

Applied Business Analysis and Research

**Gordon Institute
of Business Science**
University of Pretoria

**The impact of perceptions of fair pay on the behaviour of mine employees in a
South African mine**

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Master of Business Administration.

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ABSTRACT

Orientation: This study examines the relationship between mineworkers' perceptions of fair pay and their behaviour in the South African mining industry.

Research purpose: The primary aim of this study is to understand how perceptions of fair pay influence mineworkers' attitudes and behaviour towards the company, their jobs and their overall work experience. The study also explores the differences in attitudes and behaviours in relation to pay of mine workers from different levels and departments.

Motivation for the study: Fair pay is essential for attracting and retaining talented workers, boosting morale and productivity, and creating a positive work culture. However, despite its importance, there is limited understanding of how workers perceive fair pay and how this perception affects their behaviour and attitudes. This study addresses this gap in the literature.

Research design, approach and method: A qualitative approach involving semi-structured interviews with 16 C5-E1 Paterson grade mine workers at a platinum mine was employed. An iterative interview process enabled in-depth exploration of participants' experiences and perspectives.

Main findings/results: This research highlights the central role of fair pay in increasing job satisfaction, motivation and overall job performance. Fairly compensated mine workers show greater commitment to their career development and achieve better work outcomes. The study highlights differences in pay preferences: some value financial benefits, while others prioritise professional development. Transparent compensation practices and addressing pay equity issues, especially in relation to demographic trends, are critical to employee satisfaction and engagement.

Practical/managerial implications: The results have important implications for mine companies' management. Implementing fair pay through transparency of remuneration and fringe benefits, adopting holistic compensation approaches, and emphasising talent retention can create a more equitable and motivating work environment. These strategies promote employees' well-being, job satisfaction and overall organisational performance.

Contribution/ value-add: This study deepens existing knowledge by offering insights into the complex dynamics of fair pay perceptions, their implications for management and avenues for future research. The findings go beyond the mining sector and shed light on the universal importance of fair pay, transparency, and comprehensive rewards in fostering a satisfied and productive workforce.

Keywords: Fair pay, transparent remuneration structures, employees' behaviour, job satisfaction, turnover rate

PLAGIARISM 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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CHAPTER 1: INTRODUCTION TO THE RESEARCH

1.1. Introduction to the Research

This chapter introduces the research topic, which focuses on the influence that perceptions of fair pay have on the behaviour of mine workers in the context of the South African mining industry. This chapter provides an overview of the research title, background information on the research topic, a definition of the research problem, a clarification of the research purpose, a formulation of the primary research question and an emphasis on the value of the proposed research in both business and academia.

1.2. Background of the Research Topic

For any company, human capital is its greatest asset (Chiat & Panatik, 2019). Jali (2015) concurs, stating that workers are the most valuable asset of any business, especially those companies that rely heavily on the input by labour, such as businesses in the mining sector.

Khubana et al. (2022) describe the mining industry in South Africa as being of considerable importance because of its special characteristics and its ability to produce important raw materials or commodities that are crucial for the country's economy and socioeconomic progress. Khubana et al. (2022) state that the mining industry is a crucial sector around which a substantial part of the country's employment opportunities revolves. The sector is not limited to job creation, but also makes a noteworthy contribution to South Africa's gross domestic product (GDP), therefore painting a picture of South Africa's mining sector as an indispensable cornerstone of the country's economic infrastructure.

The South African mining industry is also defined by Jali (2015) as a labour-intensive industry that primarily leverages low-skilled labour for its productivity. Moalusi and Jones (2019) point out that a number of other core positions in the mining sector play key roles, such as mining managers, metallurgists, geologists and engineers, to mention a few. This shows that highly skilled labour also contributes to the profitability of companies in the sector. These core positions attract different pay scales, depending on the department and the skill level of the individual (Moalusi & Jones, 2019).

Considering the importance of the mining sector to the labour market, Nkwadi and Matemane (2022) highlight that the mining industry is also responsible for some unjust

and disproportionate income distribution, thereby leading to fairness issues. As a result, the South African mining industry has over the years witnessed ongoing protest actions over wages. As the mining industry in South Africa employs a large workforce, this has impacted negatively on the country's GDP. Strikes and protest actions pose a threat not only to South Africa's economy, but also to the global economy as South Africa contributes 10% of the global gold production and is a leading producer of platinum (Nkwadi & Matemane, 2022).

Discrepancies in payment rates between different levels of skill therefore often lead to debates about how employees should be compensated, bringing to the fore questions of what is 'fair'. For most employees, especially in mining where conditions across the different mining companies are often fairly similar, the question of remuneration becomes the central issue when it comes to perceptions of the company. Financial compensation that is viewed as inadequate can cause negative perceptions and affect employees' behaviour. Since employees' attitudes and behaviour are so essential to the smooth running of a company, it is crucial for mining employers to understand the relationship between mine employees' perceptions of fair pay and the impact of these perceptions on their behaviour, whether negative or positive.

The issue of perceived fairness and pay is one to which there is no clear answer, as the concept of fair pay is not always easy to understand, especially for workers (Ebrahim, 2016). Fair pay is often broadly defined as just and adequate remuneration. However, among mine employees, there may be different understandings of what is fair and equitable, leaving the definition open to individual interpretation. As the term is not equally well understood or agreed upon by all employees, perceptions arise that may influence employees' behaviour toward their employer. Al-Ansi et al. (2015) acknowledge that pay is probably one of the most important, if not the most important, benefit of working for a company. As a result, a great deal of research has been conducted on people's pay and how they feel about it. Ebrahim (2016) acknowledges that pay 'fairness' or 'equal pay' is a complex matter and not easily understood. Over the years, studies have examined employees' attitudes to pay, how people perceive fair pay, and how satisfied they are with their pay (Al-Ansi et al., 2015). However, to date, there is a paucity of literature on the attitudes and behaviours of South African mine employees in relation to pay, and what the concept of 'fair pay' means to them.

Rasheed et al. (2020) conducted a study that examined the relationship between perceived compensation fairness, job design, work environment and work motivation in the public commercial banks of Pakistan. The study found that perceived compensation fairness, job design and work environment were all positively related to employees' motivation. Using the Ghanaian mining industry as a case study, Kuranchie-Mensah and Amponsah-Tawiah (2016) investigated employees' motivation and its effect on performance in Ghanaian mining companies. The results of their study showed that a noteworthy relationship exists between intrinsic motivation and job performance, based on a job satisfaction model. Jali (2015) conducted a study describing the relationship between pay and the motivation of general workers in the platinum mining industry. The focus was specifically on the aspect of motivation in relation to pay, and on general workers rather than skilled workers. Jali (2015) found that pay is the most important motivator for general workers, and it has a major impact on their motivation. However, the results of the study do not show the relationship between skilled mine workers' understanding of fair pay and how that understanding affects their attitude and behaviour toward the company that employs them.

1.3. Research Problem

It can be assumed that all workers in all companies around the world desire to be paid a wage commensurate with the value of their work. According to the IoDSA (2021), the majority of workers have very little to no knowledge of how pay is determined or what constitutes fair pay. This lack of comprehension often leads to gaps in perception about pay equity. Workers' perceptions of pay equity are important in explaining different work attitudes and behaviours in companies, as pay is an important determinant of the quality and effectiveness of human capital (Kim et al., 2019).

The significance of pay cannot be overstated. Pay is more than merely a financial transaction for work done; it carries symbolic value, reflecting recognition, respect, and reward for an individual's skills, knowledge, and contributions to the company (Scarpello & Carraher, 2008). Since pay is often viewed as a commodity that has a high value in the eyes of most workers (Scarpello & Carraher, 2008), workers' perceptions of pay equity are important in explaining different work attitudes and behaviours in companies. Therefore, a comprehensive understanding of the complicated relationship between fair pay and employees' behaviour is essential.

The dynamic between fair pay and employees' behaviour is intricate and multi-faceted, necessitating comprehensive understanding and exploration. As a result, research has been conducted on workers' perceptions of fair pay in general, and research has also been conducted on how workers perceive pay equity and pay transparency. However, there is a lack of research on employees' perceptions of fair pay in the South African mining industry, and how these perceptions influence employees' behaviour toward their employment company. The mining industry as a sector has its own industry-specific challenges and considerations, and workers' perceptions of fair pay in this industry and how these perceptions influence their attitudes and behaviour toward their employers needed to be explored.

Given that pay is so closely related to motivation, and motivation of the workforce is so closely related to productivity, output and thus, company performance, this study will fill an important gap in the literature on both, mining companies and on perceptions of pay. These insights could inform better management and HR strategies that take these perceptions into account and ultimately lead to better morale, engagement and organisational performance. The research has the potential to increase the understanding of mine employees' perceptions of pay inequality and the effect on workers' motivation and behaviour.

1.4. Research Question

The main research question is, 'What is the impact of perceptions of fair pay on the behaviour of mine employees in a South African mine?' The sub-questions are detailed in Chapter 3.

1.5. Purpose Statement

The aim of this research is to explore how mine employees perceive fair pay and how this perception influences their behaviour toward the company in which they work. The aim of this qualitative research was to explore, in different departments of a selected mining company and at different levels of employment, how employees perceive fair pay, and whether their perception influences their behaviour toward the company. The research was also aiming to identify whether there are marked differences in attitudes and behaviours between the different levels of employees, and between employees in different departments of the company in relation to pay. In so doing, the study will provide insights into the factors that influence workers' perceptions of fair pay in the mining sector, such

as number of years of experience, educational background, job skills and job duties. Attitude and behaviour will be determined by factors such as job satisfaction, motivation, overall commitment, and intention to leave.

By examining these perceptions, the study may help mining companies to formulate remuneration policies that are perceived to be fair and equitable and that meet employees' expectations and needs. Therefore, the findings will be useful to South African mining companies in developing talent attraction and retention strategies that motivate workers through fair compensation. In this way, the findings could contribute to enhancing the work environment in South African mining companies. With fair compensation, there is an opportunity to minimise employee turnover and increase employees' engagement and innovation.

1.6. Summary

Chapter 1 presented the main objective of this study, which was to examine South African mine workers' perceptions of fair pay and how these perceptions influence their attitudes and behaviour toward their employer. A noteworthy gap in research on this topic in the South African mining sector was identified, highlighting the need for this study to increase the understanding of this dynamic. In addition to stating the research problem, the chapter provided the relevant background information, described the purpose of the study, and highlighted its academic and industrial significance.

The following chapter addresses the theoretical framework of motivation and equity, as these concepts form the backbone of the research study. The literature reviewed for this project mainly focuses on aspects such as pay, perceptions, employee behaviour, satisfaction levels and turnover rates, all of which are relevant to the concept of fairness.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This chapter aims to provide a comprehensive understanding of the research topic and to establish a link between the research question and the overall research problem. The main objective of this study is to investigate how mine workers in South Africa perceive fair pay and how this perception influences their behaviour toward their employer. Therefore, this chapter focuses on previous work relevant to the research question, including studies on pay, perception, worker behaviour, motivation, satisfaction levels and fairness. The chapter applies the theoretical lenses of motivation and equity to formulate an argument that helps to understand the relationship between employees' perceptions of fair pay and the behaviour they exhibit toward their employer as a result of these perceptions.

To this end, the literature reviewed for the research project focuses largely on pay, perceptions, employee behaviour, motivation, satisfaction levels, and the concept of fairness. The chapter highlights the importance of pay as a central component of how people perceive fairness, and what adds to their motivation and satisfaction in the workplace, as revealed in the literature.

2.2. Theoretical Framework

Ali and Anwar (2021) state that increasing motivation, engagement, and levels of involvement are critical focus points in modern companies. The formulation of compensation strategies plays a central role in motivating employees to higher standards of performance, voluntary commitment and valuable contributions. As a result, the motivation process usually begins with the identification of an unmet need, followed by the setting of a goal aimed at meeting that need. In order to understand the relationship between employees' perceptions of fair pay and their behaviour toward their employers, various theoretical frameworks have been used. This section therefore discusses the key concepts of motivational context and equity as expounded on by Herzberg's Two-Factor Theory, Adam's Equity Theory, and Vroom's Expectancy Theory, as these theories form the basis of a comprehensive understanding of the job motivation of employees in companies.

According to Herzberg's two-factor theory, there are two types of elements that contribute to a person's level of engagement at work: hygiene factors and motivators. Hygiene factors, which include aspects such as pay, job security and work environment, are not inherently drivers for workers, but they can contribute to dissatisfaction if they are perceived to be inadequate (Acquah et al., 2021; Chiat & Panatik, 2019). However, job satisfaction and motivation are enhanced by elements such as the opportunity to showcase one's talents, receive praise or recognition, and advance professionally. The perception of fair pay, a hygiene element, can thus reduce dissatisfaction, but is not necessarily the main source of motivation.

An important tenet of Adam's conception of justice is equal treatment. He assumed that employees evaluate their own performance, for example, their effort and talents, on the basis of the rewards they receive, such as money and recognition. They then evaluate how their numbers compare to those of their colleagues. A worker's hostility or lack of motivation may increase if they believe they are being treated unfairly at work. Therefore, it is important that workers believe that they are treated fairly compared to their colleagues and that this belief remains constant over time (Adams, 1963; Arya et al., 2019).

In contrast, Vroom's expectancy theory focuses on the relationships between effort, performance and outcome. According to the hypothesis, workers will perform a certain service if they believe it will result in a positive consequence. In terms of pay, this means that workers will spend more time and energy on their work if they are convinced that their efforts will pay off in the form of higher earnings (Swain & Bond, 2020).

Therefore, a thorough knowledge of employees' work motivation in companies is based on Herzberg's two-factor theory, Adam's equity theory and Vroom's expectancy theory. Employers can better deal with the dynamics of employees' perceptions of fair pay and its impact on behaviour and motivation if they are familiar with these theories and their relevance to their specific company or industry.

2.2.1. Herzberg's two-factor theory

Herzberg's two-factor theory depicted below has been instrumental in shedding light on the complexity of employees' motivation and satisfaction in various sectors, including mining. This theory divides work-related factors into two main categories: hygiene factors (extrinsic) and motivators (intrinsic), each of which plays a specific role in influencing employees' behaviour and attitudes.

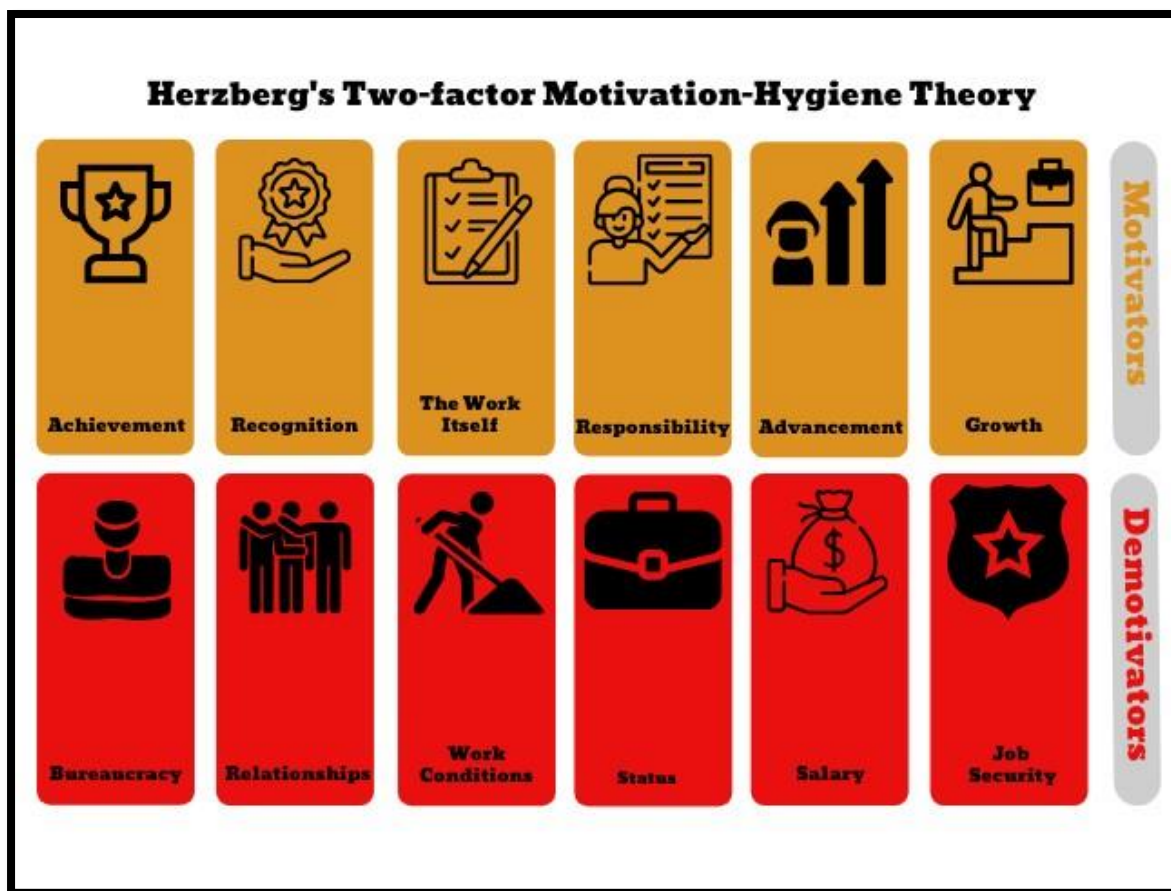


Figure 1: Herzberg's Two-Factor Motivation Hygiene Theory.

Chiat and Panatik (2019) and Jali (2015) note that Herzberg's (1965) two-factor theory is centred on two essential elements that contribute to the motivation of employees: job satisfaction and job dissatisfaction. Two categories of factors influence employees' motivation, known as 'hygiene' factors and 'motivators' or motivation factors. Perceptions of fairness of pay fall under the category of hygiene factors – those factors that are related to basic needs, such as salary, job security, company policies, supervisory practices, and other extrinsic elements of motivation. Acquah et al. (2021) state that these hygiene factors in themselves cannot serve as sources of motivation, and further expands that when companies focus solely on these factors to increase motivation, this can actually have damaging effects in the long run. They reason that while these factors can prevent dissatisfaction, they are not inherently inspiring or driving individuals.

Motivators refer to factors that are intrinsic in nature, such as achievement, variety, creativity, opportunities to work independently and achieve personal development, and

the nature of workplace relationships. According to Acquah et al. (2021), these factors determine the enthusiasm, satisfaction, and achievement motivation of the individual. Motivators that are more complicated and personal or individualistic can be difficult to quantify, but they are the key to real intrinsic motivation. A key objective of the application of this theory in practice, according to Chiat and Panatik (2019), is to help employers identify and analyse the factors that contribute to employees' satisfaction (the motivating factors) and the factors that contribute to employees' dissatisfaction (the demotivational factors).

Motivational factors are considered 'intrinsic' because they are inherent and come from the work itself, while hygiene factors are considered 'extrinsic' because they are not part of the work. According to this theory, hygiene factors are the less important factors for workers' satisfaction. However, the presence of the relevant hygiene factors is essential; without them, there would be little chance of employees being able to meet their expectations, and dissatisfaction with work would be inevitable (Chiat & Panatik, 2019; Sanjeev & Surya, 2016).

Chiat and Panatik (2019) further make mention that Herzberg's two-factor theory distinguishes between two crucial aspects at work. On the one hand, there are the hygiene factors, which are the basic conditions that the workers need to keep their level of job satisfaction stable and to prevent them from becoming dissatisfied with their work. These factors are, so to speak, the foundation of satisfaction. Second, there are motivational factors that act as drivers and catalysts, encouraging employees to be more productive and maintain a positive behaviour within the company. These factors go a step further by aiming to increase job satisfaction. Given today's competitive labour market and the ever-changing, challenging nature of business, it is critical for companies to apply Herzberg's two-factor theory. This application can be a valuable tool to identify what will motivate their employees in their specific environment and ensure their job satisfaction.

As Jali (2015) notes, the theory is not without its limitations, as it assumes a universal set of motivators and hygiene factors that apply to all individuals, and the need for motivation to come from within the employees rather than from a reward or being closely linked with a reward. In reality, individual responses to various motivating and hygiene factors will vary considerably, as will the weight ascribed to these factors in different industries and companies. Jing et al. (2017) also highlight that Herzberg's two-factor theory, while insightful, has certain limitations. These include cultural differences and social

backgrounds, as well as the relatively outdated scientific research methods and the effects of changing times. Numerous scholars have assessed the validity of the theory and pointed out its limitations. For example, problems with sample sources, research methods, factor splitting, and other related issues have been highlighted as potential limitations.

2.2.2. Adams' equity theory

Adams' equity theory is crucial to understanding employees' motivation and satisfaction, especially regarding perceptions of fair pay. According to this theory, employees seek to maintain equity between the inputs they bring to a job and the outcomes they derive from it versus the perceived inputs and outcomes of others (Adams, 1963). Inputs may include hard work, skills, tolerance, enthusiasm, and personal sacrifice, while outcomes include salary, benefits, recognition, and promotion.

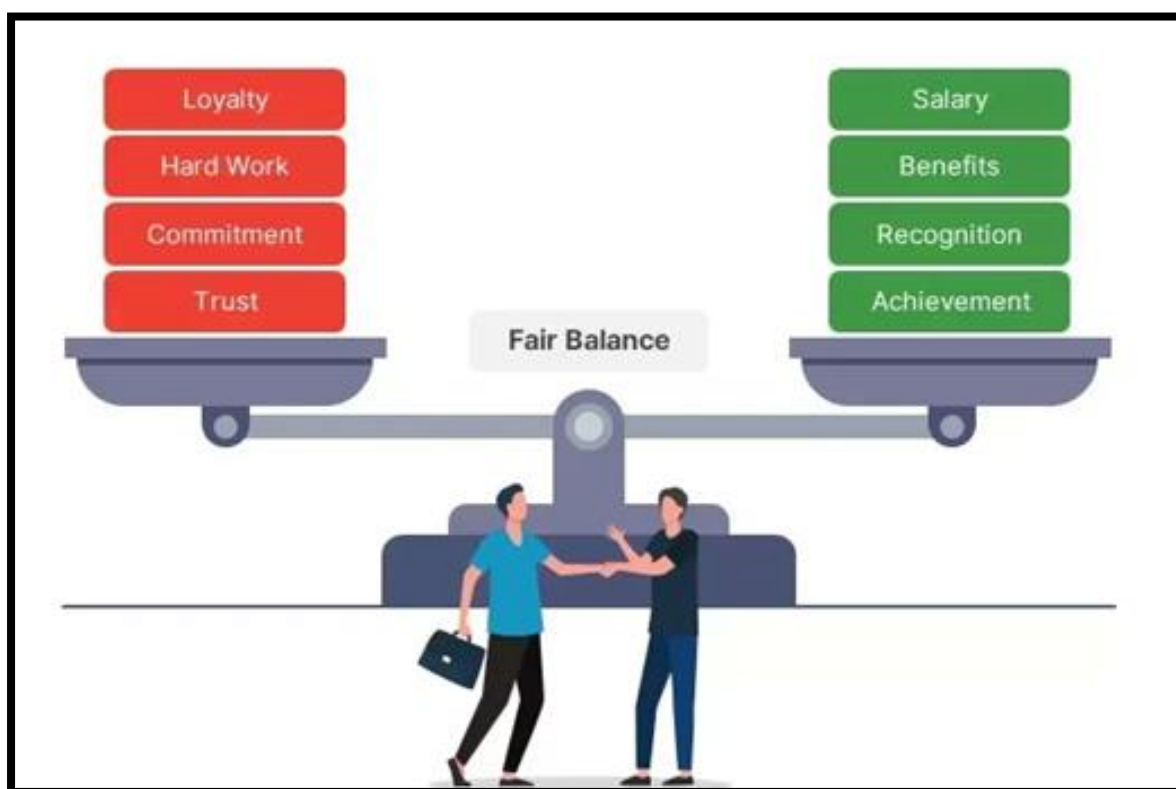


Figure 2: Adams' Equity Theory. No author, (2023), Adam's equity theory (an image of adam's equity theory), SlideBazaar. <https://slidebazaar.com/items/adams-equity-theory/>

Adams (1963) is considered the founder of equity theory and the person who first drew attention to the concept of the perception of pay equity. Adams' equity theory focuses on how individuals perceive fairness and equality in social exchanges and relationships. The

theory emphasises workers' perceptions of their compensation, and how it relates to the contributions (inputs) they make at work. According to Ahrens (2019), people's satisfaction level is not determined by what they receive, but by what they think they ought to receive. When the relationship between inputs and outputs is equal, workers perceive that there is pay equity; otherwise, they perceive pay inequity (Adams, 1963). Based on their feelings about this aspect, they are either satisfied or dissatisfied with their compensation package. Their perception of the fairness of their pay will be based on their perception of their own performance and on the pay and performance of others within or outside their company (Adams, 1963).

