

Mine Operations in South Africa: Community and Employee Reactions

Sebonkile C. Thaba, *Member, IAENG*

Abstract— For several years, the mining industry in South Africa has experienced widespread protest action on the part of mine workers and members of communities where mines are located. To identify reasons for these protests, a total of 46 accounts of protest actions, published in a range of South African newspapers, were reviewed for the study discussed in this paper. Key findings from a thematic content analysis of these accounts are that community members have been protesting about lack of job creation, inadequate service delivery and pollution of the environment. The mineworkers are mainly dissatisfied with salaries, benefits and some working conditions. Most of the mining companies which have experienced protest action are high profile international mining organisations which have experiences of operating in several countries. This paper argues that these mining companies have excellent operational strategies which ensure cost-efficient and good return on investment, but the problem is that the strategy is excluding some of the stakeholders, whom then becomes obstacles and threat to the profitability of such organisations. The mining unrest had taken place in many countries, which the South African mining companies could have learned from every time initiating a mining business in the land of the indigenous. Ensuring that operational excellence at all-time covers the three aspects of sustainability in a win-win situation is a way to go. This is the integration of economic, social and environmental elements within the operational excellence. Future research and proportions are included in the study

Index Terms—Mine Industry, community, mini workers, protest, South Africa, Operational excellence

I. INTRODUCTION

South Africa, a top mineral producer, its mining industry plays a significant role in a country' employment creation and gross domestic products (GDP), [1]. South Africa is one of the emerging markets in Africa and is rated the 10th largest stock market in the world and one of the wealthy and economically developed in the African continent. The mining industries in South Africa, whom some are also the multinational companies already have the operational excellence, which makes their businesses to thrive. In literature, the operational excellence should be the inclusion of product and safety quality through total quality

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S. C. Thaba is with the Department of Transport and Supply Chain Management, University of Johannesburg, Soth Africa, phone: 27 11 599 1536; e-mail: scthaba@uj.ac.za).

management (TQM), protection of the environment and the health and safety of the employees to ensure the needs and wellbeing of stakeholders, [2] and [3]. Within an organisation, the lean teams are replaced with the operational excellence teams. Due to the operational excellence teams covering all the improvement methodologies, [4]. The operational excellence for years now it has been promoting the improvements of the organisation by using the tools and techniques of the operational management to improve the performance of the organisation. Tools such as Lean Six Sigma, TQM and Continuous learning are used in the operational excellence research, [5], [6], [7], [3], and [8]. Operational excellence is better explained by the Shingo model; the first principle called respect for everyone. This could not only imply to employees and customers; it also covers the community. This study found out that less research concentrated on social/ external stakeholder's impact on companies' operational excellence, especially in the mining sector. Hence Sony (2019) [4] state that, his study is the first to integrate the three elements of sustainability, namely the social, economic and environment. The operational excellence integrates the management systems, for the operations of the business, the corporate social responsibility also plays a role in the operations of the organisation. The companies are utilising operational excellence to ensure the capabilities within their organisation, [9].

The birth of corporate social responsibility was due to the environment and social impacts neglection by the global mining companies, [10]. "The mining sector CSR refers to a company's voluntary actions to either reduce the negative impacts of mining (economic, social, and environmental) or to improve the living conditions of the local communities where they operate. By definition, voluntary actions are those that go beyond legal obligations and binding contracts" [11]. The corporate social responsibility (CSR) should not only be one of the initiatives which an organisation had to undertake. It had to be part of the operational excellence strategy when organisation are planning to empower and develop people; it had to be internal as well as external.

In most cases, the management's view on CSR differs from the perspective of the stakeholders, [10]. The mining industries today in South Africa should look at operational strategy in a way that their success is also the success of the people who happens to be the stakeholders. The number of protests in the mining industries is becoming tremendously huge in a way that it endangers people's lives and the mining companies losing millions of rands. The communities in the mining areas, their benefits are shallow,

and while the environment and social costs associated with mining are very high, [12]. This results in numerous protest from the communities. Guatemala is one of the countries between 2005 and 2008 experienced 1 482 mining protest due to unsatisfactory and multiple demands from the community, [13].

