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The organization-stakeholder fit theory and the management of misfit or low fit

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ABSTRACT

Stakeholder Theory is ever evolving. The Organization-Stakeholder Fit (O-S fit) Theory was recently advanced, which provides a new framework with which to analyse and manage stakeholder relationships and gives new direction and impetus to the study of the stakeholder theory.

The overall purpose of this research is to explore and extend on the propositions of the O-S fit theory, more particularly how stakeholder relationship managers can manage or mitigate misfit or low fit, with a secondary research question regarding how the relational factors underlying the value congruence and strategic complementarity dimensions of the O-S fit theory may be leveraged to manage or mitigate combative and disengaging behaviour. This research was conducted against the backdrop of the South African mining industry which was found that the stakeholder relationships between mines, local mine communities and government was in a state of misfit or low fit, from the perspective of the South African mining industry. Thus, these relationships provide fertile ground to extend the O-S fit theory and the delve into the research questions.

A qualitative study was conducted for this research, whereby 13 senior executives who manage or can speak to the management of these stakeholder relationships participated in semi-structured interviews. The data was analysed with the assistance of Excel and frequency analysis techniques were utilised to ascertain the most pertinent themes which arose regarding the management or mitigation of misfit or low fit, and the relational factors underlying the proposed steps or actions that were identified which would improve the fit in these stakeholder relationships.

The results confirmed the propositions of the O-S fit theory and extended same, save to state that some relational factors were believed to be more effective or necessary to leverage in order to improve fit than others. Several recommendations for future research are proposed.

KEYWORDS

Stakeholder Theory; Organization-Stakeholder Fit Theory; Misfit or Low Fit Management

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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CONTENTS

CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

The O-S fit theory is an off-shoot of the long-established stakeholder theory (Bundy, Vogel, & Zachary, 2017; Crane & Matten, 2016; Freeman, 2010; Freeman, 1994). In order to explain co-operative relational behaviour between organizations and stakeholders, Bundy et al. (2017) advanced the Organization-Stakeholder Fit (O-S fit) theory. The O-S fit theory has two dimensions: Value congruence and strategic complementarity (Bundy et al., 2017).

Both dimensions have the same core elements to them which motivate co-operation between organizations and stakeholders being, trust, predictability, attraction/exchange and communication (Bundy et al., 2017; Edwards & Cable, 2009). Furthermore, Bundy et al. (2017) propose that alignment between organizations and stakeholders on both the said dimensions, which are inter-related, promotes maximum co-operative behaviour between organizations and stakeholders (Bundy et al., 2017). A state of misfit or low fit is proposed to exist when there is value incongruence and strategic incompatibility, which could even lead to combative behaviour (Bundy et al., 2017). This state is called misfit and leads to combative behaviour between stakeholders (Bundy et al., 2017). Low fit on one or both the dimensions of the O-S fit theory framework could lead to disengaging or compromising behaviour between stakeholders (Bundy et al., 2017).

The South African government enacted affirmative action policies and legislation in order to promote inclusivity by previously disadvantaged groups in the main economy (Alessandri, Black, & Jackson, 2011; Horwitz & Jain, 2011b; Ntim & Soobaroyen, 2013; Wöcke & Heymann, 2012). One such policy is the Mining Charter which imposes policies to promote the inclusion of previously disadvantaged groups in the mining industry and entails, amongst other things, the transfer of equity to community and previously disadvantaged groups, and compels the mines to spend significantly on corporate social development initiatives (Macmillan, 2017).

However, the mining industry has suffered major decline and is becoming increasingly unsustainable, and having the added pressure of complying with the Mining Charter does not assist (Macmillan, 2017). Given the current state of "animosity" between the mines and government regarding, amongst other things, the proposed new versions Mining Charter applicable to the mining industry, as well as the tense relationship between mines and local communities due to rising unemployment and poverty levels (not to mention incidents such as the Marikana tragedy), the South African mining industry provides a microcosm of an industry in a state of relative misfit or low fit in terms of the O-S fit theory (and which unfortunately is also the case with other industries, such as agriculture), with two stakeholders that it simply cannot divorce itself from or do without: Government and the local mine communities (Arya & Bassi, 2011; Bundy et al., 2017; Horwitz & Jain, 2011a; Macmillan, 2017; Mahomed, 2015; Manyathela, 2017; "South Africa has the worst labour relations in the world: WEF, 2018; Statistics South Africa, 2017; The World Bank, 2018; Thomas, 2014).

Although the O-S fit theory provides a framework for analysing the degree of fit between organizations and stakeholders, it requires further research to be conducted on the propositions thereof (Bundy et al., 2017). Especially, regarding the management and mitigation of the impact of misfit and low fit on stakeholder relationships, and the promotion of co-operative behaviour, so as to maximise the sustainability of business and stakeholders alike (Bundy et al., 2017; Crane & Matten, 2016; Freeman, 2010; Freeman, Wicks, & Parmar, 2004; Harrison & Wicks, 2013; Strand & Freeman, 2015; Westermann-Behaylo, Van Buren, & Berman, 2016). Furthermore, in order to maximise co-operative behaviour amongst stakeholders, it is necessary to research how the relational factors underpinning the dimensions of the O-S fit theory may be leveraged (Bundy et al., 2017).

The overall purpose of this research is to explore, consider and gain further insights into the propositions of the O-S fit theory, but more particularly to extend the theory regarding the management of organization-stakeholder relationships in states misfit or low fit, and how the relational factors underlying the two dimensions can be leveraged in doing so, all against the backdrop and data obtained from senior executives in mines who are involved in managing or have experience in stakeholder relationships. There is a lack of knowledge regarding how the relational factors can be leveraged to reduce misfit and low fit, particularly in asymmetrical stakeholder relationships (Bundy et al., 2017).

Investigating the abovementioned aspects in the context of a particular industry allows for a practical and contextual consideration of the dimensions of the O-S fit theory. The researcher submits that the same concepts, findings and proposals may be applied to other industries with "strained" stakeholder relationships, such as in the South African agricultural industry, which is currently grappling with issues surrounding the calls for expropriation of land without compensation, and which is likely to lead to further "heated" exchanges and possible litigation (Manyathela, 2017).

This qualitative research provides further insight into the abovementioned concepts and is geared towards extending the O-S fit theory advanced by Bundy et al. (2017), as well as to contribute towards the overall development of the stakeholder theory. Furthermore, given the context of the South African economy (which is not unlike the challenges faced by most developing economies), the O-S fit theory may provide the framework to manage misfit or low fit in other stakeholder relationships, and mitigate the effects thereof, in other industries, all with a view to maximising co-operative behaviour and sustainability

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1.2 Background and Context

Given the need to promote inclusivity in the economy, and the important and sizeable contribution of the mining industry to the South African economy, there is a need to improve the stakeholder relationship between the mining industry, government and local communities, so as to promote the sustainability of the mining industry in South Africa Government (and by extension, regulation) will always be an inescapable and permanent feature affecting the South African mining industry (Macmillan, 2017). Transformation of the mining industry, and the whole economy, is an obligation that no industry can shirk or escape from, least of all the mining industry (Alessandri et al., 2011; Arya & Bassi, 2011; Horwitz & Jain, 2011a; Macmillan, 2017; Mahomed, 2015; Nattrass & Seekings, 2016; Ntim & Soobaroyen, 2013; Wöcke & Heymann, 2012; Thomas, 2014).

Notwithstanding the Broad-Based Black Economic Empowerment Act and its sector specific charters, the rate of transformation of the economy has been slow (Arya & Bassi, 2011; Macmillan, 2017; Ntim & Soobaroyen, 2013; Thomas, 2014; Thomas & Jain, 2004). There has been criticism of the system arising from, amongst other things,

instances of "fronting", where some businesses have attempted to circumvent or subvert the law (Alessandri et al., 2011; Mahomed, 2015; Ntim & Soobaroyen, 2013; Thomas, 2014). Furthermore, there are indications that the system has only benefitted a small group and not the general population, as intended (Mahomed, 2015; Ntim & Soobaroyen, 2013). In order to boost the rate of transformation in certain sectors of the economy, sector-specific charters were published, including one applicable to the mining and minerals industry, called the Mining Charter, which has been amended a few times since inception (Macmillan, 2017; Mahomed, 2015).

As at October 2018, cabinet had approved a further revised amended Mining Charter which was still to be studied and commented on fully by the Minerals Council (previously known as the Chamber of Mines), which is the body which represented approximately 90% of all mines in South Africa (Chamber of Mines, 2017; Minerals Council, 2018). The objectives of the Mining Charter are to, amongst other things, promote the inclusivity of previously disadvantaged persons in the main-stream mining industry (Department of Mineral Resources, 2017). It not only aims to solely increase the equity held by previously disadvantaged people and the community, but to also ensure that, amongst other things, community infrastructure is built, and that the mines assist in establishing small to medium enterprises within the community through preferential procurement practices, who are owned by persons from previously disadvantaged backgrounds, and who can enter into supply arrangements with the mines (Minerals Council, 2018).

The erstwhile version of the Mining Charter, which was unilaterally enacted in June 2017, and which was the subject of hotly contested litigation between the government and the Minerals Council, which represents approximately 90% of South African mines, has since been replaced by a new Mining Charter, published on 27 September 2018 (Chamber of Mines, 2017; Minerals Council, 2018). Significantly, the Minerals Council has acknowledged, with approval, the approach of the new Minister, Mr Gwede Mantashe, in engaging with stakeholders (including the mines) regarding the new Mining Charter, however, the Minerals Council also indicated that it still required to conduct its own feasibility study thereon to determine its viability (Minerals Council, 2018).

It may be argued that the inclusive approach taken by the government in engaging with the Minerals Council and other stakeholders regarding the new Mining Charter is a "step in the right direction" towards addressing the combative and disengaged

behaviour between the mining industry and the government.

1.3 Relevance of the Problem

1.3.1 Business relevance

Although this research examines the above issues in the context of the South African mining industry, this research is of relevance to all industries in the South African economy, as well as abroad. It is geared towards assisting organizations who are experiencing stakeholder relationships of misfit or low fit with their stakeholders in leveraging the relational factors of the O-S fit theory to manage the combative, compromising and disengaged behaviour (Bundy et al., 2017).

This very research goes towards testing and extending the knowledge on the O-S fit theory, so as to apply such knowledge in a practical way, such as in instances of industrial action, which is prevalent in South Africa in many industries (Wöcke & Heymann, 2012; "South Africa has the worst labour relations in the world: WEF," 2018). After all, the more aligned organizations are with their stakeholders, the more sustainable business will be (Crane & Matten, 2016; Phillips, 2011; Strand & Freeman, 2015).

Quite apart from any other policy issues government may adopt, which may not be aligned with the values or strategies of several industries in the economy, government has introduced various Charters with broad-based black economic empowerment (B-BBEE) requirements and targets applicable to various industries (Alessandri et al., 2011; Horwitz & Jain, 2011b; Mahomed, 2015; Ntim & Soobaroyen, 2013; Thomas, 2014; Thomas & Jain, 2004).

Bearing in mind the generally high degree of organization-stakeholder misfit in relation to labour relations in South Africa, the concepts and underlying principles of the O-S fit theory may assist in mitigating the adverse effects of any misfit and promoting fit in their respective stakeholder relationships, including improved labour relations (amongst other things) in the South African economy (Bundy et al., 2017). Seeing as organizations and their stakeholders are interdependent, the continued success and survival of all is determined jointly (Bundy et al., 2017; Crane & Matten, 2016; Strand &

Freeman, 2015).

1.3.2 Academic relevance

The O-S fit theory is a novel one, and requires further research and study, particularly from a quantitative perspective (Bundy et al., 2017). However, given its relative novelty, as well as the aspects which still require further study, the time is perhaps not yet ripe for a quantitative study, as suggested (Bundy et al., 2017).

Research into the O-S fit theory, and more particularly how the various relational factors may be leveraged to promote more fit organization-stakeholder relationships in cases of misfit or low fit, all against the backdrop of an industry currently experiencing same, will give new insights into and extend the theory. The propositions by Bundy et al. (2017) are challenged through the analysis of the qualitative data and provide insights on the how the relational factors interact with each other and may be leveraged in order to give impetus and galvanize more positive organization-stakeholder relationships.

The researcher can only hope that this study somehow assists in developing and extending the O-S fit theory further, particularly around the management of misfit or low fit, and how the relational factors thereof may be leveraged in doing so, all geared towards promoting positive organization-stakeholder relationships, and ultimately more sustainable business in future.

1.4 Outline of this Study

In conducting this qualitative study, the researcher shall first explore some of the underlying applicable principles of the stakeholder theory (which underpins the O-S fit theory) and thereafter set out some of the key concepts and discuss the relational factors of the O-S fit theory, particularly in the context of the management of misfit or low fit.

Subsequent thereto, the research questions will be set out followed by an explanation regarding the research methodology adopted for this research. A synopsis of the

results and a discussion regarding same will thereafter follow, culminating in the conclusion which provides, amongst other things a synopsis of the findings of this research, limitations in respect thereof and suggestions for further research. Overall, this research paper is separated into seven distinct chapters, including this introduction.

1.4.1 Chapter 1: Introduction to the research problem

This Chapter is an introduction to the research and the problems and questions which the researcher aims to shed light on. It provides a brief synopsis of the context behind the organization-stakeholder relationships between the South African mining industry, government and local mine communities. It also sets out the overall purpose of this research, as well as the business and academic relevance of this research.

1.4.2 Chapter 2: Literature review

This chapter contains a review of the relevant literature. Firstly, context regarding the South African mining industry and how it finds itself in a state of misfit or low fit in its stakeholder relationships with government and the local mine communities is explained. Secondly, the fundamental, underlying key aspects regarding the stakeholder theory are set out, followed by an explanation of the O-S fit theory and the two dimensions thereof. Fourthly, a synopsis regarding the relational factors underpinning the two dimensions of the O-S fit theory is canvassed. Fifthly, the concept of misfit in the context of the O-S fit theory and the inter-relationship between the relational factors, and the key aspects thereof, are elaborated on.

1.4.3 Chapter 3: Research questions

This chapter sets out the research questions of this research. There is one overall research question, with a secondary question, which is set out in this chapter and which is the focus of this qualitative study.

1.4.4 Chapter 4: Research methodology

This chapter sets out the research methodology employed by the researcher and further sets out the basis and limitations of the research methodology adopted for this research. The reliability and validity of the results of the research conducted is also elaborated on herein.

1.4.5 Chapter 5: Results

This chapter contains the results of the study conducted by the researcher, which comprised of 13 semi-structured interviews of senior executives within the South African mining industry tasked with managing or can speak to their mine's stakeholder relationships with government and the local mine community.

1.4.6 Chapter 6: Discussion of results

This chapter is a discussion of the results of the study against the context and backdrop of the literature review in the second chapter, and the research questions set out in the third chapter. The results and learnings of this research are set out explicitly herein.

1.4.7 Chapter 7: Conclusion

This chapter contains the conclusion to this research report, which contains a synopsis of the key learnings and take-outs of this research, as well as the limitations of this research and recommendations for future research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The O-S fit theory was derived from the need to provide for the concept of "stakeholder dialogue" as well as to delve into, examine and investigate the origin of stakeholder relationships, and address how and when said stakeholder relationships developed and changed over time (Bundy et al., 2017; Crane & Matten, 2016).

The fundamental theory which underpinned the O-S fit theory is Freeman's pre-eminent stakeholder theory which originated around 1984 (Bundy et al., 2017; Crane & Matten, 2016; Freeman, 2010; Freeman, 1994; Freeman, Wicks, & Parmar, 2004; Westermann-Behaylo, Van Buren, & Berman, 2016). Freeman advanced that, whilst business had a duty to look after shareholders' interests, in order for an organization to survive and be sustainable, shareholders' interests must be aligned with the interests of their stakeholders (Crane & Matten, 2016). From a South African perspective, over and above what is stated in the Companies Act 71 of 2008, directors of companies owe duties of care, skill and diligence to the company, and to act in the best interests thereof, which may at times be in conflict with the interests of shareholders (Crane & Matten, 2016; Phillips, 2011; Queen, 2015). However, the wider concepts of the stakeholder theory have been widely accepted by shareholders, who are still nevertheless still somewhat constrained by their fiduciary duties towards the company and its employees, whilst also mindful of the need to be profitable (Queen, 2015; Strand & Freeman, 2015).

The O-S fit theory spawned from the ever-evolving stakeholder theory, which is geared towards making stakeholder relationships increasingly sustainable (Crane & Matten, 2016; Garvare & Johansson, 2010; Gibson, 2012; Strand & Freeman, 2015). O-S fit is the state that existed between organizations and their stakeholders when their characteristics were matched and aligned with each other (Bundy et al., 2017). In the context of the O-S fit theory, and for the reasons stated above, the South African mining industry may be characterised as having a stakeholder relationship of misfit or low fit with government and with local communities, along with several other industries (Macmillan, 2017; Nattrass & Seekings, 2016).

Given the relevant stagnation and lack of development of the stakeholder theory in recent years, the O-S fit theory gives same new impetus and direction for study (Bundy et al., 2017; Tantalo & Priem, 2016). One of the biggest challenges of stakeholder management is negotiating stakeholder trade-offs as it is impossible to satisfy the demands of all stakeholders (Rowley & Moldoveanu, 2003; Westermann-Behaylo et al., 2016). The point of stakeholder management is not to satisfy conflicting demands by each stakeholder, but to rather manage this conflict in mutually beneficial ways (Bundy, Schropshire & Buchholz, 2013; Miles, 2017; Westermann-Behaylo et al., 2016).