Arya et al. (2019) also explain that according to the equity theory, employees are less concerned with absolute levels of financial outcomes such as pay, than with whether or not incentives are fair in relation to their perceived contribution to the company and the pay of others. Consequently, satisfaction with pay is not determined only by the amount received, but also by the extent to which the pay distribution is perceived as fair or equitable.

Adams (1965) argued that in relation to their experience, education, intelligence, physical strength, commitment and status (their inputs), workers expect a 'fair' return in the form of outputs from their work. These outputs can take the form of status, benefits, recognition, or monetary rewards. Workers compare their pay equity or inequity with that of others (Collins et al., 2020).

Inuwa (2017) defines equity as the way employees judge a situation by taking into account what they 'bring to the table' and what they receive as a result. Based on these definitions, it can be said that equity is a psychological state in which employees strive to perceive fairness in what they offer to the company and what they receive in return. It is a means of aligning the employees' efforts with their rewards at work. Employees expect to do their best to achieve both, the organisational and the personal goals, and equity plays an important role in influencing employees' performance.

Davlembayeva et al (2021) take a different, individualistic view of equity theory. They argue that individuals compare their own inputs and outputs with those of others and feel a sense of reciprocity when they receive rewards that are proportional to their own effort and the effort of others. Similarly, Wang (2016) assumes that the basic concept of equity theory is that individuals consider not only their absolute earnings but also their relative

earnings when evaluating their rewards. This consideration arises when the individual devotes himself to conscientious work and receives a reward for it. The individual's assessment of merit equity arises primarily from two factors: first, he evaluates the proportionality between his present effort and his reward compared to the same ratio in the past. Second, the individual performs a comparative analysis between his own ratio and the ratios of others in the same period. If the ratios are equal, he feels a sense of justification.

Mohammed et al. (2019) state that various determinants, which include both, the organisational factors and individual dispositions, influence employees' willingness to engage in pro-social behaviour in the workplace. An important determinant in this context is employees' perception of fairness. Mohammed et al. (2019) conducted an empirical study in the financial sector in Malaysia to measure the overall perception of fairness. Their findings reveal that employees tend to synthesise available evidence to formulate a comprehensive assessment of a company's fairness. This assessment, in turn, can strongly influence their attitudes and behaviours. For example, employees are more inclined to positively evaluate and credit a company's fairness if they perceive a congruence between the results they receive and the effort they invest, which is consistent with the concept of fairness.

As Rasheed et al. (2020) point out, employees' motivation depends on a delicate balance between the input and output employees experience. In their study of the banking sector, Rasheed et al. (2020) gained insights into employees' motivational factors. Given the parallels between Rasheed et al.'s (2020) research and the current study, the theory they put forward can potentially provide valuable insights for the current study. It could facilitate an investigation into how South African mine workers perceive their own inputs and outputs, especially in the context of assessing pay equity.

2.2.3. Expectancy theory

Expectancy Theory, primarily attributed to Victor Vroom (1964), assumes that employees' motivation is influenced by the individuals' expectations that effort will lead to performance, that performance will lead to certain outcomes, and that these outcomes will be of some value to the individuals (Vroom, 1964). This theory is based on three core components: expectancy (effort → performance), instrumentality (performance → outcome) and valence (value of the outcome).

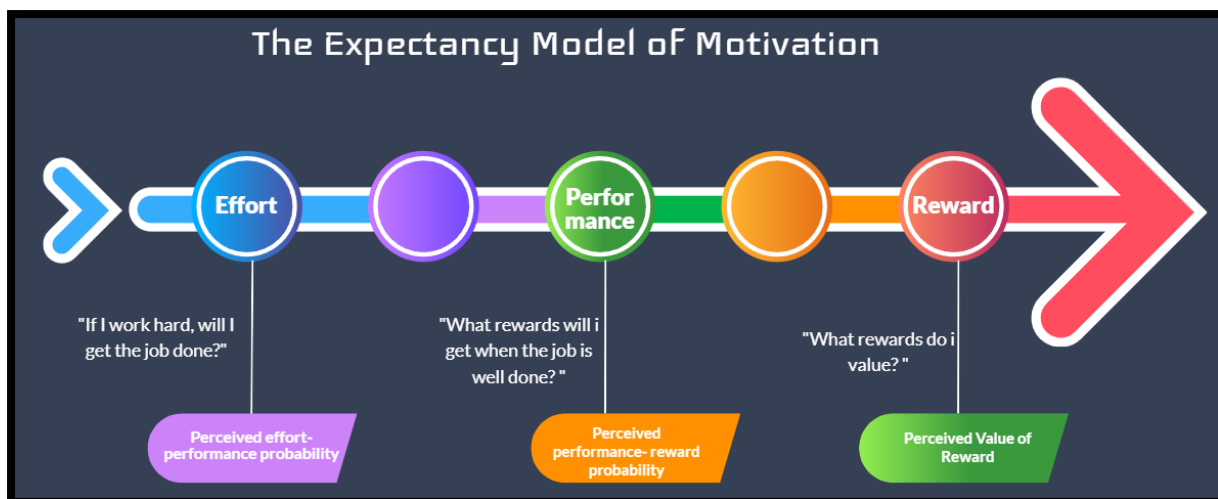


Figure 3: Expectancy Model of Motivation

Vroom (1964) argued that the expectancy theory is based upon and relevant to an understanding of human motivation. Vroom's expectancy theory states that people are induced to act because of their expectation of a reward. Swain and Bond (2020) explain that instrumentality, expectancy, and valence are the three main factors that influence motivation. Instrumentality is the assumption that one will receive a certain reward if one achieves a desired performance outcome, while expectancy is the belief that one's behaviour and efforts will indeed lead to the achievement of the desired performance outcome and the expected reward. According to Lee and Raschke's (2016) definition, valence refers to the importance that a person attaches to the reward for achieving a specific performance goal. Low motivation, according to Swain and Bond (2020), is caused by a lack of confidence in one's ability to achieve an outcome (expectancy), doubt that achieving the performance goal will in fact lead to a stated outcome (instrumentality), or a lack of appreciation for the reward outcome (valence).

Jali (2015) defines expectancy as employees' belief that their efforts will result in high performance. Thus, when mine employees perceive a fair and transparent compensation structure in which their contributions are appropriately rewarded, they are more likely to believe that their efforts will lead to desirable performance outcomes such as salary increases or bonuses, which will affect their motivation and commitment in a positive manner.

All three aspects of the expectancy theory are relevant to the question of mine employees' perceptions of pay and how these perceptions affect behaviour. Instrumentality is relevant,

since there needs to be a fundamental belief in place that a certain level of performance will lead to certain outcomes. Thus, this factor needs to be clearly stipulated and communicated to employees and applied consistently. Mine employees need to see a direct relationship between their performance and the rewards they are entitled to receive.

Expectation is relevant, in that employees must perceive that they have a realistic chance of achieving the desired level of performance. Valence is relevant, in that employees must perceive the reward as having value for it to have any possible effect of motivating them; a pay increase or similar reward that is too low might not satisfy the valence component. In the context of fair pay, mine employees' reward valence is influenced by their subjective evaluation of the fairness of their pay in relation to their efforts and desired outcomes (Jali, 2015).

Expectancy theory is especially relevant and applicable in this study because it highlights the direct relationship that exists between reward (pay) and motivation (which translates as behaviour). The theory shed light on how mine employees' perceptions of fair pay influence their motivation, commitment, and behaviour. By examining wage expectations, instrumentality and valence beliefs, the theory explains miners' motivational dynamics in relation to fair pay (Jali, 2015). Adams' (1963) equity theory has been referred to in much of the research on pay equity, pay transparency and pay equality and is clearly a relevant applicable theory for this study. As Stoffberg et al. (2022) state, the theory shows the connection between individuals' inputs (effort, experience) and outputs (income, recognition, status).

2.3. Motivation

Ekhsan et al. (2019) state that the word motivation is derived from the word root "motive" and means encouragement. It can be defined as a state that "moves" or drives a person to act with a specific goal in mind. Motivation is the inner drive that makes a person start an action.

Kuranchie-Mensah and Amponsah-Tawiah (2016) provide motivation with a multifaceted number of definitions. It can be explained from an individual, psychological, or a managerial perspective. Motivation can be described as the mechanism that explains how committed, goal-oriented, and persistent a person is in pursuing a goal. It is also important in both psychological and managerial contexts. In psychological terms, motivation refers to an individual's internal cognitive state, which includes the aspects of initiation, direction,

persistence, intensity, and termination of behaviour. In management terms, motivation refers to the actions that managers and leaders utilise to inspire and lead others to achieve results that are consistent with the company's goals or the manager's vision. This requires recognising the interplay between motivation, competence, and performance. Janovac et al. (2018) elaborate the definition of motivation by stating that motivation is a process that not only enables the achievement of organisational goals, but also gives employees the opportunity to satisfy their own needs through their work.

Janovac et al. (2021) state that insights into employees' motivation give managers the opportunity to improve their employees' performance in the workplace. Since employees' motivation and satisfaction have a direct impact on productivity, it is essential to design the employees' motivation process in a manner that they align with the overall goals of the company. This motivational framework should be tailored to promote optimal employee engagement while taking into account the employees' individual needs.

Janovac et al. (2018), in their comprehensive review of motivational strategies for workers in the mining industry, acknowledge the daunting challenges faced by these workers, resulting primarily from demanding and often hazardous working conditions. Their findings highlight the importance of a well-structured system of rewards and incentives, as a lack in this area can strongly dampen employees' enthusiasm to perform at their best. The impact of well-structured rewards goes far beyond individual motivation, affecting a company's financial performance, its ability to attract and retain top talent, and the overall job satisfaction of the existing workforce.

Jali (2015) found that pay is the most important motivator for general workers in the mining industry and that it has a major impact on their motivation. However, a contradictory perspective emerges from the research conducted by Janovac et al. (2018) and Janovac et al. (2021), who question the primacy of pay as the main driver of mining workers' motivation. Instead, Janovac et al. (2018) and Janovac et al. (2021) offer an alternative viewpoint by highlighting the central role played by managers' understanding of employees' individual needs.

Janovac et al. (2018) assert that human nature is inherently diverse, resulting in a wide range of individual priorities. For some employees, advancing in their careers may be the primary motivation, while for others, the pursuit of financial resources is paramount. This diversity underscores the importance of recognising and understanding the unique needs

of each employee. Therefore, it is crucial to recognise that a differentiated understanding of individual needs is just as, if not more crucial for shaping and increasing employees' motivation. Janovac et al. (2021) conclude that achieving high levels of employees' satisfaction and motivation is a daunting challenge for HR managers and supervisors. In the mining sector, this concern is of great importance, given the many hurdles faced by companies, especially in terms of productivity.

2.4. The Mining Industry

Mining is one of the oldest occupations of mankind. Although dangerous and harmful to people and the environment, this sector has undeniable economic potential. Clearly, the revenue generated from mining, especially in the form of export attracting of foreign exchange, can have a noteworthy impact on a nation's progress (Janovac et al., 2021). Yakovleva (2017) states that the mining industry, which specialises in the extraction of metals and minerals, makes noteworthy contributions to regional and national economies. These contributions manifest themselves in the generation of budgetary revenues, export earnings, employment opportunities and the facilitation of infrastructure development. Mining is a prominent sector in the global industrial landscape, occasionally also taking a prominent role in the socioeconomic progress of nations. Its expansion into remote regions around the world has been accelerated by the relaxation of investment regulations in developing countries and economies in transition. Therefore, the mining sector exerts a considerable influence on the societies in its catchment area (Yakovleva, 2017).

Dube and Maroun (2017) state that South Africa is one of the world's leading mineral producers, and its mining sector plays an essential role in job creation and contributing to the country's gross domestic product (GDP). Van der Walt et al. (2016) concur by stating that South Africa has the world's largest reserves of platinum group metals (87.7%), manganese (80%), gold (80%) and chromium (72.4%). These rich mineral deposits have led to the South African mining sector not only playing an important role in strengthening the country's economy, but also contributing strongly to the economic landscape of the entire African continent (Van der Walt, 2016).

According to De Beer et al. (2016), the South African mining industry generates more than 50% of the country's total foreign exchange earnings and contributes about 18% of the country's gross domestic product. This shows how important the sector is to the growth and prosperity of the South African economy, especially in terms of job creation. However,

these economic benefits are often accompanied by adverse environmental and social consequences. These include depletion of non-renewable resources, land use problems, and health and safety concerns. In addition, mining is often associated with various social problems, as demonstrated by the unprecedented strikes in the industry.

According to Van der Westhuizen (2020) and Jali (2015), the mining industry in South Africa is a labour-intensive sector that relies heavily on low-skilled labour, which is the main contributor to the mining sector's overall productivity. However, skilled labour such as mining managers, metallurgists, geologists, and engineers are also central to the efficient functioning of the mining industry (Moalusi & Jones, 2019). Van der Walt (2016) states that the mining industry faces challenges that affect production and human capital, where there is a lack of skills in critical occupations. There is a lack of available skilled professional, such as mining engineers, rock engineers, surveyors, geologists and mechanical engineers.

These essential positions are paid according to differing scales, depending on the department and the seniority of the individual concerned, with variations and perceived imbalances often leading to discussions about what constitutes fair pay. Many mine employees, including those with high levels of expertise, remain unaware of whether they are being fairly compensated.

2.5. Pay as a Component of Job Satisfaction

Valet (2023) highlights the importance of pay as a component of job satisfaction, stating that pay in relation to the work done and the pay of others plays a role in how people perceive fairness and job satisfaction. According to Valet (2023), pay is 'the amount of money a person receives in return for their work' and is central to the basic relationship between employees and employers. Valet (2023) examined the importance of pay in relation to job satisfaction and well-being, and the function of pay distribution principles in influencing people's perceptions of pay equity. Küçük (2022) discusses the role of pay in motivating workers and examines the relationship between pay, management support, equity and intrinsic work motivation.

Scarpello and Carraher (2008) interpreted the meaning of pay through an individual and an employee lens. Individuals tend to believe that people regard their income as a highly valued commodity. They state that the job satisfaction one derives from one's income should ideally come from receiving "more" and not merely what is considered "fair" or

minimal. On the other hand, employers are aware that employees' compensation is a major cost element in their production processes. At the same time, it is a critical tool for attracting suitable applicants, retaining valuable employees and encouraging high levels of performance and other desirable workplace behaviours. Within the constraints of their budgets, employers seek to provide compensation that is aligned with a variety of factors, including the prevailing wage rates in the external labour market, the inherent value of a specific role, and the unique contributions that individuals make to the overall success of the company (Scarpello & Carraher, 2008).

Farooq et al. (2017) define pay as a systematic approach used to assigning economic value to workers in exchange for the work they do. This includes all forms of monetary earnings and material benefits received by a worker in the course of their employment. Essentially, it includes cash payments for work performed and additional or fringe benefits. Farooq et al. (2017) state that pay plays a critical role in shaping employees' behaviour and organisational effectiveness while promoting factors such as job security, quality of work and creativity. In essence, pay represents the tangible value of monetary rewards and is often used synonymously with the term 'salary' or 'wages'. It is worth noting that pay has become a primary motivator in modern administrative approaches. Interestingly, it was not considered an important motivator until the 1960s, when employees' satisfaction with their compensation began to be systematically studied (Farooq et al., 2017).

In line with the findings of Farooq et al. (2017), Jali (2015) provides further underpinning to the concept of pay. Jali (2015) extends this understanding by defining pay as the monetary compensation that regular employees receive from their employers, which includes basic components such as base salary, bonuses and various allowances. The level of this compensation and the structure by which it is paid have a noteworthy impact on employees' productivity levels. The increased interest in this topic among management stems from the realisation that money, along with other forms of reward plays a central role in shaping employees' behaviour and their responses to any challenges.

In their study of compensation and employee retention in certain commercial banks in Adamawa State, John and Teru (2017) took a unique perspective when they defined the term 'pay'. They described it as monetary rewards that provide benefits to employees at both intrinsic and extrinsic levels. Examples include healthcare, holiday pay, profit sharing, stock options, salary increases, total income and various other financial incentives. Collins et al. (2021) echo the same definition by stating that compensation or pay in the form of

money is only one component of a comprehensive compensation package. The package can include other benefits such as pensions, health insurance, paid time off, as well as relational aspects such as recognition and promotions, status, job security, engaging tasks and learning opportunities.

Consequently, compensation or pay is remaining an important topic for companies and academics. The debate about whether satisfaction with pay acts as a motivator remains an active and evolving discourse in academia and business. Jali (2015) asserts that compensation is a powerful motivator for employees and that no other incentive or motivational technique comes close to the motivational influence that financial compensation exerts. This perspective underscores the continuing importance of compensation in the field of human resource management and organisational behaviour.

2.6. Job Satisfaction

Badrianto and Ekhsan (2020) define job satisfaction as a set of feelings, attitudes, and thoughts regarding how someone responds to their employment. It is individuals' attitude toward their service, their employment, and that attitude is influenced by their impression of their work. In their conclusion, Badrianto and Ekhsan (2020) conclude that job satisfaction indicators show a good relationship with employees' performance. This indicates that job satisfaction is crucial in increasing employees' performance.

Arifin et al. (2019) state that an efficient company strives for the well-being of its employees. Satisfied employees show strong loyalty to their company and willingly follow the company and its management's instructions. Their motivation comes from a genuine desire to improve the performance of their company, without having to rely on external pressure for their own input. The presence of satisfied employees contributes to a constructive atmosphere in the workplace.

Alfayad and Arif (2017) conducted a study to garner an understanding of the role of employee voice in improving job satisfaction by applying Herzberg's two-factor theory to explain job satisfaction. They based this solely on how happy and satisfied workers were with their job, whether or not they enjoyed the job or certain aspects of the job, such as supervision or the nature of the task. They established that job satisfaction is the degree of overall pleasant emotions employees have toward their work, as it is the most important factor that leads to appreciation and goal achievement, which in turn leads to feelings of fulfilment (Alfayad & Arif, 2017).

Ekhsan et al. (2019) state that job satisfaction can be seen as a broader reflection of a person's general attitude toward their work. If a job provides pleasure and fulfilment, it is usually associated with satisfaction. Conversely, dissatisfaction arises when a job does not provide an enjoyable or rewarding experience. Ekhsan et al. (2019) describe job satisfaction as a positive feeling resulting from the conviction that one's work is in line with one's values and expectations. They further describe job satisfaction in terms of three dimensions. First, job satisfaction manifests itself as a reaction to the prevailing conditions of the work environment. Second, job satisfaction is often influenced by job performance and job outcomes, but also with individual workers' other attitudes or needs. From these definitions, it can be deduced that job satisfaction is workers' evaluation of the satisfying elements of their work experiences (Ekhsan et al., 2019).

In the context of skilled workers in the South African mining industry, the pursuit of job satisfaction can be a deciding factor because of its many implications. In an industry where every 'ounce of effort' contributes to the bottom line, the skilled workers' dedication to the company and their jobs can make all the difference. In the challenging environment of the mining sector, satisfied employees are not only more productive, but they are also the driving force to the future of the South African mining industry.

Van der Walt et al. (2016) explain in a study conducted in the gold mines of South Africa that it is assumed that job satisfaction is influenced by the general life satisfaction of the individual; however, in the specific context of the South African mining industry, it can be assumed that this general life satisfaction is rather unfavourable, given the frequency and nature of industrial disputes in the sector and the impact on the individuals working in the sector. Van der Walt et al. (2016) claimed that participants in their study were generally satisfied with their jobs, which was a surprising result considering that in the mining sector union members increasingly expressed their dissatisfaction through industrial actions.

2.7. Fairness of Pay and Perception

Park et al. (2017) examined the perception of fairness of pay by focusing on the relationship between pay dispersion and the perception of pay fairness. These authors define 'fairness' as the workers' perception that they are being compensated fairly for their work, taking into account factors such as experience, education, responsibilities and the pay of others within their workgroup or company. The findings of the study state that there is a positive relationship between the perception of pay fairness and pay dispersion,

especially when workers have a strong focus on future promotions. Fairness of pay, or the perception thereof, was found to be strongly correlated with workers' motivation and retention. It was strongly associated with behavioural outcomes such as job performance and extra-role behaviours.

According to Collins et al. (2021), research on the impact of pay on perceptions of pay equity is currently fragmented. Studies that are conducted often focus on monetary compensation and its relationship with various factors, such as salary satisfaction, absenteeism, burnout, emotional exhaustion, turnover rates, and theft incidents. A comprehensive review of research undertaken by Collins et al. (2021) illustrates that employees' perceptions of pay equity are closely related to whether their compensation is commensurate with their skills, efforts and contributions to their work. When employees perceive their current compensation to be competitive in the labour market, they tend to view it as fair. Furthermore, there is evidence from Scarpello and Carraher (2008) that many workers often value job security, working conditions, opportunities for promotion, management appreciation, relationships with colleagues, and flexibility of hours or work assignment more highly than pay. These factors would be especially important in an environment of high unemployment, a weak economy and risks of company closures.

Collins et al. (2021) provide insightful findings that shed light on the intricate dynamics and interrelationship of employees' satisfaction with their compensation. Their research suggests that perceptions of the fairness of benefits go beyond purely financial considerations to include the fairness of the entire compensation package. In essence, it is not merely about the pay-check, but a holistic view of compensation that includes various forms of rewards and benefits. In addition, the study highlights that employees' job satisfaction does not only depend on the monetary value of their compensation. Equally important is their perception of fairness with which these benefits are distributed and administered within the company. If employees feel that these processes are fair, this contributes strongly toward their satisfaction with the overall compensation system.

Interestingly, Collins et al.'s (2021) findings are consistent with a broader body of empirical research indicating that several factors beyond the tangible components of compensation can influence employees' perceptions of pay equity. These include personal background, management practices within the company, government policies and even cultural norms prevalent in the community.