II. THE PROBLEM STATEMENT

With the reduced prices in commodities and economic crisis, the global mining companies are still in a search for mining opportunities, [14]. The companies end up exploiting mineral resources in the homelands of the indigenous who are poor and vulnerable, [14] and [15]. The community protestors are making it difficult for the mining industry to operate normally due to many strikes. Because of the higher rate of unemployment in South Africa whenever in an area there is an opportunity for the mining industry to operate people in the community tends to believe that all of them will be employed and that will be the end of poverty and unemployment for them. When the people in the community are now experiencing the opposite of what they have expected, they then tend to be violent and forcefully demanding. The problem is affecting mining industries as well as the people in the community severely. There should be an intermediate which will come with the resolution. Mining industries already have a good operational strategy in place, which ensures the success of their businesses. But now for these organisations to succeed, they will need to look into external social impact as part of their operational excellence strategy.

III. THE PURPOSE OF THE STUDY

To ensure that existing operational excellence models involve the external social impacts, meaning, it should not only concern companies to provide effective and efficient socio-technical aspects but also guaranteeing the positive relationship of external stakeholders. In this case, being the communities.

IV. CURRENT CHALLENGES IN THE SOUTH AFRICAN MINING INDUSTRY

The South African mining industries are experiencing many difficulties; one of them is the unrest of the communities protesting about unemployment and poverty. It is a common sense that mining industries have a certain number of people which it can employ. Not every person within a community can be applied in the mines. While other reasons are in the communities where mines operate people, not all people have applicable skills, knowledge and experience the mining industries requires, while the other purpose is limited jobs. The mining industries had to apply the right personnel according to the expertise and the skills needed by the business. Some of the skills and knowledge cannot be found within the communities where they are operating. But what is it that can be done to come to a resolution which will end the unrest or the dissatisfaction in

within communities?.

The current challenges of protest by communities around the South African mines need the integration of stakeholders, which might take some time to get the combination. Currently, it is severely affecting the productivity of the mining industries, which are in operation. Most of these mining industries are a well-established organisation, which have well operational strategies that have to impact positively on socioeconomic both internally and externally. The social impact internally it is the people who are employed by the mining industries. It is the responsibility of the mining industries to continuously develop employees through education and training, which will empower the employees to be motivated and grow in their personal development. It is equally the responsibility of the industries to ensure people in the communities are satisfied with their operations within the communities. In South Africa today, there is unrest because of the conflicts between the mining industries and the communities. With operational excellence, what is it that the mining industries can do to come to the resolution.

The operational excellence is not only about outstanding practice in managing the organisation and achieving results, but a matter of cost reduction and quality improvement and also being smart about how to handle people and resources. The handling of resources and people must be internal and external. In the mining industries, how many distractions of operations where experience due to the protest of the people in the community. Community protest is affecting the operation of the business negatively, and that is a negative external impact. So, according to, robust change management capability and strong leadership to become operational excellence, which social effects internally and externally as operational excellence is also very much dependent on employee empowerment, satisfied stakeholders, owners of the natural resources and a culture of continuous improvement. Its adoption and introduction usually confront a company with the need to change the way its stakeholders (employees and community members) think and act.

Most of the CSI projects which have undertaken by the mining industries are not sustainable and profitable. The enterprise development project needs to be very solid and sustainable. They need to be a strong value chain linkage between industries and SMMES in terms of enterprise development. This cannot be achieved without the encouragement of continuous improvements through engaging and training the community members that were part of the operational excellence.

The value chain, which is the integration of all the stakeholders within the mining industries is very crucial. The only sustainable and beneficial enterprises will be the business procuring directly in the mining industry. 90% of such a company has to be the local business. This will eradicate poverty and increase employment. The government has to be the first people to take the initiative in this by enforcing the regulations and policy which empower their people with sustainable projects.

How many enterprise hubs exist within the rural areas where the extraction of the mineral are taking place, like training small business on procurement of the products which are to be procuring into the mining industries. Most of the enterprise development projects are training in the skills and business ideas liking to the mining industries.

V. RESEARCH METHODOLOGY

The collection of data on the published newspaper basing the study on the secondary data; the desktop research was conducted. Using Google as a search engine, using the keyword words: mining protests, striking miners, mining unrest, and community protest. South Africa and all the provinces were always included in the search. The media report that is used in this study is ILO News, Eye Witness News, SABC News, Enca News, Mail and Guardian, Tile Live News, morning.com. Mining Weekly, Morning.com, Aljazeera, Bosveld Review Online and News 24. The study was ensuring that there is no duplication of protest by only recording one news media with one type of protest. If the same protest was reported in more than one media, it was then not included.