Although O-S ft theory, does not overcome all the hurdles regarding the advancement of the stakeholder theory, it brought the necessary impetus to advance the study thereof (Bundy et al., 2017; Crane & Matten, 2016; Miles, 2017). Value creation for all stakeholders, as opposed to the appropriation of value by shareholders, was the ultimate objective and focus of stakeholder management to promote sustainability (Bundy et al., 2017; Freeman, 2010; Freeman et al., 2004; Garvare & Johansson, 2010; Gibson, 2012; Phillips, 2011; Strand & Freeman, 2015; Westermann-Behaylo et al., 2016). In order to conduct a proper analysis of how to ethically treat the needs of particular stakeholders one ought to take into account the nuances and individualities of an individual stakeholder (Miles, 2017; Westermann-Behaylo et al., 2016).

2.2 Context of the South African Mining Industry

Given the recent spate of litigation, public statements and strained relationship between the South African mining industry, the government (in the form of the Department of Mineral Resources [DMR]), as well as regular and continuous unrest in the local communities surrounding mines, the aforementioned stakeholder relationships provided the best example of stakeholder relationships in a state of misfit or low fit in the context of the O-S fit theory and were ideal for this study.

The stakeholder relationship between the mining industry and government reached new levels of heightened animosity upon the publication of a new Mining Charter in June 2017 by the erstwhile Minister of Mineral Resources, Mr Mosebenzi Zwane. The Mining Charter was geared towards promoting the transformation of the mining industry, in line with the purposes and objectives of the Broad-Based Black Economic

Empowerment Act 53 of 2003. Essentially, it's objective was to, amongst other things, promote greater inclusivity and participation of previously disadvantaged persons in the South African economy, and several sector-specific charters were enacted to give effect to it (Macmillan, 2017; Nattrass & Seekings, 2016; Thomas, 2014). The Mining Charter imposed targets and obligations for the industry to obtain, and included targets in relation to equity, social development and preferential procurement for previously disadvantaged persons (Macmillan, 2017). Although the 2017 Mining Charter was not the first Charter imposed upon the mining industry, the increased targets, thresholds and implications thereof were not commercially viable for the mining industry (Chamber of Mines, 2015).

Furthermore, the mining industry felt aggrieved that the aforementioned minister did not take and consider the views and concerns of the mining industry, amongst other things (Chamber of Mines, 2015). Without warning or notice, Mr Zwane unilaterally enacted the aforementioned Mining Charter, which left the Minerals Council bewildered and having to initiate litigation to obtain an interdict against the DMR, to halt the implementation of various aspects of the Mining Charter, and to safeguard the mining industry's rights and interests (Chamber of Mines, 2017). This litigation is still pending, including the DMR's appeal.

In the said judgment, the High Court of South Africa gave credence to the principle of "once empowered, always empowered", which essentially meant, for now, that mines which had met the minimum requirements in terms of the 2010 version of the Mining Charter (the prior version), were not required to "top-up" their ownership by previously disadvantaged persons to the minimum levels and requirements as stated in the 2017 version of the Mining Charter. Particularly, in instances where the said equity that was allotted to previously disadvantaged groups in terms of B-BBEE schemes were on-sold to third parties.

In summary, the minimum equity threshold to be held by previously disadvantaged persons in terms of the 2010 Mining Charter was 26%. The DMR would have had it otherwise, and for more to be given by the mines (amongst other things), which was one of the instigating factors to the aforementioned litigation, and a main contributor to the current state of misfit or low fit in the stakeholder relationship between the mining industry and the government.

The 2017 version of the Mining Charter stated that, amongst other things, mines were

required to have a minimum of 30% equity to be owned by previously disadvantaged persons, in the following minimum ratios: 8% was to be held by black employee share ownership schemes, 8% was to be held by mine community schemes in the form of trusts established for the communities of surrounding mines, and 14% was to be held by black people or black owned companies (Department of Mineral Resources, 2017).

Furthermore, if B-BBEE schemes on-sold their shares to a third party (whether or not such third party was defined as being previously disadvantaged in terms of the prevailing legislation), the mines would have to "top-up" the shareholding of B-BBEE schemes by transferring more shares to the aforementioned groups to maintain the aforementioned ratios. One of the reasons the Minerals Council was in opposition thereto was that it directly affected their shareholders beyond a threshold of acceptability and would not be commercially viable and sustainable for the mining industry (Chamber of Mines, 2017).

The Mining Charter recognised and advocated the concept of the community giving mines a social licence to operate (Department of Mineral Resources, 2017). However, there were increasingly more incidents of mining communities revolting against the mines and causing disruptions or stoppages of operations. Recently, in Mapela, the local community halted mining production for approximately two weeks due to dissatisfaction with government not having provided the community with basic services, as well as an overall lack of jobs (Arya & Bassi, 2011; Horwitz & Jain, 2011a; Mahomed, 2015). This demonstrated the link between these stakeholders and their dependency on each other to foster and enhance harmonious relationships between each other (Crane & Matten, 2016; Garvare & Johansson, 2010; Gibson, 2012; Harrison & Wicks, 2013; Miles, 2017; Strand & Freeman, 2015; Westermann-Behaylo et al., 2016). Particularly regarding the mitigation of the impact of production disruptions.

As a result of the above, and at the very least, there appears to be a great lack of trust between the DMR and the South African mining industry. There also appears to be a degree of value incongruence between these parties, and indeed the surrounding mine communities, who appear to take issue with the government and the mines in respect of the lack of jobs and service delivery being provided (Bundy et al., 2017; Macmillan, 2017). Mines need a social licence from the communities in order to operate, which is increasingly being threatened as a result of expectations (perceived or actual) not being met (Department of Mineral Resources, 2017; Macmillan, 2017).

Unlike the case of a non-performing supplier, the mining industry could not simply terminate its stakeholder relationships with government and with the local community. The only option available to the mining industry was to work with these stakeholders and foster good relations, as well as manage and mitigate the effects of any misfit or low fit. In order to promote the overall sustainability of their stakeholder relationships, these stakeholders were required to reach a better state of fit and co-operation.

According to the World Economic Forum's latest World Competitiveness Report, South Africa ranked last out of 137 countries, and it had the worst labour-employee relations in the world ("South Africa has the worst labour relations in the world: WEF," 2018). This concerning result was found to be directly linked to the low levels of trust between employers and labour, and was aggravated by the high levels of poverty and unemployment (Bundy et al., 2017; Wöcke & Heymann, 2012; "South Africa has the worst labour relations in the world: WEF," 2018).The vast majority of, if not all, the labour in mines is sourced from the surrounding local communities, which are characterised by high levels of poverty (Statistics South Africa, 2017). Thus, a fundamental assumption of this research was that any misfit in the stakeholder relationships between mines and their employees would filter into the local mine communities.

Stats SA stated that 55.5% of the South African population was categorised as poor (Statistics South Africa, 2017). Furthermore, South Africa's gini coefficient was at 0.69, making it one of the most unequal societies in the world (The World Bank, 2018). South Africa had an unemployment rate of 26,7% (The World Bank, 2018). In mining communities, the levels of poverty and inequality were significantly higher, which communities suffered high levels of crime, as well as substance and domestic abuse (Macmillan, 2017). To compound the problems there was civil unrest and widespread calls for "radical economic transformation" including the nationalisation of the mining industry. Racial tensions increased and calls for steps to be taken to promote greater inclusivity in the economy, which economy was perceived to be in the hands of "white monopoly capital, were made (Manyathela, 2017). Even extending to calls for the Constitution to be amended in order to facilitate the expropriation of land without compensation (Manyathela, 2017).

South Africa had a sordid history of apartheid and racial segregation, the effects of which were still very much apparent (Arya & Bassi, 2011; Horwitz & Jain, 2011a;

Mahomed, 2015; Nattrass & Seekings, 2016; Wöcke & Heymann, 2012). If one merely looked at the degree of lack of inclusivity in the economy, as well as the significant spatial distance between the city centres (where most people work) and townships from where most people resided (Arya & Bassi, 2011; Horwitz & Jain, 2011a; Nattrass & Seekings, 2016). Arguably, the most controversial industry in the South African economy, given its history and importance, is that of mining (Macmillan, 2017). Especially, when one considers the outcry, impact and repercussions of incidents such as the Marikana tragedy, where 37 striking miners were killed at the hands of the police force, allegedly at the behest of mine management (Makgetla & Levin, 2016).

The South African mining and mineral industry has historically been an important component of the South African economy (Macmillan, 2017). In 2017, it contributed approximately 6.8% towards the Gross Domestic Product of South Africa, and directly employed approximately 465 000 people (Chamber of Mines, 2017). Having said that, in the context of the past thirty years, the mining industry in South Africa experienced significant decline and, despite a few exceptions, the general trend throughout history showed an industry which has become increasingly unsustainable in the long-run (Macmillan, 2017).

2.3 Stakeholder Theory

Sustainability comprised of the triple bottom-line of economic, environmental and social considerations, geared towards the long-term maintenance of a system, reflected in Figure 1 below (Crane & Matten, 2016; Garvare & Johansson, 2010; Gibson, 2012; Norman & Macdonald, 2004; Pava, 2007; Strand & Freeman, 2015). Business played the lead role when it came to driving sustainability, with social justice considerations having played the key driver thereof (Crane & Matten, 2016). Anything that affected society would affect a business' own future profitability and very existence in the long-run (Crane & Matten, 2016). Corporate social responsibility (including B-BBEE) ought not be considered as being separate from the operations of an organization, as an organizations activity was interconnected with its stakeholders (Arya & Bassi, 2011; Bundy et al., 2017; Crane & Matten, 2016; Phillips, 2011).

Figure 1 – The Triple Bottom Line
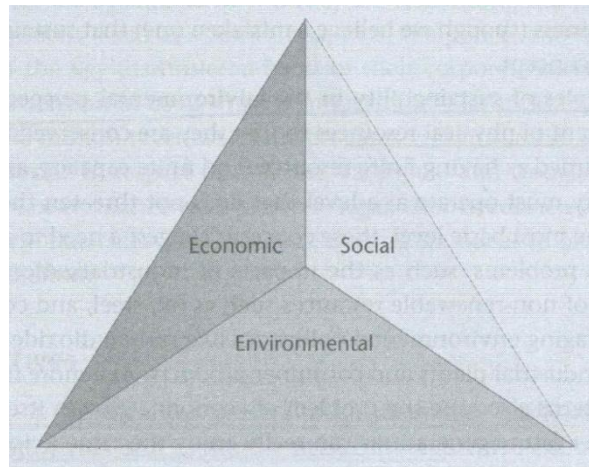
Source: Crane & Matten (2016 p.29)

One of the reasons why business subscribed to its obligations of "promoting a sustainable eco-system" was due to the necessity to have a social licence to operate, especially in resource-based industries like mining (Crane & Matten, 2016; Macmillan, 2017). In the context of the mining industry, the need for mines to develop and implement corporate social responsibility initiatives were derived from the dependency argument; that mines relied on government and local communities from where most of the workforce of a mine came from, in order to operate (Crane & Matten, 2016; Freeman, 2010; Macmillan, 2017; Bundy, Shropshire & Buchholz, 2013). In order to gain and sustain real competitive advantage, most organizations relied on more complex and long-term relationships with their stakeholders, to promote co-operative advantage (Bundy et al., 2017; Harrison & Wicks, 2013).

According to Freeman's stakeholder theory, the stakeholders in relation to an organization were generally government, communities or civil society, competitors, customers, employees, suppliers and shareholders, as is reflected in Figure 2 below (Bundy et al., 2017; Crane & Matten, 2016; Garvare & Johansson, 2010; Gibson, 2012). Success and survival of each stakeholder was dependent on other stakeholders, seeing as they were all inter-dependent and reliant on each other to survive (Bundy et al., 2017; Crane & Matten, 2016; Olsen, 2017).

Figure 2: Freeman's Stakeholder Theory Model
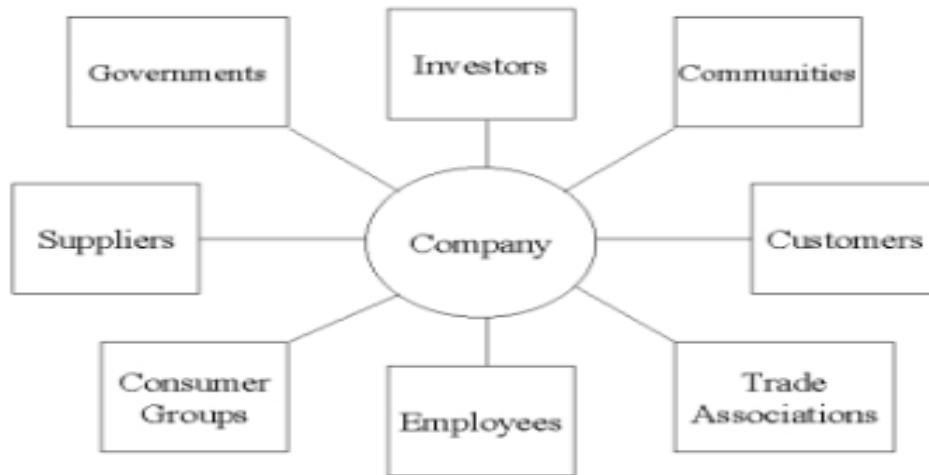
Source: Crane & Matten (2016, p.55)

Importantly, the main focus of stakeholder theory was not the advancement of societal interests (Freeman, 1994). The fundamental principle and underlying philosophy of the stakeholder theory was that, as organizations created more value for themselves and their stakeholders, they would advance the interests of the community and improve the sustainability of the organization(Bundy et al., 2017; Harrison & Wicks, 2013; Miles, 2017; Westermann-Behaylo, Rehbein, & Fort, 2015). Successful organizations co-operated with their stakeholders whereby their interdependent actions would benefit themselves and other stakeholders in the relationship (Bundy et al., 2017).

Stakeholder theory also advanced that the main challenge of value creation was to productively manage relationships with stakeholders who affected, and were affected by the organization, so as to mitigate the effects of conflict (Bosse & Coughlan, 2016). Each individual stakeholder needed to perceive a psychological bond and take some action in respect thereof in relation to other stakeholders (Bosse & Coughlan, 2016; Miles, 2017). Furthermore, in order to understand stakeholder relationships, it was necessary for one to have examined how each stakeholder's individual perceptions influenced or guided that stakeholder's decisions in the context of the dynamics of the particular stakeholder relationship (Bosse & Coughlan, 2016; Freeman, 2010).

Carroll's model of corporate social responsibility (reflected in Figure 3 below), the economic and legal responsibilities of a business were given greater credence,

attention and weight than an organization's ethical or philanthropic responsibilities, which ethical or philanthropic responsibilities would be required to be "elevated" to be given equal status (Crane & Matten, 2016; Schwartz & Carroll, 2003). However, Carroll's model did not deal with the issue of what ought to happen if one or more of such "elevated" ethical or philanthropic responsibilities were in conflict or did not align with other economic or legal responsibilities of the organization (Crane & Matten, 2016). Although transformation and black economic empowerment initiatives may be construed as being ethical or philanthropic in nature, the Mining Charter has elevated these responsibilities to the status of economic and legal responsibilities, and which are in conflict with each other and potentially even mutually destructive (Alessandri et al., 2011; Horwitz & Jain, 2011b).

Figure 3 – Carroll's Corporate Social Responsibility Model
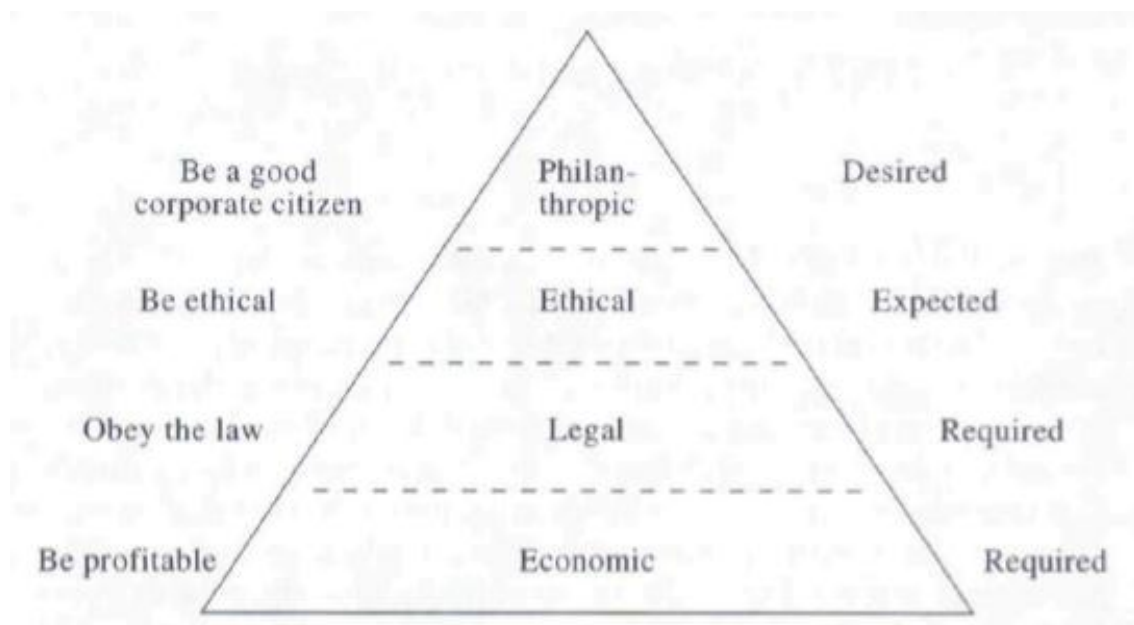
Source: Schwartz & Carroll (2003, p. 504)

Over and above the aforegoing, different stakeholders held different weight in relation to each other, which weight depended on aspects such as the power which the stakeholder had in the relationship, the legitimacy of the stakeholder's actions, and the urgency in which concerns and aspects pertaining to the said stakeholder were required to be addressed (Bundy et al., 2017; Crane & Matten, 2016; Miles, 2017). The stakeholders who held and scored highly on all three of the aforementioned weighting factors were given more attention than those who only held or satisfied one or two of the aforementioned weighting factors (Crane & Matten, 2016; Miles, 2017).