These findings may be applicable especially to South African mine workers, for whom the perception of fair pay is of immense importance, as they pay close attention to the adequacy of their benefits, given the demanding nature of their work. Taking cognisance of these multi-layered factors, it's clear that a comprehensive understanding of compensation satisfaction goes far beyond the numbers on the pay-check. It is about recognising the complex interplay of various elements, including the fairness of benefits, the administration of compensation and the broader socio-cultural context in which employees operate. Such insights can be invaluable in crafting compensation strategies that meet the diverse needs and perceptions of a modern workforce (Collins et al., 2021).

Building on the empirical research of Collins et al. (2021), Stofberg et al. (2022) explore the intricate relationship between pay transparency and employees' perceptions of organisational justice. Organisational justice is a multi-faceted concept that encompasses fair outcomes, known as distributive justice, and fair processes, known as procedural justice. Stofberg et al. (2022) explain in their findings that clear and transparent communication of compensation practices plays a crucial role in fostering employees' sense of fairness and organisational justice.

This leads employees to trust that compensation decisions are made fairly, which in turn, has a positive impact on their overall satisfaction with their compensation packages. The study also highlights that increased perceptions of organisational justice not only contribute to a more satisfied workforce, but also foster higher levels of organisational commitment and trust among employees.

In the context of this study by Stofberg et al. (2022), the link between perceptions of organisational justice and compensation takes on additional significance. It highlights the critical importance of transparent compensation practices that not only shape employees' perceptions, but also foster a deeper sense of commitment to and trust of and in the company. These findings underscore the need for companies to prioritise compensation transparency as a critical element in fostering a fair and equitable work environment.

Zhang et al. (2020) strongly encourage researchers to explore in greater depth how people perceive and deal with differences in pay. They emphasise the pressing need to develop a more robust theoretical framework that can shed light on the intricate processes involved in this context. They advocate for a broader investigation into how individuals' views of a company's responsibility and the behaviours they display are influenced by the information

they receive about pay structures. This line of inquiry is important because understanding how individuals react to variations in pay is crucial for gaining a more comprehensive understanding of what is considered fair compensation.

In essence, the authors' plea highlights the importance of examining pay disparities not only from a top-down perspective, but also from a bottom-up approach. This multifaceted examination holds the promise of providing invaluable insights for academics and industry experts by facilitating the development of a thorough and finely-tuned comprehension of what constitutes fair pay within the intricate landscape of the South African mining sector.

2.8. Summary

Chapter 2 has presented a review of the literature relevant to the research question. It served as an intellectual foundation for the study and bridged the conceptual gap between the research questions and the overarching research problem. The chapter commenced by stating that it is crucial to understand how South Africa's mine workers perceive fair pay and how this perception affects their behaviour toward their employers.

Within the conceptual framework, the chapter addressed three theoretical frameworks – Herzberg's two-factor theory, the equity theory and the expectancy theory, all of which shed light on the relationship between employees' perceptions of fair pay and their behaviour toward the employer. The chapter also highlighted the importance of perceptions in the matter of pay, with the equity theory showing how the perception of fairness is at times more central than the actual amount of pay. It highlights that perceptions of fair pay go beyond purely monetary considerations; rather, they are deeply rooted in how fair pay is perceived in terms of the individuals' contributions in comparison to those of their peers. The literature review also highlighted that fair pay perceptions can be influenced by a multitude of other elements, which include transparency, compensation packages, recognition and promotional opportunities and a host of other considerations.

Through these theories and the findings of other studies on similar topics, the review has shown how the perception of fairness is directly related to employees' motivation. It also highlighted the need for a deeper understanding of individuals' responses to pay differentials and the impact on workers' motivation and behaviour in the mining sector.

Chapter 3 focuses on the research questions that guided this study on the impact of perceptions of fair pay on the behaviour of mine employees in South African mines. These

questions have been crafted to explore the multi-layered relationship between perceptions of fair pay and the behaviour of mine workers in South African mines. The research project continues to explore the extent to which perceptions of fair pay influence job satisfaction, to understand the differences between groups of workers, and identify the behavioural outcomes associated with these perceptions.

CHAPTER THREE: RESEARCH QUESTIONS

3.1. Introduction

This chapter provides a comprehensive discussion of the research topic by presenting the research questions and sub-questions that will guide the study. This study aimed to explore the complex relationship between perceptions of fair pay, job satisfaction and employees' behaviour in South African mines. The research questions were carefully designed to strategically explore this relationship and specific elements of the broader research objective.

3.2. Research Questions

The main research question is:

What is the impact of perceptions of fair pay on the behaviour of mine employees in a South African mine?

3.2.1. Research question 1

To what extent does the perception of fair pay influence the job satisfaction of mine employees in a South African mine?

One of the main focuses of this study was to assess the extent to which perceptions of fair pay influence job satisfaction among mine workers in the South African mining industry. This question explores the intricate relationship between fair pay and overall job satisfaction. It will provide valuable insights into the factors that contribute to a positive or negative work experiences for these employees.

3.2.2. Research question 2

Are there any differences in the perceptions of fair pay and its impact on behaviour among various groups of mine employees?

This sub-question aimed to explore potential differences in perceptions of fair pay and how these differences might influence the behaviour of different groups within the mine workforce. By exploring these potential differences, the aim was to determine how perceptions of fair pay affect employees' behaviour and whether these differences require tailored strategies for employee retention and engagement.

3.2.3. Research question 3

What are the behavioural outcomes associated with the perception of fair pay among mine employees in a South African mine?

This research question addresses the broader behavioural consequences of perceiving fair pay. By identifying and analysing these behavioural outcomes, the study aimed to gain a comprehensive understanding of the consequences of perceptions of fair pay, including its impact on employee engagement, performance, and retention in the context of South African mines.

3.3. Summary

This chapter has introduced the research questions and sub-questions that served as the guiding framework for the research project. This study aimed to provide a comprehensive and complex understanding of the impact of perceptions of fair pay on the behaviour of mine workers in South African mines. This understanding plays a crucial role in clarifying the key elements that influence job satisfaction, organisational dynamics, and the overall well-being of workers in the mining sector.

CHAPTER 4: RESEARCH METHODOLOGY

4.1. Introduction

This chapter explains the data collection and processing procedures and methodological choices that were necessary to investigate how mine workers perceive fair pay and how these perceptions influence their behaviour toward employers. In this chapter, the research onion model was implemented as recommended by Saunders et al. (2018).

First, the general philosophical and methodological options are presented, followed by a discussion of the specific approaches to data collection and analysis. In the first section, the research design, the design of the study are discussed by describing the adopted research philosophy, the approach to theory development, the choice of methods, the purpose of the research design, the research strategy, and the timeframe of the study. The research population, unit of analysis, sampling method, measurement instrument, the data analysis method, and the quality control measures and limitations of the study are then discussed in the follow up section.

4.2. The Research Design

An exploratory research design was chosen for this study because the study was intended to provide insights into a topic that is not yet fully understood, namely how mine workers perceive fair pay and how this perception influences their behaviour toward the company they work for. Exploratory research is appropriate when a study's goal is to gain new information about a topic that is not yet clearly known. Jali (2015) also supports the notion that an exploratory research design allows for gathering new information on a topic not yet well researched. Ganesha and Aithal (2022) explain exploratory research or a case study as a research that stands alone and marks the beginning of an investigation that often serves as a precursor to more comprehensive investigations. It outlines the rationale for conducting further research and may also suggest approaches for more in-depth investigation.

Many other studies had been conducted on pay equity, fair pay, and pay transparency, but none examined this specific issue in the context of South African mine workers, therefore warranting a more in-depth investigation into this topic. The exploratory research included an examination of other studies conducted in various industries. In addition, unstructured

observations and semi-structured interviews were conducted to gain an understanding of the topic (Saunders & Lewis, 2018).

4.3. The research philosophy

Since the research design of a study must be guided by appropriate academic criteria, it is important to consider various philosophical paradigms and select the one most appropriate to the topic and to the world view of the researcher. In this study, the interpretivist philosophy was deemed most suited, as this research philosophy emphasises the subjective nature of knowledge and various social realities (Hill, 2019). In this case, the social reality investigated was the behaviour of mine workers toward their employer, based on their perception of fair pay by that company. The main objective was to understand the social world from the miners' perspectives and explore what they perceived as fair pay. The interpretivist philosophy was well suited to the nature of the study.

4.3.1. The approach selected

The study adopted an inductive research approach, in that it considered specific cases and drew conclusions based on these findings. Based on a review of the literature, observations, and interviews, the study sought patterns in the data in order to draw conclusions and develop a theory. Thus, a bottom-up approach was taken, where specific observations were made first, followed by observation of patterns, with the aim of arriving at a general conclusion and formulating a theory. In the mining companies, different departments take on various roles and responsibilities, which include engineering, mining, human resources, finance, geology, and rock engineering (Moalusi & Jones, 2019). Within the departments, jobs designations are arranged on a Paterson grade from C-level to E-level.

It should be noted that inductive reasoning was highly susceptible to study bias, owing to its emphasis on observations and the identification of patterns. Therefore, the researcher took every precaution to guard against any potential bias by reflecting on the various inputs received.

4.3.2. Methodological choices

For this study, a qualitative mono-method was selected as the preferred approach. This approach entailed the utilisation of only one specific methodological approach for

conducting the study: an exploratory, interpretive, and inductive methodology. This methodology primarily relied on the collection of data through observations and interviews.

Barrett and Twycross (2018) state that gathering data through participant interviews is a common feature in numerous qualitative studies, as interviews offer a direct and clear-cut method for obtaining in-depth and abundant information about a specific phenomenon. The choice of interview format for data collection was customised, based on the research inquiry, the attributes of the participants, and the researcher's preferred approach.

Once all data had been collected, the gathered information was carefully analysed and interpreted within the context of existing literature on the impact of perceptions of fair pay on the behaviour of mine employees in South African mines.

4.3.3. Research strategy

The research strategy used in this study was an exploratory case study approach, chosen to gain a comprehensive understanding of individuals in relation to their beliefs and behaviours. The exploratory case study methodology was deemed best suited to achieve the overall aim of the study, which was to develop a new theory by examining a specific phenomenon and then drawing general conclusions from it. This approach was consistent with an inductive methodology, as the theory was built from data collected through direct observation, primary interviews or first-hand accounts, and included an interpretation of the social environment (Saunders et al., 2018).

As Ganesha and Aithal (2022) note, in an exploratory case study strategy, the researchers immerse themselves in the selected cases and collect first-hand data on the core elements of the research question. Ganesha and Aithal (2022) describe the exploratory case study as a comprehensive study of individuals, cultures, customs, behaviours and variations among them. The researcher assumes a central role as the primary instrument of data collection by engaging with the individuals or cases under study and by conducting thorough observations.

4.3.4. Horizon

The study used a cross-sectional design that examined participants' views on perceptions of fair pay and the influence of these perceptions on workers' behaviour at a specific point in time. This design was recognised as a 'snapshot' of participants' thinking at that point in time (Saunders et al., 2018). Data for the cross-sectional design was collected from

male and female workers of different ages and experience levels at Siyanda Bakgatla Platinum Mine (SBPM). The cross-sectional design was chosen for this study because most academic studies are conducted under strict time constraints, making a longitudinal approach inappropriate.

4.4. Target Population

The population for this study included all full-time employees of the Siyanda Bakgatla Platinum Mine (SBPM), which comprised eight different departments (including mining, geology, surveying, rock engineering, human resources, planning, engineering, and finance). These departments employ staff with different Paterson salary grades, ranging from C5 to E1. The salary levels varied in terms of remuneration across departments and corresponded to different levels of responsibility and skill. As Jali (2015) noted, the decisive criterion for selecting the study population has to be their ability to provide clear answers that correspond to the research questions and topic.

To create a manageable subset for the study, a sample was drawn from the population. Specifically, 16 full-time employees of the Siyanda Bakgatla Platinum Mine (SBPM) were selected, which comprised eight different departments (including mining, geology, surveying, rock engineering, human resources, planning, engineering, and finance). This sample was chosen to assess understanding and perspectives in relation to the variables identified in the research questions.

4.5. Unit of Analysis

Jali (2015) states that one of the most important aspects of research is the unit of analysis, as it defines who or what is being studied. Atcha (2018) explains a unit analysis as the study's focal point being the perspectives of the participants, their opinions and experiences, as well as the in-depth knowledge of the participants.

The whole research project depended on an appropriate unit of analysis. For this exploratory qualitative study, semi-structured in-depth interviews, unstructured observations, and semi-structured interviews were used as the primary data collection techniques. A total of 16 individuals from different departments with different Paterson grades (C5-E1) formed the units of analysis. These units of analysis were purposively selected for their ability to provide insights into the research questions and respond in

English. All participants were knowledgeable and had acquired some form of formal tertiary education.

4.6. Sampling Method and Size

In this study, non-random purposive sampling was used as the sampling method. This approach is commonly used for selecting a limited sample size when collecting qualitative data, as noted by Saunders et al. (2018). The small sample consisted of 16 mine employees chosen from different departments of SBPM. Similar to Atcha (2018), the researcher made a sampling decision, whereby, in selecting the sample, care was taken to ensure that both genders were represented (Saunders et al., 2012), and that the participants held supervisory positions often known as an official level at the mines. All participants were therefore well suited to answer the research questions.

Given the researcher's dual role as an employee of the mine, access to participants was easy, making the purposive sampling method well suited for the study. Another advantage of this method was its cost-effectiveness, as no travelling out of the mine complex was required to reach the participants. Nevertheless, it should be noted that this sampling method was prone to bias, as pointed out by Jali (2015). As explained in section 4.2.2, all precautions were taken to minimise the potential for bias as much as possible. A comprehensive list of all participants, including their job designations, years of experience, supervisory hierarchy, department, gender and race, is included in Appendix 1 of the research report. However, confidentiality was assured by not linking any of the responses to individuals' names.

4.7. Measurement Instrument

According to Atcha (2018) and Jali (2015), the researcher plays the central role in a qualitative research study as the primary research instrument for data collection and analysis. In qualitative research, researchers have to exercise caution to maintain objectivity. Barrett and Twycross (2018) concurs by stating that interviews present a challenge in terms of potential bias, as researchers must be careful to avoid using leading questions or displaying non-verbal cues that may influence participants' responses.

Keeping detailed fieldnotes in which the researcher documented the findings was the first step to ensure impartiality and reliability. As analysing the notes collected in different ways was challenging, it was necessary to standardise the fieldnotes to maximise the reliability

of the data. As a primary tool in the process of data collection and analysis, the researcher also used an interview schedule and a set of core questions to guide the interviews, which are attached in Appendices 2 (a schedule of participant interview appointments) and 3 (the interview questionnaire guide) (see Appendix 2 and Appendix 3). A voice recorder was used during the interviews with the participants to ensure that no data was lost or forgotten.

4.8. Data Gathering Process

Data collection in this study was done through semi-structured interviews, which were a comprehensive means of data collection. These interviews had a flexible format that allowed for customisation of the participants' answers and the opportunity to elaborate on their responses, thus expanding the depth of findings (Saunders et al., 2018). According to Barrett and Twycross (2018), qualitative researchers often opt for semi-structured interviews to explicitly address the core elements of the phenomenon under study. These interviews were designed to focus on key areas, while still taking into account the unique perspectives and experiences of the participants.

The semi-structured interviews contained open-ended questions, which was in keeping with the exploratory nature of this study. This format allowed participants to provide unstructured and detailed answers. Semi-structured interviews are valuable for qualitative researchers as they allow for the collection of diverse data from different perspectives, while they are also adaptable to the specific needs of the research project (Barrett & Twycross, 2018).

In line with Jali's (2015) findings, interviews were considered the most appropriate approach for data collection as they provide deep insights into participants' understanding of a phenomenon. Consequently, data was collected from full-time employees through semi-structured face-to-face interviews, similar to the studies conducted by Jali (2015) and Atcha (2018).

The first step in the process was for the researcher to obtain ethical clearance from the University (see ethical clearance from the University in Appendix 4). After obtaining ethical clearance, the researcher proceeded to identify individuals who met the sampling criteria, using accessibility to potential participants within the work environment. Subsequently, these potential participants were contacted via detailed emails, explaining the aims of the study, the method of data collection and providing them with a formal invitation to

participate in the interviews (see a sample of the sent email in Appendix 5). In addition, participants were assured that they were free to decline participation if they wished. The potential participants received comprehensive explanations of the research constructs, an estimate of the interview duration and an overview of the interview guide. In addition, it is worth noting that given the sensitivity of the research topic, the company under study asked the researcher to sign a confidentiality agreement (see signed non-disclosure agreement (NDA) between SBPM and the researcher in Appendix 6). This ensured confidentiality and protection of sensitive information throughout the research process.

The dates for the interviews were then set, with participants given two suitable meeting dates to accommodate their availability. The researcher conducted the interviews with two participants per day, occasionally with three, over a period of 20 days.

Each interview began with an introduction, a thank you for the participants' time and an overview of the ongoing study. Participants were encouraged to ask questions to gain clarity. The interview environment was designed to encourage active participation and allow participants sufficient time to respond to questions, return to previous questions and express themselves by using their preferred methods of communication.

The interviews took place in the participants' workplaces, mainly in their offices or boardrooms, and were conducted mainly in English. This language choice was made because the sample population had at least a Grade 12 or tertiary education and a good command of English. Before the interviews were recorded, participants were asked for their consent and asked to sign a consent form (see sample of the participant consent form in Appendix 8).

The interview guide served as a flexible framework that allowed the order of questions in each interview to be adjusted to maintain a natural flow of conversation. This approach was consistent with the characteristics of a semi-structured interview, which allows for variations in the order of questions, the omission of some questions and the introduction of new questions (Saunders et al., 2012; Smith & Fieldsend, 2021). Although some new questions were included, all 15 questions related to the research questions remained the same in all interviews. The interviews contained mostly open-ended questions to encourage active participation and minimise the influence of leading questions.

An English-speaking transcriber was hired to transcribe the interviews. In cases where languages other than English were used, responses were translated into English prior to

transcription. The transcriber was bound to confidentiality agreements by signing a non-disclosure agreement (NDA) (see signed NDA between the researcher and the transcriber in Appendix 7).

4.9. Data Analysis Approach

Thematic analysis was employed to analyse the study's data. This research method proved valuable in extracting themes from a substantial volume of data. As per Atcha's findings in 2018, thematic analysis is a systematic approach to locating and organising data, and facilitating the identification of meaningful patterns within a dataset. This method was initially developed by Braun and Clarke in 2013.

By scrutinising the emerging themes during data collection, the researcher gained insights into the significance of participants' ideas and experiences. Additionally, patterns of similarity among participants' responses started to emerge. The term 'themes' was utilised to denote these recurrent ideas (Clarke & Braun, 2013). To address conceptual or theoretical challenges, this method offered a framework for categorising qualitative data. The process involved meticulous reading and re-reading of the data, marking text units containing key concepts, assigning codes to various data units, and subsequently establishing connections between codes to delineate themes and sub-themes. Thematic analysis was frequently employed in interview contexts to delve into individuals' personal encounters with a phenomenon, their interpretations of its meaning, and their comprehension of its structure. This was undertaken to facilitate either theory-based or data-based analyses.

Thematic analysis also facilitated code generation, the categorisation of data into coding groups, theme formulation, and the creation of relationships and maps, using Atlas.Ti 23 as a tool. Clarke and Braun (2013) delineated a total of six thematic content analysis procedures. These include familiarising oneself with the data, coding, seeking out themes, analysing themes, defining and labelling themes, and ultimately documenting the study's findings. These thematic analysis steps were adhered to in this study.

4.10. Quality Controls

Atcha (2018) states that there are a number of specific quality assessment criteria in qualitative research that have to be met for the results to be considered trustworthy. While quantitative studies rely on criteria such as reliability and validity to demonstrate the

robustness of their findings, qualitative research uses four different evaluation criteria to ensure credibility: credibility, transferability, confirmability and reliability. To meet these criteria, this research had to fulfil certain conditions. Due to the nature of qualitative research, it is difficult to report absolute facts, which makes qualitative studies vulnerable to accusations of subjectivity. To mitigate subjectivity, qualitative studies have to be tested for credibility, transferability, confirmability, and reliability. Therefore, the aim is to show how similar studies conducted under comparable conditions could reasonably reach the same conclusions.

To achieve this, the researcher had to provide detailed information about the study setting and methodology, delve into the study context and use triangulation to support the trustworthiness of the data. In this study, the literature review contributed to a form of triangulation.

4.11. Study Limitations

While the study was intended to provide valuable insights into mineworkers' perceptions of fair pay and their behaviour toward their employers, there were some limitations that should be noted. First, the study was conducted in a single mining company, potentially limiting the transferability of the findings to other mining companies or industries. Second, the data collection was based on self-reporting by workers, which could lead to bias. A third issue was the potential difficulty in finding and recruiting willing participants, given the sensitive nature of the topic and concerns about confidentiality. Some participants initially agreed to take part in the study, but later they changed their appointments or withdrew from the study, resulting in incomplete representation of certain departments of the company.

In addition, the study focused on the perceptions of mine workers at specific Paterson levels, thus excluding the perspectives of workers outside these Paterson levels, as well as those of the employer and other stakeholders such as management.

Finally, it must be noted that the study did not aim to challenge the company's pay policy; instead, it focused on workers' perceptions of fair pay and their behaviour, which was influenced by these perceptions.

4.12. Summary

Chapter 4 presented the research methods proposed for investigating mineworkers' perceptions of fair pay and how these perceptions influence their behaviour toward their employer. The chapter discussed the chosen exploratory and cross-sectional research design; the interpretivist research philosophy; the inductive approach; and the research strategy, which was ethnographic and theoretically grounded, and reflected the views of the participants at a particular point in time. Participants were selected through purposive sampling and qualitative data was collected through semi-structured interviews. Data was analysed using Atlas.Ti 23 through thematic content analysis. The study included quality control measures and the researcher acknowledged the study's limitations, such as the focus on a single mining company and the potential bias of self-reported data.

CHAPTER 5: FINDINGS / RESULTS

5.1. Introduction

In the previous chapter, the research design and methodology of this exploratory, qualitative study were presented that addressed the question of how perceptions of fair pay influence the behaviour of mine workers in a South African mining context.

This chapter serves as a comprehensive summary of the empirical study conducted at SBPM in South Africa. Its main objective is to systematically present and organise the findings of the qualitative data analysis. In line with the principles of qualitative research, this chapter does not include a detailed discussion of the existing literature or methodological notes. Instead, the raw empirical data and the responses of the research participants are closely examined.

5.2. Data Collection

Semi-structured in-depth interviews in the form of face-to-face discussions were conducted with selected participants from eight different departments, with their positions and relevant pay ranging between six Paterson grades. This approach facilitated a comprehensive investigation of information that would not have been so easy to ascertain using other methods. In this way, the researcher's ability to probe the intricacies of the research subject was enhanced, guided by the research questions described.

The duration of all interviews ranged from 11.16 minutes to 30.18 minutes, with each conversation recorded and permission to record granted by each participant. The following Table 1 provides information on the duration of each conducted interview. The duration of the conversation and the number of codes produced during each conversation served as a measure of the level of dialogue, competence, and awareness, as well as the level of participation of the participants. All participants were asked the 15 questions in the interview guide, which can be found in Appendix 3 to this document. However, due to the interactive nature of the data collection and the different levels of knowledge of the participants, some people were specifically asked certain branching questions, while others were not asked these specific questions.

Table 1: The length of audio per interviewed participants.

