of dismissal may be the reason why certain traits never change in the mining firms in Zimbabwe.

In an interview with P3, the participant was of the view that "... with the current situation in Zimbabwe, it is sometimes better to keep in your lane as operating outside it may result in serious consequences for one..." The same views were also noted by P5 who stated that, "... people have concern but are scared..." Asked about any cases where one raised his or her concern and was dismissed, the participant noted that "... my friend, this is politics, organisational politics, everything subtle and you may not cite a specific case as those with power can choose not to renew your contract, if you are contract employee...it is politics...sometimes you can save yourself by

keeping quite...” These views hence show that the fear of dismissal is real at the mine. Even the questionnaire survey results also reveal such a factor as noted below.

#### **4.21: Fear of dismissal as a challenge to overcoming certain leadership styles at Trojan Nickel Mine**

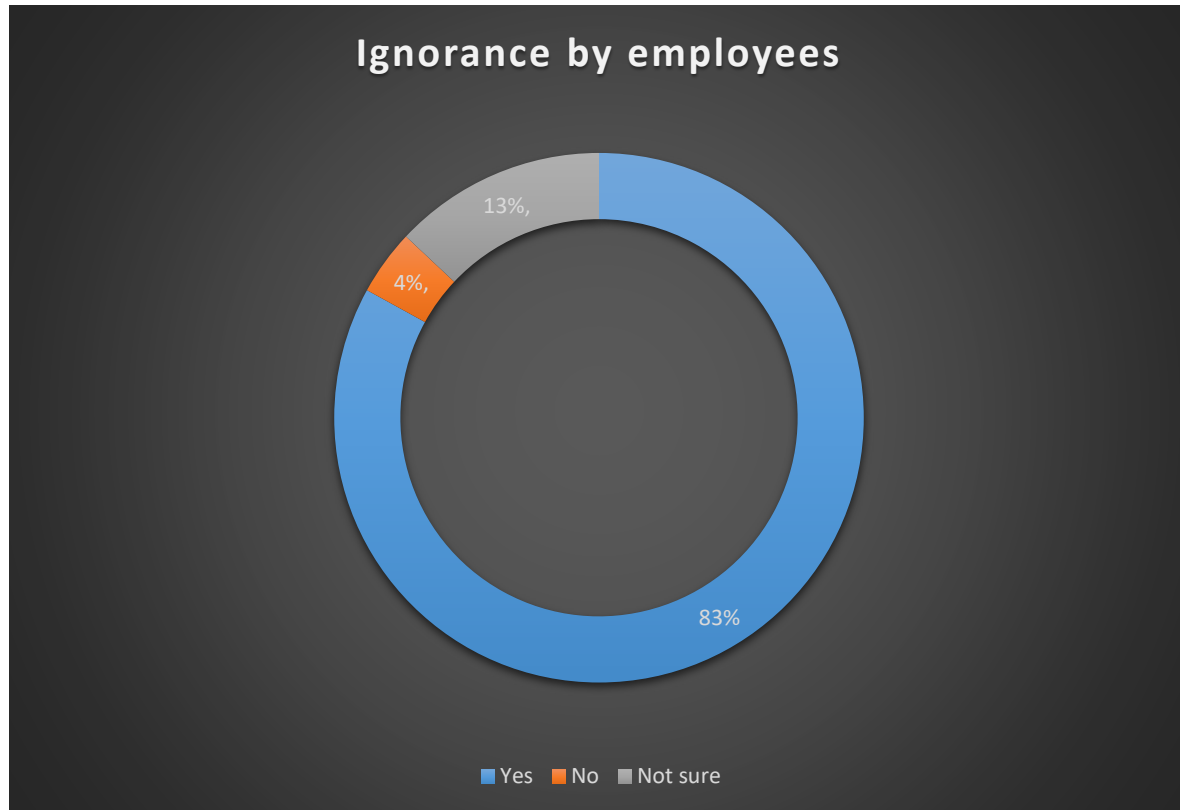


Source: Study Data (2022)

Findings of the survey shows that 97% agreed that fear of dismissal is a challenge that confronts employees at Trojan Nickel Mine as they try to overcome certain leadership tendencies and styles. Only 1% said no while 2% of the respondents remained neutral. With these results, one is obliged to argue that fear of dismissal is real at the mine and it is a factor that has impacted on people’s bid to overcome certain leadership changes.