Quite apart from the aforegoing, Bundy et al. (2017), through the application of the O-S fit theory, would prioritise stakeholders based on their joint ability to fulfil strategic needs and on whether the said stakeholders mutually shared important values. When stakeholders held competing interests, problems would arise which inhibited stakeholder collaboration, such as the amount of resources needed by either stakeholder, and the lack of co-operation and co-ordination between them (Bundy et al., 2017; Crane & Matten, 2016). The stakeholder dialogue model reflected in Figure 4 below provided a process for social accounting (Crane & Matten, 2016). The concept of inclusivity was one of the main arms of the stakeholder dialogue model, whereby the views and concerns of all principal stakeholders were considered and taken into account (Crane & Matten, 2016).

If, in a relationship, a stakeholder perceived that its interests were not being met, it would either terminate the conflicting stakeholder relationship or enter a new relationship with a stakeholder (Freeman, 2010). Stakeholder management was the process by which organizations aimed to understand the expectations and interests of their respective stakeholders and attempted to satisfy these in ways which aligned with the interests of the organization along a basic materiality index (Crane & Matten, 2016).

Figure 4 – Stakeholder Dialogue Model
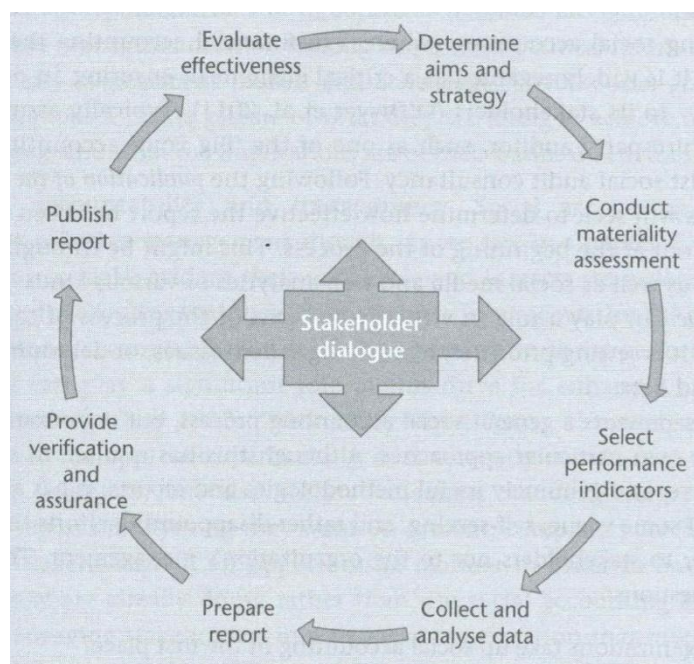
Source: Crane & Matten (2016, p.184)

Figure 5 – Basic Materiality Index
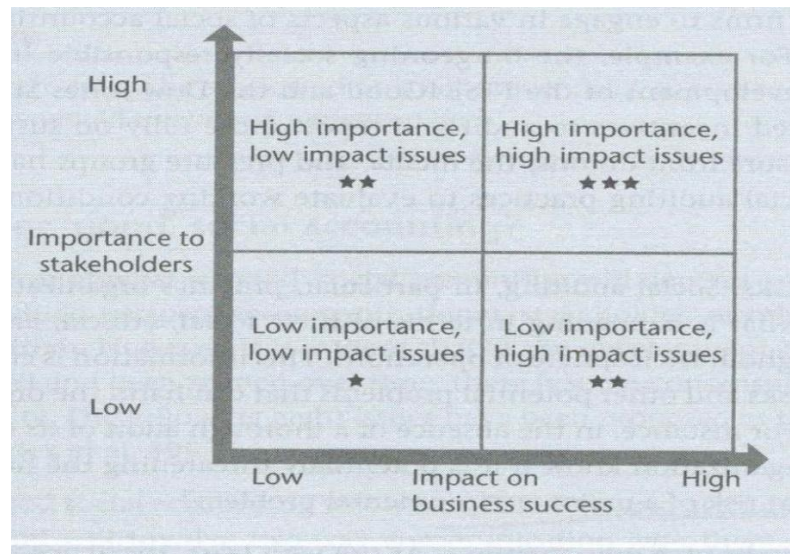
Source: Crane & Matten (2016, p.184)

2.4 Organization-Stakeholder Fit Theory

The O-S fit theory is comprised of two dimensions, namely value congruence and strategic complementarity, which dimensions were fundamental to the relationship between stakeholders and organizations (Bundy et al., 2017). Importantly, the two dimensions of O-S fit shared the same fundamental, core elements, being trust, predictability, attraction/exchange and communication (Bundy et al., 2017).

Furthermore, the two dimensions were dynamically interrelated and changed over time given the context of the relationship (Bundy et al., 2017). Furthermore, Bundy et al, (2017) proposed that, to maximise co-operative behaviour and foster positive stakeholder relationships, both dimensions needed to be aligned, in a state of high fit, and that parties ought to focus on aligning their values and strategic resources as opposed to focussing on "dealing" with each other (Bundy et al., 2017; Strand & Freeman, 2015).

With regard to the first dimension of value congruence, or supplementary fit of organizational and stakeholder values, the following four relational factors were identified being, character-based trust, relational predictability, mutual liking and

affinity, and socio-emotional communication (Bundy et al., 2017). With regard to the second dimension of strategic complementarity, or the complementary fit of strategic needs and resources between stakeholders, the following four relational factors were identified being, competence-based trust, environmental predictability, material exchange/reciprocity, and instrumental communication (Bundy et al., 2017). The said dimensions and their respective relational factors are reflected in Table 1 below.

Table 1 – Theoretical Framework of Organization-Stakeholder Fit Theory

Dimension of fit	Basis of fit	Primary motivation for cooperation	Relational factors that facilitate cooperation
Value congruence	Values and principles	Intrinsically motivated cooperation	• Character-based trust • Relational predictability • Mutual liking and affinity • Socioemotional communication
Strategic complementarity	Strategic resources and needs	Extrinsically motivated cooperation	• Competence-based trust • Environmental predictability • Material exchange and reciprocity • Instrumental communication

Source: Bundy, Vogel, & Zachary (2017, 482)

Intrinsically motivated behaviour occurred when an organization had internalised behaviour in its value system and would act in accordance therewith (Bundy et al., 2017). Extrinsically motivated behaviour of an organization was due to some external demand or pressure (Bundy et al., 2017). The way in which stakeholders perceived themselves in the relationship is of importance, particularly in the context of the industry that was being considered, as well as the perceived psychological bonds between the stakeholders (Bosse & Coughlan, 2016; Miles, 2017).

It was well-established that, if a particular stakeholder identified with the collective of other stakeholders, they were more likely to engage in constructive behaviour (Bridoux & Stoelhorst, 2016). Bridoux & Stoelhorst (2016) advanced that a breach of the social contract by stakeholders, particularly if breaches were repeated, led to negative outcomes and ultimately lower productivity, as well as less sustainability for the stakeholder relationship.

There are two main types of individual stakeholders (Bridoux & Stoelhorst, 2014). Firstly, self-regarding stakeholders, who only cared about their own interests and who did not value fairness. Secondly, reciprocal stakeholders, who were inclined to reward or punish stakeholders depending on perceptions of fairness, even if such punishment

was personally costly.

Bundy et al. (2017) proposed that value congruence was positively related with intrinsically motivated behaviour, bearing the relational factors in mind of the first dimension of the O-S fit theory. Furthermore, Bundy et al. (2017) proposed that strategic complementarity was positively related to extrinsically motivated behaviour, considering the second dimension of the O-S fit theory. However, value congruence, through its relational factors, increased the probability that stakeholders would exchange resources geared towards achieving objectives, thus promoting the strategic complementarity dimension (Bundy et al., 2017).

Although the promotion and enhancement of stakeholder values and capabilities would lead to increased co-operative behaviour between stakeholders, and improve sustainability of the relationship, the converse would similarly apply, in that stakeholders whose actions rewarded certain stakeholders at the expense and to the detriment of others would lead to greater conflict and more "competitive" and combative attitudes between these stakeholders (Bundy et al., 2017; Connelly, Crook, Combs, Ketchen, & Aguinis, 2018; Westermann-Behaylo et al., 2016).

Importantly, the O-S fit theory is predicated upon three fundamental assumptions (Bundy et al., 2017). Firstly, the theory was geared towards primary stakeholders involved in the revenue-generating process (Bundy et al., 2017). Secondly, that an organization's stakeholder relationships were critical to its sustainability and profitability (Bundy et al., 2017). Thirdly, the O-S fit theory was not developed with the complex dynamics between differing organizations and stakeholders in mind (Bundy et al., 2017).

Bearing all of the above in mind, particularly against the backdrop of the South African mining industry and its stakeholder relationships with government and with local mine communities, how do stakeholder relationship managers manage the combative, competitive and disengagement of the stakeholders who experienced low fit or misfit along the dimensions of the O-S fit theory framework model. This leads to the overall primary research question of this research being:

How do organizations manage stakeholder relationships in a state of fit or low fit?

2.5 Value Congruence Dimension

Bundy et al. (2017) argued that value congruence existed when the primary values, beliefs and principles of organizations aligned with that of their stakeholders, which in turn was primarily associated with intrinsically motivated co-operation and behaviour. Enhancing or reinforcing the shared beliefs, principles, motivations, attitudes and definitions of the relationship between organizations and stakeholders was the main focus of intrinsically motivated co-operation (Harrison & Wicks, 2013). Co-operation resulted from value congruence which was reflected in the actions taken by stakeholders whilst they engaged in coordinated efforts in working towards shared beliefs and values (Bundy et al., 2017; Harrison & Wicks, 2013).

The four critical relational factors which were advanced through value congruence that were geared towards enhancing intrinsically motivated co-operation, and which relational factors were intrinsically and inherently related to each other are: Development of character-based trust, enhanced relational predictability, mutual liking and affinity, and enhanced socio-emotional communication (Bundy et al., 2017; Edwards & Cable, 2009; Tantalo & Priem, 2016). Value congruence between organizations and stakeholders enhanced the affinity between them, and promoted cooperative behaviour, and reduced conflict or disagreement and, as an ancillary enhanced the desirability of the relationship (Bosse & Coughlan, 2016; Bundy et al., 2017; Edwards & Cable, 2009; Tantalo & Priem, 2016).

There were three fundamental methods for improving stakeholder synergy: Firstly, increase utility received by one stakeholder without having negatively affected the value proposition of another; secondly, finding complementarities in needs amongst stakeholders; and thirdly, increasing the value received in follow-on activities from a single strategic innovation, which in turn would boost motivation amongst stakeholders (Tantalo & Priem, 2016). Importantly, the value propositions for stakeholders, trust and commitment all reinforced each another, thus supporting the notion of the relational factors of the dimensions of the O-S fit theory being dynamic in nature (Connelly et al., 2018; Tantalo & Priem, 2016)

From a consideration of articles regarding the current state of the relationship between the South African mining industry, local mine communities and the government, the relationship between them is characterised by hostility, distrust and an apparent clash

in values (Macmillan, 2017). Having said that, a clash in values is nevertheless still a breeding ground for value creation (Freeman, 2010). Issue salience was a central driver of firm responsiveness to proposed threats or clashes, and how such stakeholders would respond thereto (Bundy et al. 2013; Harrison & Wicks, 2013).

However, if the only value of relevance for a stakeholder was economic, the conflict between them would lead to antagonism, which was the case in the South African mining industry with regard to the Mining Charter (Macmillan, 2017; Phillips, 2011; Westermann-Behaylo et al., 2015). Each party wanted more from a shrinking "economic pie" (Chamber of Mines, 2017; Department of Mineral Resources, 2017; Harrison & Wicks, 2013; Macmillan, 2017). Focus on improving stakeholder capability in the form of advancing human capability and improving the overall sense of human dignity of stakeholders in a relationship, would accrue benefits for an organization (Westermann-Behaylo et al., 2016).

2.5.1 Character-based trust

Trust is essential for a stakeholder relationship to work (Connelly et al., 2018). Organizations were more willing to trust stakeholders who were believed to share and act in ways consistent with their own values, and which were likely to enhance character-based trust, as they were invested and hoped to achieve shared objectives(Bundy et al., 2017; Connelly et al., 2018). This type of trust was based on integrity and perceptions of a stakeholder's motives, character and honesty (Connelly et al., 2018). Integrity based trust was particularly important in countries such as South Africa, with its history of segregation and the economic and political institutional voids which stem from same (Connelly et al., 2018; Macmillan, 2017; Malhotra & Lumineau, 2011).

In order to build trustworthiness, and a willingness for stakeholders to engage with each other, character-based and competence-based trust were both required (Bundy et al., 2017). Similarity in values, builds character-based trust between stakeholders due to an understanding of vested interests and outcomes that were sought from the relationship (Bundy et al., 2017; Connelly et al., 2018; Harth & Regner, 2017; Malhotra & Lumineau, 2011).

Although trust was one of the fundamental relational factors, there could still be co-

operative behaviour between stakeholders in the absence of it (Bridoux & Stoelhorst, 2016; Bundy et al., 2017). Just because a stakeholder lacked character-based trust in another, does not mean that said stakeholder would deem that stakeholder to be incompetent (Connelly et al., 2018). However, when one looked at the transaction costs between stakeholders, character-based trust was ten times more effective at reducing transaction costs than competence-based trust (Connelly et al., 2018). In essence, stakeholders who focussed on building character-based trust rather than competence-based trust would be more effective and efficient in managing their stakeholder relationships (Connelly et al., 2018).

Connelly et al. (2018) suggested that trust between stakeholders would reduce the transaction costs between stakeholders through, amongst other things, decreased expenditure and resources spent by making negotiations more efficient, dispute resolution simpler, and making mutual adjustments between them to changing environmental circumstances easier. Stakeholders who had character-based trust in each other would enjoy reduced costs in maintaining the relationship, as they would resolve disputes and conflict through discussions and without resorting to litigation (Connelly et al., 2018). Given that the Minerals Council instituted litigation against the DMR regarding the prior version of the Mining Charter indicated a lack of character-based trust between each other, and a "new low" in the stakeholder relationship between them.

Importantly, stakeholders would be far more likely to view a single character-based failure to be indicative of a stakeholder's dishonesty, than view a single competence-based trust failure by a stakeholder as being a sign of that particular stakeholder's incompetency (Connelly et al., 2018). How character-based trust and competence-based trust affected long-term value in a stakeholder relationship is still unknown (Connelly et al., 2018). Furthermore, Connelly et al. (2018) stated that character-based trust might be less important than competency-based trust in collectivist nations with strong norms of social cultural trust, where such trust would be necessary to fill institutional voids. Therefore, the principles regarding trust would differ from nation to nation (Connelly et al., 2018).

2.5.2 Relational predictability

When values were shared, it was easier to predict how other stakeholders would react,

interpret and behave in response to certain happenings, given that such values could have been used as the basis for such prediction (Bridoux, Coeurderoy, & Durand, 2011; Bridoux & Stoelhorst, 2016; Bundy et al., 2017; Edwards & Cable, 2009). Increased predictability leads to co-operative attitudes and actions of other stakeholders, given the apparent similarity in values (Bridoux & Stoelhorst, 2016; Bundy et al., 2017).

Greater relational predictability between organizations and stakeholders reduced the uncertainty between them and increased the confidence stakeholders had in each other (Bundy et al., 2017). This greater relational predictability stemmed from value congruence and enabled co-operative behaviour between organizations and stakeholders which, over time (and provided that consistency remained in the predictability of decisions and engagements of stakeholders going forward), would only be enhanced over time (Bundy et al., 2017). Character-based trust between stakeholders lead to stakeholders being far better equipped and able to anticipate issues and negotiate solutions in advance (Connelly et al., 2018). Thus such stakeholders would prefer incurring significant up-front costs in drafting complex contracts between them when first dealing with each other at the outset (Connelly et al., 2018; Ring & Van De Ven, 1992).

2.5.3 Mutual liking and affinity

The similarity in values, principles and beliefs between stakeholders fostered rapport and co-operative working behaviour between stakeholders, which would decrease conflict between them (Bosse & Coughlan, 2016; Bundy et al., 2017; Edwards & Cable, 2009). As stakeholders develop an affinity for each other, they are more likely to so-operate with each other in order to reinforce and maintain the stakeholder relationship (Bosse & Coughlan, 2016; Bundy et al., 2017). Stakeholders who developed a mutual respect and liking for each other were more likely to develop respect for each other, which would only enhance the co-operative behaviour and value congruence between each other (Bundy et al., 2017; Clarke & Mahadi, 2017).

2.5.4 Socioemotional communication

Socio-emotional communication which spoke to the relationship between the organization and the stakeholder, and which communication was geared towards promoting mutual understanding and support for shared values, promoted value congruence. This type of communication hindered miscommunications regarding values between stakeholders and the way decisions were made in relation to such values, which also improved the degree of openness with regard to the sharing of information (Bundy et al., 2017).

Bundy et al. (2017, p.484) stated, "Because values and culture define standards for communication, shared values are likely to result in shared meaning and a common-interpretation of events." The sharing of values allows for the mutual understanding between stakeholders as to how decisions are made and communicated (Bundy et al., 2017). This form of communication is enhanced through the feelings of respect and affinity the stakeholders may have in relation to each other (Clarke & Mahadi, 2017). Amicable communication and relations between stakeholders, along with the level of socio-emotional communication, increased with higher levels of humour between representatives of stakeholder (Lehmann-Willenbrock & Allen, 2014).

2.6 Strategic Complementarity Dimension

Strategic complementarity was the second dimension of O-S fit and, in essence, strategic complementarity was the mutual provision of resources and capabilities in order for stakeholders to achieve their respective strategic needs and goals (Bundy et al., 2017). There were four, interrelated (but which did not necessarily entail a causal relationship between them), and which enhanced extrinsically motivated behaviour between stakeholders, namely: The formation of competence-based trust, increased environmental predictability, the advancement of mutual material exchange, and enhanced instrumental communication (Bundy et al., 2017).