Name	Length of audio (min)
D1_P1	30:18
D3_P1	28:44
D1_P2	20:22
D3_P2	22:09
D2_P1	22:40
E1_P1	13:37
D2_P2	19:06
D3_P3	15:48
E1_P3	25:01
E1_P2	14:17
D3_P4	15:20
D1_P3	15:11
C5_P1	11:16
E1_P4	26:01
C5_P2	21:51
D4_P1	29:48

At the beginning of each interview, the researcher introduced herself, thanked the participants for their willingness to participate in the study and gave a comprehensive overview of the research topic. In addition, the researcher explained the objectives and the general framework of the questions. All ethical considerations outlined in the methodology section were explained to the participants. These included the voluntary nature of participation and the participants' right to end the interview at any point. In addition, the researcher emphasised the guarantee of confidentiality and the protection of shared information.

Throughout the interview, the researcher made efforts to capture the contextual nuances of the participants' responses. This approach was instrumental in building rapport with the participants and gaining their trust.

5.3. Sample Description

A total of 16 people employed at a South African platinum mine (SBPM) participated in this study. The composition of the participant group was diverse and included both genders: six women and ten men and only two races, Africans and Whites. In addition, the participants had a range of work experiences, as shown in Table 2 and Figure 1 below. This study collected comprehensive data on various aspects of the participants' characteristics, including their work experience, job category, responsibilities, and job level. The demographic characteristics of the study participants are shown in Table 2. To

ensure participants' confidentiality, each person was assigned a unique identifier and careful measures were taken to remove any potentially identifying information from the quotes used in this research.

It is worth noting that the participants in this study were proficient in English, although some were also proficient in other languages. The researcher ensured effective translation when necessary to enable clear communication and understanding as well as ease of transcribing.

Table 2: Demographic profile of the interviewed participants.

Name	Organisation	Gender	Race	Work Experience	Paterson Grade	Department	Job designation
D1_P1	SBPM	Female	African	4	D1	Geology	Section Geologist
D3_P1	SBPM	Male	African	10	D3	Rock engineering	Shaft Rock Engineer
D1_P2	SBPM	Male	White	18	D1	Survey	Section Evaluator
D3_P2	SBPM	Female	African	12	D3	Rock engineering	Project Shaft Rock Engineer
D2_P1	SBPM	Male	African	27	D2	Mining	Mine Overseer
E1_P1	SBPM	Male	African	27	E1	Planning	Chief Mine Planner
D2_P2	SBPM	Female	African	21	D2	Planning	Senior Mine Planner
D3_P3	SBPM	Male	African	25	D3	Survey	Shaft Surveyor
E1_P3	SBPM	Male	African	25	E1	Engineering	Resident Engineer
E1_P2	SBPM	Male	White	28	E1	Geology	Chief Geologist
D3_P4	SBPM	Female	African	15	D3	Human Resources	HR Business Partner
D1_P3	SBPM	Male	African	23	D1	Mining	Senior Shift Supervisor
C5_P1	SBPM	Female	White	15	C5	Finance	Incentive Officer
E1_P4	SBPM	Male	African	17	E1	Rock engineering	Chief Rock Engineer
C5_P2	SBPM	Female	African	12	C5	Survey	Senior Surveyor
D4_P1	SBPM	Male	African	10	D4	Engineering	Section Engineer

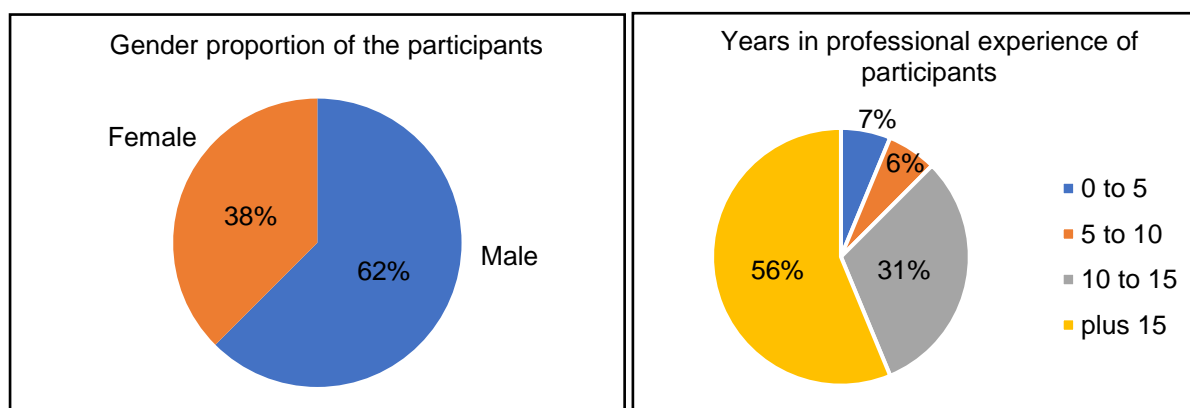


Figure 4: A percentage split of the participants' gender and work experience.

A noteworthy proportion of the participant group consisted of men (62%), who made up a greater proportion of the sample as shown in Figure 1 above. This observation is consistent with the widespread assumption that the mining sector is dominated by male workers; however, the representation of women (38%), indicates the drive to promote women in mining. Although there were differences in the distribution of work experience between male and female participants, the overall sample included a noteworthy demographic group. Specifically, a larger proportion (56%) of the participants had more

than 15 years of work experience in the mining sector, with the highest number of years in experience being 28 years in the mining industry. Some of the responses from the participants about their number of years in the industry include quotes such as:

“28 Years” E1_P2

“I’ve worked in the mining industry for more than 25 years, as a surveyor obviously I went through the ranks from being a junior surveyor, until where I am now in the middle management” D3_P3

“Yoh, 15 years” D3_P4

“Oh, I started when, 2002 as a trainee, and I was a section surveyor from 2005, and then I moved to planning as a shaft planner, and then – so since 2014 in planning, from section survey to planning. Ja, 10 years in the department” D2_P2

The individuals included in this study are representative of the level of officials in the mining supervisory hierarchy. They were carefully selected from a population of individuals classified in the Paterson grade C5-E1, which encompasses a wide range of salary levels and responsibilities in the mining industry. This diversity of Paterson grades was deliberately included in the study to provide valuable insights to answer the main research question, which is: "What is the impact of perceptions of fair pay on mine employee behaviour in a South African mine?" By including a wide range of Paterson grades, the study aimed to gain a more comprehensive understanding of how different perceptions of fair pay influence the behaviour of mine workers at different levels of the workforce.

5.4. Data Analysis

The interview questions were created in accordance with the research objectives outlined in Chapter 3. The Appendix provides a visual representation of the congruence between the research themes and the interview questions. All interviews were scheduled and conducted within a 20-day period. Interviews were transcribed verbatim, with additional notes taken by the interviewer in a deliberate attempt to record behavioural observations. However, it was not always clear whether body language or gestures represented additional information or contradicted the comments made by the participants.

The transcripts were subjected to a cleaning process to ensure that they accurately reflected the conversation that took place during the interview, thus ensuring their

completeness. Once entered into Atlas.Ti 23, the data was analysed using a thematic content approach. The transcripts were coded using the artificial intelligence (AI) coding function in Atlas.Ti 23. A total of 545 first-level codes were created and ordered. These codes were then grouped into coding groups, based on similarities in content, thereby summing up all codes. After analysing the relationships between the code groupings, it became clear that 16 categories had emerged from the Atlas.Ti 23 AI coding, representing the second-level codes, as shown in the Table 3 below. These 16 categories were further streamlined into eight themes, as shown in Table 4 below, to be explored at a construct level to answer the research questions posed in Chapter 3. The emerging theme of frustration was considered relevant to both, research question 1 and research question 3, as it is a key factor influencing how employees perceive their pay and how this perception affects their job satisfaction and behaviour. Therefore, it was considered twice as reflected in Table 4 below.

The following section of this chapter focuses on the important themes that emerged from the data. Verbatim quotations were used to illustrate the arguments put forward, while maintaining anonymity.

Table 3: The total number of themes generated from the transcripts using Atlas.Ti 23 sorted by frequency.

Total Number of themes generated from Atlas.Ti 23		
Theme	Frequency	Theme combination
1. Motivation	43	
2. Fairness	39	Fairness + Fair pay + Compensation
3. Job Satisfaction	32	Job satisfaction+ Job dissatisfaction
4. Compensation	31	
5. Comparison (Internal/External)	30	
6. Inequality	29	
7. Job Dissatisfaction	21	
8. Experience	19	Experience + Responsibility
9. Frustration	15	Frustration + Inequality + Unfair treatment + Discrimination
10. Fair pay	13	
11. Responsibility	12	
12. Career advancement	12	Career advancement + Qualifications
13. Qualifications	11	
14. Transparency	11	
15. Unfair treatment	11	
16. Discrimination	9	
Total	338	

Table 4: The eight themes selected in response to the research questions.

Themes identified to respond to the research question	
Nine themes in no order	Research Question
Comparison (Internal/ External)	Research Question 1
Frustration	
Motivation	
Career advancement	Research Question 2
Employee Experience	
Fairness	
Frustration	Research Question 3
Job Dissatisfaction	
Transparency	

5.5. Themes of the Research Study

The researcher used a pre-coding method that built on the interview guide questions to discover and define themes that would help structure and explore the data collected from the participants. In addition, the researcher reviewed the existing literature and identified important recurring patterns and themes. In analysing the data in relation to the research questions, the researcher ensured that the research questions were adequately answered. This study only shows data that the researcher considered relevant to answer the research questions and the results were then assessed and analysed.

The above themes identified in the literature review required additional validation through the interviews. The interview questions were developed based on the emerging themes.

5.6. Presentation of findings

5.6.1. Research Question 1

To what extent does the perception of fair pay influence the job satisfaction of mine employees in a South African mine?

The emerging themes of internal/external comparison, motivation and frustration are relevant to research question 1 as they capture the key factors that influence how employees perceive their pay and how this perception affects their job satisfaction. Employees who feel they are paid fairly and in line with the market compared to their colleagues are more likely to be satisfied with their pay. They believe that fair pay can motivate employees to perform well, be loyal to the company and stay in their jobs.

In contrast, employees who feel they are underpaid compared to their colleagues or to the market rates are more likely to be dissatisfied with their pay, and perceived unfair pay can lead to employees' frustration, dissatisfaction, and lower job satisfaction.

The results of this study suggest that the perception of fair pay is an important predictor of job satisfaction among mine workers in a South African mine.

The main objective of this research was to investigate the extent to which perceptions of fair pay influence the job satisfaction of mine workers, as indicated by their responses. This research question aimed to shed light on the complex interplay between the perception of fair pay and the overall job satisfaction of these workers and the myriad of factors that either enhance or detract from the overall workplace experience for these individuals. The aim of the study was therefore to identify the complex dynamics and unravel the underlying factors that determine the relationship between fair pay and job Table 5 below lists the three themes related to Research Question 1:

Table 5: The three themes selected that respond to Research Question 1.

Themes	Research Question
Comparison (Internal/ External)	Research Question 1
Frustration	
Motivation	

5.6.1.1. Theme 1 – Internal/external comparison

Analysis of the qualitative data reveals a notable prevalence of the *internal/external comparison* theme, suggesting that participants demonstrate an increased awareness of the comparative aspects of their remuneration both within and outside SBPM. This includes internal evaluations involving their peers, and external evaluations considering industry standards and alternative employment prospects.

In the interviews, mine workers from the C-level, D-level, and E-level provide insights into the impact of fair compensation on their job satisfaction. For example, one participant recalls his previous employment at a competitor mine, where the different pay grades and levels across technical departments were a source of dissatisfaction. He emphasises that such inequalities inevitably lead to comparisons and grievances among employees, which ultimately affects their overall job satisfaction. This example highlights the noteworthy impact of perceived pay equity, not only within one's own team, but also across departments. The following excerpts are from the perspectives of C-level, D-level and E-level Paterson-grade mine workers:

Table 6: C, D, E level participants' responses in relation to the internal/external comparison theme.

Paterson Group	Responses
C5	<p><i>"Yes. We believe you guys, geologists, you guys are getting paid more unnecessarily, ah no, that's not a secret. You guys are getting more money and you guys are just sitting there saying, let's estimate, can you guys go and check it for us? Aah guys, we're doing double the work. So, there's that and then the rock engineers are getting paid more than us. Ja, it's there." C5_P2</i></p>
D2	<p><i>"Because I mean if I'm working with you, I know that you are doing the same job, let's say same qualifications and you are getting 20 000 more than me, I cannot be happy about that. It will influence myself, my motivation will be affected, my commitment will be affected." D2_P1</i></p>
E1	<p><i>"Because I've had instances, especially when I was at *competitor mine* where certain departments that were falling under the technical department will really complain about their pay levels or their salary scales when they compare to other departments. And unfortunately, we were one of the culprit departments that they will compare themselves with." E1_P4</i></p> <p>*Competitor mine name removed for anonymity</p>

The participants also argue that individuals who put forth their best effort in their tasks and show sincere commitment to their work inherently believe that they deserve more praise than those who simply fulfil their work requirements. Employees' perceived levels of commitment and engagement are found to have a noteworthy impact on their fairness ratings and overall job satisfaction. This is particularly evident in the D-level Paterson grade.

One participant strongly believes that employees who show exceptional commitment and dedication are justified in expecting more favourable compensation than those who merely

fulfill their job requirements. This view shows that people in similar roles may experience different levels of satisfaction, depending on their individual contribution and associated remuneration. The statements of three miner workers within the D-level Paterson grade are reproduced below, in which they give their respective views:

Table 7: Additional participant responses in relation to the internal/external comparison theme in the D-level Paterson Grade.

Paterson Group	Responses
D2	<p><i>“Eish, I don’t know what to say there, but like I’ve said before, I think people ... if they get remunerated according to the load of what they are doing, and you get people they will only be motivated from there. Other than that ... it’s all about the load of work. How much are you carrying and how much are you being remunerated. Other than that, I really don’t have any ...” D2_P2</i></p>
D3	<p><i>“I’m of the view that there should be a minimum amount that every person that goes or works in the mine is entitled to, but over and above that the ultimate or the total amount of the pay should be dependent on the efforts that the people make and the complexity of the problems that they solve, basically. And also, like I said, the efforts. The efforts should eventually determine how much people get at the end of the day. I think that’s why we have the bonus system that is based on your attendance and being able to reach your deliverables.” D3-P1</i></p>
D4	<p><i>“When you do things with dedication and you are committed, so you deserve better than a person that will just do what he’s employed for and then just go home. So, when you do extra, you deserve better than the next person, even if you can be on the same position.” D4_P1</i></p>

One mine worker further provides a remarkable perspective during the interviews, sharing a viewpoint that illustrates the diversity of perceptions of different roles within the mine. According to this participant, it is important to recognise that people at different levels may not fully understand the nature of each other's work. In particular, those at a lower level

may have a different view of the tasks and responsibilities of their more senior colleagues. The participant points out that people who do manual work that does not require extensive training or certification may have the perception that they are not fairly compensated. This perception may arise when they compare their relatively basic entry-level qualifications (Matric or less) with the tertiary education and experience requirements of more senior positions.

This finding highlights the noteworthy influence of different perspectives and the potential for misperceptions in understanding the intricacies of different roles within the mine. Such misperceptions can lead to differences in employees' perceptions of pay equity, even when factors such as education and certifications are taken into account. Below are the views of the participant in the C-level Paterson grade:

Table 8: Participant response in relation to the internal/external comparison theme within the C-level Paterson grade.

Paterson Group	Responses
C5	<p><i>“I think everybody has a different perspective of each role. I think we don’t really understand who does what, especially for someone at a lower level looking at us, I think they’ve got a different understanding of what we actually do, what is our role. And they think no, we are getting paid too much money because they’re doing hard labour, which doesn’t involve any education or any certification there and let’s say their entrance is Matric or less, just to get in. You find that person feels that they’re not being paid fairly because for them it’s just like manual labour.” C5_P2</i></p>

5.6.1.2. Theme 2 – Frustration

The theme of 'frustration' proves to be an interesting aspect of the qualitative data. It suggests that perceptions of fair pay are closely linked to the level of frustration experienced by mine workers at SBPM. Participants express their annoyance at what they see as inconsistencies in their pay relative to their efforts and the goals they had set for themselves. Below are the views of the participant in the D-level Paterson grade:

Table 9: D-level participant response in relation to the frustration theme

Paterson Group	Responses
D1	<p><i>“Ja, it does. You know sometimes you get a ... you know you get bitter. You see how sacrifices you put, especially us, how much sacrifices you put, how much hours you put on the table, and you can see that you are not recognised in terms of that. Because you will find somebody new, he doesn’t even care, he knows he’s got more money, you understand?” D1_P3</i></p>

This theme has uncovered the complicated dynamics at play when workers perceive their compensation as unfair, leading to feelings of frustration and dissatisfaction. It sheds light on how this sense of unfairness affects their behaviour at work and subsequently their overall job satisfaction.

During the interviews, participants shared poignant reflections on this issue. Some acknowledge the dichotomy of acknowledging unfair pay, while feeling the need to secure their jobs during difficult external conditions. This nuanced view highlights the complexity of the situation in which workers can endure dissatisfaction while prioritising job security. However, it emphasises that this dissatisfaction inevitably translates into their performance. If an employee feels undervalued or unappreciated within the company, this inevitably affects their ability to perform at their best. Below are participant D3_P1’s views in support of the theme:

Table 10: D3_P1’s response in relation to the frustration theme

Paterson Group	Responses
D3	<p><i>“There are those who see that they are not getting paid fairly, but they also understand that it’s cold out there man, so they still need to protect their job at all costs. So, dissatisfaction can still be there, and a person can still be able to come to work on a daily basis, but you will definitely see it in the performance. There’s no way a person can be able to perform well if they feel like they’re not being valued or being appreciated in the organisation.” D3_P1</i></p>

These findings from the interviews shed light on the nuanced interplay between perceptions of fair pay and job satisfaction among mine workers, highlighting the importance of fairness not only within their peer group, but also in relation to their own efforts and contributions. Some examples are listed below of how the nuanced interplay between perceptions of fair pay and job satisfaction among mineworkers might manifest:

- A miner who is paid less than their colleagues despite having the same experience and qualifications may be less satisfied with their job.
- A miner who has worked hard for several years without receiving a wage increase may be less satisfied with their work, even if they receive a fair wage compared to other workers in the industry.

It is therefore important to note that the relationship between fair pay and job satisfaction is complex and multifaceted. There is no single definition of fair pay, and what constitutes fair pay for one miner may not necessarily be fair pay for another. Thus, job satisfaction is influenced by a variety of factors other than pay, such as working conditions, relationships with colleagues and opportunities for advancement.

5.6.1.3. Theme 3 – Motivation

The theme of *Motivation* emerges most prominently from the interview results, revealing an essential connection linking the perception of fair pay and the motivation levels of mine employees at SBPM. Participants share their view on how their level of pay influences their motivation at work to do their best.

Several participants claim that the perception of their compensation as fair and equitable serves as a noteworthy driver of motivation in their day-to-day professional activities. The participants express a feeling of motivation when they perceive that they are remunerated in a manner that precisely corresponds to their level of input.

One participant's response in support of this theme reflects the impact of fair compensation on employees' motivation. When employees perceive their compensation to be not only fair but even above the market average, it acts as a strong motivator. This motivation is channelled into self-improvement and professional growth as employees are encouraged to further their education and improve their skills. It is important to note that this self-improvement is driven by the desire to move up the career ladder, a process that

is directly linked to expected higher pay and better incentives. This aspect underlines the idea that fair remuneration is not only a source of motivation for current performance, but also a catalyst for personal and professional development. Below are comments from participants between the D-level and E-level:

Table 11: D-level and E-level participant responses in relation to the motivation theme

Paterson Group	Responses
D1	<p><i>“Companies need to also look at the opportunities to upgrade or to upskill their own employees, by taking them for short courses or just taking them to school for them ... it’s going to be a mutual relationship in that case, that you’re going to take your employee to school and the employee is going to take the information they get to school to come and innovate or to implement something that can work for the company.” D1_P1</i></p> <p><i>“And the qualifications that you have also needs to talk to how much you are getting paid. So, for example, if you are a section geologist then the one has a BTech and one has Master’s ... [indistinct] even on the same position, the pay needs to be altered, so as to also motivate you going to school, getting more experience and stuff like that. That is my personal perception.” D1_P1</i></p>
E1	<p><i>“Exactly. So, if you’re in an organisation where the fair pay is even above the market benchmark, you’re even motivated to even study further, to better yourself, so that you can actually climb the corporate ladder. Because the higher you go, you know, the more your pay actually increases or improves and even the incentives as well improves.” E1_P3</i></p> <p><i>“So, I felt that the pay has a very important role that it pays ... within the employees ... in that they become productive, they become safety conscious if they are well compensated. And that it adds positively to the well-being and the success of the mine. So ja, I think when it comes to pay, every employee becomes happy and can work safe if they are compensated at the level they think it’s fair to them and both to the mine.” E1_P4</i></p>

The participants' mentions of improving incentives suggests that fair compensation does not work in isolation on the basic salary, but is part of a broader system that includes incentives. These incentives further promote motivation as they serve as additional rewards for performance and success. The response highlights the interconnectedness of pay, career advancement and incentives as motivational factors that, when aligned with perceptions of fairness, increase overall job satisfaction and employees' likelihood to improve their qualifications and input. Below are the views of the participant in the D-level Paterson grade:

Table 12: Additional participant response in relation to the motivation theme in the D-level.

Paterson Group	Responses
D3	<p><i>“Yes, like I’ve stated previously, growth, promotion, recognition. Things like ... ja, bonus relates to compensation obviously, but if you have a bonus, even not in terms of monetary, you get a bonus ... maybe they give you a car, that would contribute and it will motivate you as well. And recognition, even if by word of mouth that is good enough to motivate somebody.” D3_P3</i></p>

In summary, perception of fair pay is a noteworthy predictor of job satisfaction and motivation among mine workers. Workers who feel they are paid fairly are more likely to be satisfied with their jobs and motivated to perform well. Pay gaps and inequalities can lead to frustration and dissatisfaction among mine workers, even among those who care about job security.

5.6.2. Research Question 2

Are there any differences in the perceptions of fair pay and its impact on behaviour among various groups of mine employees?

In presenting the findings for research question 2, the researcher identified seven common themes, based on interviews with the different groups of mine workers. The decision to focus on these three themes (career advancement, fairness and employees' experience) was made based on their relevance to the different groups, as indicated in Table 13 below.

These themes are the most prevalent and noteworthy across all groups and were selected for in-depth analysis to answer research question 2, which aimed to find out whether miners in different pay groups have different perceptions of fair pay and how these perceptions influence their behaviour.

Table 13: Generated themes in response to Research Question 2.

Theme	C5	D1	D2	D3	D4	E1	Totals of Yes'
1. Career Advancement	No	No	Yes	No	Yes	Yes	3
2. Economic factors	No	Yes	No	No	No	Yes	2
3. Employee experience	No	Yes	No	No	No	No	1
4. Fairness	Yes	Yes	Yes	Yes	Yes	Yes	6
5. Injustice	No	No	Yes	No	No	Yes	2
6. Motivation	Yes	Yes	Yes	Yes	Yes	Yes	6
7. Workplace factors	No	No	No	Yes	No	Yes	2

The lower count themes were excluded from the primary focus of the study as they did not seem to be as central to answering the research question. In addition, the topic of motivation was not highlighted in this context as it had already been explored in depth in the context of answering research question 1, which examined the impact of fair pay on job satisfaction. The decision to focus on the topics of *career advancement*, *fairness* and *employees' experience* therefore allows for a more focused and meaningful analysis of

how different perceptions of fair pay influence the behaviour of mine employees at different pay levels. Table 14 below lists the three themes related to Research Question 2:

Table 14: The three themes selected that respond to Research Question 2.