Ignorance on the part of employees was also cited as another challenge in which certain leadership styles have not been overcome by employees. While this was not cited in the interviews, the questionnaire survey results shows that this is also a challenge worth considering at Trojan Nickel Mine as 80% of the respondents noted that it has impacted on the organisation while, 17% said no and 3% were not sure as shown in figure 4.23 below.

**Figure 4.22: Ignorance by employees**



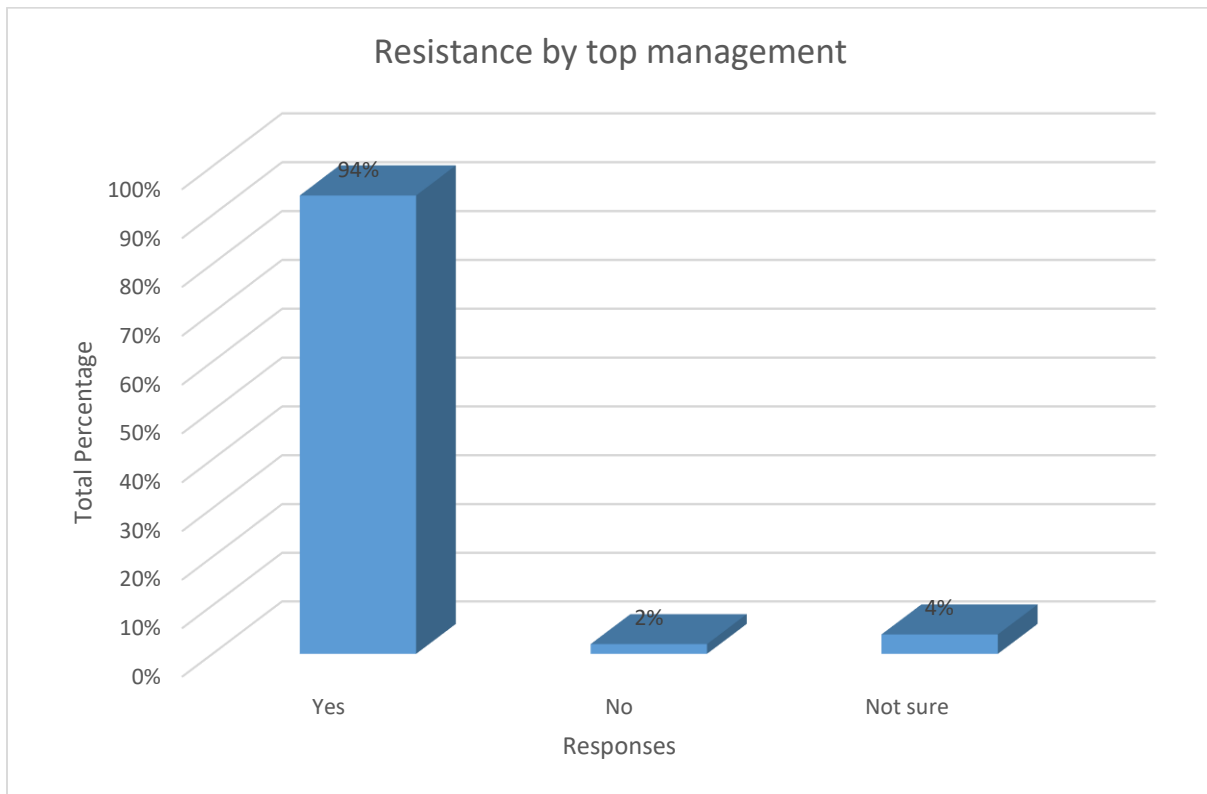
Source: Study Data (2022)

There are perhaps two explanations for the ignorance of employees in raising their concerns to the management to change some of the leadership styles. The first relates to the fact that it may not be ignorance by fear of dismissal and the other relates to the mine's culture by default. This hence entails that there is a culture that has been adopted and developed at the mine in which subordinates are afraid to question the decisions of their superiors as this may have negative consequences on them. The factors that were also noted as challenges include the resistance by top management which leads to the fear of dismissal. The questionnaire survey shows that 94% of the respondents noted that top management has been resistant to change which means certain leadership styles cannot be overcome. At the same time 2% said no and 4% were not sure.

The results to a greater extent reveal that top management has been resistant to change at the organisation. The interviewees who participated in the study also noted that organisational management is political and those at the top benefiting may want to continue enjoying it. This was said by P10 who was of the view that "...by nature, man is a political animal and the goal is to

survive by seeking, acquiring and maintaining power... so resistance to change at the mine shows a cabal that has acquired power which is now seeking to maintain it..." The sentiment basically shows that management at the mine is deeply rooted in issues of power and those in power are trying to maintain their positions.