Accordingly, it would be prudent to gauge the views of the mining industry in relation to which form of trust it would choose to focus more of its resources in building (if any), and on what initiatives to build this type of trust they considered embarking on as there

appeared to be a complete breakdown in integrity-based trust, and competence-based trust appeared to also be under strain (Connelly et al., 2018; Macmillan, 2017; Moriarty, 2014).

Strategic resources were difficult to obtain, thus relationships based on strategic complementarity were geared towards enhancing and motivating co-operation, particularly when scarce resources represented a value offering which could not easily be replicated or found elsewhere (Bundy et al., 2017; Crane & Matten, 2016). Strategic complementarity stimulated mutual exchange: As one party provided a resource to another stakeholder, that stakeholder was likely to "return the favour" in kind in due course (Bundy et al., 2017; Harrison & Wicks, 2013). This principle similarly applied with regard to the sharing of information, which would lead to the accrual of benefits between stakeholders (Bridoux & Stoelhorst, 2016; Bundy et al., 2017; Harrison & Wicks, 2013).

2.6.1 Competence-based trust

To a large extent, competence-based trust depended on the extent to which organizations trusted their stakeholders to have the sufficient ability, capacity and competency to fulfil their obligations (Bundy et al., 2017; Connelly et al., 2018). Belief in the efficacy of stakeholders motivated and facilitated positive relational outcomes. Efficacy was a component of competence-based trust (Bridoux & Stoelhorst, 2016). Having said that, building perceptions of integrity and competence-based trust between stakeholders has a far greater impact and improvement in stakeholder relationships than efficiency (Connelly et al., 2018; Moriarty, 2014).

Trustworthiness was also dependent on the extent to which a stakeholder had competency, or was known for something (Bundy et al., 2017). Furthermore, when a stakeholder becomes known for something or obtains a reputation regarding a particularly desirable aspect to another stakeholder, such as efficiency, such reputation would entrench the trust which a stakeholder had in another (Bridoux & Stoelhorst, 2014; Bundy et al., 2017). Bundy et al. (2017, p.485) stated, "As competence-based trust is built from strategic complementarity, the potential for extrinsically motivated co-operative behaviour is enhanced as partners become more confident in each other's abilities to perform and can focus on expropriating additional value from the

relationship."

Connelly et al. (2018) did not suspect that low levels of competence-based trust that an organization would have in a stakeholder would lead to a suspicion that the stakeholder would have ill-intent against the organization. Although character-based trust is generic across stakeholders, the fostering of competency-based trust is very much dependent upon each particular stakeholders ability to perform, and is dependent upon evaluations of the stakeholder's competence and reliability (Connelly et al., 2018). Although competency-based trust in a stakeholder relationship is important, in order to avoid dependency issues, organizations will seek out other stakeholders to serve the same purpose, if possible (Connelly et al., 2018). To repair competence-trust violations is easier as opposed to character-based trust violations (Connelly et al., 2018; Eckerd, Park, & Handley, 2015; Ferrin, Kim, Cooper, & Dirks, 2007; Malhotra & Lumineau, 2011).

2.6.2 Environmental predictability

Seeing that organizations and stakeholders are dependent on the environmental and finite resources necessary for survival, the entering of relationships which provided shared power over resources and the reduction of uncertainty promotes co-operative behaviour and strategic complementarity between stakeholders, particularly in instances where there is a unique bundling of resources between stakeholders which could not be obtained in any other way (Bosse & Coughlan, 2016; Bundy et al., 2017; Crane & Matten, 2016). The issue salience regarding resources by either stakeholder affected the degree of value and co-operation attributed to each stakeholder, especially in the context of a regulated environment (Olsen, 2017; Bundy et al., 2013).

2.6.3 Material exchange and reciprocity

Bundy et al. (2017, p.486) stated as follows, "As direct and exchange norms increase, parties become more willing to exert effort toward the shared goals of the relationship, and thus the extrinsic motivation for continued exchange enhances co-operation." Ideas surrounding material exchange and reciprocity are accommodated in traditional stakeholder theory (Bosse & Coughlan, 2016; Phillips R.A., 2011).

Repeated trust violations negatively affected the willingness of stakeholders to reciprocate and to engage further with stakeholder relationships (Connelly et al., 2018; Harth & Regner, 2017). Individuals who were found to utilise resources obtained from reciprocal stakeholder relationships, in violation of the intended purpose thereof, and for personal gains, resulted in less reciprocity being forthcoming in due course, given the violation and personal needs being placed higher than the needs of all stakeholders (Simpson, Harrell, Melamed, Heiserman, & Negraia, 2018). If a stakeholder felt that it was being treated unfairly, it would be less inclined to reciprocate or reciprocate at all (Fassin, 2012; Simpson et al., 2018).

2.6.4 Instrumental communication

Strategic complementarity, with a view towards the accrual of mutual benefits for each other, enhanced the willingness of stakeholders to engage in instrumental communication and share private information (Bridoux & Stoelhorst, 2014; Bundy et al., 2017). Regarding instrumental communication, Bundy et al. (2017, p.486) stated as follows, "It is the sharing of task-related information, knowledge and feedback, including sensitive technical know-how, co-ordination of expertise and sources of information and knowledge."

Instrumental communication, more particularly regarding corporate social responsibility aspects, are important in maintaining engagement, and brought stakeholders closer together (Schoeneborn & Trittin, 2013). The concept of corporate diplomacy in dealing in the political and social environments has emerged whereby corporations are increasingly being urged to "step into the shoes" of governments in dealing with social needs, but more importantly with regard to how corporates negotiate and navigate their relations with stakeholders (Westermann-Behaylo et al., 2015).

2.7 Management of Misfit and Low Fit

Stakeholders ought to seek to foster win-win relationships with their stakeholders but sometimes this is not possible and trade-offs are the best one could hope for (Phillips R. A., 2011). Negative stakeholder relationships would result in either compromise or

conflict between stakeholders (Bundy et al., 2017). Bundy et al. (2017, p.490) stated, "O-S misfit exists when the values of the organization and stakeholder are opposed or in conflict with one another (i.e., value congruence), or when the actions of one party disrupt or exacerbate the needs of the other party (i.e., strategic incompatibility)." Misfit in terms of value congruence and strategic complementarity would lead to antagonistic attitudes and combative behaviour (Bundy et al., 2017). Furthermore, in terms of the O-S Fit theory model, high fit along one dimension and low fit on the other could foster compromise, as opposed to combative behaviour, even leading to a strengthened relationship in due course (Bundy et al., 2017).

Low levels of misfit are distinguishable from the "shock" of intense, high misfit. Low levels of misfit would lead parties to a state of passive disengagement, which was characterised by an incompatibility, rather than lack of compatibility (Bundy et al., 2017). As increasing levels of fit motivated engagement, so increasing levels of misfit would motivate disengagement and active avoidance (Bundy et al., 2017). With regard to employees, their high fit within an organization would lead to antisocial and combative behaviour (Bundy et al., 2017; Harold, Oh, Holtz, Han, & Giacalone, 2016). Bundy et al. (2017) O-S fit theory framework for relational behaviours is reflected in Figure below.

Figure 6 – Organizational-Stakeholder Fit Theory Framework for Relational
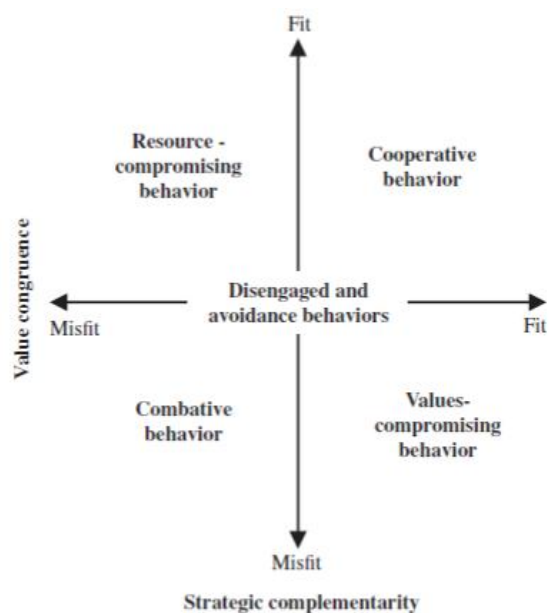
Source: Bundy, Vogel, & Zachary (2017, p.491)

Bundy et al. (2017) proposed that high value incongruence and high strategic incompatibility would lead to combative behaviour. In contrast, Bundy et al. (2017) proposed that high fit along one dimension of the O-S fit theory model would lead to situations of negotiation and compromise. Particularly, in the case of values-compromising behaviour, where parties varied or suppressed the importance of their values in order to facilitate an exchange of strategic resources, to accommodate a mutually beneficial solution geared towards sustainability and survival (Bridoux & Stoelhorst, 2016; Bundy et al., 2017; Westermann-Behaylo et al., 2015). Bundy et al. (2017, p. 476) proposed that, "Organization-stakeholder relationships characterised by high strategic incompatibility (strategic complementarity) and high value congruence (value incongruence) will be associated with relational compromise."

Bundy et al. (2017) further proposed that, in order to improve the relationships between stakeholders, they ought to concentrate on aligning their values and priorities as opposed to focussing on "dealing with each other". In order to foster co-operative behaviour, normative factors such as trust, reciprocity norms and fairness were focussed on (Bridoux, Coeurderoy, & Durand, 2011; Bridoux & Stoelhorst, 2016; Bundy et al., 2017; Harrison & Wicks, 2013). Over and above the aforegoing, instrumental factors such as competency perceptions and strategic interdependencies also need to be taken into account (Bosse & Coughlan, 2016; Bundy et al., 2017). Bridoux & Stoelhorst (2016) advanced the notion that, although stakeholders tend to focus on the transactional part of their relationship, this focus is inefficient in the context of joint value creation.

Bundy et al. (2017) proposed that finding common ground between stakeholders may be the catalyst necessary from which the relational factors of strategic complementarity and value congruence could begin to uncover a foundation for compromise between the parties, even in involuntary stakeholder relationships where conflict could arise more quickly and avoidance or termination was not an option, such as was in the case of the South African mining industry, government and the local communities (Bundy et al., 2017; Macmillan, 2017). Having said that, strategic needs and values within organizations would differ, and such needs and values would need to be reconciled and measured against the values and needs of stakeholders from time to time (Bundy et al., 2017).

Given the context of the South African mining industry, and the challenges faced in the stakeholder relationships between mines, local communities and government, an

integrative approach whereby stakeholder management is integrated with the human capability approach could provide a path towards fostering co-operative advantages, and lead to increased dignity and social wellbeing (Bundy et al., 2017; Crane & Matten, 2016; Macmillan, 2017; Westermann-Behaylo et al., 2016). Westermann-Behaylo et al. (2016, p.530) stated that, "Co-operative advantage is achieved by creating more value for a greater number of stakeholders by promoting and expanding upon the jointness of interests between a business and its stakeholders." Indeed, Strand and Freeman (2015) advanced the notion that stakeholder management, if done correctly, would lead to co-operative advantage rather than competitive advantage. Westermann – Behaylo et al. (2016) advanced the stakeholder capability enhancement framework, reflected in Figure 7 below. Implementing a value creation strategy based on co-operative advantage would result in superior value creation for the organization and all of its stakeholders (Strand & Freeman, 2015; Westermann-Behaylo et al., 2016).

Westermann-Behaylo et al. (2016) suggested that value creation is enhanced at the organization level in three ways: Through an organization's strategy, through the organization's policies, processes and practices, and through the impact of the organization's services and products. Furthermore, it was suggested that promoting and enhancing the capabilities of all stakeholders would lead to improvements in the overall dignity of stakeholders, reduced conflict between stakeholders and their interests, as well as encourage co-operation between stakeholders (Westermann-Behaylo et al., 2016).

Organizations that pursues business models which were based on trading-off some stakeholder's human capabilities for those of other stakeholders, that this would impair the dignity of stakeholders and the ability to retain long-terms stakeholder support, and would ultimately be self-defeating (Westermann-Behaylo et al., 2016). Westermann-Behaylo et al. (2016, p.531) stated that, "Creating value within and through stakeholder relationships goes beyond simply creating financial wealth, as firms can enhance the capabilities of their stakeholders in many non-pecuniary ways."

For the stakeholder capabilities approach to be implemented to manage or mitigate the effects of misfit or low fit in the context of the O-S fit theory, it would become necessary to first move away from simply conducting a stakeholdergroup based analysis of capabilities, and to move towards a more individualised capabilities analysis (Westermann-Behaylo et al., 2016). Fairness or unfairness towards stakeholders would result in reward or punishment by other stakeholder groups (Bosse & Coughlan, 2016;

Westermann-Behaylo et al., 2016). It was suggested that organizations that treated their stakeholders fairly would be more effective in attracting, retaining and motivating stakeholders to reciprocate and promote sustainability (Bridoux & Stoelhorst, 2016; Westermann-Behaylo et al., 2016).

2.8 Conclusion

The recent development of the O-S fit theory has given new impetus, direction and furtherance to the stakeholder theory (Bundy et al., 2017). Given that it is a novel theory, there is still much with regard thereto that requires further study (Bundy et al., 2017). The literature review contained in this chapter sheds some light on some of the issues that require further research and study, and how the O-S fit theory can be complemented and supplemented by the works of other stakeholder experts. This theory, and the need to extend same, also gave rise to the research questions below. It was anticipated that the research questions below, when studied in a particular context, would assist in the further research and development of the O-S fit theory.

There are still many aspects which require further study, particularly with regard to the relational factors underpinning the dimensions of the O-S fit theory. This qualitative research, in answering the research questions set out below, will provide more experienced and knowledgeable researchers in this field with a guide to utilise the O-S fit theory for improving relations amongst stakeholders, especially given the context of the current South African social and economic landscape.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

As aforesaid, the O-S fit theory is a recently developed off-shoot of the stakeholder theory, some of the concepts and nuances of which require further study (Bundy et al., 2017). Although the O-S fit theory was advanced to help understand co-operative behaviour and to explain same, besides setting out the two dimensions thereof as well as their respective underlying relational factors, not much research has been conducted thereon, nor has it been applied or studied in a practical or contextual setting (Bundy, et al., 2017). There is a lack of knowledge, or a knowledge gap, regarding the issues posed by the research questions below, which this research may hopefully guide towards filling.

3.2 Primary Research Question

By analysing the South African mining industry's stakeholder relationships with local communities and with government, against the backdrop of the O-S fit theory, it appears that there is low value congruence and low strategic complementarity in the mining industry's stakeholder relationships with government and with local mine communities (Macmillan, 2017). These stakeholder relationships are in a state of misfit or low fit, and that there may be value incongruence and strategic incompatibility between them (Bundy et al., 2017; Macmillan, 2017).

The pioneering work of Bundy et al. (2017), although it sets out the fundamental concepts underlying misfit and low fit in the context of the O-S fit theory, does not delve much regarding how organizations manage misfit or low fit stakeholder relationships, which leads to the primary research question of this research, being:

How do organizations manage stakeholder relationships in a state of misfit or low fit?

3.3 Secondary Research Question

Following on from the primary research question, although the relational factors underlying the two dimensions of the O-S fit theory are canvassed, and the case is made out for the use by organizations thereof to improve value congruence or strategic complementarity so as to ultimately achieve a state of high fit and maximise co-operative behaviour with their stakeholders, not much is stated regarding how organizations are to leverage these relational factors to that end (Bundy et al., 2017). Importantly, there is a void in the literature regarding how these relational factors are to be leveraged in assisting organizations manage their misfit or low fit stakeholder relationships to a state of fit. Thus, leading to the secondary research question, being:

How can the relational factors underlying value congruence and strategic complementarity be leveraged in cases of misfit or low fit to reduce combative or disengaged behaviour?

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter outlines the research methodology that the researcher applied in conducting this study, including the research design, data collection tools and data analysis approach. The researcher's motivations and justifications for the research methodology are reflected below which, with due regard for the purpose of this study and the research questions posed, the researcher maintained was the most appropriate approach in the circumstances.

Bearing in mind the purpose of this study, and the research questions posed, which were exploratory in nature, a qualitative study was conducted (Bailey, 2018; Merriam & Tisdell, 2016; Saunders & Lewis, 2012; Saunders, Lewis, & Thornhill, 2008; Silverman, 2014; Zikmund, Babin, Carr, & Griffin, 2010). Importantly, like most qualitative studies, this research was not without its own set of limitations and constraints (Merriam & Tisdell, 2016).

Given that this research was conducted for the purpose of an integrated research project at the Masters level, and the novice level of the researcher, and that not much is known regarding the O-S fit theory and the need to research and extend same, a deductive approach was followed (Saunders & Lewis, 2012). Qualitative methods were more relevant and appropriate for this study than quantitative methods, as qualitative methods allow for the study of more nuanced and complex themes within theories which are novel and require in-depth research and analysis so as to extend such theories (Crane, Henriques, & Husted, 2018a).

4.2 Research Design and Methodology

Merriam & Tisdell (2016, p.6) stated, "Qualitative researchers are interested in understanding how people interpret their experiences, how they construct their worlds, and what meaning they attribute to their experiences." Overall, in this research, the aim was to explore the experiences of senior executives in mines regarding their stakeholder relationships with government and with the local mining community. The

sheer volume and breadth of options and methods available through a qualitative approach provided a "playground" for the development and extension of the O-S fit theory (Bansal, Smith, & Vaara, 2018).

Given the recent advancement of the O-S fit theory, and the necessity to have obtained context to the experiences and beliefs held by those who could speak to the research questions posed, a qualitative approach allowed for the further discovery, insight and understanding into same (Bundy et al., 2017; Merriam & Tisdell, 2016). An appreciative enquiry approach allowed for determining the perceptions, experiences, challenges and ideas of informants, geared towards answering the research questions and extending the O-S fit theory (Merriam & Tisdell, 2016).