Themes	Research Question
Career advancement	Research Question 2
Employee Experience	
Fairness	

5.6.2.1. Career advancement

The theme of career advancement or progression emerges clearly in the qualitative data, reflecting the views of several groups of mine workers at SBPM on the relationship between their perceptions of fair pay and career progression.

While a large proportion of the groups do not address this specific issue, the remaining groups' views on what constitutes fair pay are closely linked to their aspirations to reach higher positions within the mine. These employees state that fair pay is a critical factor in advancing their careers and improving their job skills. The responses of each group are shown in the table below:

Table 15: Responses of the different Paterson grades towards RQ2 theme career advancement

Paterson Group	Responses
D2	<i>"No, not really. I will be lying if I said that because if you look at me, like I said, I started as a winch driver, I was not long as a winch driver, immediately I moved to become a miner, and then there was that extra R4 000 on top of my salary that I was getting. So, I wouldn't say that money is ... there's a discrepancy, it's always something to be happy about, because I'm from the</i>

	<i>low salary to the upper salary, to upper grade, and then from a miner to a shift supervisor, from a shift supervisor to a mine overseer. So, I will be lying if I'm saying there was a discrepancy somewhere." D2_P1</i>
D4	<i>"So, there's always someone who pays better than your current employer. But when you are really given an offer, you can't refuse, then you take it, not considering only the offer, but considering also the advantages of wherever you'll be going." D4_P1</i>
E1	<i>"Exactly. So, if you're in an organisation where the fair pay is even above the market benchmark, you're even motivated to even study further, to better yourself, so that you can actually climb the corporate ladder. Because the higher you go, you know, the more your pay actually increases or improves and even the incentives as well improve." E1_P3</i>

Different groups of mine workers have different ideas about the interaction between fair pay and career advancement. For some workers, fair pay (or an increase) is not always the main reason for career advancement. Their motivation often stems from the enticing opportunities for career development and personal growth. However, another group of mine workers regard salary an important factor when considering a job change. They also consider additional factors such as comprehensive benefits and the possibility of career advancement when making their decision. Another group of workers sees a generous pay as a strong incentive for career advancement. They are more willing to continue their education and actively seek career advancement within the company, knowing that their efforts will be rewarded with a higher salary and better incentives.

In summary, the relationship between perceived fair pay and career advancement in mining is complex and multifaceted. There is clearly no blanket answer, as different employees are driven by different and individual motivating factors. Employers who want to attract and retain top talent must therefore take into account the different needs of their workforce and formulate policies that not only promote fair pay but also provide opportunities for career advancement.

5.6.2.2. Fairness

The theme of *Fairness* plays an important role in the research findings, highlighting the different perspectives of different pay groups among mine workers on their perceptions of fair pay and its impact on their behaviour.

In all employee groups at the various Paterson levels, fair pay is perceived as a tangible expression of justice in the work environment. In their reports, they state that equal pay symbolises the employer's commitment to treating its employees fairly and with respect. Their responses include statements as shown in Table 16:

Table 16: The responses from all Paterson grades in relation to the RQ2 theme Fairness

Paterson Group	Responses
C5	<p><i>“Yes, because you get people very much negative if they don’t get a fair pay, especially if they sit around the table and talk about what do we pay on other mines, then you get negativity on the mine. So, it must be fair towards them.”</i></p> <p><i>C5_P1</i></p>
D1	<p><i>“I will say yes, why I’m saying that ... I can give you an example. Somebody with a degree, you check a teacher’s salary compared to mine, no matter not educated, you understand? The question is everything has got to do with responsibility. So, if whatever you get ... I think whatever they get is fair, for now it’s fair, to be honest.”</i></p> <p><i>D1_P3</i></p>
D2	<p><i>“So it’s difficult to really say what is the fair pay, but as soon as the employees believe that whatever that is due to them or what they are getting is not fair, they now become unhappy, there’s a strike, there’s ... you will find the employee who was a good employee because now according to him, he is no longer able to fulfil the responsibilities like ... I’m getting my salary now, I must pay my car, I must take my children to school, I must look after my family. Now that employee you will find that now he is not always coming to work now, it affects the employer also.”</i></p> <p><i>D2_P1</i></p>

D3	<i>"I think it's very important because I mean it ... it makes one have the energy to want to work or give it their all at work. And I mean no-one wants to come to work without pay. So, people get motivated to give it an extra mile or to work extra hard when they are well paid. Fairly paid, yes." D3_P2</i>
D4	<i>"So, fair pay will be ... you give a person what he deserves, but in the range of that category. You cannot now give a C5 position a D2 what do you call, pay you know. Ja, I believe in that C5 position, there are some different phases within that C5, you know, or notches you see. So there are some C5 that are in the basic, like in the entry level, and then there's a C5 that is there on top, in the middle or somewhere. So ja, I think fair pay will be someone to get what he deserves within that pay range." D4_P4</i>
E1	<i>"No, fair pay should actually be to pay you for what you are doing. And for some people that might mean a decrease in salary ..." E1_P2</i>

The participants' responses show that the different groups of mine workers see the issue of fair pay through different lenses. They emphasise the importance of fair pay in fostering a positive work environment and how the perception of injustice can lead to negativity and affect overall morale. Another viewpoint focuses on training and responsibility as key factors for fair pay and argues that pay should be commensurate with the individual's qualifications and tasks.

Another viewpoint addresses the consequences of workers perceiving their pay to be unfair, irrespective of agreements, qualifications and other criteria, but merely based upon their personal needs and commitments at home. According to this view, such perceptions could lead to dissatisfaction, strikes and reduced work performance as individuals struggle to meet their financial obligations. In contrast, a link is made between fair pay and motivation, declaring that well-paid workers tend to be more motivated and give their best at work. Another view introduces the concept that pay is based strictly on an employee's position and category within the organisation. This argument states that fair pay should take into account the differences within each job category and reflect the different levels or grades within those categories, emphasising the importance of internal equity and structured pay systems.

A more unconventional view challenges the conventional ideas by suggesting that fair pay should be directly related to the work actually done, the measurable output, even if this means that some people would receive lower salaries. This approach proposes a more task-specific method of determining pay.

In summary, these responses give an insight into the different views of fair pay and how they influence workers' behaviour in different groups of miners. These different views can also be influenced by factors such as training, responsibility, individual circumstances, and the specific criteria used to define a fair wage. Understanding these different views is crucial to addressing the concept of fair pay in mining.

5.6.2.3. Employee experience

In this section, the presentation of findings is structured by Paterson grade to provide a clearer and more detailed perspective on how different groups of mine workers at SBPM perceive the relationship between fair pay and their overall experiences as workers. Each Paterson grade represents a particular level of pay and responsibility, and structuring the discussion in this way allows for a more detailed analysis of the different perceptions of fair pay at these different levels.

The D1 Paterson grades tend to emphasise fair pay as a critical component of the employees' overall experience. These employees emphasise that fair pay plays a critical role in how they perceive the company as an employer of choice. Their responses are shown in Table 17 below:

Table 17: Responses from the D1 Paterson group on the RQ2 theme Employee experience

Paterson Group	Responses
D1	<p><i>“The experience you have to do that job, the past experiences you have, and the skills you have to do have to have for that particular job. And the qualifications that you have also needs to talk to how much you are getting paid.” D1_P1</i></p>

D1	<p><i>“So, all the other guys got it, except me and about three years later down the line, I asked for it and said, listen, what about me now, can we revise my salary? And they just shot down the offer and they said, no, sorry, continue as is. And ja, that actually put me back a little bit, according to the other guys with the same working experience, the same years’ experience.” D1_P2</i></p>
D1	<p><i>“For example, me as a person who’s been here ... you check that they don’t even check ... you will find a person with less experience, less knowledge, but because of market value where he comes [from] and he comes here, no matter he’s not contributing a lot to the company, you will find that he’s getting more, you understand? That’s where the unfair part you think is there on our company.” D1_P3</i></p>

These responses underscore that for group D1, fair pay practices contribute strongly to their overall satisfaction and perception of the company.

In the context of Research Question 2, the *Employees’ Experience* theme highlights the differences in how specific groups of mine employees perceive fair pay as a critical component of their overall employee experience. Employers who want to create a positive employee experience should ensure that they pay their employees fairly. This means taking into account factors such as an employees’ experience, qualifications, and job responsibilities. In addition, employers should also be transparent about their salary structure and be willing to discuss salaries with their employees.

In summary, Research Question 2 states that the perception of fair pay varies among different groups of mine workers. The role of fair pay in career advancement, the concept of fairness and fair pay being based on employees’ level or years of experience are key themes that differ according to each group's perspective. These findings highlight the complexity and multi-faceted nature of the issue of fair pay and make it imperative for employers to consider the different needs and motivations of their workforce to ensure fairness and career advancement in the company. Understanding these different perceptions is critical to addressing the concept of fair pay in mining and promoting employees’ satisfaction.

5.6.3. Research Question 3

What are the behavioural outcomes associated with the perception of fair pay among mine employees in a South African mine?

To answer Research Question 3, the study explored the multi-faceted influence of workers' perceptions of fair pay on their behaviour in the workplace. Among the nine themes generated (as shown in Tables 3 and 4 in the Data Analysis section), three different behavioural themes emerged as central to answering this research question: transparency, frustration, and job dissatisfaction.

Frustration in particular stands out as a theme that is highly relevant to Research Question 1 and Research Question 3 because it has a noteworthy impact on how employees perceive their compensation, which in turn, affects their job satisfaction and behaviour. Consequently, particular attention was paid to this issue, as indicated in Table 4 above, which underlines its dual importance in answering the research questions.

The research provides valuable insights into the complex dynamics between perceptions of fair pay and subsequent actions in the workplace. These findings contribute to both theoretical understanding and practical applications in the field of human resource management. Table 18 shows the three themes identified:

Table 18: The three identified themes for Research Question 3.

Themes	Research Question
Frustration	Research Question 3
Job Dissatisfaction	
Transparency	

5.6.3.1. Transparency

The theme of *Transparency* emerges as a key behavioural outcome related to miners' perceptions of fair pay at SBPM. A noteworthy number of participants emphasise the

impact that transparency in pay practises – or the lack thereof – has on their behaviour in the workplace. They underline the need for open and honest communication regarding pay as key to greater trust and better teamwork adherence among work colleagues. Participants' comments include the following:

Table 19: Responses from some participants on the Transparency theme

Paterson Group	Responses
D1	<p><i>“Well, I think the POPI Act doesn’t allow it, but I think making pay transparent will be a great contribution. I mean if you make it transparent also, you’re going to get talent attraction. You’re going to get ... you’re going to resolve the pay inequity basically; you’re going to resolve that in the first place. And you’re not going to find people looking for a job somewhere else, you’re going to have your people staying with the company because they know what the other guys are getting. So, if it’s transparent you know exactly what’s going on. If it’s a D1 that is basic for the D1, a C5 or E2 or whatever the case maybe you know that is the standard ja.” D1_P2</i></p>
D3	<p><i>“So, I want to be in an environment that nurtures that, an environment that nurtures growth, an environment that encourages transparency, communication, engagement. That’s the kind of environment that are factors or influences whether I’m happy in a place other than the fair pay.” D3_P1</i></p>
D4	<p><i>“I won’t say now they must make the salaries not confidential, that will be a disaster. But I think they must make it clear from whenever, whether it’s the beginning of the year or it’s the beginning of the financial year, to say, this is what we set, when we achieve this, we’ll get so much percentage of ... whether it’s an increase or a bonus or whatever.” D4_P1</i></p>
E1	<p><i>“Definitely, but you know there’s also this famous clause on pay that it’s confidential, so no-one else should see it. And I think the moment we start getting rid of that clause that will be a great move towards being transparent of how we compensate the employees. And as I said, it should be a win-win</i></p>

	<p><i>situation that if people stop greediness and realise that the success of their business is dependent on the people that get exploited, then there could be a clear direction and a better environment for everyone.” E1_P4</i></p>
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Participants in this theme tend to agree with each other that transparency would have a beneficial influence on their conduct in the workplace. They demonstrate a stronger willingness to openly debate salaries, which, in turn, is assumed to contribute to the development of a more pleasant working atmosphere that is defined by collaboration and cooperation – all based on the assumption that they will regard the different salaries being paid in a fair manner.

Looking at the responses that fall under the *Transparency* theme, the findings shed light on the role that transparent pay methods can theoretically have in moulding the behaviour of employees at the mine. Not only do the participants highlight that transparency encourages trust, but they also mention that it would encourage open communication and collaboration, which is a big contributor to a healthy environment in the workplace.

Furthermore, Transparency is also perceived as a means of creating and maintaining fairness within the company. The availability of clear procedures and standards that are accessible to all employees builds confidence in the fairness of compensation practices. If employees know how compensation decisions are made, they are more likely to perceive the process as fair.

However, finding the right balance between transparency and recognising individual differences in qualifications and experience remains a challenge. It is well known that full transparency can lead to discomfort or a sense of unfairness among employees with similar qualifications but different experience levels and performance. The table below shows some of the participants' responses, which underline the need for balanced transparency:

Table 20: Additional responses from other participants on the Transparency theme

Paterson Group	Responses
D3	<p><i>“True, yes, I think it will. I think fairness is unknown because there’s no transparency. If people were transparent from the start, people wouldn’t think there’s unfairness. Also, like I’m saying, if there were to be a procedure or standard that is made, I mean available for everyone to see, it would be good because it’s kind of ... it removes the non-transparency of things. People will all be aware, and they will trust that everyone is using the document to ensure fair pay. So, transparency is good, it will ensure that there’s fairness.” D3_P2</i></p>
E1	<p><i>“It is a bit difficult because the only way to do that is, as far as I’m concerned, the only way to do that is transparency. Now, once you say you need transparency, it means that are you willing to share in terms of ... say you’ve got four people working in the department doing the same thing. You need to share in terms of how much they are all getting, everybody, it must be in complete knowledge. But at the same time people are also remunerated based on different things, like I said, the education might be the same, but the experience might differ. So, somebody might feel unfair, or might feel it is unfair that they are a bit less, whereas they’ve got the same qualification, though they know that in terms of experience they don’t have the same experience. Though they know that in terms of the output they don’t have the same output. So, it’s a tricky question, it’s a difficult one for the companies.” E1-P1</i></p>

5.6.3.2. Frustration

The theme of *Frustration* emerges as a complex behaviour related to miners' perceptions of fair pay at SBPM. Participants offer deep insights into the ways in which the irritation they feel as a result of what they perceive to be unfair pay practices dramatically affects their behaviour at work. They give the impression that their annoyance is not just a temporary feeling, but that it can have long-term effects. Many participants share their own experiences of frustration with their pay having a negative impact on their engagement and commitment to work. They admit that the situation makes them feel depressed and

less willing to give their best in their role, without considering that such behaviour could result in being given less of an opportunity for promotion or a salary increase when next their output is assessed. Comments include:

Table 21: Responses from participants in relation to the theme of Frustration.

Paterson Group	Responses
C5	<p><i>“Ja. Already started in D1. And now ... [indistinct] this person has been here longer than you, you can’t really query that. They’ll give you many reasons, HR, they’ve always got answers for such things. But if you know ... you find if you check, is it based on qualifications ... you find that person doesn’t have the qualification for the role. And when you come with your Master’s or something and it means nothing.” C5_P2</i></p>
D1	<p><i>“Like I’ve alluded ... it’s so painful to ... you do all your level best for the company, and you could see they don’t recognise you in terms of what you’re needing, giving you what you deserve. So really, I have, several times ...” D1_P3</i></p>
E1	<p><i>“Look it’s a ... you always get a clause that your pay is confidential, but you know you only hear about people who have been counter-offered through the passages or through the grapevine, or what we call radio shaft. It’s painful when you hear that your colleague is actually getting more than you and maybe you’ve been in the game for ... or in the industry for quite a number of years.” E1_P3</i></p>

The participants also talk about how frustration might lead to changes in their interpersonal connections and the dynamics of the teams. Frustration frequently takes the form of irritation and unhappiness in the workplace, both of which have the potential to spread to other employees in the same department or other departments:

Table 22: Additional responses from some participants in relation to the theme of Frustration.

Paterson Group	Responses
D1	<p><i>Ja, definitely. Please ... our company, please consider this, check man, check your loyal guys, you understand? Don't make people think otherwise, because people ... you check ... even his experience on that same job title, it's so scary, ne. He doesn't even have experience, it's a question of how he comes out, you don't know how ... who motivated the salary and stuff, but you will find he's earning way up."</i> D1_P3</p>
E1	<p><i>"But from my side ... personally it's when you hear that your colleague ... and I had it at my previous employer where you realise that there was a comment made by a senior HOD that ... engineering senior HOD, saying that, I think we ... these were his words, I think we have a lower risk of Black engineers leaving the company compared to whites. So, if we have to do, what do you call ... a retention, then we must focus on white engineers, which actually created a lot of unhappiness."</i> E1_P3</p>

Some participants highlight that the outcome of frustration is that it sometimes prompts them to consider seeking employment opportunities elsewhere. Participants explain that prolonged frustration could erode their loyalty and commitment to the company.

Table 23: Additional responses from other participants in relation to the theme of Frustration.

Paterson Group	Responses
D2	<p><i>"I've left it, I've left it. I'm showing three ... places ... in three places. Like I said in the beginning where I worked at *competitor mine 1* I was getting around R16 000 as a shift supervisor and the white folks were getting around R21 000, all of them, even the one that has been appointed after me, they were getting much more salary than me, then I left *competitor mine 1*. I went to *competitor mine 2*. At *competitor mine 2*, the reason I decided to leave is because when they give the mine overseers annual bonus, if you are Black they give you a salary ... they give you an amount equal value to your basic salary. But the white folks, they give them around 500 000 and what-what. I left *competitor mine 2* for the same reason. It was a very good company, everything was right, but because they were not treating us fairly." D2_P1</i></p> <p>*Competitor mine name removed for anonymity</p>

The analysis of the responses within the *Frustration* theme highlights the complicated and long-term nature of frustration resulting from perceived unfair pay practices. Frustration effects are not limited to seeking better monetary rewards somewhere else and thus leaving the company, but it can lead to serious behavioural changes that affect the individual's job performance, as well as their teamwork, and even long-term career decisions.

The theme of frustration further illustrates those perceptions of unfair pay practices, especially in relation to perceived racial disparities and unfair decisions, which can lead to staff turnover, low morale and dissatisfaction in the workplace. This underscores the importance of addressing the issue of pay equity and promoting transparent and fair pay practices to mitigate frustration and its negative impact on the workforce.

5.6.3.3. Job dissatisfaction

The topic of *Job Dissatisfaction* was identified as a noteworthy and complex behavioural consequence linked to the sense of lacking equitable compensation among workers employed at SBPM. The participants in this theme offer a wealth of insights about the complex relationship between how they view fair pay and how satisfied they are with their jobs. They note that equitable remuneration practices have a noteworthy impact on the degree of job satisfaction they experience, which goes beyond the amount of money they receive each month.

Many participants describe their perception of fair pay as central to their job satisfaction. They emphasise that fair pay was not only about the monetary reward; it was also about being appreciated and recognised for their contributions. Quotes from the participants include:

Table 24: Responses from participants on the theme of Job dissatisfaction.

Paterson Group	Responses
C5	<p><i>“But if you look at the conditions how people are working daily, and the hours that they are working, I don’t think it’s always fair. What they expect of the people, what they need to achieve, and they don’t care how they achieve it and the hours they put in, the families they don’t get to at night, then always I don’t think it’s fair towards them.” C5_P1</i></p> <p><i>“Ja, so let’s say *competitor mine 2* or the old *competitor mine 1*, before *competitor mine 2* took over. Marikana is getting paid, their surveyors ... there’s a huge difference, about R20 000 between senior surveyors. And then you find their benefits ... they’ve also got a survey bonus of which the Rustenburg section doesn’t get, but they’re doing the same thing in the same company. So, imagine now, where’s the motivation? Because we are motivated by salaries, because that’s the whole reason why we are here. It’s not really about I’m in love with underground, no, I’m not. I’m not. Yes, as much as I do love surveying, but money is the reason why I wake up in the morning. Money is the reason why I’m here. So if I’m not getting paid what I deserve I’ll</i></p>

	<p><i>then eventually get tired and look elsewhere.” C5_P2</i></p> <p><i>*Competitor mine name removed for anonymity</i></p>
D1	<p><i>“Well, I believe that’s the major drive behind corruption nowadays, because the guys feel that they’re not on the same level as a subordinate or maybe he is, but he’s not getting the same recognition as well. And then he tries to make up with a different way, so theft. Well, I won’t say absenteeism maybe that much, maybe abuse of the system more, like testing the system. And yes, ja, there will ... get all sorts of abnormalities creeping in and guys doing illegal stuff that they’re not supposed to be doing.” D1_P2</i></p>
D3	<p><i>“Ja, a person who feels like they are underpaid or feel like they are paid less than their peers are inherently going to be demotivated. I’ve seen a lot of them dissatisfied. Some of them is not necessarily because they are underpaid or they are not paid fairly, but because they have stayed in those roles for very long times and got to a point where life or bills catch up with them, because you cannot really see these increments that you get on an annual basis. So ja, basically, if a person feels like the money that they’re getting is not sufficient to sustain their lifestyle, even if it’s just like those bare lifestyles, they are bound to be dissatisfied. And it becomes worse if they know or they might suspect that the people doing the same roles as theirs are getting more money.” D3_P1</i></p> <p><i>“I will consider leaving my current employer if I feel he’s not paying me enough or market related salary. Obviously, you look at other companies or you look at your colleagues from different companies, meaning the people on the same ... who are doing the same job from other companies, if they are more compensated than you. Or if they are happy with their salary, while you’re earning less, obviously that ... you wouldn’t be happy in that environment because you feel that you’re not getting what you are worth. You understand? And you’ll try to go to other companies obviously. But that is not the only thing, the other thing if there’s no growth that one as well contributes. It goes hand in hand obviously with compensation because the higher you go in the hierarchy, the more you get compensated. Yes.” D3_P3</i></p>
E1	<p><i>“So, I think, like I said, if they share where the mining industry salaries are in comparison with some of the other industries, I think definitely it would improve</i></p>

	<i>a lot of people's attitudes." E1_P2</i>
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Participants highlight the ways in which dissatisfaction with their jobs that stems from what they see as being unfair pay practices could affect their conduct at work. Several important behavioural findings arise from the responses on the theme of *Job Dissatisfaction*, revealing the complex link between fair pay perception and employees' behaviour. Job dissatisfaction reduces employees' motivation and engagement, according to these findings. When employees think their salary is unjust in comparison to what other employees in their company are paid or the salaries being paid in other companies, then they tend to feel less motivated to work hard and dedicate more time and effort to their jobs. This reduced motivation and engagement will affect their job performance negatively and result in workplace disengagement. In addition, participants point out that pay that is perceived as unfair may be associated with unethical behaviour. Job dissatisfaction resulting from such a perception may lead employees to engage in illegal or unethical activities to compensate for perceived unfair pay, or as a way of "making up for the shortfall in money" they believe they ought to be earning.