**Figure 4.23: Resistance to Change as an impediment to Change at Trojan Nickel Mine**



Source: Study Data (2022)

The other challenge relates to no motivation by employees which basically entails that no initiative can be established by employee who lack motivation. An examination of these challenges in overcoming certain leadership styles at Trojan Nickel Mine shows that there are intertwined and multifaceted and even subjective. Ignorance by employees for example can be seen as a result of fear of dismissal while the lack of motivation to initiate can be linked to the culture of the organisation. Overall, it can be argued that these challenges have impacted on employees overcoming the leadership tendencies and styles that have impacted on the negatively which has affected their motivation at the mine.

## 4.7 Discussion

According to the study's findings, leadership styles have had an impact on staff motivation at Trojan Nickel Mine both negatively and positively since 2003. However, the study first recognized the many leadership styles that have been applied in mine management. Among the several leadership types discovered in the study are autocratic leadership, authoritarianism, transformational, transactional, and even pacesetter leadership styles. However, the research reveals that, while all of these leadership styles have been part of the mine since 2003, the organization's executives have a tendency to depend on non-democratic forms. The questionnaire survey confirmed this as 80% of the respondents strongly agreed that an autocratic leadership style has been used to enhance employee motivation at Trojan Nickel Mine. It is important to note that the pacesetter leadership style which denotes a highly motivated leader who sets the pace in a race was also identified in the study and 40% of the respondents strongly agreed that pacesetter leadership style is also another leadership style used to influence employee motivation in Trojan Nickel Mine. On this 16% of the respondents agreed to this and 32% remained neutral to such a question. At the same time, 4% of the respondents disagreed and 8% strongly disagreed that such a leadership style is being used at the mine

The other leadership style which was identified in this study is the authoritative style and democratic leadership style. On the latter, 88% of the respondents were of the view that the democratic leadership style is not being used to influence employee motivation at the mine. At the same time 12% of the respondents strongly agreed to the assertion. The general conclusion that can be reached is that Trojan Nickel Mine leadership on a few occasions engages the people whilst in most instances it does not apply the democratic approach in reaching decisions. The research also identified the affiliative leadership style in the management of Trojan Nickel Mine. This type of leadership style refers to management in which "People come first; the transformational style as another leadership style that is employed at Trojan Nickel Mine and the transactional leadership approach which involves offering incentives for effective performance and penalties or disciplinary action for poor performance. The conclusion that is reached in this study is that organizations utilize different leadership styles in their operations and Trojan Nickel Mine is not an exception.

The main question that the research sought to answer was on the effect of leadership styles that have been used in Trojan Nickel Mine on employee motivation. In the context of the variance of employee motivation is energy levels; it can be noted that Trojan Nickel Mine has been relying on the authoritative and autocratic leadership styles but this has been able to raise high energy levels although it impacted on people's happiness. There was a general agreement among the respondents that energy levels at the Trojan Nickel Mine have been high due to the non-democratic related management tendencies that infuse operations of the mine. In the questionnaire survey the results revealed that 92% of the respondents strongly agreed that leadership styles enhanced the energy levels of employees while a total of 8% agreed to the claim. None of the respondents was neutral on the issue and none of them disagreed or strongly disagreed. Such statistics supported that the energy levels have been high. However, it was argued that while the energy levels may be high at the mine, the people's human security and inner well-being are low due to the coercive leadership tendencies of the leaders at the mine.

In addition, the research also sought to understand the effect of leadership style to employee commitment to their duties at Trojan Nickel Mine. It was identified, employee commitment was attained through the use of three typologies of power which are condign power; conditioned power and compensatory power. In the study, the results on leadership style and employee commitment show that 88% of the total number of respondents agreed leadership styles contribute to employee commitment which is also a variable that reveals employee motivation. In the same realm, 8% of the respondents strongly agreed to the assertion, while 4% of the respondents remained neutral on the topic which was under study. Such statistics reveal that leadership styles contribute to employee motivation to a greater extent. Results from the questionnaire survey disclose that there were mixed feelings and opinions on the issues of innovation and how leadership styles have contributed to employee innovation. The results of the survey reveal that 24% of the respondents strongly agreed leadership styles have contributed to innovation at Trojan Nickel Mine while 8% of the respondents agreed to the assertion. At the same time, 16% of the respondents remained neutral while 32% disagreed and 20% strongly disagreed with the subject matter. Through the use of respondent validation, the researcher was able to ascertain while there were mixed opinions on how leadership styles have contributed to innovation at the mine. The conclusion reached was that the respondents were responding in the contexts of their departments which have different supervisors and leaders and the approaches of the management differs.