The appropriate philosophy adopted was that of interpretivism, given that the researcher aimed to give interpretation to the data obtained regarding the relevant stakeholder relationships, which entailed roles that were complex, unique and required further study (Merriam & Tisdell, 2016; Saunders & Lewis, 2012; Saunders et al., 2008). The interpretivism philosophical approach allowed for the consideration of the responses from a multiple, context-bound reality (Merriam & Tisdell, 2016).

The types of study conducted in this research project were a combination of exploratory and explanatory. Given the novelty of the O-S fit theory an exploratory type of study was the most apt for this research, as it provided tentative answers to the research questions which required further testing (Bundy et al., 2017; Saunders & Lewis, 2012; Saunders et al., 2008). Some of the more prevalent ways of conducting exploratory studies are to consider academic literature and to conduct interviews regarding the subject (Gillham, 2005; Saunders & Lewis, 2012). Seeing as one of the aims of the research was to seek insights, consider new aspects and assess the topic in general, the research project may be categorised as an exploratory study, with broad research questions posed (Denzin & Lincoln, 2005; Gillham, 2005; Saunders & Lewis, 2012).

The researcher's approach to this qualitative research could best be described as a hybrid of the six common qualitative research designs (Bailey, 2018; Merriam & Tisdell, 2016; Saunders & Lewis, 2012; Saunders et al., 2008; Silverman, 2014). Firstly, this research qualified as being a basic qualitative research, in that the research was being conducted for educational reasons in partial fulfilment for a Masters degree, and was basic and interpretive (Bailey, 2018; Merriam & Tisdell, 2016). Particularly, given that

the researcher was a novice, as well as through a comparison of some of the high levels of sophistication found in the works of more experienced qualitative researchers (Merriam & Tisdell, 2016).

Secondly, the researcher's qualitative approach could also be described as phenomenology, in that the data obtained was of the every-day, real-life experiences of informants who could speak to the research questions (Merriam & Tisdell, 2016). Furthermore, the research design approach speaks to the concept of phenomenological reduction, which was the process of continually returning to the essence and meanings of lived experiences to derive inner structures of meaning, which is what the researcher did in relation to the data obtained (Merriam & Tisdell, 2016).

Thirdly, given that the aim of this research was to build, find meaning to, and develop the existing O-S fit theory, this research design could also be characterised as being one of grounded theory, as this research was geared towards developing the existing O-S fit theory (Merriam & Tisdell, 2016; Saunders & Lewis, 2012).

Given the time-constraints and limited resources that were available for this research, a cross-sectional research strategy was utilised, as informants were interviewed at a particular point in time (Saunders & Lewis, 2012). Semi-structured interviews were conducted, which allowed for asking questions in a manner geared towards placing the informant at ease and establishing credibility of the interviewee, but also allowed for the probing of answers given, so as to gain further insight (Bailey, 2018; Denzin & Lincoln, 2005; Gillham, 2005; Saunders & Lewis, 2012). Some informants referred to historical occurrences to provide context for further insights. The interviews were conducted only once, either in person or via telephone, depending on the informant's convenience, preference and availability. Each interview lasted, on average, approximately thirty minutes.

4.3 Population

The population of this research were all senior executives within South African mines who manage the stakeholder relationships between their respective mines, government and their respective local mine communities. The population provided the sampling

frame for this research (Saunders & Lewis, 2012).

There are no known numbers regarding how many senior executives there are within mines in South Africa who handle their mine's respective stakeholder relationships. These numbers are bound to fluctuate depending on many factors, including the size of the mine, how many mines there are, and operational requirements and legislation imposed. Furthermore, there is no official forum or body representing all these senior executives from mines which are dispersed throughout South Africa. This makes tracking their numbers difficult.

4.4 Unit of Analysis

The unit of analysis for this research were senior executives within South African mines who manage stakeholder relationships or have experience in doing so.

4.5 Sampling Method and Sample Size

The mining industry were all plagued with the same issues affecting their stakeholder relationships (Macmillan, 2017). Furthermore, the subjects covered in the interviews were of a sensitive nature, thus many proposed participants did not wish to participate out of fear that participation would compromise their employer or have repercussions for their employment, notwithstanding the repeated assurances of confidentiality repeatedly given by the researcher.

In light of the fact that a complete list of the population was not available, non-probability sampling techniques were utilised by the researcher, which allowed for the practical search and seizure of willing participants given the aforementioned challenges (Saunders & Lewis, 2012). The appropriate size of the sample for this research would be the number by which saturation was reached (Denzin & Lincoln, 2005; Merriam & Tisdell, 2016; Saunders et al., 2008; Silverman, 2014).

As is apparent from the above, purposive sampling (which is most commonly used in qualitative studies) was utilised, in the sense that the researcher selected the sample based on the researcher's own judgment and reasoning, and which responses

provided would be a typical reflection of the population (Bailey, 2018; Merriam & Tisdell, 2016; Silverman, 2014). The researcher utilised self-selection sampling in the sense that, the researcher made contact with prospective participants either by email or telephone) and requested whether they would be willing to participate first (Saunders & Lewis, 2012). The researcher's approach was to contact the mines listed as members on the website of the Minerals Council which represents approximately 90% of mines in South Africa.

The researcher would obtain the telephonic details of each mine listed as a member of the Minerals Council and call said mine. The researcher would ask the receptionist to speak to the stakeholder relationship manager (as most mines have designated officials who are employed to solely manage stakeholder relationships), alternatively someone who habitually deals with government or with the local mining communities. Sometimes, the researcher would be put through to a dedicated stakeholder relationship manager (or similar job title designation) or to a human resource manager or similar designation who would confirm to the researcher, given their current duties or history of having worked in the mining industry and dealt with the relevant stakeholders.

The researcher would briefly introduce himself as well as set out the overall purpose and objective of the phone call, assure them of confidentiality in all respects, and make particular reference to the fact that the study was being conducted as part of a research project in partial fulfilment of the requirements for a Master of Business Administration from the Gordon Institute of Business Science. The vast majority of potential informants expressed reservations in participating, and it was required of the researcher to persuade the informants otherwise. To those who agreed, the researcher would then tentatively arrange a date and time for the interview, as well as put the preferred option of conducting the interview telephonically, web conferencing or meeting in person. 5 informants insisted on meeting personally, which the researcher acquiesced to.

The researcher then proceeded to email the letter of consent to the informants, with a covering email explaining the overall purpose of the research, and highlighting the fact that participation was completely voluntary and that no identifiers would be published, and that informants' information would be held in confidence. Furthermore, in order to prepare in advance, and to ensure that the questions were not compromising on the informants or their employers (and thus increase the already strained willingness to

participate in the first place), the list of questions were also emailed to informants beforehand. The questionnaire is contained in Appendix 1.

Although the researcher endeavoured to speak to all potential informants who he made contact with telephonically, many were not available. Thus, in an endeavour to try and secure their participation in this research, the researcher obtained their email addresses and emailed the same information and documentation as aforesaid. A very limited response rate was received. Overall, the researcher contacted over 60 potential informants and approximately 10% responded confirming that they would participate.

The remaining informants were obtained through snowball sampling, in the sense that further sample members were identified by earlier sample members, and which new informants were encouraged to participate by the earlier sample member (Saunders & Lewis, 2012).

4.6 Measurement Instrument and Data Collection Tool

The semi-structured interview is the most appropriate form of interview because the researcher is unsure of the answers that will be given by informants (Denzin & Lincoln, 2005). The questions are of a complex nature, and the order of the interview questions or the actual questions may be varied somewhat (Saunders & Lewis, 2012). All the same questions will be asked of informants, so as to maintain a high degree of consistency in all of the interviews (Crane, Henriques, & Husted, 2018; Saunders & Lewis, 2012; Saunders et al., 2008). The data collection tool was the questionnaire. Like most qualitative studies, the researcher was the primary (and only) research instrument (Bailey, 2018; Merriam & Tisdell, 2016). Qualitative researchers are inextricably linked to the data, through their involvement in the research process and the interpretation of the results (Zikmund et al., 2010).

The semi-structured nature of the interviews allowed for the probing of answers given, and for the development of themes to arise, given the nature of the pre-determined questions (Saunders et al., 2008; Zikmund et al., 2010). The measurement instrument were the semi-structured interviews, which given its "malleability" in being able to omit and include questions, and examine certain answers given further, allowed for the gathering of "rich" data (Bailey, 2018; Merriam & Tisdell, 2016; Silverman, 2014).

4.7 Data Gathering Process and Collection Method

Overall, 13 semi-structured interviews were conducted with various personnel working in the South African mining industry who could speak to and provide their opinions on the stakeholder relationships between mines, local mining communities and government. The average duration of the interviews was approximately 28 minutes. The longest interview lasted approximately 43 minutes, with the shortest lasting approximately 15 minutes. The timing did not include most or all the initial and end bits of conversation to put the informants at ease, as well as the assurances of confidentiality.

Given the geographical challenges, in that some informants were situate in provinces in South Africa outside of Gauteng, most of the interviews which were conducted, were done telephonically to accommodate for these challenges, with the option of web-based video conferencing technology such as Skype or Zoom being suggested as options to informants as well (Gillham, 2005). All informants situate outside of Gauteng, and even some in Gauteng (for convenience reasons), preferred to conduct the interviews telephonically. 8 interviews were conducted telephonically, whilst 5 interviews were conducted in person in respect of those informants who made their participation conditional on being interviewed in person.

The questions were asked in sequence, as per the interview questionnaire previously provided to informants, so to promote the comfort of informants that the interviews were not being changed, and the informants' interests compromised in any way. However, at certain junctures, the researcher would ask further clarifying or probing questions, or probe the answers given, in keeping with the principles and advantages of utilising semi-structured interviews.

Regardless of whether the interviews were conducted in person or over the telephone, and for the sake of greater caution, the researcher utilised two recording devices in order to record the interviews, in case for some reason, either recording device became compromised during or after the interview, and so as to facilitate the transcription of the interviews. All interviews were recorded on an Apple smartphone, as well as on an Olympus dictaphone. Furthermore, the researcher made physical,

hand-written notes throughout the interviews of his observations, and to highlight certain key themes or ideas springing from the responses given and take note of key aspects not quite explicit from the interviews themselves.

All informants answered the interview questions with thought and sincerity, which gave assurance to the researcher that the responses provided were considered ones. All the informants participated voluntarily, and of their own free will. Given that English was the researcher's first language, and the interview questions were posed in English, English was not the first language of a few informants, and thus a few questions required repetition, or being phrased in alternative and simpler ways, so to facilitate comprehension. Particularly, the questions regarding value congruence and strategic complementarity.

However, in order to obtain the "unfiltered" and unprepared answers regarding the aspects of value congruence and strategic complementarity, most informants required that these terms be clarified. In order to obtain the "unfiltered" responses to these questions, the terms were given simpler meanings for comprehension purposes. Value congruence was defined, using Bundy et al. (2017, p.478) as being, "Similarity in values, principles and beliefs", and "The mutual provision of resources to satisfy strategic needs", respectively. Having said that, in order to establish the "qualification" of the informant for the purpose of the research, and to establish trust and "momentum" towards participation in the research, "simple" questions such as job title and experience in the mining industry were asked (Gillham, 2005).

4.8 Data Analysis Approach

The researcher utilised Excel in order to conduct an analysis of the themes which arose, in order to prepare and analyse the qualitative data gathered (Saunders & Lewis, 2012). Furthermore, Excel was also utilised in order to conduct frequency analyses regarding key themes. Content analysis of qualitative data required the researcher to search and find key themes, patterns and structures (Saunders & Lewis, 2012). Qualitative data is dependent upon meaning being extracted from unstructured information and being converted into information (Zikmund et al., 2010).

The data analysis was conducted during the period when interviews were being

conducted and before completion thereof, and already from the first interview (Merriam & Tisdell, 2016; Saunders & Lewis, 2012). The interview transcripts were analysed in order to identify and find key trends and themes arising from the responses to certain questions. Codes and themes were attributed to the respective portions of the informants' interview transcripts which spoke to the research question of this research.

4.9 Strategies to Ensure the Quality of Data

Ensuring that data is accurate is a fundamental principle in research (Denzin & Lincoln, 2005). Reliability is the extent that the findings obtained from research will be consistent with the data gathered and the analysis procedures utilised (Saunders & Lewis, 2012). Prior to interviewing each informant, the researcher provided the questionnaire to each informant.

The interviews were recorded and transcribed, as well as notes were made during the said interviews, which reduced the need to undergo any triangulation of data. All the informants were subjected to the same questionnaire and processes, thus the consistency of the data in relation to the questionnaire was promoted (Crane et al., 2018a). The interview transcripts were transcribed by a third party transcriber where a "cleaning process" was conducted to remove redundant wording like "uhm" as far as possible, to ensure that the transcripts were a fairly accurate reflection of what was stated in the interviews and to facilitate data analysis (Gillham, 2005). The Certification of Additional Support document is contained in Appendix 4. As far as possible, the researcher endeavoured to mitigate the effects or barriers to research being, relevance, access, time and language (Rowley & Moldoveanu, 2003).

4.10 Research Ethics

Prior to making contact with any potential informants, the researcher obtained ethical clearance to proceed with the research and contact potential informants to participate in the research from the Ethical Clearance Committee of the Gordon Institute of Business Science (GIBS). The said ethical clearance approval is contained in Appendix 2.

Prior to making written contact with informants and potential informants, the researcher verbally stated that participation was voluntary, and that all informants could withdraw from participation at any time without penalty, and that their respective identities and that of their employers would be kept confidential, to promote trust in the process (Denzin & Lincoln, 2005; Silverman, 2014).

Furthermore, to promote comprehension of the purpose of the research and what would be asked, and facilitate the semi-structured telephone interview and build trust and allay fears of informants regarding possible repercussions of to the informants' employers and the informants themselves, the questionnaire as well as the GIBS consent form were emailed to informants beforehand (Gillham, 2005; Silverman, 2014). The notion of informed consent, which is the right of informants to be informed of the nature and consequences of studies which they participate in, was given paramount importance throughout the whole interview process, and made abundantly clear to all informants (Denzin & Lincoln, 2005; Silverman, 2014).

4.11 Research Limitations

A key limitation of this research and the methodology utilised, is that it did not involve all senior executives who manage stakeholder relationships in the South African mining industry, and thus generalisations of answers given by a few informants may lead to generalisations which are not truly representative of the industry. Furthermore, the biases and perceptions which may have been held by informants, including the researcher, may have detracted from the degree of objectivity sought and the degree of confidence in the results obtained in relation to the research questions.

As aforesaid, English was not the first language of some of the informants, which may have compromised the data obtained in the sense that there may have not been a full appreciation or comprehension regarding what the researcher was asking, notwithstanding efforts made by the researcher to mitigate the effects of this. Seeing as most of the interviews in this research were conducted telephonically, the benefits of a face-to-face interview were lost, such as visual cues and the loss of inter-personal chemistry (Gillham, 2005). Furthermore, as aforesaid, the researcher was a novice researcher and was not experienced in conducting research and analysing same. Unfortunately, time and lack of resources were constraints, as well as the low levels of willingness to participate in this research. Furthermore, qualitative research tends to

subvert the context-driven nature of research, which may be a criticism levelled to this research and the researcher himself (Crane et al., 2018b)

This research did not delve into all the nuances surrounding the O-S fit theory, thus limiting the use of this research in extending the theory. Furthermore, the researcher's own biases and interpretation may have affected the data and interpretation thereof, which data and analysis thereof is subjective (Bryman & Bell, 2011; Zikmund et al., 2010). Qualitative studies are difficult to replicate because of their un-structured nature, amongst other things, which is a criticism which can be equally attributed to this research (Bryman & Bell, 2011).

It is difficult to sometimes determine how the researcher got to a particular result when one considers the data, leading to a criticism of lack of transparency which criticism could also have been attributed to this research (Bryman & Bell, 2011). Generally, qualitative researchers have difficulty in determining whether the sample size is appropriate in order to reach the findings made, and although the researcher believes that the sample size for this research was appropriate, and that data saturation was reached, the underlying criticisms levelled at qualitative studies are equally (if not more) applicable here (Blaikie, 2018).

Having said that, bearing in mind the "rules" regarding sample sizes of qualitative research, the fundamental fact that saturation was achieved is sufficient in itself for the researcher to propose that the sample size in this research was appropriate (Blaikie, 2018; Silverman, 2014). Merriam & Tiddel (2016) stated with regard to the appropriate sample size, "It always depends on the questions being asked, the data being gathered, the analysis in progress, and the resources you have to support the study" (p.100). Saturation or redundancy in this study was reached, as is the general principle, when the same responses to interview questions are being received and no new insights are forthcoming (Merriam & Tisdell, 2016).

Another limitation of this research was that non-probability sampling was utilised which was not statistically representative of the population (Denzin & Lincoln, 2005; Saunders et al., 2008; Zikmund et al., 2010). For the purpose of conducting a theme analysis, the researcher relied upon his own determination, which admittedly could have been open to interpretation and is susceptible to the researcher's own biases.

4.12 Conclusion

This chapter set out the research design and methodology utilised by the researcher in conducting this research. The researcher utilised a qualitative research design, following an interpretivism philosophy. Data was collected utilising semi-structured interviews and Excel was utilised for the deductive analysis of the data into key themes, as well as frequency analyses. The following chapter sets out the results of the data analysed by the researcher.

CHAPTER 5: RESULTS

5.1 Introduction

This chapter sets out the results obtained from the interviews conducted by the researcher with the sample described below in relation to the abovementioned research questions. The results below are presented in accordance with the way in which the research questions are set out above in Chapter 3.

5.2 Sample Description and Contextual Information

The researcher conducted 13 semi-structured interviews with senior executives within South African mines who manage or have experience in managing the mine's stakeholders. At the outset, it must be stated that, given the sensitive nature of the questions and the topics covered in this research, many potential interviewees who the researcher approached in order to participate were reluctant to do so, some of whom cited fear of compromising their employers or their employment, notwithstanding the researcher's assurances that no identifiers will be published whatsoever.