Based on these findings, participants mention that job dissatisfaction also raises the likelihood of them pursuing other roles in competing mines. They mention that long-term job dissatisfaction makes them feel less loyal to the mine and hence, is encouraging them to work elsewhere. The feeling of being undervalued can lead to increased job dissatisfaction and even to employees leaving their current employer for fairer or more market-driven pay. While this may not be seen by the employer as a serious threat were unskilled workers are concerned, the employer will find it a major challenge if highly qualified and skilled employees were to consider leaving as there is a shortage of such personnel in the country.

Participants also state that dissatisfaction causes conflict with co-workers, especially those from other departments. Participants believe that they are more prone to vent their displeasure either through industrial action or missing of targets, when they were unhappy with their salaries, thereby causing workplace problems. They suggest that sharing information about salary benchmarks in the industry and comparisons with other industries could encourage more positive attitudes among workers and potentially reduce

dissatisfaction with pay, always assuming that such transparency would ensure the visible parity in pay and fringe benefits.

The findings indicate the multiple effects of perceived fair pay on workers' behaviour and highlight the importance of transparent pay practices, frustration management and promoting job satisfaction in maintaining a positive work environment. Workers value transparency in pay, but it is important to balance this with individual differences in qualifications and experience. Pay that is perceived as unfair can lead to frustration, which can have a negative impact on employees' behaviour and job satisfaction. Employers should therefore strive to create a pay system that is fair and equitable for all employees. At the same time, workers will have to understand that pay parity for same work and same qualifications will always be based on what the company can afford and not what the individuals perceive "they need" for their own obligations.

5.7. Conclusion of Findings

The semi-structured interviews revealed the complex and nuanced relationship between perceptions of fair pay and employees' behaviour and job satisfaction at SBPM in South Africa. The study explored three research questions, each of which provided important insights into how perceived fair pay influences different aspects of employees' behaviour and job satisfaction. The results showed that perceived fair pay has a noteworthy impact on the job satisfaction of workers in the mining industry, highlighting the importance of fair pay in this context. The issues of employees' internal/external pay comparisons and perceived pay having to be linked to effort/reward emerge as key factors in workers' perceptions of fairness. Workers compare their salaries with those of their colleagues, with benchmarks in the industry and with alternative employment opportunities. These comparisons influence their perceptions of fairness and job satisfaction.

Mine workers who feel they are paid fairly are more likely to be engaged and motivated in their work. They are also more likely to feel that the company is fair and equitable. Research question 2 revealed notable differences in perceptions of fair pay between different groups of workers and the subsequent impact of these perceptions on their behaviour patterns. The theme of aspirational career advancement shows that fair pay is an important motivator for personal development toward career advancement, especially among certain groups of workers.

The theme of fairness is an important finding as some participants draw a parallel between fair pay and general perceptions of employment fairness at the mine. Finally, the theme of employees' experience highlights the important role fair pay, considering employees' prior experience and qualifications, also plays in shaping employees' overall experience at the company. Research Question 3 addressed the behavioural consequences associated with feelings of fair pay. Three prominent themes have been identified in the results, referring to transparency, frustration, and job dissatisfaction. Employees emphasise the importance of a transparent pay policy in building trust, facilitating open communication, and fostering collaboration. Workers' behaviour patterns are strongly influenced by their frustration resulting from the perception that they are paid unfairly/too little. This frustration manifests itself in lower motivation, increased interpersonal conflict and an increased likelihood of wanting to leave the mine, among other steps they would consider taking.

Job dissatisfaction, one of the main behavioural consequences, is also reported to lead to lower motivation and poorer work performance. Overall, the findings highlight the complex interplay between perceptions of fair pay, worker behaviour and job satisfaction in the specific SBPM environment.

The next chapter discusses the results of the research presented in this dissertation. In this chapter, the results of the study are interpreted and explained in the light of the existing literature and the research questions posed.

CHAPTER 6: DISCUSSION OF RESULTS

6.1. Introduction

Chapter 6 contains a detailed analysis of the research findings, the main aim of which was to highlight significant similarities and discrepancies within the existing scholarly discourse. This chapter has been structured to provide a methodological framework for a systematic comparative analysis that identifies similarities and differences between the research findings and the scholarly discourse documented in the literature review. The focus of this comparative study is on the research findings, which are systematically organised in accordance with the research questions and the nine overarching themes discussed in Chapter 5. The overall aim is to assess the agreement or divergence between these findings and the current academic literature, thereby improving the understanding of how perceptions of fair pay influence miners' behaviour and job satisfaction.

To achieve the research objectives set for this study, the following research questions were formulated:

6.2. Main research question:

What is the impact of perceptions of fair pay on miners' behaviour in a South African mine?

6.2.1. Research question 1:

To what extent does the perception of fair pay influence the job satisfaction of miners in a South African mine?

6.2.2. Research Question 2:

Are there differences in the perception of fair pay and its effect on behaviour between the different groups of mine workers?

6.2.3. Research question 3:

What are the behavioural outcomes associated with perceptions of fair pay among mineworkers in a South African mine?

This chapter represents a crucial step in the research by bridging the gap between the empirical findings and the prevailing academic discourse. By systematically comparing

the research findings with existing knowledge, it aims to improve understanding of the complex dynamics associated with perceptions of fair pay and its impact on miners' behaviour and job satisfaction in South African mines.

6.3. Discussion of Research Question 1

6.3.1. RQ1: To what extent does the perception of fair pay influence the job satisfaction of mine employees in a South African mine?

The main objective of research question 1 was to examine the extent to which perceptions of fair pay influence the job satisfaction of miners working in the South African mining industry. This research aims to explore the complex correlation between fair pay and overall job satisfaction and to provide useful perspectives on the determinants that influence a favourable or unfavourable work environment for these individuals.

6.3.1.1. RQ1 – Theme 1 – Internal-External Comparison

The perception of fair pay plays an important role in mine workers' job satisfaction workers in South Africa. They also perceive fair pay as being the equivalence of pay equity, although pay equity does not necessarily have to refer to everyone being paid the same. This is in line with Adams' (1963) theory of pay equity, which states that workers perceive pay equity when there is an equal relationship between their input (for example, skills, experience, effort) and their output (for example, wages and all other benefits).

The theme of internal–external comparison was evident in the research findings. Miners frequently mentioned their dissatisfaction with their own earnings when comparing their salary with that of their colleagues or with industry standards. For example, C-level and D-level Paterson grades expressed frustration when they felt that their colleagues were paid more for comparable work.

The research findings supported the concept that internal and external comparisons have a significant impact on employees' perceptions of fair pay and consequently on their job satisfaction. Examples of participants' statements supporting this idea are:

“Yes. We believe you guys, geologists, you guys are getting paid more unnecessarily, ah no, that’s not a secret. You guys are getting more money and you guys are just sitting there saying, ‘let’s estimate, can you guys go and check it for us?’ Aah guys, we’re doing double the work. So,

there's that and then the rock engineers are getting paid more than us. Ja, it's there." C5_P2

*"Because I've had instances, especially when I was at ***competitor mine*** where certain departments that were falling under the technical department will really complain about their pay levels or their salary scales when they compare to other departments. And unfortunately, we were one of the culprit departments that they will compare themselves with." E1_P4*

This theme illustrated the nuanced and multi-layered perspectives of the miners. It showed that they had not only different, but also highly nuanced opinions on the appropriateness of their pay compared to colleagues within the company (internal benchmark) and to other comparable industries or benchmarks outside the company (external benchmark). Their feedback provided a unique view into the complex web of factors that determine their perception of appropriate remuneration not only according to the company's grade system, but also to external standards and internal workloads and responsibilities.

6.3.1.2. Evidence of comparison in findings

The theme of internal/external comparison emerged in the literature review in Chapter 2 and became evident in the research findings presented in Chapter 5. Miners compared their pay with that of their peers (internal comparison) and with industry standards and alternative employment prospects (external comparison).

The interviews revealed a strong awareness of the differences and similarities in the remuneration packages of people in similar positions. Participants frequently cited instances where discrepancies in pay scales and levels between different departments led to dissatisfaction and discussion among employees.

Beyond the boundaries of the mine, workers made external comparisons and assessed their remuneration against industry standards and alternative employment prospects. They were very aware of the wider market and industry benchmarks and often drew parallels between their pay and what they saw as prevailing standards.

Both internal and external comparisons can have a significant impact on miners' perceptions of fair pay and the resultant job satisfaction. The study's findings support the equity theory, which states that individuals judge the adequacy of their pay by comparing

their performance (effort, skills, experience) and outcomes (pay) with those of their peers. If workers perceive unfairness in these comparisons, this can lead to job dissatisfaction and other behaviours (Davlembayeva et al., 2021).

Therefore, the research shows that internal comparisons, especially through peer evaluation, strongly influence employees' perceptions of fair pay. This is consistent with previous studies in the field of pay that have emphasised the role of both internal and external comparisons in perceptions of fairness. Such comparisons are crucial to employees in determining whether pay is perceived as fair. When discrepancies occur without clear justification by performance, qualifications, or responsibilities, this tends to lead to feelings of unfairness and dissatisfaction with the job (Davlembayeva et al., 2021; Wang, 2016).

6.3.1.3. Conclusion

The perception of fair pay is a key factor in miners' job satisfaction and motivation. Miners compare their pay with that of their colleagues (internal comparison) and with industry standards and alternative employment opportunities (external comparison). Both, the internal and the external comparisons can have a significant impact on miners' perceptions of fair pay and job satisfaction. Miners have nuanced and multi-layered views about the appropriateness of their pay compared to that of their colleagues within the company and to other comparable industries. Companies can increase employees' job satisfaction and engagement by ensuring that compensation structures are transparent, competitive and equitable.

6.3.1.4. RQ1 – Theme 2 – Frustration

Frustration is a negative emotional state that can arise when individuals feel that their efforts are not being fairly rewarded. In the context of employment, frustration can be caused by a variety of factors, including perceived unfair pay, and can manifest itself in behaviours such as absenteeism, turnover, and other counterproductive behaviours that affect the productivity of the individuals negatively and will also have repercussions on the company.

The literature highlights that the perception of unfair pay can lead to frustration and dissatisfaction among workers. This theme was reflected in the research findings, with participants expressing frustration when they felt that their efforts were not adequately recognised by their remuneration or by any other forms of recognition.

Pay that was perceived as unfair lead to frustration among workers. Study participants expressed frustration when they felt that their efforts were not adequately rewarded. However, based on the high level of unemployment in South Africa and the weak economy, some miners felt that they would still continue working at the mine, even if they were not paid fairly, because they needed to protect their jobs and income. However, their dissatisfaction may also be reflected in their performance. When people feel undervalued and unappreciated, it is difficult for them to give their best. Below are some of the statements made by participants supporting the theme of frustration:

“Ja, it does. You know sometimes you get a ... you know you get bitter. You see how ... sacrifices you put, especially us, how much sacrifices you put, how much hours you put on the table, and you can see that you are not recognised in terms of that. Because you will find somebody new, he doesn’t even care, he knows he’s got more money, you understand?”
D1_P3

“There are those who see that they are not getting paid fairly, but they also understand that it’s cold out there. man, so they still need to protect their job at all costs. So, dissatisfaction can still be there, and a person can still be able to come to work on a daily basis, but you will definitely see it in the performance. There’s no way a person can be able to perform well if they feel like they’re not being valued or being appreciated in the organisation.” D3_P1

Thus, the research illustrated that some workers prioritised job security despite the perceived pay inequity. This could explain their frustration and dissatisfaction, but also their continued commitment to their jobs. The literature has not yet extensively discussed the nuanced relationship between job security and job satisfaction in the context of perceived pay equity. The research findings offer additional insights into how workers may endure dissatisfaction while valuing their job security.

According to Inuwa (2017), equity means that workers value a situation based on what they contribute and what they receive. These definitions suggest that equity is a psychological state in which employees strive for fairness in what they provide to and receive from the company. Employees' efforts are believed to have to be aligned with the rewards of the job.

The study conducted by Valet (2023) highlights the importance of compensation in relation to overall levels of job satisfaction and the lack of frustration. This is shaped by the dynamic relationship between their compensation, the work they do and how they perceive others are compensated.

6.3.1.5. Conclusion

In this section, the research addressed the issue of frustration that occurs when individuals feel that their efforts are not fairly rewarded. Literature and research findings consistently indicated that perceived unfair pay led to frustration and dissatisfaction among workers. Even when workers continued to work to secure their jobs and income, their frustration and dissatisfaction had a negative impact on their performance. This is consistent with the concept of equity, where workers seek fairness based on their contributions and rewards.

6.3.1.6. RQ1 – Theme 3 – Motivation

The literature shows that fair pay has a positive effect on employees' motivation. Study participants confirmed this by sharing that when they perceived their compensation to be fair, they were motivated to be productive. The research findings supported the claim made in the literature that fair pay can be a powerful motivator for employees. When employees feel that they are fairly compensated, they are more likely to be motivated to improve their skills, develop professionally and give their best.

Below are some of the statements made by participants:

“And the qualifications that you have also ... needs to talk to how much you are getting paid. So, for example, if you are a section geologist, then the one has a B.Tech and one has Master's ... even on the same position the pay needs to be altered so as to also motivate you going to school, getting more experience and stuff like that ...” D1_P1

“Exactly. So, if you're in an organisation where the fair pay is even above the market benchmark, you're even motivated to even study further, to better yourself, so that you can actually climb the corporate ladder. Because the higher you go, you know, the more your pay actually increases or improves and even the incentives as well improve.” E1_P3

Employees felt that they were motivated to do their best to achieve organisational and personal goals, and fairness affects performance. According to Khan et al. (2021), employees compare their input/output ratio with others using equity theory to decide how

motivated they are to do their best. Inputs include employees' time, expertise, qualifications, experience, and intangibles such as drive, ambition, and interpersonal skills.

6.3.1.7. Conclusion

The literature showed that fair pay has a positive impact on employees' motivation, and the research presented in this text supports this claim. When employees feel that they are fairly compensated, they are more motivated to improve their skills, develop professionally and give their best. This is because fair pay signals to employees that their contributions are valued and recognised, and this not only motivates them, but also provides them with the financial security and resources they need to invest in their own development.

6.4. Discussion of Research Question 2

6.4.1. RQ2: Are there any differences in the perceptions of fair pay and its impact on behaviour among various groups of mine employees?

The aim of this research question was to explore potential differences in perceptions of fair pay and the possible impact of these differences on the behaviour of different cohorts of mining workers, and to assess the need for tailored approaches to worker engagement and retention.

Three main themes emerged from the qualitative data analysis: career advancement, fairness and employees' experiences. These themes offered insights into the complex relationship between fair pay and employees' behaviour across different groups of mine workers.

6.4.1.1. RQ2 – Theme 1 – Career advancement

Employees who perceive their pay as fair are more likely to be motivated and engaged in their work, ultimately leading to their improved performance and increased opportunities for career advancement. For example, the feedback from workers in Paterson grades D2 and E1 strongly supported the idea that fair pay plays a pivotal role in their career progression. These employees were more inclined to invest in their training and skills development, knowing that their hard work will be duly rewarded with higher salaries and better incentives. Their sentiments are echoed in the following statements:

A D2 participant expressed,

“... I will be lying if I said that because if you look at me, like I said, I started as a winch driver, I was not long as a winch driver, immediately I moved to become a miner, and then there was that extra R4 000 on top of my salary that I was getting. So, I wouldn't say that money is ... there's a discrepancy, it's always something to be happy about, because I'm from the low salary to the upper salary, to upper grade, and then from a miner to a shift supervisor, from a shift supervisor to a mine overseer. So, I will be lying if I'm saying there was a discrepancy somewhere.” D2_P1

An E1 participant concurred, stating,

“Exactly. So, if you're in an organisation where the fair pay is even above the market benchmark, you're even motivated to ... even study further, to better yourself, so that you can actually climb the corporate ladder. Because the higher you go, you know, the more your pay actually increases or improves and even the incentives as well improve.” E1_P3

These employees' perspectives align with the findings of Jali (2015), who emphasises the importance of a direct link between performance and entitled rewards. This consistency with existing literature underscores the importance of fair pay in motivating mine workers.

In the study conducted by Janovac et al. (2018), the prevalent assumption that pay is the primary motivator for mine workers was challenged. The researchers argued that human nature's inherent diversity leads to a variety of individual priorities. Consequently, some workers prioritise career advancement or recognition, while others prioritise financial gain. This diversity is evident in the responses of mine workers from Paterson grades D2 and E1, in accordance with existing literature highlighting career advancement as a primary motivator.

The study by Janovac et al. (2018) reveals that mine workers in Paterson grades D2 and E1 place a strong emphasis on career advancement as a motivating factor. This suggests that these workers have high expectancy, instrumentality, and valence regarding career advancement. They believe that their hard work will lead to improved performance, which in turn, will result in career advancement, an outcome they highly value.

6.4.1.2. Conclusion

In summary, the results of the study underline the central role of fair pay in motivating mine workers, which ultimately leads to better work performance and better opportunities for

career advancement. The testimonies of employees from Paterson's D2 and E1 grades provide compelling evidence that fair pay is a factor in their engagement and career development. The study challenges the traditional assumption that pay is the only motivator and highlights the different priorities set by the workforce. While for some workers financial gain is paramount, others place more importance on career advancement, job security or recognition.

6.4.1.3. RQ2 – Theme 2 – Employees' experience

Adams' equity theory states that people are motivated to maintain equality between what they bring to a situation and the outcomes they get from it. In the context of equitable pay, this means that employees are motivated when they feel they are paid fairly in relation to their contributions to the company (Adams, 1965). As Rasheed et al (2020) point out, employees' motivation depends on a delicate balance between the input and output an employee perceives and how they see their personal experience. In their study of the banking sector, Rasheed et al. (2020) gained insights into employees' motivational factors that are consistent with the findings of the current study, as confirmed by some of the comments made by participants regarding their experiences. Below are some of the statements made by participants:

“So, all the other guys got it, except me and about three years later down the line, I asked for it and said, listen, what about me now, can we revise my salary? And they just shot down the offer and they said, no, sorry, continue as is. And ja, that actually put me back a little bit, according to the other guys with the same working experience, the same years' of experience.” D1_P2

“For example, me as a person who's been here ... you check that they don't even check ... you will find a person with less experience, less knowledge, but because of market value, where he comes and he comes here, no matter he's not contributing a lot to the company, you will find that he's getting more, you understand? That's where the unfair part you think is there in our company.” D1_P3

The results of the study show that the D1 Paterson group particularly emphasised fair pay as a critical component and they believe it should more often also be based on their years

of experience and not only qualifications. These employees felt that fair pay was essential to their perception of the company as an employer of choice.

The findings also tie in with Herzberg's two-factor theory in the context of fair pay, which is ranked as a hygiene factor, and employees' motivation. The participants in the D1 Paterson grade emphasised the crucial role of fair pay in the overall experience of their employees. They stress the importance of fair pay being commensurate with their experience, qualifications, and job responsibilities. D1 workers' expressions of frustration when they perceive unequal pay compared to their colleagues are also consistent with the concept of hygiene factors and job dissatisfaction.

6.4.1.4. Conclusion

Fair pay is a crucial factor in the workers' level of motivation, especially miners in group D1. Employees are motivated when they feel they are paid fairly in relation to their contributions to the company and when their pay is commensurate with their experience, qualifications, and duties. Adams' equity theory states that people are motivated by fair rewards, and the 2020 study by Rasheed et al. supports this idea by pointing to the importance of a balanced input-output ratio in motivating employees.

6.4.1.5. RQ2 – Theme 3 – Fairness

The research findings support the theoretical framework of Herzberg's two-factor theory (1965). Fair pay is perceived by miners as a hygiene factor, one that is important to avoid dissatisfaction, but on its own fair pay does not motivate higher performance as workers would also need to see fairness in all other aspects of the company's dealings, for example, promotions, fringe benefits and recognition. This is evident from the results, which showed that mine workers perceived fair pay as a tangible expression of justice in the work environment. Below are some of the sentiments echoed in the following statements:

“Yes, because you get people very much negative if they don't get a fair pay, especially if they sit around the table and talk about what do we pay on other mines, then you get negativity on the mine. So it must be fair towards them.”

C5_P1

“I think it's very important because I mean it ... it makes one have the energy to want to work or give it their all at work. And I mean no one wants to come

to work without pay. So, people get motivated to give it an extra mile or to work extra hard when they are well paid. Fairly paid, yes.” D3_P2

“So, fair pay will be ... you give a person what he deserves, but in the range of that category. You cannot now give a C5 position a D2 ... what do you call ... pay you know. Ja, I believe in that C5 position ... there are some different phases within that C5, you know, or notches you see. So there are some C5 that are in the basic, like in the entry level, and then there’s a C5 that is there on top, in the middle or somewhere. So ja, I think fair pay will be someone to get what he deserves within that pay range.” D4_P4

The discussion of fairness in the research findings highlighted the central role that perceived fairness plays in miners' motivation and behaviour. In two of the qualitative comparative researches that they conducted in Malaysia and Ghana for employee turnover, Chiat and Panatik (2019) state that when absent, the hygiene factors can lead to dissatisfaction in the workplace but when fully catered for in the work environment on their own, they are not sufficient to satisfy workers, whereas the motivators referring to the nature of the job provide satisfaction and lead to higher motivation. Chiat and Panatik (2019) also state that satisfaction with pay, with the nature of work and with superiors were associated with lower turnover intention.

While the findings of the study generally support Herzberg's two-factor theory by highlighting the importance of fairness and fair pay and their role in promoting a positive work environment, there are some nuances and perspectives shared by some participants that challenge or deviate from aspects of Herzberg's theory. Specifically, some participants suggest:

“No, fair pay should actually be to pay you for what you are doing. And for some people that might mean a decrease in salary ...” E1_P2

This view challenges Herzberg's theory, which does not explicitly address the idea of task-specific pay, but rather focuses on broader categories of motivators and hygiene factors. Herzberg's theory divides factors into hygiene (or maintenance) factors and motivators. Hygiene factors, including fair pay, are seen as essential to prevent dissatisfaction, but in isolation, they do not serve as strong motivators. However, some participants seemed to view fair pay as an important motivator as well-paid workers were believed to be more motivated and performing better. Below are the participants comments:

“I think it’s very important because I mean it ... it makes one have the energy to want to work or give it their all at work. And I mean ... no one wants to come to work without pay. So, people get motivated to give it an extra mile or to work extra hard when they are well paid. Fairly paid, yes.” D3_P2

This view challenges Herzberg's theory that factors such as achievement, recognition, and the nature of the work itself are stronger motivators.

6.4.1.6. Conclusion

In summary, while the findings of the study were broadly consistent with Herzberg's two-factor theory in emphasising the importance of fair pay in avoiding dissatisfaction, there were some alternative perspectives that may challenge or extend aspects of Herzberg's theory. These perspectives highlighted the complexity of individuals' motivating factors and the need for a more nuanced understanding of how fair pay or fairness influence miners' behaviour.

6.5. Discussion of Research Question 3

6.5.1. RQ3: What are the behavioural outcomes associated with the perception of fair pay among mine employees in a South African mine?