A. Results and analysis

TABLE I
Source of Protest

Protesters	Source	Damage	Nature of Protest
Community	IOL[16]	Intimidating motorists and blocking roads	Spreading wealth to the poor
Community	[17] SABC News	Blocking roads	
Community	[18] Enca	Blocking roads	Hiring more locals
Community	[19] News 24	The intimidating motorists, three cars burnt	Preventing workers from reporting to work
Community	[20] Mail and Guardian	Threatening workers and contractors, blocked the road	violent succession battle in the traditional society that owns the land
NUM association	[21] Enca		Giving another association access without memberships
Workers	[22] Mail and Guardian		Retrenchment plan/cut of jobs
Cosatu association	[23] News24		Fast-tracking the process of taking out the trapped bodies in the mine and completing strand workers not working.

Ex-employees and community	[24] Times Live	Burnt buses	demanding that the mine pay out funds from an independent employee share scheme.
AMCU members/Union	[25] Mining Weekly		Disagreement with the wage increase
Union members and workers	[26] Mining.com		Demanding pay raise
Members of AMCU/workers	[27] Mining.com	Three weeks strike not reporting to work	Demanding double wage and allowance
NUM association	[28] Eye Witness News		A march against retrenchment
Members of the association	[29] Eye Witness News	torched two trucks and offices	Wage dispute
Community	[30] News24	Trucks and cars ablaze	Targeting white people who are not supporting the protest
Gun Men	[31] ENCA	One person dead and three injured	Cause unknown
Community leaders/Community	[32] ENCA	1 Person dead and Three-week person injured	Undermining and ignoring community demands
Workers	[33] Aljazeera	Two people dead and 40 arrested	Wage increase
Community	[34] Bosveld Review online	Blocked entrance to the mine	Did not keep a promise to employ locals and improve the local area
Workers	[35] Mining Weekly	Five days underground without water	Demand R250 bonuses per blast
Wielding strikers	[36] Reuters	Anglo American had to shut down all the operations	Forced top world platinum producer to close down
Workers	[37] The real news Network		Wage dispute
Community and political leaders	[38] City Press	Peaceful march 7000 people	Empty promises by mining companies
Workers	[39] Enca	450 miners underground sit-in	Demand resignation of two senior mine managers.
Community	[40] News24	Blocking of roads	Lack of community development
Community	[41] News24	Two buses burnt	Unhappy with their leadership negotiating with mines concerning employment issues
stick-wielding miners	[42] News24	barricaded roads and torched roadside vegetable stalls	keeping striking workers united in their pursuit of higher wages.

Workers	[43]News24	blockaded the mine's entrance with road graders.	Is not known what they were striking about
Community	[44] SABC News	Four trucks contracted to mines went up in smoke and roads were blockaded	the contractor is appointed to construct tarred roads.
Workers	[45] SABC News	183 intimidating non-striking workers	unfair labour practice and unfair dismissal.
Num and workers	[46] SABC News		End of the contract of a contractor leaving 180 unemployed
Workers	[47] SABC News	Six hundred truck drivers employed by Carries Transport contracted to mine companies have embarked on an illegal strike.	Retrenchments: due to losing the contract with mining companies
Community members	[48]SABC News	One killed and two injured after a vehicle collided with one of the trucks that had been burnt	executive mayor of Sekhukhune District Municipality of interfering with the employment and procurement processes at the mines.
Union	[50]SABC News	3 500 union members downed tools	NUM demands that the company equalises its wages for all mineworkers Other issues include the calculation of benefits, family responsibility leave and funeral cover.
Union	[51]SABC News	Though Anglo Platinum retrenched over 7000 mine workers in the platinum belt early in 2016	Protecting union member from retrenchment by new management
Union and Workers	[52] SABC News	proposed retrenchments would affect all 1,700 workers	protest against possible reductions and operation closure
Workers	[53] SABC News	Three-week strike	demanding better wages, among others.
Workers	[54] The Guardian	More than 30 people killed	Wage dispute

Community and Mineworkers	[55] News 24	THREE MINE WORKER DIED	LILY MINE PROTESTERS DEMAND ANSWERS OVER UNPAID SALARIES
Community	[56] IOL	Three trucks burnt	Development of income that projects
Former employees and Community	[57]Mining Weekly	Blocked roads	Workers to Own some company shares
Community	[58] Enca	Blocking roads	Lack of job opportunities for locals
Community	[59] Enca	Property damage	Lack of job opportunities for locals
Community	[60] IOL	Machinery and pipeline burnt/ and disruption of operation	Employing local community members
Community	[61] News24	halted traffic for several hours with a burning tyre	Demanding jobs
Community	[62] News24	Blocking of Roads	Lack of resolution between the mine and communities, blasting mine activities that affected a school property
Association of Mineworkers and Construction Union (Amcu)/ Workers	[63] Enca	Damaging of near-by farms	The shooting of striking members/workers
Workers	[64] Mail& Guardian	Roadblocks	Wage increment