In summary, the first few questions are aimed at establishing each respective informant's contextual information to determine the degree of credibility one may give to that informant's answers. For example, the responses given by a person who is employed in a capacity which is aimed at managing stakeholders or who has had extensive personal experience in managing a mine's stakeholder relationships with government and local mine communities would be given "more weight" than someone who is only remotely involved in managing a mine's stakeholders on an ad hoc basis.

However, this would nevertheless be tempered depending on the degree of information or knowledge contained in the responses which such a remotely involved person provides. Essentially, if a informant is remotely involved, but it is clear from their response that they have extensive thoughts or opinions on the matter, the weight attached to such responses the researcher considered to be of equal value or significance of someone who is intimately involved. Furthermore, the responses of someone with at least ten years' experience in the mining industry may be given more

credence as opposed to someone with less experience.

Table 2 below presents a snapshot of the responses received with regard to, amongst other things, establishing the experience of each informant, followed by their respective mine's B-BBEE level, as well as how each informant felt with regard to whether there was misfit in relation to the stakeholder relationships with their respective local communities and government. Table 2 also sets out how each informant felt with regard to their respective mine's relationship with government and the local mine community.

Table 2 – Contextual Information

Resp.	Exp.	Pers. Involved	B-BBEE Level	Misfit	Community Relationship	Government Relationship
1	18	Yes	Uncertain	Yes	Challenging	Bad
2	20	No	Uncertain	No (Low fit)	Good	Good
3	32	Yes	8	No	Cordial	Cordial
4	13	Yes	Uncertain	Yes	Good	Good
5	11	No	6	No (Low fit)	Challenging	Challenging
6	13	No	4	Yes	Challenging	Challenging
7	6	Yes	1	Yes	Bad	Good
8	10	No	7	Yes	Challenging	Good
9	10	No	4	Yes	Bad	Cordial
10	6	Yes	8	Yes	Cordial	Cordial
11	25	Yes	26%	No	Challenging	Challenging
12	20	Yes	43,15%	No (Low fit)	Challenging	Good
13	30	Yes	2	No (Low fit)	Good	Good

5.2.1 Experience in mining industry and personal involvement

As aforesaid, one would attribute more credence or weight to informants who have more experience in the mining industry than those who do not as, all things being equal, one can reasonably infer that the more experience one has had in the mining industry, the more aspects in relation thereto one can speak to by virtue of exposure. However, it may very well be that, even if an informant has had many years of experience, but very little exposure or involvement in managing stakeholder relationships, as opposed to someone with less years in the mining industry but more

exposure or involvement in managing stakeholder relationships, one would attribute more credence to the latter's responses as being more credible.

From Table 2 above, it is apparent that the amount of years in the mining industry of the informants to this research ranges from 6 to 32. The average amount of years' experience in the mining industry of the informants was approximately 17 years. Furthermore, 8 of the 13 informants are personally involved in managing a mine's stakeholder relationships, including those with their respective mine's local communities and with government. In light of the aforegoing, significant weight and credibility was attributed to the responses given by those informants who are personally involved in managing stakeholder relationships and have been involved in the mining industry for over ten years. These informants are Informants 1, 7, 10, 11, 12 and 13. On average, they have approximately 18 years of experience in the mining industry.

Although Informants 7 and 10 only had 6 years of experience in the mining industry (which is still relatively long enough to provide a considered and tempered opinion on the stakeholder relationships and any shift in relation thereto), their job titles and responses to Question 7 of the questionnaire (found in Appendix 1) indicated that they had first-hand experience in managing a mine's stakeholder relationships on a regular basis, meaning they may had more "hands-on" experience regarding the managing of stakeholder relationships than some of the other informants to this research who were "their seniors" in terms of experience in the mining industry.

Although they did not fit the abovementioned criteria, the remainder of the informants spoke candidly, openly and with a good degree of knowledge and experience. As aforesaid, although more weight was attributed to the other informants who were intimately involved in managing stakeholder relationships, that was not to definitively state that there was no value to be extracted from their data.

For the purpose of analysing the data, the informants were split up according to whether they were intimately or remotely involved in the management of stakeholder relationships in accordance with the abovementioned criteria. For the purpose of analysis and comparison, Informants 7 and 10 were grouped with Informants 1, 11, 12 and 13, and be known as the "Involved" subset. The remaining informants were grouped in a different subset, which were known as the "remote" subset. Informant 4 was an anomaly in the sense that, given her position as a Senior Legal Counsel, she

only engaged with government on an ad hoc basis regarding compliance and contractual issues, whereas she did not engage with the communities at all. As such, she was categorised as being part of the "Remote" subset. Tables 3 and 4 below reflected the same information as Table 2, except with regard to the Involved and Remote subsets of the informants respectively.

Table 3 – Involved Subset of Informants

Resp.	Exp.	Pers. Involved	B-BBEE Level	Misfit	Community Relationship	Government Relationship
1	18	Yes	Uncertain	Yes	Bad	Bad
7	6	Yes	1	Yes	Bad	Good
10	6	Yes	8	Yes	Cordial	Cordial
11	25	Yes	26%	No	Challenging	Challenging
12	20	Yes	43,15%	No (Low fit)	Challenging	Good
13	30	Yes	2	No (Low fit)	Good	Good

From Table 3 above, half of the informants who, as part of their duties, managed the stakeholder relationships of the mines, indicated that the relevant stakeholder relationships were in a state of misfit. Although two of the informants indicated that the stakeholder relationships were not in a state of misfit, their answers suggested that the said relationships were in a state of low fit.

Furthermore, although one informant indicated that the stakeholder relationships were not in a state of misfit at all (Informant 11), his answers to some of the surrounding questions which spoke to this aspect, actually suggested that, at best, the said stakeholder relationships were in a state of low fit Informant 11's answers suggested that his mine was experiencing "challenges" with its stakeholder relationships.

Table 4 – Remote Subset of Informants

Resp.	Exp.	Pers. Involved	B-BBEE Level	Misfit	Community Relationship	Government Relationship
2	20	No	Uncertain	No (Low fit)	Good	Good
3	32	No	8	No	Cordial	Cordial
4	13	Yes	Uncertain	Yes	Good	Good
5	11	No	6	No (Low fit)	Challenging	Challenging
6	13	No	4	Yes	Challenging	Challenging
8	10	No	7	Yes	Challenging	Good
9	10	No	4	Yes	Bad	Cordial

From Table 4 above, it was noteworthy that 4 of 7 informants (57%) who, as part of their duties, managed the stakeholder relationships of their respective mines, indicated that the relevant stakeholder relationships were in a state of misfit. Although two of the informants indicated that the stakeholder relationships were not in a state of misfit, their answers suggest that the said stakeholder relationships were in a state of low fit.

5.2.2 Stakeholder relationship with community

In Question 4, when informants were asked to describe the stakeholder relationships between the mines, government and the community, the overall responses given by all informants could be categorised into one of four themes, namely, good, cordial, challenging and bad. Tables 3 and 4 illustrated the responses in respect of the Involved and Remote subsets of informants respectively.

From Table 3 above, it was apparent that, in the Involved subset, 2 of the 6 informants stated that the stakeholder relationship between mines and the local mine communities could be described under the theme "challenging", with Informants 1 and 7 having labelled the relationship as being "bad". In this regard, the following was stated by these informants:

Informant 1: "So, the relationship is I would say, rocky. Purely because there are expectations of community that the mine can in no way fulfil in the near or long-term future, and largely goes around the dependence of the community on the mine for jobs, for infrastructure, for basic services that government should

actually be providing…We went through a massive period in 2015 where we actually had to stop production for two weeks because we had collective efforts of all the villages to up-rise against the mine. Since then, the relationship has gotten a lot better."

Informant 7: "So, between the local community, they can often get contentious because of where we mine there is a lot of unemployment."

Informant 12: "But when coming to the communities, I would say it's a very complexed *(sic)* one because the demands are forever coming…Most times you find that you are always challenged with excuses."

With regard to the Remote subset, 3 of 7 of the Informants labelled their stakeholder relationships with the local community as being "challenging", with Informant 9 labelling the relationship as being "bad'. Only Informants 2, 3 and 4 described the stakeholder relationship with the local mine community as being "good" or "cordial". Table 4 above set out these results. Informant 8, who was employed as a Production Engineer, stated as follows:

Informant 8: "But I would say there is probably a disconnect between all three parties on expectations. So, you have got from a company point of view what we view as what is needed to progress. You have got communities who obviously have their interests at heart. And then, the government, that is also trying to drive certain initiatives from a company perspective and doesn't always necessarily align with company objectives."

5.2.3 Stakeholder relationship with government

With reference to Table 3 above, half of the Involved subset described the stakeholder relationship with government as being "good", with only Informants 1 and 11 describing the relationships as being "bad" and "challenging" respectively. In Table 4, 67% of the Remote subset of informants categorised the relationship with government as being good or cordial, with only two informants categorising the relationship as being challenging. The following was stated regarding the stakeholder relationship with government:

Informant 1: "The relationship with the government at the moment is, I would say between the mine and the government, one of fear…what the government will do is find ways to punish the mine…The relationship is one-way. It's basically, compliance…The government expects the mine to do its job in terms of providing basic infrastructure, basic services…."

Informant 11: "So, obviously you have them (government inspectors) coming to the mine regularly to ensure that those commitments are fulfilled. And if not, obviously you need follow the Act in terms of explaining why and also recommit yourself to ensure that you fulfil all the commitments that are made in the social labour plan to operate."

5.3 Challenges to the Mine's Stakeholder Relationships and Engagements with Communities and Government

After having conducted a code and frequency analysis pertaining to the responses received in respect of the questions posed to the informants regarding their challenges experienced in the stakeholder relationships and engagements with government and communities, Table 5 below was compiled and sets out the challenges, in descending order of frequency, which also reflects the frequency of the codes which arose in respect of the Involved and Remote subsets of informants. The challenges listed in Table 5, and which are marked with a "C" or "G", refers to the said challenge being applicable to the stakeholder relationships and engagements with the community or government only.

Table 5 – Challenges to the Stakeholder Relationships and Engagements with Communities and Government

Rank	Challenges	Involved	Remote	Total
1	Expectations	5	6	11
2	Differing Agendas	4	5	9
3	Representation	4	4	8
4	Lack of industry knowledge	4	2	6
5	Selfishness (C)	3	3	6
6	Political factions (G)	2	1	3
7	Lack of jobs/skills (C)	1	2	3
8	Turnover of staff/cohesion (G)	2	1	3
9	Distrust	0	3	3
10	Compliance (G)	0	3	3
11	Lack of communication	1	1	2
12	Corruption	0	1	1

According to the informants, managing the expectations of government and the community posed the biggest challenge. Informant 10, who was employed as a Communications and Corporate Social Investment Officer, coupled "expectations" with "lack of industry knowledge" as being the biggest challenges. The following was stated:

> Informant 10: "The biggest one is expectations from both the government and the local communities. I know we struggle with that…. Sometimes it makes it very, very difficult to manage these expectations from both sides…there is a lot of lack of knowledge from both sides."

Informant 7 raised the parties having different agendas (or conflicts of interest) and selfishness as being the biggest challenges, when she stated:

> Informant 7: "The biggest challenges, in my opinion, is that there is an undercurrent of selfishness, driven behind most sort of interactions…Definitely agendas. Behind any kind of interaction."

Informant 1 raised distrust (given the historical context of the country, alluding to apartheid and policies to marginalise and exploit labour), and managing expectations as the biggest challenges, when she stated:

Informant 1: "So the biggest challenges for the stakeholder relationship is trust. There is an absolute lack of trust, and one would expect that considering the history of the country, and where we are today…So, the other issues with the stakeholder relationships is, like I said, the expectations of each stakeholder."

Informant 12's response indicated that, even after having taken steps to educate the community and government regarding the mining industry, such steps have proven to have been counter-productive. Informant 12 also raised the issue of staff turnover as having been a challenge, when he stated as follows:

Informant 12: "I will say lack of knowledge. As far as government is concerned, I will say there is a lot of turnover…every time there is a new face, there is no institutional retention of knowledge. So, people are always moving; so, you are always educating…communities don't really understand mining. So, I think lack of communication is a barrier, and even if you bring them into the mine, you show them what you do, you actually make them more confused. You make them to fight you even more."

The abovementioned aspects all spoke to the fundamental core factors underlying the dimensions and relational factors of the O-S fit theory, being trust, predictability, attraction/exchange and communication (Bundy et al., 2017). More particularly, the areas which need to be addressed were highlighted in order to improve the value congruence or strategic complementarity in the respective stakeholder relationships. Informant 4 stated as follows:

Informant 4: "I think it is open communication. I think while you try and be as transparent as possible, sometimes I suppose it is a little both. Sometimes, you are unable to disclose everything but you want to be transparent and try and engage with everybody as transparently as possible, but there is a lot of distrust…it is very difficult at what the government is doing and the regulator, it is very difficult to sometimes, when you go and try and communicate transparently, where each party thinks the other has a different agenda…sometimes there are representatives and then there are other people that come and say, 'No, they are not the right representative.' So, it's sometimes difficult to work out who the authorised representatives of the community are, and that is something that we also struggle with. We believe we are negotiating or discussing with the right party."

5.4 Dimensions of O-S Fit Theory, and Misfit or Low Fit

Table 6 – Value Congruence vs. Strategic Complementarity, and Misfit or Low Fit

Resp.	Value Congruence	Strat. Complem.	Misfit / Low Fit
1	No	No	Yes
2	No	No	No (Low fit)
3	Yes	Yes	No
4	No	No	Yes
5	No	No	No (Low fit)
6	No	No	Yes
7	Yes	No	Yes
8	Yes	No	Yes
9	No	No	Yes
10	No	No	Yes
11	Yes	Yes	No
12	No	Yes	No (Low fit)
13	Yes	No	No (Low fit)

As per Table 6 above, 8 of 13 informants did not believe that there was value congruence in the stakeholder relationships between their respective mines, local mine communities and government, whereas 5 informants did. 9 of 13 informants were of the opinion that there was no strategic complementarity, whereas 4 informants did. When asked if they believed that the stakeholder relationships were in a state of misfit, 7 answered in the affirmative, whilst one was explicit in his answer that he did not believe that there was any misfit in the stakeholder relationships (being Informant 11, whose answers stating that he believed that there was value congruence and strategic complementarity spoke to this belief held by him). In relation to whether the said stakeholder relationships were in a state of misfit, the following informants stated as follows:

Informant 1: "I think there would be. I think in every mine in South Africa, there would be. Purely because of the expectations of the mining company having to take the role of government in many areas, so that is an absolute misfit…Until we have strong governmental institutions that are void of corruption, that can use it and employ taxes in a way that uplifts the lives of the communities, companies and mines will always be at the receiving end of this and there will always be a misfit."

Informant 7: "I think so. Only because, I think, that there isn't that open communication in coming to a general consensus of what is the best way forward. Everybody is trying to gain an inch in their own direction, as opposed to pulling in the same direction."

Informant 10: "Of course. It is because we can't just give, give, give and not get anything in return. I think it is a lack of understanding from all sides. And it's a perception that the mines have money, the mines have got sufficient *(sic)* so, it's a weird relationship, which I think is pretty unfair for the mines…But at the same time, I feel like it is more government failing people and the mines suffer in the process because of that…It is more about themselves than about the people, and the people suffer and therefore the people, when they want to vent, their first targets are the mines in my opinion."

The above quoted informants all indicated that the stakeholder relationships between mines, government and the local community were in a state of misfit. Interestingly, the responses quoted above alluded to, and could be categorised under one of the dimensions of the O-S fit theory, with reference to one or more of the relational factors. Regarding the informants who stated that there was no misfit, if one analysed their responses to Question 12 in the questionnaire (See Appendix 1), in conjunction with their responses regarding value congruence and strategic complementarity, it appeared that the stakeholder relationships were in a state of low fit. In this regard, the following was stated:

Informant 12: "I wouldn't say that. I will say that certain barriers have to be removed to make sure that all parties can sit around the table together and work together. As I said, communities need to know what is happening in the mine…Those are the kind of dynamics that communities need to understand and surprise, surprise you will think that government would understand those kinds of economic dynamics, and you will be surprised that they don't."

Informant 2: "I think misfit is a bit of a hard word."

Although 4 of 13 informants answered that there was no misfit, when one delved into their answers regarding value congruence and strategic complementarity, their answers spoke to scenarios where the said stakeholder relationships were in a state of

low fit, either on both or one of the dimensions of the O-S fit theory. In the "Misfit/Low Fit" column in Table 6 above, the informants who stated that the stakeholder relationships were not in a state of misfit but whose responses indicated that there was in any event low fit in the stakeholder relationships, had the parentheses (Low Fit) inserted next to their respective answers.