Furthermore, the results from the survey show that 9% of the respondents strongly agreed that leadership styles have brought about an enthusiastic feeling for employees while 4% of them agreed to the assertion. Out of the total number of respondents 22% remained neutral while 8% disagreed and 58% strongly disagreed. This results to an extent show that leadership styles at Trojan Nickel Mine have not been able to create a workable environment for employees at the organization. On employee retention the survey results showed that the majority of the respondents remained neutral as 76% of the respondents did not take any sides while 21% of respondents strongly agreed to the assertion that leadership styles at Trojan Nickel Mine have contributed to employee retention. In the same realm, 3% of the respondents while none responded to the other options that were provided as indicated below. With this data, it can be noted that the different leadership styles at Trojan Nickel Mine have impacted different employee motivation based on the data that has been presented in the study.

The research also sought to investigate the challenges that have been encountered by employees in the need to overcome certain leadership styles that have impacted on employee motivation at Trojan Nickel Mine. The first challenge that hence impacts on employees is fear of dismal. This factor was noted in the in-depth interviews that were carried out and even the questionnaire survey reveals that 97% of the respondents agreed that fear of dismal is a challenge that confronts employees at Trojan Nickel Mine. Another challenge related to ignorance on the part of employees was also cited as another challenge in which certain leadership styles have not been overcome by employees. The questionnaire survey results show that this is also a challenge worth considering at Trojan Nickel Mine as 80% of the respondents noted that it has impacted on the organization while, 17% said no and 3% were not sure. The questionnaire survey shows that 94% of the respondents noted that top management has been resistant to change which means certain leadership styles cannot be overcome. The other challenge relates to no motivation by employees which basically entails that no initiative can be established by employees who lack motivation.

An examination of these challenges in overcoming certain leadership styles at Trojan Nickel Mine shows that they are intertwined and multifaceted and even subjective. Ignorance by employees for example can be seen as a result of fear of dismissal while the lack of motivation to initiate can be linked to the culture of the organization.

#### **4.8 Chapter summary**

The chapter above attempted to provide the answers that were given by participants and respondents during the data collection on this research which aimed at examining the effects of leadership styles on employee motivation in the context of Trojan Nickel Mine. The results of the research reveal that various leadership styles are used to manage the mine and these have had different consequences on employee motivation which in this research was measured based on variables such as employee retention and innovation and creativity among others. However, after analysing the views that were shared by different participants of the study, the study concluded that leadership styles employed at Trojan Nickel Mine are skewed towards autocracy and authoritarianism which has impacted on employee motivation. The study also established the challenges in overcoming certain leadership styles at Trojan Nickel Mine which include fear of dismissal and ignorance; and even resistance by top management. The next chapter, which is chapter five aims to present the summary, conclusions and recommendations of the study.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The previous chapter presented data on the findings, presentation and analysis of the study which aims to untangle the nexus between leadership styles and employee motivation in the context of Trojan Nickel Mine which is in Mashonaland Central Province in Zimbabwe. Data was presented and analysed qualitatively and quantitatively to respond to the research objectives of the study. This Chapter focuses on the summary, conclusion and recommendations of this research. In this regard the first section concentrates on summary of chapters, while the second segment presents the study findings and conclusions. The third section is a presentation of the recommendations of the study which are based on data that were collected for the study.

### **5.2 Summary of the study**

Bearing in mind the growing realization of the importance of leadership styles to organizational performance as noted by the continued spending of millions by organisations each year on leadership courses; this study sought to examine the effect of leadership styles on employee motivation. Taking cognizance of the fact that arguably the post-colonial period in Africa has arguably been infused with leadership styles related challenges and it has been the most pressing issue for most states, this study also aimed to untangle issues of leadership at an organizational level. This study hence aimed to investigate the nexus between leadership styles and employee motivation in the mining sector, however focusing on Trojan Nickel Mine.