The research question examined the behavioural outcomes associated with perceptions of fair pay among mine workers in a South African mine. By identifying and analysing these behavioural outcomes, the study aimed to gain a comprehensive understanding of the consequences of workers' perceptions of fair pay, including its impact on employees' engagement, performance and retention in the South African mining context.

This research question delved into the intricate connection between employees' perceptions of fair pay and their workplace behaviour and identified three pivotal behavioural themes in addressing this question: transparency, frustration, and job dissatisfaction.

The expectancy theory developed by Victor Vroom assumed that motivation depends on three key factors: expectancy, instrumentality, and valence (Vroom, 1964). In the context of this study, expectancy refers to the belief that effort will lead to the desired performance. Instrumentality refers to the belief that performance will lead to a reward, and valence is the value a person places on the reward. This theory provides a valuable framework for

examining how the perception of a fair reward can motivate or demotivate mine workers, and lead to different behavioural outcomes.

6.5.1.1. RQ3 – Theme 1 – Transparency in pay levels

Transparency emerged as a central theme in relation to the pay equity perceived by mine workers. Participants consistently emphasised the positive impact they believed transparent pay levels were to have on their behaviour. This is in line with expectancy theory, as transparency increases expectancy, instrumentality, and valence, leading to better motivation, commitment, and retention of employees as long as such transparency identifies fair payment structures, and as long as workers believe that their own pay is fair. Similar to a study by Swain and Bond (2020), when employees have a clear understanding of how their pay is determined, they are more likely to believe that their efforts will be rewarded fairly. Stofberg et al. (2022) state that the theory shows the connection between individuals' input (effort, experience) and output (income, recognition, status).

Transparency can lead to increased motivation, productivity, and job satisfaction, as long as there are no perceived exceptions or perceived “unfair rules” that dictate certain payment schemes or benefits. Transparency in pay practices can help to increase employee motivation by reducing uncertainty and creating a greater sense of fairness. Some of the sentiments shared by the participants are as follows:

“Well, I think the POPI Act doesn't allow it, but I think making pay transparent will be a great contribution. I mean, if you make it transparent also, you're going to get talent attraction. You're going to get ... you're going to resolve the pay inequity ... basically, you're going to resolve that in the first place. And you're not going to find people looking for a job somewhere else, you're going to have your people staying with the company because they know what the other guys are getting. So, if it's transparent you know exactly what's going on. If it's a D1 that is basic for the D1, a C5 or E2 or whatever the case may be, you know that is the standard, ja.” D1_P2

“So, I want to be in an environment that nurtures that ... an environment that nurtures growth, an environment that encourages transparency, communication, engagement. That's the kind of environment that are the factors or influences whether I'm happy in a place other than the fair pay.” D3_P1

“Definitely, but you know there’s also this famous clause on pay that it’s confidential, so no-one else should see it. And I think the moment we start getting rid of that clause ... that will be a great move towards being transparent of how we compensate the employees. And as I said, it should be a win-win situation that if people stop greediness and realise that the success of their business is dependent on the people that get exploited, then there could be a clear direction and a better environment for everyone.” E1_P4

These comments suggested that employees value transparency in the whole payment structures and believe it can lead to a number of positive outcomes, including higher motivation, job satisfaction and fairness.

The findings of the study emphasise that transparency plays a central role in shaping the behaviour and attitudes of mine workers in South African mines. The findings are supported by Stofberg et al. (2022) who explain in their findings that clear and transparent communication of compensation practices plays a crucial role in fostering employees' sense of fairness and organisational justice. When employees are given transparent insight into the remuneration process, this can lead to a more motivated, engaged and satisfied workforce as long as those payment structures are fair and do not differentiate by any demographics such as age, race or gender. The positive effects can be well explained by the expectancy theory.

6.5.1.2. Conclusion

In summary, this section highlighted the importance of transparency of payment structures and equal pay for equal work. It showed that transparency is consistent with expectancy theory and can lead to better motivation, commitment, and retention as long as the payment structures are not only transparent but also fair. Transparency not only reduces uncertainty, but also promotes a greater sense of fairness, leading to a more motivated, productive, and satisfied workforce. Participants' testimonials are tangible evidence of the value of transparency and its potential to drive positive outcomes in the mining industry.

6.5.1.3. RQ3 – Theme 2 – Frustration in execution of duties

The section on experienced frustration highlighted that frustration, a consistent theme in the study, was closely linked to negative behavioural outcomes resulting from perceived

unfair pay. The application of the expectancy theory aids in shedding a light on these negative behaviours and their underlying psychological processes.

Frustration can manifest itself in the form of irritation and dissatisfaction at work. Importantly, it can spread and negatively affect not only individual employees but also the team and other departments' dynamics. A few of the participants echoed these feelings of frustration in such statements:

"Like I've alluded, it's so painful to ... you do all your level best for the company, and you could see they don't recognise you in terms of what you ... needing, giving you what you deserve. So really, I have, several times."
D1_P3

"Look it's a ... you always get a clause that your pay is confidential, but you know you only hear about people who have been counter-offered through the passages or through the grapevine, or what we call radio shaft. It's painful when you hear that your colleague is actually getting more than you and maybe you've been in the game for ... or in the industry for quite a number of years." E1_P3

The frustration described by participants can lead to disengagement, lower commitment and even depression, and reduce their willingness to give their best at work. Participants also described how pay that is perceived as unfair can lead to feelings of frustration and, in some cases, cause employees to seek other employment opportunities. Over time, this frustration can weaken their loyalty and commitment to the company. Below are some comments in support of such frustration:

"But from my side, personally, it's when you hear that your colleague ... and I had it in my previous employer, where you realise that there was a comment made by a senior HOD that ... engineering senior HOD, saying that, I think we ... these were his words, I think we have a lower risk of black engineers leaving the company compared to whites. So, if we have to do, what do you call ... a retrenchment, we must focus on white engineers, which actually created a lot of unhappiness." E1_P3

In addition, the issue of frustration highlighted that perceptions of unfair pay practices, especially in relation to racial inequalities and unfair decisions, can lead to staff turnover and dissatisfaction in the workplace. This highlighted the importance of addressing pay

equity and promoting transparent and fair pay practices to mitigate against frustration and its negative impact on the workforce.

Drawing on the literature, a comprehensive review by Collins et al. (2021) found that workers' perceptions of pay equity are closely related to whether their compensation is commensurate with their skills, efforts and contributions to their work. This finding supports the conclusions on frustration and shows a strong link between workers' perceived pay equity and their assessment of whether they are adequately compensated for their skills and hard work.

Collins et al. (2021) go a step further and point out that their research suggests that perceptions of fairness go beyond purely financial considerations to include the fairness of benefits allocation and the entire compensation package. In essence, it is not just about the pay cheque, but a holistic view of compensation that encompasses various forms of rewards and benefits. This holistic perspective underlines the importance of looking at the whole remuneration package, which includes not only monetary remuneration but also non-monetary rewards, benefits and recognition.

In light of the expectancy theory, according to Swain and Bond (2020), low motivation is caused by a lack of confidence in one's ability to achieve an outcome (expectancy), doubt that achieving the performance goal will actually lead to the stated outcome (instrumentality), or a lack of appreciation for the reward outcome (valence). This is supported by the definition of expectancy theory, according to which instrumentality, expectancy and valence are the three main factors influencing employee motivation. In the context of fair pay for miners, all three aspects of the expectancy theory are relevant. Instrumentality is crucial because there must be a clear belief that a certain level of performance will lead to certain outcomes, which must be consistently communicated to workers. Expectancy is important because employees must feel that they have a realistic chance of achieving the desired performance and therefore, there is a reasonable chance of the expected reward being paid. Valence is relevant because employees need to see the reward as valuable in order to be motivated, which is consistent with both, the current results and those in the literature.

6.5.1.4. Conclusion

In summary, this section highlighted the critical role of perceived pay equity in the workplace and its link to employees' frustration and negative behavioural outcomes when

expectations were not met. Frustration is a recurring theme, which can lead to disengagement, lower commitment and even employee turnover. The study highlighted the importance of addressing pay equity, especially with regard to racial inequalities, and promoting transparent compensation practices.

The study by Collins et al. (2021) highlights the importance of considering both, the financial and the non-financial aspects of compensation and emphasises the need for a holistic view of rewards and benefits. The application of the expectancy theory shows that employees' motivation is influenced by their confidence in being able to achieve results, the belief that performance will lead to desired outcomes, and that they will receive rewards that they value. This theory is consistent with the findings and the broader literature and highlights the importance of addressing these factors for a motivated and productive workforce.

6.5.1.5. RQ3 – Theme 3 – Job dissatisfaction

Badrianto and Ekhsan (2020) characterise job satisfaction as a composite of emotions, attitudes and considerations regarding a person's response to their work. It represents a person's overall perspective on their work and is shaped by their perceptions of work. Their study concludes that job satisfaction is positively correlated with employees' performance, highlighting a close relationship between the two.

This section explores the issue of job dissatisfaction among miners at SBPM in relation to their perception of fair pay. Participants in this theme provided valuable insights into the complex relationship between fair pay and overall job satisfaction. Fair pay was found to have a profound impact on job satisfaction that goes beyond the monetary aspects of employment.

The research findings showed that for many participants, the perception of fair pay is central to job satisfaction. They emphasised that fair pay is not just about money, but also about feeling valued and appreciated for their contribution.

In their study, Alfayad and Arif (2017) examined the impact of employees' voice on increasing job satisfaction by using Herzberg's two-factor theory. They define job satisfaction as the extent to which an employee finds their job enjoyable and fulfilling, which is determined by their overall happiness and satisfaction in their role. This includes the degree of enjoyment of the work itself, as well as specific elements such as the relationship with supervisors or the nature of the tasks. The statement below from a C

Paterson grade employee closely aligns with the study by Alfayad and Arif (2017). See below the sentiments expressed by the participant during the interview:

“But if you look at the conditions how people are working daily, and that hours that they are working, I don’t think it’s always fair. What they expect of the people, what they need to achieve, and they don’t care how they achieve it and the hours they put in, the families they don’t get to at night, then always I don’t think it’s fair towards them.” C5_P1

In their comprehensive review of motivational strategies for workers in the mining industry, Janovac et al. (2018) highlight the critical importance of a well-structured system of rewards and incentives, as a lack in this area can strongly dampen workers' enthusiasm to do their best. This aligns well with the findings of the study.

Job dissatisfaction was associated with lower levels of motivation, lower commitment and lower job performance or output. Workers reported feeling less motivated to work hard and put in more time if they believed their pay was unfair. This lower motivation and commitment could have a cascading effect on their overall work performance and lead to disengagement at work. It could also lead to lost opportunities for salary increases or opportunities for promotion, thus leading to further frustration and dissatisfaction. It would also lead to effects on co-workers and eventually on the company’s performance.

Perceptions of unfair pay were also associated with an increasing level of unethical behaviour, with workers resorting to illegal or unethical activities to compensate for their dissatisfaction and their feelings of not being compensated “:enough”. Dissatisfaction in the workplace not only affects the individual worker, but can also lead to conflict with colleagues, potentially resulting in workplace problems, including industrial action or missed targets. The following statements are consistent with the sentiments:

“Well, I believe that’s the major drive behind corruption nowadays, because the guys feel that they’re not on the same level as a subordinate or maybe he is, but he’s not getting the same recognition as well. And then he tries to make up with a different way, so theft. Well, I won’t say absenteeism maybe that much, maybe abuse of the system more, like testing the system. And yes, ja, there ... will get all sorts of abnormalities creeping in and guys doing illegal stuff that they’re not supposed to be doing.” D1_P2

The results also showed that job dissatisfaction can lead workers decrease their loyalty to their current employer and seek other employment opportunities. This behaviour highlights the importance of addressing pay equity and promoting fair pay practices in the mining industry to increase job satisfaction and reduce turnover, as also emphasised by other participants below:

“I will consider leaving my current employer if I feel he’s not paying me enough or market related salary. Obviously, you look at other companies or you look at your colleagues from different companies, meaning the people on the same ... who are doing the same job from other companies, if they are more compensated than you. Or if they are happy with their salary, while you’re earning less, obviously that ... you wouldn’t be happy in that environment because you feel that you’re not getting what you are worth. You understand? And you’ll try to go to other companies obviously. But that is not the only thing, the other thing ... if there’s no growth that one as well contributes. It goes hand in hand obviously with compensation because the higher you go in the hierarchy, the more you get compensated. Yes” D3_P3

Arifin et al. (2019) state that employees who are satisfied with their jobs also tend to be more loyal to their employers and willingly follow their instructions. Their drive comes from a genuine desire to improve their company’s performance, rather than from external pressure. Satisfied employees contribute to a positive work environment. This is consistent with the findings of the current study.

6.5.1.6. Conclusion

This section examined the complex relationship between fair pay and job dissatisfaction among miners at SBPM. The results showed that fair pay is an important determinant of job satisfaction that goes beyond the monetary aspects of employment. Miners who perceived their pay to be unfair were more likely to report lower motivation, lower commitment, poorer job performance and even unethical behaviour. In addition, job dissatisfaction was associated with conflicts with colleagues, problems at work and lower loyalty to the current employer.

These findings underscored the importance of fair pay in promoting job satisfaction and reducing turnover in the mining sector. They highlighted the importance of addressing pay

equity and promoting fair pay practices in the mining sector to increase job satisfaction and reduce staff turnover. This aligns with the sentiments expressed by study participants and is consistent with the findings of Arifin et al. (2019) who state that satisfied employees tend to be loyal and motivated to improve their company's performance, which contributes to a positive work environment.

6.6. Conclusion of the Discussion of Results

In conclusion, this study examined the complicated relationship between fair pay and job satisfaction among mine workers at SBPM. The research findings highlighted the central role that fairness and fair pay play in miners' job satisfaction, motivation and overall work experience, and that various issues are intertwined in the context of the South African mining industry. Miners often conduct internal and external comparisons of their pay, which influenced their views on fair pay and job satisfaction. These comparative analyses with peers and industry standards or alternative employment opportunities strongly shaped their views on the adequacy of their pay.

The study supports the idea that fair pay has a positive impact on employees' motivation, job satisfaction and overall job performance. When miners feel that their contributions are recognised and valued through fair pay, it motivates them to invest in their professional development, improve their skills and give their best.

Although fair pay is a common motivator, the research showed that miners have different individual priorities. Some place more emphasis on financial benefits, while for others are hoping for the opportunity of career advancement or promotion, or even recognition. This diversity highlights the need for tailored motivational strategies for the workforce.

The study suggested that fair pay is consistent with Herzberg's two-factor theory, where it acts as a hygiene factor to prevent dissatisfaction. However, it also reveals a spectrum of participants' perspectives that underscore the complex nature of what leads to motivation and the need for a nuanced understanding of individual needs and priorities.

Transparency of pay practices emerged as a critical factor in motivating and retaining miners. Transparent pay structures reduce uncertainty, promote fairness and contribute to a motivated and productive workforce. Research highlighted the importance of perceived pay equity, particularly in addressing racial inequalities. Frustration resulting from unequal pay can lead to disengagement, lower commitment and even employee turnover. At the

same time, transparent pay structures have to guard against any perceived unfair levels of payment, differentiating according to demographics such as age, gender or race.

A holistic view of reward is advocated, taking into account both, the financial and the non-financial aspects of pay. This approach is consistent with the expectancy theory, which states that employees' motivation depends on their confidence in achieving results, their belief in the link between performance and desired outcomes, and the perceived value of rewards.

The final theme looked at the complicated relationship between fair pay and job dissatisfaction among miners at SBPM. It highlighted that fair pay has a significant impact on job satisfaction and goes beyond purely monetary considerations. Perceptions of unfair pay can lead to lower motivation, lower commitment, lower job performance and even unethical behaviour. Job dissatisfaction can also lead to conflict, problems at work and lower loyalty to the current employer, causing strikes and protest actions.

In light of these findings, it is imperative for the South African mining industry, including SBPM, to prioritise transparent and equitable remuneration structures. Addressing pay equity issues, fostering a motivating work environment, and supporting fair pay practices will not only increase job satisfaction, but also contribute to a more loyal, motivated and productive workforce. These findings provided a roadmap for improving conditions in the mining industry and a foundation for future research in this important area.

Chapter 7 summarises the conclusions of the study and provides actionable recommendations. It provides a guide for the SBPM and the mining industry as a whole to navigate the complex landscape of fair pay and employees' motivation, while taking advantage of the challenges and opportunities ahead.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1. Introduction

Chapter 6 discussed the research findings in relation to the literature reviewed in Chapter 2 and the research questions outlined in Chapter 3 ("What influence does the perception of fair pay have on the behaviour of mine workers in a South African mine?"). This chapter synthesises the discussion and findings into key findings to achieve the research objectives.

This chapter discusses the main objectives of the studies, the main research findings, the importance of research for management, how the findings of this research complement existing knowledge, the limitations of the research and suggestions for future research. The aim of this study was to understand how mine workers perceive fair pay and how this perception influences their behaviour towards the company. It also aimed to determine whether there are significant differences in attitudes and behaviours between different levels of workers and between workers in different departments of the company in relation to pay.

The study found that fairness and equitable pay play an important role in miners' job satisfaction, motivation and overall work experience. In the context of the South African mining industry, several issues were intertwined.

7.2. Principal Findings

The study provided several important insights into the impact of perceptions of fair pay on the behaviour of mine workers in a South African mine. These findings shed light on the complex dynamics that prevail in the mining sector.

The research highlighted the central role that fair pay plays in the job satisfaction, motivation, and overall work experience of mine workers. When workers believe they are fairly compensated, it had a profound and positive impact on their motivation. It encouraged them to invest in their professional development, improve their skills and perform at their best. Janovac et al. (2018) also emphasised the need of a well-structured rewards and incentives system, since a lack of it might demotivate workers. Another important discovery was the diversity of mine workers' individual priorities in terms of remuneration or compensation packages. There was also the tendency of mine workers

to engage in frequent comparisons of their pay, both internally with their peers and externally comparing their own pay with those paid by competitors or other industry benchmarks. While some workers placed a high value on financial benefits, others were more motivated by the prospect of job security, professional development, advancement opportunities or recognition. This diversity underscored the need for tailored motivational strategies that take into account these different preferences and aspirations within the workforce.

Comparing pay to others working in the same department or the same company, or even with friends and colleagues in other companies, was a double-edged sword. It provided valuable insights, but also led to frustration and dissatisfaction when workers perceived discrepancies and injustices. Comparing pay played a central role in shaping workers' feelings. Workers compare their pay equity or inequity with that of others (Collins et al., 2020). Davlembayeva et al. (2021) took a different, individualistic view of justice theory. They argued that individuals compare their own inputs and outputs with those of others and feel a sense of reciprocity when they receive rewards that are proportional to their own effort and the effort of others.

As supported by Janovac et al. (2018), individuals employed in the mining industry at Paterson grades D2 and E1 demonstrated a strong inclination towards prioritising career progression as a key motivational factor. This implied that these employees possessed a strong belief in their ability to succeed, they perceived a clear connection between their efforts and professional progression, and attached a noteworthy value to the potential rewards associated with advancing in their careers.

Transparency of compensation practices proved to be a critical factor in motivating and retaining miners, as Stofberg et al. (2022) also state that effective and transparent communication regarding compensation practices is critical to employees' perceptions of fairness and organisational justice. Clear and transparent remuneration structures reduce uncertainty and help foster a sense of fairness. In addition, addressing pay equity issues, especially those related to demographic factors such as age, gender, or race, has been found to be essential for employees' satisfaction and engagement.

Lastly, the study revealed the negative consequences of perceived unfair pay. Employees who believed their compensation was unfair were more likely to be less motivated, less engaged, and more likely to underperform. The dissatisfaction with their pay can also lead

to workplace conflict, disharmony among team members and lower loyalty toward their current employer. Arifin et al. (2019) state that satisfied employees are more likely to be loyal and motivated to improve their company's overall performance.

7.3. Implication for Management

The findings of this research have far-reaching implications for management in the mining industry as they offered valuable insights that could guide the remuneration practices and strategies in the mines to create a more productive and satisfied workforce.

Fair pay was demonstrated to be an important factor in increasing miners' job satisfaction, motivation, and overall performance. When employees perceived their pay as fair, they tended to be more satisfied with their work, which led to greater motivation to excel in their roles. In turn, this resulted in individuals believing their efforts were recognised and rewarded, which led to them wanting to produce quality work, and increased overall productivity. In this context, management's commitment to fair pay was associated with improved organisational performance.

Transparent compensation practices played an important role in fostering trust and collaboration in the workplace. If employees were to have access to clear and open information about the criteria and procedures used to determine their compensation, trust between employees and employers can be enhanced. This trust will then serve as the foundation for a cooperative and positive work environment. Open communication about remuneration decisions demystifies the process and ensures that employees feel valued and respected. This trust and cooperation improves teamwork and collaboration among staff, ultimately contributing to a more harmonious and productive work environment. However, this assumes that the criteria and procedures regarding everyone's remuneration packages are fair and do not discriminate between workers according to gender, age or race. Thus, transparency is only beneficial if the underlying system is already fair and equal.

The research findings highlighted the role of fair compensation in reducing staff turnover rates and retaining talent. High staff turnover could be a major problem in industries such as mining, where skilled and experienced workers are a valuable asset. When employees are satisfied with their compensation, they are more likely to stay in their current positions and with their current companies. The engagement fostered by fair compensation acts as a bulwark against turnover, preserving the company's human capital and reducing the

costs and disruptions associated with high turnover rates. On the other hand, in an environment of South Africa's high unemployment numbers, many employees might also consider staying with their current employer, even if they are disillusioned by their pay, not motivated and dissatisfied. This will apply specifically to employees who would find it difficult being offered alternative employment somewhere else.

Finally, the study emphasised the effectiveness of holistic reward strategies in increasing employees' well-being and satisfaction. A reward system that addressed both, the financial and the non-financial aspects, such as recognition, professional development opportunities, and work-life balance, was essential to meet the diverse needs of the workforce. While employees wanted fair financial rewards, they also valued recognition and development opportunities. When management recognises and addresses these broader needs, it will lead to an increase in employees' well-being and satisfaction.

Therefore, these implications for management in the mining industry underscored the importance of fair pay, but also of transparent pay practices and holistic reward systems. When mining companies prioritise these elements, they could create a work environment that is characterised by higher job satisfaction, motivation, collaboration, lower turnover, and employees' well-being, all of which contribute to a more productive and satisfied workforce. These findings offer valuable guidance to mining industry leaders in addressing the complexities of managing their workforce.

7.4. Recommendations to Management

To create a more equitable and motivating work environment for mine workers, management should prioritise fair pay, promote transparency, adopt a holistic compensation strategy and focus on talent retention.

Fair pay should be a fundamental aspect of the remuneration strategy. By ensuring that mine workers perceive their pay as fair and appropriate to their qualifications, experience and seniority, management can increase job satisfaction and motivation, which ultimately leads to better overall performance and productivity. Regular salary reviews and benchmarking of salaries against industry standards can help ensure fairness.

Transparent pay practices can foster trust and cooperation among employees, creating a constructive work environment that facilitates better teamwork and productivity. Management should therefore communicate pay practices clearly and openly to

employees. This can take the form of employee handbooks, town hall meetings or face-to-face discussions.

Furthermore, a holistic compensation strategy can address the diverse needs of mine workers by recognising that employees' well-being and satisfaction depend not only on financial compensation, but also on non-financial factors such as work-life balance, professional development opportunities and a positive work culture. Management may consider offering flexible work arrangements, tuition reimbursement or mentoring programmes to meet the needs of the workforce.