Table 7 – Themes For and Against Promoting Value Congruence, and the Relational Factors Present and Required in order to Promote Fit on the Value Congruence Dimension

Resp.	Value Congruence		Relational Factors	
	For Val. Congr.	Against Val. Congr.	Present	Required
1	Value Communications	Improper appointments	SE & ChT	EP
2		Misaligned beliefs		RP
3	Mutual values		MA & ChT	
4	Value Communications	Lack of formal structure	SE & ChT	EP
	Value communications		RP	
	MOU		RP	
	Mutual values		MA + ChT	
	Regulations		RP	
5	Value Communications	Misaligned beliefs	SE & ChT	RP
	Consistency in performance		RP & CoT	
	Consistency in words		RP & ChT	
6		High Expectations		RP & CoT
7	Mutual values	Misaligned beliefs	MA & ChT	RP
		Lack of formal structure		EP
8	Mutual values	Misaligned beliefs	MA & ChT	RP
		No collective effort		EP
		No communication		SE
9	Mutual values	High Expectations	MA & ChT	RP & CoT
		Misaligned beliefs		RP
		Differing Agendas		EP & ChT
10	Mutual values	Improper appointments	MA & ChT	EP
	Consultation	Lack of formal structure	EP & IC	EP
	Social Labour Plans	Poor outcomes of SLP's	EP & CoT	CoT
		Differing Agendas		EP & CoT
11	Transformation		EP & CoT	
	Reciprocity		MR	
	Build rel. with tribes		MA & ChT	
12	Value Communications	Lack of formal structure	SE & ChT	EP
		Miscommunications		RP & ChT
13	Social Labour Plans	Corruption	EP & CoT	EP & ChT

	Value Communications			SE & ChT	

Value Congruence Relational Factors   Strategic Complementarity Relational Factors

SE = Socioemotional Communication   CoT = Competence-based Trust
ChT = Character-based Trust   EP = Environmental Predictability
MA = Mutual Liking and Affinity   MR = Material Exchange and Reciprocity
RP = Relational Predictability   IC = Instrumental Communication

Table 8 – Frequency Table of Value Congruence Activities which are Currently Being Utilised to Promote Value Congruence Fit

No.	Value Congruence Promoting Actions	Frequency	Relational Factor
1	Communications regarding values	6	SE + ChT
2	Parties share/exhibit mutual values	5	MA + ChT
3	Social Labour Plans	2	EP + IC
4	Memorandums of Understanding	1	RP
5	Regulations	1	RP
6	Consistency in performance	1	RP + CoT
7	Consistency in words	1	RP + ChT
8	Consultations	1	EP + IC
9	Transformation initiatives	1	EP + IC
10	Reciprocity	1	MR
11	Build trust rel. with tribes	1	MA + ChT

Value Congruence Relational Factors   Strategic Complementarity Relational Factors

SE = Socioemotional Communication   CoT = Competence-based Trust
ChT = Character-based Trust   EP = Environmental Predictability
MA = Mutual Liking and Affinity   MR = Material Exchange and Reciprocity
RP = Relational Predictability   IC = Instrumental Communication

In Table 8 above, it was apparent that the actions taken by the stakeholders in maintaining and promoting fit along the value congruence dimension of the O-S fit theory was for the parties to openly communicate regarding their values, which arose six times from the responses provided. The next action that ranked highly was for the stakeholders to share and exhibit the same values, which also spoke to the other actions which were reflected in Table 8 above.

With regard to the relational factors underlying value congruence, the actions currently being taken to maintain the status quo with regard to the value congruence dimension, were character-based trust, by far. Character-based trust appeared 16 times from the

responses given. This was followed by mutual liking and affinity, which appeared seven times, and thereafter relational predictability which appeared four times.

Interestingly, 3 informants indicated that they were utilising actions which spoke to the environmental predictability and instrumental communication relational factors pertaining to the strategic complementarity dimension, in order to maintain and promote fit along the value congruence dimension. This spoke to the proposition of the inter-relationship between the two dimensions, and how the one may lead to an improvement in the other, and vice versa (Bundy et al., 2017).

Table 9 – Frequency Table of Value Congruence Activities which are Currently Being Inhibiting Value Congruence Fit

No.	Value Congruence Inhibiting Action	Frequency	Relational Factor
1	Misaligned beliefs	5	RP
2	Lack of formal structures	4	EP
3	Improper appointments to posts	2	EP
4	High expectations	2	RP & ChT
5	Differing agendas	2	EP & ChT
6	Corruption	1	EP & ChT
7	No collective effort	1	EP
8	No communication	1	SE
9	Poor outcomes of SLP's	1	CoT
10	Miscommunication	1	RP & ChT

Value Congruence Relational Factors   Strategic Complementarity Relational Factors

SE = Socioemotional Communication   CoT = Competence-based Trust
ChT = Character-based Trust   EP = Environmental Predictability
MA = Mutual Liking and Affinity   MR = Material Exchange and Reciprocity
RP = Relational Predictability   IC = Instrumental Communication

Table 9 above reflects that the mines believed that the biggest inhibitor to promoting value congruence in the stakeholder relationship was that there are misaligned beliefs, which was compounded by the lack of formal structures, followed by corruption and the conflicts of interest. Most of the informants cited a distinct lack of relational predictability as the relational factor which was most low or missing in the value congruence dimension of the stakeholder relationship, followed by character-based trust (8 and 6 times respectively in Table 9 above).

Interestingly, however, the most cited relational factor which was lacking in creating value congruence was actually a relational factor associated with the strategic complementarity dimension, being environmental predictability. It appeared 10 times in Table 9 above, even more than the highest ranking value congruence relational factor. Again, this reiterated the proposition that fit along the strategic complementarity dimension could promote fit in the value congruence dimension, and vice versa (Bundy et al., 2017).

Table 10 – Themes For and Against Promoting Strategic Complementarity, and the Relational Factors Present and Required in order to Promote Fit on the Strategic Complementarity Dimension

Resp.	Strategic Complementarity		Relational Factors	
	For Strategic Complem.	Against Strategic Complem.	Present	Required
1		Insufficient resources		CoT
		Not playing roles		MR & CoT
2		Not playing roles		MR & CoT
		Conflict of interests		RP
		Input from stakeholders		MR
3	Mine puts in most resources		EP	
	Responsibility to community		EP	
4		Not playing roles		MR & CoT
		Input from stakeholders		MR
	Responsibility to community	Insufficient resources	EP	CoT
	Preferential procurement		MR & CoT	
5	Happy community	Insufficient resources	MR	CoT
		Not playing roles		MR & CoT
6		Lack of knowledge-industry		EP & IC
		Preferential procurement		MR & CoT
7		Insufficient resources		CoT
8		Not playing roles		MR & CoT
		Lack of procedures		RP
		Lack of communication		SE & ChT
		Mine puts in most resources		EP & MR
		Not playing roles		MR & CoT
		Insufficient resources		CoT
9		Mine puts in most resources		EP & MR
		Not playing roles		MR & CoT
		Insufficient resources		CoT

10	Assist in projects	Mines are self-sufficient	MR & SE	MR & CoT
		Insufficient resources		CoT
11	Transparent communication		ChT+CoT+SE	
	Educating on industry		SE & IC	
12	Lack of coherency	Conflict of interests	IC & CoT	RP
	Mutual resource exchange		MR	
13		Insufficient resources		CoT
		Mine puts most resources		EP & MR

Value Congruence Relational Factors	Strategic Complementarity Relational Factors
SE = Socioemotional Communication	CoT = Competence-based Trust
ChT = Character-based Trust	EP = Environmental Predictability
MA = Mutual Liking and Affinity	MR = Material Exchange and Reciprocity
RP = Relational Predictability	IC = Instrumental Communication

Table 11 – Frequency Table of Strategic Complementarity Activities which are Currently Being Utilised to Promote Strategic Complementarity Fit

No.	Strategic Complem. Promoting Action	Frequency	Relational Factor
1	Responsibility towards community	2	EP
2	Mine puts in most of the resources	1	EP
3	Preferential procurement	1	MR & CoT
4	Happy community	1	MR
5	Comm. assisting in implementing projects	1	MR & SE
6	Transparent communication	1	ChT & CoT & SE
7	Educating on mining industry	1	SE & IC
8	Lack of integration/coherency	1	IC & CoT
9	Mutual exchange of resources	1	MR

Value Congruence Relational Factors	Strategic Complementarity Relational Factors
SE = Socioemotional Communication	CoT = Competence-based Trust
ChT = Character-based Trust	EP = Environmental Predictability
MA = Mutual Liking and Affinity	MR = Material Exchange and Reciprocity
RP = Relational Predictability	IC = Instrumental Communication

As is apparent from Table 11 above, there was no clear, outright activity which was being fostered to promote fit in the strategic complementarity dimension of the stakeholder relationships. The one strategic complementarity fit activity which could be said to being fostered was the mine's responsibilities to the community.

It appeared from Table 11 above, that the relational factors of environmental predictability, competence-based trust, material reciprocity and socio-emotional communication were the most utilised in order to maintain and promote fit on the strategic complementarity dimension, followed by instrumental communication. Socio-emotional communication pertained to the value congruence dimension, yet it was cited as being a relational factor which was promoting strategic complementarity fit.

Table 12 – Frequency Table of Strategic Complementarity Activities which are Currently Inhibiting the Promotion of Strategic Complementarity Fit

No.	Strategic Complem. Inhibiting Activities	Frequency	Relational Factor
1	Insufficient resources of parties	8	CoT
2	Parties not playing roles	7	MR & CoT
3	Mine puts in most resources	3	RP
4	Conflict of interests	2	MR
5	Expectations of input from stakeholders	2	EP & IC
6	Lack of knowledge of mining industry	1	MR & CoT
7	Preferential procurement	1	RP
8	Lack of procedures	1	SE & CoT
9	Lack of communication	1	EP & MR
10	Mines are self-sufficient	1	MR & CoT

Value Congruence Relational Factors

SE = Socioemotional Communication
ChT = Character-based Trust
MA = Mutual Liking and Affinity
RP = Relational Predictability

Strategic Complementarity Relational Factors

CoT = Competence-based Trust
EP = Environmental Predictability
MR = Material Exchange and Reciprocity
IC = Instrumental Communication

Considering Table 12 above, it is abundantly clear that the informants believed that there was a lack of resources being provided by the community and government. Most of the activities referred to in Table 12 above spoke to a lack of resources from the mine's side, yet there were still high expectations on the mine to provide resources. To compound the problems surrounding the provision of resources, there were other aspects, such as conflicts of interest and lack of knowledge, which inhibited the promotion of fit among the strategic complementarity dimension of the stakeholder relationships involved.

From Table 12 above, it was apparent that there was a distinct lack of competence-based trust, which was referred to 18 times by the informants. Closely associated with the lack in competence-based trust which the stakeholders had, material reciprocity was also a major barrier towards promoting the strategic complementarity dimension. All the relational factors pertaining to this dimension were apparent from the responses received, including environmental predictability as well as instrumental communication. Over and above the aforementioned relational factors being apparent from an analysis of the responses received, the value congruence relational factors of relational predictability and socio-emotional communication "make a cameo", since these were hardly referred to by the informants.

From an analysis of the data, it appeared that there was far less fit in the strategic complementarity dimension than in the value congruence dimension of the relevant stakeholder relationships. Furthermore, it appeared that, the less fit there was in the one dimension of a stakeholder relationship, the less influence or impact the relational factors pertaining to the other dimension would have in promoting fit.

Table 13 – Themes for Managing/Mitigating Against Misfit or Low Fit

Resp.	Misfit / Low Fit	Misfit / Low Fit Management
1	Yes	Collaborative efforts by all
		Tri-Party Forum to get value congruence
2	No (Low Fit)	Improve knowledge of mining industry
3	No	Government employ correct people
		Government efficiently allocates resources
		Government explains its role to the community
		Community represented by one, clear representative only
4	Yes	Communication
		Improve spirit of communication
5	No (Low Fit)	Tri-Party Forum with rules of engagement
		Community represented by one, clear representative only
		Communication
		Manage expectations
6	Yes	Tri-Party Forums
		Communication
7	Yes	Tri-Party Forum
		Communication
		Manage expectations
8	Yes	Tri-Party Forum
		Communication
		Stop political interference
9	Yes	Communication
		Tri-Party Forum to align values
		Communication to manage expectations
10	Yes	Communication
		Improve knowledge of mining industry
		Tri-Party Forum
11	No	Tri-Party Forum
		Communication
12	No (Low Fit)	Increase/Encourage SME development around mining
13	No (Low Fit)	Eliminate Corruption
		Government improves service delivery
		Government takes more of an active, leadership role in relationship

Table 14 – Steps to Manage Misfit/low fit and the Relational Factors to be Leveraged

No.	Steps to mitigate Misfit/Low Fit by All	Freq.	Relational Factors Leveraged
1.	Communication	9	SE + IC + MA + RP + CbT +CoT
2.	Tri-party forums	8	SE + IC + MA + RP+ CbT + CoT
3.	Improve knowledge of industry	2	IC + RP + EP + MA + CoT + CbT
4.	Manage expectations	2	RP + EP + MA + CoT + CbT
5.	Collaborative efforts by all	1	MA + MR + SE + IC + CoT + CbT
6.	Improve spirit of communication	1	SE + MA + CbT
7.	Political interference	1	MA + CbT + CoT + EP
8.	Eliminate corruption	1	EP + CbT + CoT
No.	**Steps to mitigate Misfit/Low Fit-Comm.**	**Freq.**	**Relational Factors Leveraged**
1.	Community has one representative	2	RP + EP + CoT + CbT
No.	**Steps to mitigate Misfit/Low Fit-Govt.**	**Freq.**	**Relational Factors Leveraged**
1.	Govt. employs skilled people	1	EP + CoT
2.	Govt. allocates resources efficiently	1	EP + CoT
3.	Govt. explains role & manage expectations	1	IC + MR + RP + EP + CoT + CbT
4.	Improve service delivery	1	EP + MR + CoT
5.	Take steps to lead the 3 parties	1	RP + EP

Value Congruence Relational Factors

SE = Socioemotional Communication
ChT = Character-based Trust
MA = Mutual Liking and Affinity
RP = Relational Predictability

Strategic Complementarity Relational Factors

CoT = Competence-based Trust
EP = Environmental Predictability
MR = Material Exchange and Reciprocity
IC = Instrumental Communication

All informants stated that transformation and B-BBEE initiatives were aligned with the values and strategies of the mine. However, 7 of the 13 informants stated that if the miens became obligated to implement more transformation or B-BBEE initiatives (as is contemplated by the new versions of the Mining Charter), that it would lead to a worsening of the already tethered stakeholder relationships with government and local mine communities. So, it appears that throwing more money at the problem (literally) does not appear to be a solution in the eyes of the mine, with one respondent saying that it would only lead to better stakeholder relationships on condition that the provisions were "commercially viable".

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

This chapter sets out a discussion and analysis of the data and the results obtained from this research. This chapter stems from the primary and secondary research questions, which used the literature set out in Chapter 2 as a basis upon which to extend the O-S fit theory. To place the research into context and demonstrate the flow of logic and continuity in this research, reference will be made to several aspects raised in Chapters 1 through to 4.

In summary, the findings of this research corroborate the O-S fit theory, but also extend it further. From the results and an analysis therefrom, one gleans that certain methods are utilised more than others by organizations in managing their stakeholder relationships which are in a state of misfit or low fit. Furthermore, and importantly, an analysis indicates that the South African mining industry believes that certain attention should be given to certain relational factors in order to improve their stakeholder relationships with government and their respective local mining communities.

This chapter contains a discussion regarding the findings of the researcher in this study. The objectives of this research were achieved. It is respectfully submitted that this research extends the O-S fit theory by expanding on the management of misfit or low-fit organization-stakeholder relationships as set out below, which largely entails continuous communication and engagements, so as to mitigate the chance of uncooperative behaviour turning into combative behaviour thus reflecting absolute misfit, such as has been experienced in the past with industrial action and with communities revolting against mines (Bundy et al., 2017; Macmillan, 2017; "South Africa has the worst labour relations in the world: WEF," 2018).

Furthermore, and arguably more importantly, this research leads to the extension of the O-S fit theory, and is geared towards shedding light from a contextual angle on some of its tenets regarding how mutually beneficial stakeholder relationships improve and grow over time (Bundy et al., 2017; Tantalo & Priem, 2016). The secondary question of this research, being how the relational factors can be leveraged to address misfit or low

fit, and the results obtained in relation thereto, demonstrate that, when stakeholders are in a state of misfit or low fit and are experiencing low co-operative or even combative behaviour, how the communication and trust relational factors provide more leverage than some of the other relational factors in promoting co-operative behaviour.

6.2 Discussion Regarding the Sample and Misfit / Low Fit

The informants were divided into subsets regarding whether they were actively involved or remotely involved, as part of their daily duties, with managing the mine's stakeholder relationships. Tables 2, 3, 4, 6 and 12 above reflect and confirm that the mining industry's stakeholder relationships with government and with the local mine communities are in a state of uneasiness, which aligns with the literature regarding same (Macmillan, 2017).

Furthermore, given the results, it is apparent that these stakeholder relationships are in a state of misfit, or significant low fit at best, in terms of the O-S fit theory framework in Figure 6 above (Bundy et al., 2017). 7 of the 13 informants stated that they believed that the stakeholder relationships were in a state of misfit, whilst 4 of the of informants stated that they believed that the stakeholder relationships were not in a state of misfit, given their responses to questions regarding the current state of the stakeholder relationships as well as the questions on whether they believe there is value congruence and strategic complementarity. Their responses suggest that the stakeholder relationships are in a state of low fit.

Only 2 of the 13 informants believed that the stakeholder relationships were in a state of fit. However, in considering their overall responses to the questionnaire, the two informants who indicated that the stakeholder relationships were not in a state of misfit or low fit, suggested that the degree of fit is not particularly strong. Thus, there is consensus amongst both subsets of informants that the relevant stakeholder relationships are in a state of misfit or low fit. Especially, considering that there was almost universal consensus on this issue amongst the "involved" subset of informants, which gives this finding credibility.

Given the current state of the South African economy and the rhetoric being spoken regarding the respective responsibilities of stakeholders, as well as the increasingly

"combative" stance being taken by stakeholders, it is respectfully submitted that what is occurring in the South African economy is a microcosm for the state of the stakeholder relationships with government and communities in respect of various industries are in a state of misfit or low fit (Bundy et al., 2017; Macmillan, 2017; Manyathela, 2017; "South Africa has the worst labour relations in the world: WEF," 2018; Statistics South Africa, 2017; The World Bank, 2018).

6.3 Research Questions

As stated in Chapter 3 above, the overall research question of this research is how do stakeholder relationship managers manage their respective stakeholder relationships which are in a state of misfit or low fit in the context of the O-S fit theory. The secondary question posed by this research was geared towards determining how the relational factors of the two dimensions of the O-S fit theory may be leveraged in order to address misfit or low fit stakeholder relationships.