A historiographical overview of Trojan Nickel Mine which is a mining company wholly owned by Bindura Nickel Corporation (BNC) based in Zimbabwe's Mashonaland Central revealed that the company's operations are deeply rooted in the need to establish an environment that is conducive for employee motivation based on the best leadership. Thus since the 1960s the mine has experienced several changes in terms of ownership and leadership. The different changes that have taken place at the Trojan Mine have hence led to different leadership styles which had an impact on employee motivation. Against such a backdrop, this study aimed to untangle the relationship between leadership style and employee motivation in the mining sector of Zimbabwe, using the case of Trojan Nickel Mine

The central problem in this study was that while Trojan Nickel Mine has experienced different leadership styles and majority changes since 2003; the effects of such changes on the employee, particularly employee motivation, had not been determined. As such, the central objective of the study was to establish the effect of leadership style on employee motivation at Trojan Nickel Mine. In this, the research responded to three specific objectives which were to identify the leadership styles that have been used to enhance employee motivation at Trojan Nickel Mine since 2003; to identify the challenges to overcoming the leadership styles at Trojan Nickel Mine and to recommend on the best leadership styles that can be used to enhance employee motivation in the organisation. While the first three objectives were answered in the previous chapters, the fourth objective will be answered in this chapter.

The research aimed at responding to inadequacies that are attached to both theoretical and empirical studies on leadership styles and employee motivation. The broad swathe of literature available revealed that authorities have concentrated on categorizing the many leadership styles that exist. Efforts have been made to define employee motivation and leadership styles. Similarly, emphasis had been placed on the necessity to build processes that boost employee motivation. There has also been research on the relationship between employee motivation and leadership style in various circumstances and at various levels. Before this study was carried out a few studies had been conducted to investigate the changes that have occurred in a company and how these have resulted in different leadership styles, which have in turn affected employee motivation. In this approach, the purpose of this research was to fill a lacuna in the literature by disentangling the relationship between leadership style and employee motivation using the case study of Trojan Nickel Mine.

Methodologically, this research was deeply rooted in what can be scientifically proven or known to be true (epistemology) as opposed to what is believed to be true (doxology). In this way, the research was informed by pragmatism. The approach that was employed in the study was the mixed research approach which combined qualitative and quantitative research methods and methodologies. The study employed a descriptive and explanatory single case study as the research design to generate primary and secondary data. The target population of this study were the key informants from the Trojan Nickel Mine; officials from Government ministries namely the Ministry of Mines and Mining Development; former employees of the organization and academics.

The researcher collected data using a questionnaire survey; in-depth interviews and documentary analysis as data collection methods. The researcher also used systematic random sampling to distribute questionnaires to the target population and purposive sampling to select respondents of the in-depth interviews. Data was presented using tables, pie charts, graphs and pictures. Data from interviews and qualitative data gathered through documentary analysis were presented narratively. To achieve reliability, the researcher adopted structural corroboration and respondent validation. The researcher also considered the following ethics: informed consent; permission to conduct research; respect for privacy and confidentiality and the no harm principle.

The findings of the study indicate that Trojan Nickel Mine has leaders that utilized different leadership styles in the management of the organization. This has however, had different impacts on employee motivation at the mine. Autocratic and non-democratic measures which have been the basis of the mine's management have ironically resulted in employee commitment and enhanced energies towards work in the mine. However, the level of coercion has failed to yield creativity and initiation from most departments. The leadership styles have hence impacted on the employee motivation at the mine. In trying to overcome the leadership style tendencies of leaders at the mine, it was established that fear of dismissal and even employee ignorance were some of the factors that are at play. Other factors that were pointed include, organizational culture and the failure by leadership to adapt to change. Bearing in mind that order can sometimes be maintained through non-democratic measures at an organizational setting; this research recommends striking the balance between different leadership styles which can enhance employee motivation at Trojan Nickel Mine.

An examination of these challenges in overcoming certain leadership styles at Trojan Nickel Mine shows that they are intertwined and multifaceted and even subjective. Ignorance by employees for example can be seen as a result of fear of dismissal while the lack of motivation to initiate can be linked to the culture of the organization. With this in mind, there is hence the need to design methods that can enhance employee motivation in the mine hence the next segment of the chapter focuses on the recommendations of the study.

### 5.3 Conclusions

Based on the study findings of the research, this thesis concluded that management at Trojan Nickel Mine has used several leadership styles and in most cases, autocratic and non-democratic styles. In this way, other leadership styles may be used but it is the non-democratic ones that are relied upon. The study hence establishes that at an organisational level, leaders use different leadership styles to motivate employees. The study also concluded that the non-democratic leadership styles at the mine that are the basis of the mine's management have ironically resulted in employee commitment and enhanced energies towards work in the mine.