Talent retention can be improved by ensuring that compensation is perceived to be fair and competitive. This means not only offering a competitive salary, but also considering the whole compensation package, including non-financial aspects. Creating an environment where employees feel valued and fairly compensated can contribute significantly to talent retention.

In addition to these general recommendations, management can involve employees in pay decisions, provide training on pay equity and fair pay practices, and create a culture of feedback and open dialogue to promote fair pay and create a more positive and productive work environment for all employees. Unfortunately, none of these measures will address individual grievances where some workers may feel they work "harder, more, better" than others and should thus earn more. Management could address these issues through performance bonuses rather than basic pay structures.

7.5. Contribution to the Current Body of Knowledge

The study's contributions to current knowledge represent an advance in understanding the intricate interplay between perceptions of fair pay and the specific context of South African mine workers. The findings illuminate the unique dynamics and challenges faced by this group of workers in the area of pay and offer valuable insights that extend far beyond the boundaries of the mining industry.

First and foremost, the study's findings open a window into the complex landscape of perceptions of fair pay. By examining how South African miners perceive the concept of fair pay, the study reveals a mosaic of factors that influence their views on pay. This comprehensive understanding goes beyond mere monetary figures; it addresses the psychological and emotional dimensions of what constitutes fair pay for these people.

In a broader context, the findings have implications for the entire management sector and are not limited to the mining sector. Understanding perceptions of fair pay among miners can be seen as a microcosm of the challenges faced by different organisations in different sectors and regions. The core principles uncovered in this study – the importance of fair pay, the role of transparency and the need for holistic rewards – are universal principles that are relevant to any management team seeking to motivate and retain a diverse and motivated workforce.

Managers, regardless of their industry, can gain valuable insights from these findings. The relationship between fair pay, employees' motivation, job satisfaction and compensation is a fundamental concern for any organisation seeking to achieve high levels of employee performance and satisfaction. By recognising these findings, leaders can tailor their strategies to meet the diverse needs and expectations of their workforce.

It also provides a vantage point through which management can observe and understand the broader context of workforce dynamics. The experiences of South African mine workers are not isolated; they reflect broader social, cultural, and economic factors that influence workers' views on remuneration. Management can draw parallels between these findings and the challenges faced by their own employees and recognise that the principles of fair pay and employee satisfaction transcend geographical boundaries.

In summary, the study's contributions to current knowledge extend far beyond the boundaries of South African mines. They serve as a beacon for managers across industries by shedding light on the nuanced dynamics of fair pay perceptions and providing valuable guidance on how to motivate, satisfy and retain their employees. By taking these insights to heart, management can lead the way to employees' greater well-being and business success in a world where employee satisfaction is paramount.

7.6. Limitations of the Research

This study provided valuable insights into perceptions of fair pay among South African mine workers and shed light on the complex dynamics that influence workers' views on pay. However, it is important to acknowledge the limitations of the study as they have an impact on the generalisability of the findings and highlight the need for nuanced management strategies.

As a novice in the interview technique used for this study, the researcher relied on iterative interviews to refine the method. Given the nature of the study, the interpretation of the participants' responses depended on the novice's understanding and interpretation, which could lead to personal bias influencing the analysis.

In addition, the study was limited to C5-E1 Paterson grade employees who are supervisors within the mine structure. General mine workers, senior managers and executives were excluded because of their limited accessibility and language barriers, although their perspectives could be of great value.

Another factor was the geographic focus of the study, which only targeted participants from the SBPM in Swartklip, a single platinum mine. Consequently, the results may not be fully representative of the broader South African mining landscape, as participation was limited to only eight departments within the one mine.

In addition, the geographical and industry focus further limited the generalisability of the study. The findings may not be readily transferable to other regions or industries, as workers' perceptions of fair pay may vary widely depending on their work experiences, challenges and cultural context. For example, the challenges faced by South African mine workers may differ from those of an office worker in a metropolitan area or a developed country.

Time constraints due to the University's deadlines and the researcher's work commitments further limited the study. Participants' availability for interviews was also limited to their convenience.

Another limitation is the lack of a thorough investigation of cultural and legal influences. External factors such as cultural norms, values and traditions can influence individual interpretations of fair wages. In addition, legal frameworks and labour laws can dictate wage structures and perceptions and influence workers' views on the issue.

Management should be cautious of these constraints when formulating compensation and satisfaction strategies. Industry-specific research that takes into account geographical, cultural and legal differences may provide more accurate and relevant insights. In addition, management should consider the possibility that employees' perceptions of fair pay are influenced by unique external factors and adjust their strategies accordingly. By addressing these constraints, management can ensure that its compensation and

satisfaction strategies are closely aligned with the unique needs and expectations of its workforce.

7.7. Suggestions for Future Research

To further advance the understanding of perceptions of fair pay and its impact on management, future research efforts may follow different paths, each offering unique insights into this complex and critical area of study:

- a) **Comparative studies:** Comprehensive comparative studies can be conducted that transcend the boundaries of different industries and geographic regions. This approach allows for a holistic understanding of the generality of findings and the identification of nuances specific to different sectors and locations. By comparing perceptions of fair pay in different contexts, researchers can gain a more nuanced understanding of how workers' views of pay are shaped and how they differ.
- b) **Cultural and regulatory factors:** In-depth research can explore the cultural and regulatory influences on perceptions of fair pay. A more thorough examination of these external factors can provide invaluable insights into how societal norms, values and traditions affect individuals' understanding of fair pay. In addition, understanding the ways in which regulatory frameworks and labour laws shape compensation structures and perceptions can lead to more targeted management strategies. By uncovering the role of cultural and regulatory factors, future research can contribute to a more comprehensive understanding of the intricacies of fair pay.
- c) **Longitudinal studies:** Longitudinal studies can be used to track the evolution of perceptions of fair pay overtime. Understanding how these perceptions change and adapt over the long term is critical for management to make proactive adjustments to their compensation strategies. This approach allows researchers to examine the dynamic nature of perceptions of fair pay and how they evolve in response to changes in the work environment, economic conditions, and societal expectations. Longitudinal studies provide a valuable perspective for both researchers and management.
- d) **Management interventions:** The effectiveness of specific management interventions to improve perceptions of fair pay and their impact on employees' motivation and satisfaction can be studied. Identifying and implementing effective interventions can be of great benefit to management teams seeking to improve employees' well-being. These measures could include adjustments to

compensation structures, communication strategies and transparency measures. Research in this area can provide practical guidance to management teams actively seeking to improve perceptions of fair pay and, consequently, employee morale and performance.

7.8. Conclusions and Recommendations

In summary, this chapter provides a cornerstone for understanding the complicated dynamics of fair pay perceptions, their managerial implications, and the promising horizons of future research. By carefully analysing the study's findings, acknowledging their profound implications for the management landscape and outlining avenues for future research, a comprehensive panorama of insights emerged.

The findings presented in this study serve as a guiding star for management in the mining industry. By making an effort to absorb and internalise the recommendations for future research, management can pave the way to not only refine, but also artfully adapt their strategies. These strategies, based on the empirical findings of this study, aim to increase employees' satisfaction, motivation, and their performance, and thereby improve the company's ability to retain skilled and experienced staff, increase productivity and enhance overall performance.

The contributions of this study confirm and build on existing knowledge and add depth and nuance to the art of effectively managing a diverse and motivated workforce. With each layer of new insights uncovered, management will be better equipped to navigate the intricacies of perceiving equitable pay and the fertile ground it provides for fostering a thriving work environment.

Incorporating these insights into the structure of their decision-making and strategies is the essence of progress for management. In this way, the seeds of fairness, employees' well-being and ultimately success can be planted in the organisation. As the future beckons with its unexplored territories, this study serves as both a compass and a testimony to the ever-evolving journey to reach the zenith of managerial excellence.

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Appendix 1: SBPM participant's profiles

Name	Organisation	Gender	Race	Work Experience	Paterson Grade	Department	Job designation	Interview Date	Completed/Recorded
D1_P1	SBPM	Female	African	4	D1	Geology	Section Geologist	11-Aug-23	Completed/Recorded
D3_P1	SBPM	Male	African	10	D3	Rock engineering	Shaft Rock Engineer	11-Aug-23	Completed/Recorded
D1_P2	SBPM	Male	White	18	D1	Survey	Section Evaluator	14-Aug-23	Completed/Recorded
D3_P2	SBPM	Female	African	12	D3	Rock engineering	Project Shaft Rock Engineer	14-Aug-23	Completed/Recorded
D2_P1	SBPM	Male	African	27	D2	Mining	Mine Overseer	15-Aug-23	Completed/Recorded
E1_P1	SBPM	Male	African	27	E1	Planning	Chief Mine Planner	17-Aug-23	Completed/Recorded
D2_P2	SBPM	Female	African	21	D2	Planning	Senior Mine Planner	15-Aug-23	Completed/Recorded
D3_P3	SBPM	Male	African	25	D3	Survey	Shaft Surveyor	17-Aug-23	Completed/Recorded
E1_P3	SBPM	Male	African	25	E1	Engineering	Resident Engineer	18-Aug-23	Completed/Recorded
E1_P2	SBPM	Male	White	28	E1	Geology	Chief Geologist	16-Aug-23	Completed/Recorded
D3_P4	SBPM	Female	African	15	D3	Human Resources	HR Business Partner	21-Aug-23	Completed/Recorded
D1_P3	SBPM	Male	African	23	D1	Mining	Senior Shift Supervisor	21-Aug-23	Completed/Recorded
C5_P1	SBPM	Female	White	15	C5	Finance	Incentive Officer	22-Aug-23	Completed/Recorded
E1_P4	SBPM	Male	African	17	E1	Rock engineering	Chief Rock Engineer	24-Aug-23	Completed/Recorded
C5_P2	SBPM	Female	African	12	C5	Survey	Senior Surveyor	23-Aug-23	Completed/Recorded
D4_P1	SBPM	Male	African	10	D4	Engineering	Section Engineer	31-Aug-23	Completed/Recorded
D4_P2	SBPM	Female	African	?	D4	Mining	Section Manager	Not available	Not available
D3_P5	SBPM	Male	African	?	D3	Ventilation	Shaft Ventilation Engineer	Not available	Doesn't fit the criteria
C4_P1	SBPM	Female	African	?	C4	Ventilation	Ventilation Officer	Does not meet criteria	Not available

Appendix 2: Interview schedule

Date	Paterson Grade	Name	Time	Progress
10-Aug-23	D1	[REDACTED]	2pm	Completed/Recorded
11-Aug-23	D3	[REDACTED]	7am	Completed/Recorded
14-Aug-23	D3	[REDACTED]	12pm	Completed/Recorded
14-Aug-23	D1	[REDACTED]	10am	Completed/Recorded
15-Aug-23	D2	[REDACTED]	4:30pm	Completed/Recorded
15-Aug-23	D2	[REDACTED]	1pm	Completed/Recorded
16-Aug-23	E1	[REDACTED]	3pm	Completed/Recorded
17-Aug-23	D3	[REDACTED]	1pm	Completed/Recorded
17-Aug-23	E1	[REDACTED]	1pm	Completed/Recorded
18-Aug-23	E1	[REDACTED]	9am	Completed/Recorded
21-Aug-23	D4	[REDACTED]		Not available
21-Aug-23	D1	[REDACTED]	2pm	Completed/Recorded
21-Aug-23	D3	[REDACTED]	12pm	Completed/Recorded
22-Aug-23	C5	[REDACTED]	1pm	Completed/Recorded
23-Aug-23	C5	[REDACTED]	2pm	Completed/Recorded
24-Aug-23	E1	[REDACTED]	2pm	Completed/Recorded
	C4	[REDACTED]		Does not fit the criteria

	D3			Not available
31-Aug-23	D4		3:30pm	Completed/Recorded

Appendix 3: Interview questionnaire guide

QUALITATIVE INTERVIEW GUIDE

1. Introduction

First of all, thank you for agreeing to participate in my research project. Please note that the anonymity of all participants in this project is guaranteed, all identities will be obscured in the presentation of the research paper.

Ensure the consent form is signed!

Get agreement from participants to record the interview.

The topic of Research: "The Impact of Perception of Fair Pay on the Behaviour of Mine Employees in South African Mines."

The topic of perception of fair by South African mine employees is one that has not been studied very much to date. Today's discussion is about your views on your perception of fair pay and other pay-related issues that will help me explore this topic and formulate a better understanding.

None of the questions ask you to name a specific salary, nor do they require you to give me details of your exact income. Please remember that I will keep your information confidential, and that no personal data will be used in my final research report.

2. Background

2.1. Can you briefly describe your role and responsibilities as a mineworker in South Africa?

2.2. How long have you worked in the mining industry? (Profiling)

2.3. How important do you think fair pay is for mine workers and their behaviour toward their employers? (similar to 4.4) Research Q1

2.4. Have you ever experienced discrepancies in pay or perceived unfair pay? If so, can you give an example?(similar to 4.5)

3. Perception of fair pay

3.1. What factors do you consider when deciding whether your pay is fair or not?

3.2. Do you think there are differences in the perception of fair pay between different departments or levels of employment within the mining company? If so, can you explain this? RQ2

3.3. What influence do you think employees' years of experience, educational background, job skills and work tasks have on their perception of fair pay? RQ1

4. Perception of fair pay and Job satisfaction

4.1. How would you define "fair pay" in the context of your work in the mine? RQ1

4.2. Do you believe that employees in South African mines are compensated fairly? Why or why not?

4.3. What factors do you consider when evaluating the fairness of your pay? (e.g., job responsibilities, industry standards, cost of living, etc.)

4.4. How does your perception of fair pay influence your overall job satisfaction?

4.5. Can you provide an example of a time when you felt that your pay was unfair? How did it impact your job satisfaction?

5. Perception of fair pay and behaviour

5.1 How do you think your perception of fair pay affects your behaviour toward your employer?

5.2. In your experience, does the perception of fair pay influence the behaviour of mine employees? If yes, how?(similar to 3.5)

5.3. Have you observed any differences in behaviour between employees who believe they are being paid fairly and those who do not? If so, can you provide examples?

5.4. In your opinion, are there noteworthy differences in attitudes and behaviours between different levels of employees or departments in relation to pay? If so, can you elaborate on this?

5.5. How does the perception of fair pay affect employee commitment and loyalty to the mining company?

5.6. Do you think a perception of unfair pay can lead to negative behaviours, such as absenteeism, theft, or reduced productivity? If yes, can you please explain?

6. Perception of Fair Pay and Motivation

6.1. In your opinion, how does fair pay affect your motivation? (similar to 4.4)

6.2. Do you think fair pay leads to more engagement among mining employees? Why or why not?

6.3. Have you ever considered leaving your current job because of what you perceive as unfair pay? If so, can you explain the reasons for your consideration?

6.4. Do you believe that a perception of fair pay is important for maintaining high levels of employee motivation? Why or why not?

6.5. Are there any additional motivational factors besides fair pay that you consider important in your work?

6.6. How does the perception of fair pay influence your motivation to perform well in your job?

6.7. Have you ever experienced a decrease in motivation due to a perceived lack of fair pay? If yes, can you please describe the situation and how it affected your performance?

7. Recommendations and implications

7.1. What measures do you think the mining industry can take to improve the perception of fair pay among workers?

7.2. Based on your experiences and perceptions, what recommendations would you make to mining companies to formulate fair and equitable remuneration policies?

7.3. How do you think fair remuneration can help attract and retain talent?

7.4. What do you think are the potential benefits of improving the working environment in South African mining companies through fair compensation?

7.5. Do you think that greater transparency on pay issues can positively influence workers' behaviour? Why or why not?

7.6. Are there other factors besides pay that you think could influence the behaviour and motivation of mine workers?

8. Conclusion

8.1. Thank the participants for their time and valuable insights.

8.2. Offer participants the opportunity to make further comments or suggestions.

Appendix 4: Ethical Clearance from Gordon Institute of Business Science.

**Gordon Institute
of Business Science**
University of Pretoria

**Ethical Clearance
Approved**

Dear Aloysia Lebogang Mogongwa,

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

You are therefore allowed to continue collecting your data.

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

[Ethical Clearance Form](#)

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

Appendix 5: A sample of the email request sent to all identified participants

Good day [REDACTED]

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA. As part of my academic program, I am conducting a research project titled "**The Impact of Perceptions of Fair Pay on the Behaviour of Mine Employees in South African Mines,**" and will require a 1hour face-to-face interview for data collection purposes. The interview can be conducted at your convenience between the dates 22nd Aug 2023 – 24th Aug 2023.

I am writing to request your voluntary participation in this research project to help us understand and explore the relationship between perceptions of fair pay and employee behaviour in South African mines. Your participation is crucial in helping us gain valuable insights into this important area of study. **Please indicate to me your willingness to participate in the study by responding to the email with a preferred date and time.**

Please note the following information regarding your participation:

- All information shared will be treated confidentially and used for research purposes only.
- Your participation in this study is entirely voluntary, and you have the right to withdraw at any time without penalty or prejudice.
- Your decision to participate or withdraw will not impact your relationship with the University of Pretoria or the Gordon Institute of Business Science.
- All information collected during the study will be kept strictly confidential.
- Your identity will be anonymized, and any personal information disclosed will be handled with the utmost care and stored securely.
- The research findings will be reported in a manner that ensures the privacy and anonymity of all participants.
- The study does not involve any known risks to participants.

- Although there may not be direct benefits to you, your participation will contribute to the advancement of knowledge in the field of employee behaviour in South African mines.

If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher Name:	Aloysia Lebogang Mogongwa	Researcher Supervisor Name:	Prof. Mark Bussin
Email:	27305075@mygibs.co.za	Email:	drbussin@mweb.co.za
Phone	0768128461	Phone	0829010055

**Gordon Institute
of Business Science**
University of Pretoria

Regards

Lebogang Mogongwa

Shaft Geologist (Pr. Sci. Nat)

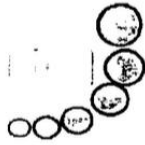
MRM/GEOLOGY

Siyanda Bakgatla **Platinum Mine** (Pty) Ltd (Union Mine)



Email: aloyasia.mogongwa@siyandaplatinum.com
Office: +27 14 786 1184
Cellular phone: +27 60 897 9298
Physical Address: Blackwell Highway, Swartklip, Limpopo, 0370
Website: <http://siyandaplatinum.com/>

Appendix 6: A signed NDA between SBPM and the researcher



**CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT
(NDA)**

Between

**Siyanda Bakgatla Platinum Mine (Pty) Ltd
(Registration number: 2016/228893/07)
("The Disclosing Party")**

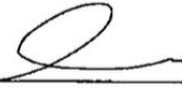
AND

**Aloysia Lebogang Mogongwa
Identity Number: 890304 0769 08 2
("The Receiving Party")**



SIGNATURES OF THE PARTIES : SBPM

SIGNED AT Swartklip ON THIS 25 DAY OF July 2023.


_____ (For and on behalf of SBPM Duly Authorized)

Name: Isaac Makhoana

Capacity: Senior Finance Manager

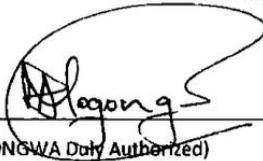
WITNESSES for SBPM:

1. Name: Jlene v. d. Walt Signature: 

2. Name: Nontsikelelo Majikela Signature: 

SIGNATURES OF THE PARTIES : ALOYSIA LEBOGANG MOGONGWA

SIGNED AT SPUD SHAFT ON THIS 18 DAY OF JULY 2023


_____ (For and on behalf of ALOYSIA LEBOGANG
MOGONGWA Duly Authorized)

Name: ALOYSIA LEBOGANG MOGONGWA

Capacity: EMPLOYEE / STUDENT

WITNESSES for ALOYSIA LEBOGANG MOGONGWA

1. Name: JOAN MATIUDA Signature: 

2. Name: Stella Sedieka Signature: 

Appendix 7: A signed NDA by the transcriber.

CONFIDENTIALLY AND NON-DISCLOSURE AGREEMENT

It is a condition of engagement that students will assist in preserving all confidential information, ideas and plans; any confidential information or any information in respect of any data gathered, captured or analysed in respect of the research work they undertake in fulfillment of GIBS masters or doctoral degree programmes, in this case the research project titled: **The impact of perceptions of fair pay on the behaviour of mine employees in South African mines** conducted by **Aloysia Lebogang Mogongwa**. The parties under this agreement agree to the following:

1. To apply their best efforts to keep any information confidential which has been acquired or may acquire pursuant to the research work. For the purposes of this clause, confidential information excludes information which:
 - 1.1 is publicly available or becomes publicly available through no act or default of any Party;
 - 1.2 was in the possession of a Party prior to its disclosure otherwise than as a result of a breach by any party of any obligation of confidentiality to which it is subject;
 - 1.3 is disclosed to the student by a person which did not acquire the information under an obligation of confidentiality; and
 - 1.4 is independently acquired by a student and as a result of work carried out by a person to whom no disclosure of such information has been made;
2. No party shall use or disclose confidential information except with the prior written consent of GIBS or in accordance with an order of a court of competent jurisdiction or in order to comply with any law or governmental regulations by which any Party concerned is bound or as may be lawfully requested in writing by any governmental authority.

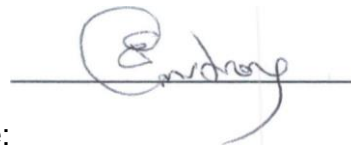
3. The party undertakes to permanently delete any electronic copies of confidential information received and destroy any confidential printed documentation or similar material in their possession promptly once they are no longer required, usually on completion of the service contracted by the student.

4. On completion of the contracted service on behalf of the student, the party is to confirm to the student that they are not in possession of any confidential information.

Signed at Port Alfred on this 1st day of September 2023.

On behalf of:

AUDTRANSCRIBE



Name: Ms Eve Armstrong _____ Signature:

duly authorised and warranting such authority

Witness:

Appendix 8: Interviewee consent letter to conduct the interview.

Informed Consent Letter:

Dear Participant,

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA. As part of my academic program, I am conducting a research project titled "**The Impact of Perceptions of Fair Pay on the Behaviour of Mine Employees in South African Mines.**"

I am writing to request your voluntary participation in this research project. Our interview is expected to last about an hour and will help us understand and explore the relationship between perceptions of fair pay and employee behaviour in South African mines. Your participation is crucial in helping us gain valuable insights into this important area of study.

Please note the following information regarding your participation:

- All information shared will be treated confidentially and used for research purposes only.
- Your participation in this study is entirely voluntary, and you have the right to withdraw at any time without penalty or prejudice.
- Your decision to participate or withdraw will not impact your relationship with the University of Pretoria or the Gordon Institute of Business Science.
- All information collected during the study will be kept strictly confidential.
- Your identity will be anonymized, and any personal information disclosed will be handled with the utmost care and stored securely.
- The research findings will be reported in a manner that ensures the privacy and anonymity of all participants.
- The study does not involve any known risks to participants.
- Although there may not be direct benefits to you, your participation will contribute to the advancement of knowledge in the field of employee behaviour in South African mines.

If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher Name:	Aloysia Lebogang Mogongwa	Researcher Supervisor Name:	Prof. Mark Bussin
Email:	27305075@mygibs.co.za	Email:	drbussin@mweb.co.za
Phone	0768128461	Phone	0829010055

Signature of participant: _____ Signature of researcher:

Date: _____

Date: _____