The O-S fit theory gave new impetus and extension to the long-established stakeholder theory (Bundy et al., 2017; Crane & Matten, 2016; Freeman, 2010; Phillips, 2011). Co-operative behaviour between stakeholders can be maximised when stakeholders share the same priorities and core values (Bundy et al., 2017). The relationships between stakeholders are interrelated and, by maximising co-operative behaviour, can business and indeed stakeholder relationships become increasingly sustainable (Bosse & Coughlan, 2016; Bridoux & Stoelhorst, 2016; Crane & Matten, 2016; Freeman, 1994; Freeman et al., 2004). The core values which underlie both the dimensions of the O-S fit theory are trust, predictability, attraction/exchange and communication (Bundy et al., 2017).

The results in Chapter 5 underscore and emphasise the abovementioned tenets of the stakeholder theory, as well as the O-S fit theory. Although, the promotion of value congruency and strategic interdependencies and exchanges have been emphasised, the O-S fit theory provides the fundamental framework setting out the relational factors and levers which can be utilised in promoting fit and co-operative behaviour amongst stakeholders (Bosse & Coughlan, 2016; Bundy et al., 2017; Harrison & Wicks, 2013; Tantalo & Priem, 2016).

The results in Chapter 5 set out, amongst other things, the findings that the core underlying factors of the two dimensions of the O-S ft theory, as well as the respective relational factors, are the latent drivers behind the behaviour between the stakeholders. More importantly however, the informants, through expressing their views around value congruence and strategic complementarity in the stakeholder relationships actually emphasised which of the relational factors in relation to the two dimensions are lacking and which need to be utilised and developed in order to promote more co-operative behaviour.

Through reverse engineering these answers, against the context of the other responses received, light was shone upon the methods utilised by those in the mining industry to manage misfit or low fit in their stakeholder relationships, being the primary research question. The results in Chapter 5 speak to the current state of the stakeholder relationships between mines, government and the local mine communities, and what the current challenges are with regard thereto.

6.4 Primary Research Question

It is proposed that high levels of both value incongruence and high strategic incompatibility, will lead to a misfit O-S relationship, and is likely to lead to combative behaviour and disengagement (Bundy et al., 2017). The mining industry has experienced some very turbulent misfit relationships with stakeholders in the past, even if one merely looks at the Marikana tragedy as an example, which similarities are apparent in other aspects of the South African economy and society (Macmillan, 2017; Manyathela, 2017; "South Africa has the worst labour relations in the world: WEF," 2018; The World Bank, 2018).

In answering the primary research question of this research, the results from Chapter 5 indicate that the main "tools" utilised in the mining industry to avoid the misfit or low fit in stakeholder relationships from turning into combative behaviour or disengagement are to:

1. Promote communication and engagement initiatives, and ancillary aspects thereto;

2. Establishing and common, mutually shared values; and

3. Managing the expectations of stakeholders.

6.5 Secondary Research Question

Most informants cited continuous communication and engagements with stakeholders as the most important method in managing stakeholder relationships. It is when stakeholders do not engage and communicate with each other, that combative and disengaged behaviour starts to manifest, leading to less fit or misfit in the stakeholder relationship (Bundy et al., 2017). Bundy et al. (2017) proposed that initial value congruence between stakeholders fostered future strategic complementarity, and *vice versa,* through the exposure effect, and encouraged more intense forms of co-operation and effect through increased interaction.

The results in Chapter 5 confirm the aforementioned proposition. The informants gave responses indicating that there has been a shoft in the stakeholder relationships in recent times. This indicates that the continued engagement is helpful, however, one of the major obstacles, which came out of the research to the promotion of a fit stakeholder relationship, was the lack of environmental predictability. Often, there are numerous parties who claim to act for and on behalf of the local mine communities, however, it often arises that there are conflicting interests and personal agendas at play. This includes in respect of the government. The results indicate that corruption is also a problem.

The lack of trust, both character- and competence-based trust is a major stumbling block (Connolly et al., 2018). The lack of relational predictability and environmental predictability in the actions of the government and the local mine community leads to a breakdown of trust, and in turn the exchange of instrumental communication from the ine's side, which the communities and government at times criticises the mines for not disclosing.

The lack of knowledge and appreciation for the constraints under which the mining industry operates, which lack of knowledge is a criticism that can be attributed to both communities and government, is a barrier. Connolly et al. (2018) stated that a breach in character-based trust between stakeholders, which led to perception of dishonesty,

were ten times harder to recover from than breaches in competence-based trust. Essentially, the main leverage which these stakeholders should utilise in attempting to move towards a better fit stakeholder relationship, is trust, both in respect of character and competence based trust, but mostly competence-based. From the mines perspective, the results suggest the informants are aware of the lack of resources, however, one of the overwhelming criticisms of the government from the mines, is that there is a complete lack of resources forthcoming from the government and that the government simply wants to abdicate its responsibilities for service delivery to the mines, which can only do so much.

The current state of these stakeholder relationships, simply put, is not sustainable going forward. Unless there is material shift, the mines will simply become less sustainable and will ultimately be towards the greater detriment of the system.

CHAPTER 7: CONCLUSION

7.1 Principal Findings

The findings demonstrate that, although Bundy et al. (2017) were correct with regard to their propositions regarding how the dimensions of value congruence and strategic complementarity, and in essence the underlying relational factors thereto, when it comes to the management of misfit or low fit, at least within these particular stakeholder relationships which were studied as part of this research, the results suggest that, the fundamental relational factors that were to be leveraged in terms of value congruency and strategic complementarity were character-based trust and competence-based trust.

The results suggest that there is strategic incompatibility in the stakeholder relationships between mines, government and the local community. As such, "throwing more money at the problem", which seems to be the government's response to the issues at hand, will not solve the misfit in these stakeholder relationships. The very reason why the stakeholder relationships are in this state is due to the asymmetrical stakeholder relationships in play.

Importantly, the propositions that initial value congruence would lead to the development of strategic complementarity, and vice versa, were confirmed in this study (Bundy et al. 2017). Continuous communication is absolutely vital towards avoiding disengagement and combative behaviour, which seems to be the primary method employed by the mining industry in managing their misfit or low fit stakeholder relationships. What is abundantly clear, is that the core element of predictability is an issue, in the sense that the overwhelming majority of the informants believed that leveraging the environmental and relational predictability relational factors, would lead to improved communication and exchanges between the parties. Overall, the O-S fot theory has been extended. Further research is required in order to investigate the claims and propositions made by Bundy et al. (2017), as well as those made by the researcher.

7.2 Implications for Management

The findings of this research have several significant implications for management, not only the academic implications in relation to the extension and furtherance of the stakeholder theory and the O-S fit theory. Given the uneasy state of affairs in South Africa, where several stakeholder relationships across several industries, this research and the extension of the O-S fit theory may provide new avenues and frameworks for management to mitigate the effects of combative and disengaging behaviours, and turn "volatile" stakeholder relationships around, towards co-operative attitudes and exchanges.

Furthermore, as aforesaid, this study dealt with stakeholder relationships which are asymmetrical, in the sense that most of the resources within the studied stakeholder relationships, came from the mines. In all of the interviews conducted, all pointed towards stakeholder relationships where the mine was the only contributor of resources. One of the fundamental assumptions regarding the O-S fit theory is that the stakeholder relationships are not asymmetrical, that all stakeholders contribute approximately the same degree of resources (Bundy et al., 2017). Given the scarcity of resources in South Africa, it may be argued that many stakeholder relationships in the South African economy are asymmetrical. Thus, this research assists management in managing misfit or low fit relationships, and which relational factors to leverage in doing so, in asymmetrical stakeholder relationships.

7.3 Limitations of the Research

As was stated in Chapter 4 above, there were several limitations to this research. Given the novelty of the O-S fit theory, there is much more research required to be done, in order to understand, extend and apply the theory further (Bundy et al., 2017). However, the main limitations of this research were that the researcher is a novice researcher conducting this research for the purpose of partial completion for a Masters degree. The researcher had limited resources and time available, thus there were significant constraints upon this research.

Although, this research may have tested the propositions with regard to Bundy et al. (2017), and extended same in relation to the leveraging of the relational factors in order to mitigate the effects of misfit or low fit, and to move the relationships along the

dimensions towards better fit and co-operative behaviour (Bundy et al., 2017). Furthermore, the interpretation of the results herein stemmed from the researcher who may have interpreted certain relational factors incorrectly or attributed the incorrect relational factors to the answers provided by informants. This research was only conducted using 13 informants which, although data saturation was reached, the researcher cannot state with absolute certainty and confidence, that the sample was a true and accurate reflection of the sample, and that the findings of this research will be applicable to management and guide the further testing of the propositions and extensions of the O-S fit theory.

Given the constraints of this research, there is a possibility that, if personal interviews were conducted over more time, and with a more refined questionnaire that would address all the nuances of the relational factors underpinning the two dimensions of the O-S fit theory, the informants could provide richer data for analysis. The data herein, and the interpretation and analysis thereof, is subjective and susceptible to the researcher's own biases, notwithstanding the attempts made by the researcher in conducting the interviews to be as objective as possible, and to ask questions that in a way to limit any "leading".

7.4 Suggestions for Future Research

In due course, this exploratory study may be paired with a descriptive study (which implies quantitative data analysis, and is geared towards more accurate representations of relationships and variables) so that more accurate research on the above aspects could be obtained as well as a better understanding of the concepts underlying the O-S ft theory, particularly how the underlying dimensions and relational factors are leveraged over time in the management of misfit or low fit (Crane et al., 2018b; Saunders & Lewis, 2012; Saunders et al., 2008).

Having said that, such a study is beyond the scope of this research, which it is hoped, may spur or guide further, more experienced and sophisticated research. Preferably, any future research which includes interviews, such interviews ought to be done in person. The issues herein are very nuanced, and being able to pick on unspoken, cues and observations may aid the interpretation and analysis of such results.

Although the propositions of Bundy et al. (2017) were tested in this research, and the O-S fit theory extended, there is no doubt that, given all of the limitations of this research, that further and better research of a qualitative nature is required, comprising of a more comprehensive population, which can give richer meaning to the findings herein as well as the O-S fit theory. Furthermore, the biases and perceptions which may have been held by informants, including the researcher, may have detracted from the degree of objectivity sought and the degree of confidence in the results obtained in relation to the research questions.

More time and resources are required to conduct this research. Hopefully, once richer data of a qualitative nature is obtained, and the appropriate themes identified, then further studies of a qualitative nature may be conducted in order to test and analyse the relationships between the relational factors underlying the dimensions of the O-S fit theory and how they can be leveraged, not only to mitigate the effects of stakeholder relationships experiencing misfit or low fit, but to also improve those relationships with fit along the value congruence and strategic complementarity dimensions, so as to maximise co-operative behaviour and improve sustainability (Bundy et al., 2017; Crane & Matten, 2016; Garvare & Johansson, 2010; Gibson, 2012).

Needless to say, given the novelty of both the theory and the researcher's inexperience in conducting research, the questions posed ought to be made available in languages easily understood by all the informants, with the questions being broken down to their bare essentials, so as to get richer data on how all the relational factors inter-relate with each other. Interestingly, Westermann-Behaylo et al. (2016) developed the model of co-operative advantage through stakeholder capability enhancement. The researcher proposes that the O-S fit theory ought to be studied in conjunction with the aforementioned model, which may facilitate the study and understanding of the leveraging of the relational factors to maximise co-operative behaviour.

Over and above the aforegoing, although the O-S fit theory sprung from the stakeholder theory, further testing of the principals and propositions thereof ought to be conducted in juxtaposition against the tenets, findings and already established theory of the stakeholder theory. The researcher believes that the O-S fit theory is marked step forward in the development of the long-established stakeholder theory, which has been developed at a slow pace, and incrementally (Bundy et al., 2017; Crane & Matten, 2016; Miles, 2017). In light of this, the researcher respectfully submits that the propositions of Bundy et al. (2017) need to be first tested against the stakeholder

theory to ensure that any further research to extend the knowledge on same is done so knowing that it is grounded.

This research was conducted in the context of stakeholder relationships between mines, government and local mine communities. Bearing this in mind, the researcher suggests that any future research ought to study the following, for the following reasons: Firstly, this same research ought to be conducted by more experienced and resourced researchers so as to test the results and findings herein, to determine their veracity and credibility, notwithstanding that the researcher maintains that the results are true, correct and credible. The researcher acknowledges the limitations herein and the need to extend the propositions of Bundy et al. (2017) with prudence and circumspection.

Secondly, the study ought to be conducted in respect of other stakeholder relationships within the South African mining industry to ascertain whether the findings herein are applicable to all stakeholder relationships within the South African mining industry. Thirdly, and importantly, this study ought to be replicated in a different industry or industries with similar stakeholder dynamics. Lastly, this study ought to be conducted across several industries with varying degrees of fit with several stakeholders, so as to test whether the findings herein and the extension of the O-S fit theory is universally applicable to all stakeholder relationships.

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APPENDICES

Appendix 1: Questionnaire

1. What is your position at the mine, and how long have you been employed in this position?

2. How long have you been employed and/or involved in the mining industry?

3. What is the mine's B-BBEE level?

4. How would you describe the relationship between the mine and/or the government and/or the local community, and why?

5. How long has the relationship between the mine and/or the government and/or the local community been in this state?

6. In your opinion and experience, has there been a material shift in the relationship between the mine and/or the government and/or the local community?

7. Do you actively engage with government and/or the local community? If so, how often and what is the level and type of engagement?

8. What are the biggest challenges in your engagement with the government and/or with the local community on behalf of the mine?

9. What are the biggest challenges to the stakeholder relationship between the mine and/or the government and/or the local community?

10. How does the mine perceive the value congruence of its relationship with the government and/or with the local community?

11. How does the mine perceive the strategic complementarity of its relationship with the government and/or with the local community?

12. Would the mine characterise its relationship vis-à-vis the government and/or the

local community as being one of misfit? And if so, to what extent?

13. How does the mine manage its relationship with the government and/or the local community?

14. What can be done to improve the stakeholder relationship between the mine and/or the government and/or the local community?

15. To what extent has the mine implemented transformation initiatives and/or implemented broad-based black economic empowerment initiatives?

16. Is the current state of the relationship between the mine, government and/or the local community attributable, to some extent, to the degree of implementation by the mine of transformation/broad-based black economic empowerment initiatives?

17. Are transformation/broad-based black economic empowerment initiatives in line with the values and/or strategies of the mine?

18. If the mine became obligated to implement more transformation/broad-based black economic empowerment initiatives to, would that lead to an improvement or worsening of the stakeholder relationship between the mine and/or government and/or the local community?

19. To the extent that there is misfit between the mine and/or the government and/or the local community, what can be done to convert that into a stakeholder relationship of fit?

Appendix 2: Ethical Clearance Approval

Gordon Institute of Business Science
University of Pretoria

14 August 2018

Xavier Edi

Dear Edi

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

Appendix 3: Copyright Declaration Form

19.1 COPYRIGHT DECLARATION FORM

Student details			
Surname:	Xavier	Initials:	EES
Student number:	24278522		
Email:	eesxavier85@gmail.com		
Cell :	0826352602	Landline:	0116223622

Course details			
Degree:	MBA	Year completed:	2018
Department:	GIBS		
Supervisor:	Prof. Albert Wöcke		
Supervisor email:	wockea@gibs.co.za		

Confidentiality / Embargo

Do you need to have your report embargoed? If so, attach a motivation letter. Without a letter this will not be granted.

Yes		No	X

If yes, please indicate period requested

Two years		**Permanent	

**If permanent, please attach a copy of the letter of permission from the Vice-Principal: Research and Postgraduate Studies. Without a letter this will not be granted.

Access

A copy of your research report will be uploaded to UPSpace
Can the Information Centre add your email address to the UPSpace web site?

Yes	X	No	

If no, please motivate (ignore if report is to be embargoed)

Copyright declaration

I hereby certify that, where appropriate, I have obtained and attached hereto a written permission statement from the owner(s) of each third-party copyrighted matter to be included in my research report ("the work"), allowing distribution as specified below. I certify that the version of the work I submitted is the same as that, which was approved by my examiners and that all the changes to the document, as requested by the examiners, have been included.

I understand that all rights with regard to intellectual property in the work vest in the University who has the right to reproduce, distribute and/or publish the work in any manner it may deem fit.

I agree that, a hardcopy of the abovementioned work be placed in the Gordon Institute of Business Science Information Centre and worldwide electronic access be given to the softcopy on UPSpace.

Signature:		Date: 07/11/2018

64

Appendix 4: Certification of Additional Support

17.   APPENDIX 5   CERTIFICATION OF ADDITIONAL SUPPORT

(Additional support retained or not - to be **completed by all students**)

Please note that failure to comply and report on this honestly will result in disciplinary action

I hereby certify that (please indicate which statement applies):

- **I DID NOT RECEIVE** any additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report: ....

- ☉ **I RECEIVED** additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report ......Transcriptional...

If any additional services were retained– *please indicate below which:*

☐   **Statistician**

☐   **Coding (quantitative and qualitative)**

☒   **Transcriber**

☐   **Editor**

Please provide the name(s) and contact details of all retained:

NAME: ......Mrs. Cristina Brandão...........................

EMAIL ADDRESS: ......cbrandao@bbmlaw.co.za....

CONTACT NUMBER: ......(011) 622 3622...................

TYPE OF SERVICE: ......Transcriber...........................

76

NAME: ....

EMAIL ADDRESS: ....

CONTACT NUMBER: ....

TYPE OF SERVICE: ....

NAME: ....

EMAIL ADDRESS: ....

CONTACT NUMBER: ....

TYPE OF SERVICE: ....

I hereby declare that all *interpretations (statistical and/or thematic) arising from the analysis; and write-up of the results for* **my study was completed by myself without outside assistance**

NAME OF STUDENT: Edi Espirito Santo Xavier

SIGNATURE:

STUDENT NUMBER: 24278522

STUDENT EMAIL ADDRESS: eesxavier.85@gmail.com