The conclusion reached in this research is that the worst leadership styles can acquire the set immediate objectives but has an effect on the improvement of an organisation. In the context of Trojan Nickel Mine, while worker commitment had been achieved and energy levels enhanced, the long term effects related to creativity and initiation were lacking in the mine. The level of coercion failed to yield creativity and initiation from most departments. The conclusion reached in this research was that leadership styles impacted on the employee motivation both negatively and positively.

The research also concluded that organisational setting also impacted on possible measures that may be used to overcome certain challenges. In the context of Trojan Nickel Mine, it was concluded that, fear of dismissal and even employee ignorance were some of the challenges that stand as barriers towards changing leadership styles. The factors were mostly internal. Other factors included organizational culture and the failure by leadership to adapt to change. Bearing in mind the different conclusions reached in this research, motivation could sometimes be maintained through non democratic measures at an organizational setting. This research recommends striking the balance between different leadership styles which can enhance employee motivation at Trojan Nickel Mine.

## **5.4 Recommendations**

Against such a background of the challenges that have impacted on employee motivation due to certain leadership styles that have been adopted at Trojan Nickel mine; this research makes the following recommendations:

### **5.4.1 Striking a balance between autocratic and democratic leadership styles**

The first recommendation that this study makes is that leadership at Trojan Mine must strike a balance between relying on autocratic tendencies and democratic tendencies including other leadership styles. This will be important in the need to enhance employee motivation in the mine. As noted by P10, it needs to be acknowledged that one of the most challenging parts about being a leader is trying to take everyone's opinion into account, that is to say "...are you being fair to everyone on your team? When is the right time to consider their opinions?..." This study hence recommends a form of leadership that is designed around the thoughts and opinions of team members and initiatives that are led by the leaders. Striking a balance between the different leadership styles will encourage brainstorming thereby getting a wide range of ideas from other mine employees which may be important for overall performance of the organization. This can lead to innovation, unique problem-solving processes, and creative solutions.

### **5.4.2 Application of situational leadership as opposed to one type of leadership**

In addition this encourages team members to bring their unique ideas together to come up with creative solutions and it increases job satisfaction. In the questionnaire survey, 84% of the respondents strongly agreed that there was a need for the leaders at the mine to use the democratic leadership style; while 74% of the respondents also noted that the transformational leadership style can enhance employee motivation. None of the respondents agreed to the assertion that authoritarianism and autocracy increases employee motivation. Bearing in mind that order can sometimes be maintained through non-democratic measures at an organizational setting; this research recommends using a situational leadership approach rather than a one prescribed leadership style for every situation.

### **5.4.3 Constant engagement between management and employees**

Another factor that this study proposes, though related to the first one, revolves around the need for top management to explain to other staff members why certain decisions are taken or pursued. On this, P1 was of the view that. "...in any organization, your employees will know what needs to be done, but you need to explain further; you need to communicate the 'why' of each task... The why is the company's overall mission? If everyone knows how their individual actions can personally add to the overall goal of the company, it brings much-needed motivation to even the simplest task..." This hence calls for engagement instead of just dictating terms to employees. The need to ensure that everyone understands the 'why' part of a decision can hence be important in employee motivation. Strategy seminars in which the company's vision, mission and objectives are shared will be crucial in laying the overall direction of the company. It is also recommended that leaders of sections engage subordinates frequently to elaborate the departmental strategies and objectives so that everyone is aligned and feeds into the organisations objective.

### **5.4.4 Creation of a conducive environment for employee motivation**

There is also the need to create a friendly work environment. In this, it needs to be noted that employees spend a large amount of time of their lives working at the mine. As such, leaders of should try to make the mine environment as friendly and appealing as possible. P9 on this stated that "...when you create a pleasant atmosphere where it is welcoming and comfortable, your employees will be more than eager to go to work every day..." This can hence be important as a leadership trait that can result in enhanced employee motivation at Trojan Nickel Mine. In addition, the notion of being a leader worth following should also guide leaders in the mine. In this, it is important for management to note that as a leader, employees are going to look to you to set an example for the rest of the group. Leaders tend to be setting a tone and values for the company. By doing so, it could have a meaningful effect on the mentality of the employees. If leaders set an example of positive thinking, employees will follow and the entire work culture will become motivated. This will contribute towards elevating the employees which is key for employee motivation

At Trojan Nickel Mine, investing in leadership training is equally critical. P5 also stated, "...there was a need for refresher courses and training that should aim at training mining bosses so that they

accept the new manner of dealing with people...” Executives frequently underestimate the level of education and training required to manage personnel; however, in the setting of a mine, it is critical for leaders to be trained and acquire the essential abilities so that dedication can be a product of leadership influence rather than force. As a result, the elements listed above might contribute to employee motivation, which is critical for organizational effectiveness.

### **5.5 Chapter summary**

The chapter was a presentation of the conclusion derived from the data that were gathered in the field of this research which sought to ascertain the nexus between leadership styles and employee motivation in the context of Trojan Nickel Mine. The chapter also summarized some of the information from the four previous chapters and lastly recommendations were proffered that aim at ensuring that leadership styles impact positively on employee motivation.

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**APPENDIX 1: QUESTIONNAIRE**

**QUESTIONNAIRE NUMBER.....**



**FACULTY OF COMMERCE  
GRADUATE SCHOOL OF BUSINESS**

**Questionnaire**

**For Official Use**

Questionnaire Status:

Completed.....

Partially Completed.....

## INTRODUCTION

Good day. My name is Loveness Tendai Mashizha. I am a final year student (registration number B1230887) in the Graduate School of Business at Bindura University of Science Education studying Masters in Business Leadership. I am doing a research on **LEADERSHIP STYLES AND THEIR EFFECT ON EMPLOYEE MOTIVATION IN THE MINING SECTOR: THE CASE STUDY OF TROJAN NICKEL MINE (2003-2021)**. The research has been authorized by the Graduate School of Business at Bindura University of Science Education. The names of respondents were selected based on people's professional position/experience and knowledge about the subject of the study. The data from this is solely for study purposes, and will be treated confidentially and anonymously. Participation in this research is voluntary. The questionnaire does not record names or addresses of participants. There is no penalty for refusing to take part in the survey. And if you do choose to take part, you may stop at any time, or skip any questions you do not wish to answer without penalty. Your answers will be kept confidential.

If you consent to answering this questionnaire you are requested to tick in the 'Yes' box and if you do not consent, please tick in the 'No' box.

Yes

No

Should you require any further information please get in touch with the researcher on +263 782 743 863 or email [lovenesschimbera@gmail.com](mailto:lovenesschimbera@gmail.com)

**QUESTIONNAIRE**

**SECTION A: DEMOGRAPHIC DATA**

(Tick whichever is applicable to you)

**1. Your Age is**

Less than 25  25-34 years  35-44years  45-54years  55-64years   
over 65years

**2. Sex**

Female  Male

**3. Organisation**  **Ministry**  **Agency**  **Company**

**4. What is your department & designation? (Optional)**

.....

**5. Years of experience**

Less than 1 year  1 – 3 years  4 – 7 years  7 – 10 years  10 years +

**6. Highest Education Level**

Diploma  Degree  Masters  Doctorate  Professorship  Other (specify).....

**SECTION B: LEADERSHIP STYLES**

<i>7. Please indicate the extent to which the following leadership styles have been adopted and used at Trojan Nickel Mine between 2003 and 2021 on a scale of 1-5 where:</i>					
<i>1= Strongly disagree    2=Disagree    3=Neutral    4=Agree    5= Strongly agree</i>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Autocratic style, which is the command-and-control approach					
Authoritative style which is a management style where the leader is in complete control and sets the goals, determines the processes and oversees all steps it takes to reach those goals with little or no input from team members.					
Pacesetting style which describes a very driven leader who sets the pace as in racing. Pacesetters set the bar high and push their team members to run hard and fast to the finish line.					
Democratic style - wherever possible, they share information with employees that affects their work responsibilities. They also seek employees' opinions before making a final decision.					
Affiliative style - a phrase often used to describe this type of leadership is "People come first." Of all the leadership styles, the affiliative leadership approach is the most up close and personal. A leader practicing this					

style pays attention to and supports the emotional needs of team members.					
Transformational style. The transformational leadership style is defined by the leader’s desire to improve upon or “transform” the business or company they work for.					
Transactional style. A transactional leadership approach involves offering incentives for effective performance and penalties or disciplinary action for poor performance					

**SECTION C: IMPACTS OF LEADERSHIP STYLES ON EMPLOYEE MOTIVATION**

<p><b>8. Please indicate the extent to which these leadership styles adopted at Trojan Nickel Mine have affected employee motivation at on a scale of 1-5 where:</b></p> <p><b><i>1= Strongly disagree    2=Disagree    3=Neutral    4=Agree    5= Strongly agree</i></b></p>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Leadership styles have enhanced the energy levels of employees at Trojan Nickel Mine					
The leadership styles have contributed to employee commitment to their duties at Trojan Nickel Mine					
The leadership styles adopted at Trojan Nickel Mine have led to innovation and creativity by employees at the organisation					
The leadership styles adopted at Trojan Nickel Mine have brought an enthusiastic feeling for employees creating a workable environment for employees at the organisation.					

The leadership styles that have been used at Trojan Nickel Mine have created the desire and energy that makes people continually interested and committed to a job. (employee retention)					
--	--	--	--	--	--

**SECTION D: CHALLENGES IN OVERCOMING CERTAIN LEADERSHIP STYLES.**

<i>9. Please identify the challenges in overcoming certain leadership styles at Trojan Nickel Mine?</i>			
<i>If you consent, you are requested to tick under 'Yes' and if you do not consent please tick under 'No' or and if you are not sure, place your tick under 'not sure'.</i>			
	<b>YES</b>	<b>NO</b>	<b>NOT SURE</b>
<b>19.</b> Fear of dismissal			
<b>20.</b> Corruption and nepotism			
<b>21.</b> The mine's culture by default			
<b>22.</b> Ignorance by employees			
<b>23.</b> Resistance to change by top management			
<b>24.</b> Low employee motivation			
<b>25.</b> No initiative by employee outside management			

**Section E:**

<p><i>10. Please indicate the leadership styles that you think can be used to enhance employee motivation at Trojan Nickel Mine on a scale of 1-5 where:</i></p> <p><i>1= Strongly disagree    2=Disagree    3=Neutral    4=Agree    5= Strongly agree</i></p>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>26. Democratic</b>					
<b>27. Autocratic</b>					
<b>28. Transactional</b>					
<b>29. Transformational</b>					
<p><b>30. Do you think there could be other styles of leadership that Trojan Nickel Mine can utilise to enhance employee motivation? Please explain.....</b></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>					
<p><b>THANK YOU</b></p>					

## APPENDIX 2: INTERVIEW GUIDE

### INTERVIEW GUIDE



### FACULTY OF COMMERCE GRADUATE SCHOOL OF BUSINESS

#### Interview Guide

#### INTRODUCTION

Good day. My name is Loveness Tendai Mashizha. I am a final year student (registration number B1230887) in the Graduate School of Business at Bindura University of Science Education. I am doing a research on **LEADERSHIP STYLES AND THEIR EFFECT ON EMPLOYEE MOTIVATION IN THE MINING SECTOR: THE CASE STUDY OF TROJAN NICKEL MINE (2003-2021)**. The research has been authorized by Graduate School of Business at Bindura University of Science Education. The names of respondents were selected based on people's professional position/experience and knowledge about the subject of the study. The data from this is solely for study purposes, and will be treated confidentially and anonymously. Participation in this research is voluntary. The interview guide does not record names or addresses of participants. There is no penalty for refusing to take part in the interview. And if you do choose to take part, you may stop at any time, or skip any questions you do not wish to answer without penalty. Please remember, there is no penalty for not participating, and your answers will be kept confidential. Should you require any further information please get in touch with the researcher on +263 782 743 863 or email [lovenesschimbera@gmail.com](mailto:lovenesschimbera@gmail.com)

**\*KINDLY RESPOND AT THE END OF EACH QUESTION.**

## INTERVIEW GUIDE

### SECTION A: DEMOGRAPHIC DATA

Tick whichever is applicable to you.

#### 1. Your Age is

18-24 years  25-34 years  35-44years  45-54years  55-64years

#### 2. Sex

Female  Male

3. Organisation  Ministry  Agency  Company

#### 4. What is your designation?

.....

#### 5. Years of experience

Less than 1 year  1 – 3 years  4 – 8 years  9 years and above

#### 6. Highest Education Level

Diploma  Degree  Masters  Doctorate  Professorship  Other (specify)

**SECTION B:**

**Questions**

1. What is your understanding of the term leadership styles at an organisational level?.....

.....

.....

.....

2. What is your understanding of the term employee motivation?.....

.....

.....

.....

3. Which leadership styles have been used in the management of Trojan Nickel Mine to enhance employee motivation since 2003?.....

.....  
.....  
.....  
4. How have these leadership styles affected employee motivation at Trojan Nickel

Mine?.....  
.....  
.....

5. What are the challenges to overcoming the leadership styles at Trojan Nickel

Mine?.....  
.....  
.....

6. Which leadership styles can be used to enhance employee motivation at Trojan Nickel

Mine? .....

**THANK YOU**

# APPENDIX 3

## Turnitin Report

Loveness Tendai Mashizha B1230887 Plagiarism report.pdf - Adobe Acrobat Reader DC (64-bit)

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