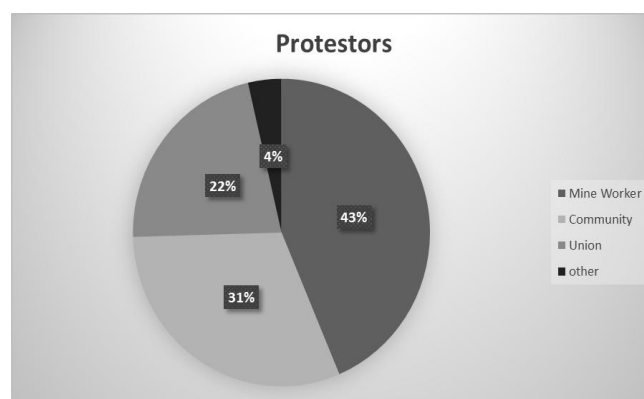


Figure 1: Total Number of Protest

Fig 1 shows that the study has for main types of protestors; the data was recorded in the way of checking the type of demonstrators in the strike. Most time, each group protest on their own, but they are a time where two groups are combined to form an attack. Most demonstrations happens after retrenchment of mineworkers, and they connect with the community to protest, in some cases, the mineworkers join the union in a strike. The reason there is a separation between Union and mineworkers demonstration is due to the formations of the attacks by the mineworkers. As the protests formed by the union, most of the time are peaceful. The union strikes are mostly taking place in in the companies head offices or the Union's head offices. The Mineworkers are leading with 43% protests then followed by the community protest.



Figure 2 Mineworkers protest

Wage disputes are one of the highest protests by the mineworkers. It shows that the mineworkers are not happy with the salaries. Retrenchment is another dispute that the mineworkers protest about and also the communities protests about it, due to many people being employed under a contract and not directly by the Mine. Other includes all the incidents that only occurred once in the data collected. The following are the protesting reasons which fall under the category of other

- Demanding the resignation of mining seniors
- Forcing the mine to close down
- Unfair labour practices
- Unpaid salaries
- The shooting of striking mineworkers
- Fast-tracking process of traps bodies in the mine

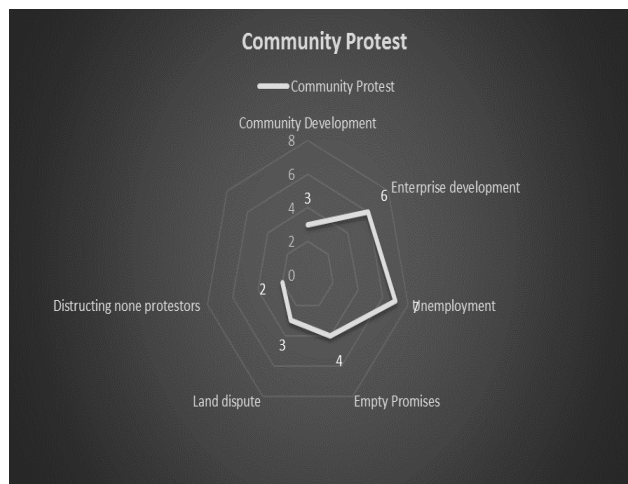


Figure 3: Reasons for Community Protest

The Media uses the name of the mines as they are called in the site, where the operations are taking place. Table to demonstrates the names of the multinational companies or listed South African mine companies which own the names of the mines in Table 1.

TABLE 2
SOUTH AFRICAN MINE COMPANIES

Mine Name	Mine Owner
Lily Mine	Vantage Goldfields
Mogalakwena Platinum	Anglo American
Amplats mine.	Anglo American Platinum Ltd
	Afarak South Africa
Venetia Mine	Debeers mine
Wonderfontein coal mine	Glencore's South African mine
Twickenham platinum miners	Anglo American.
Sibanye Gold	Anglo American Platinum Mines
Bokoni Platinum	Anglo Platinum

VI. RECOMMENDATION

The are many countries who had the same protest with the situation in South Africa, the same organisation in the mining because of their multinational and globalisation experiences are aware and also very capable to can follow the remedies and intervention recommended in courtesies like increment. Even paying attention to the situation of South Africa and making the company's operational excellences incorporate the case. Before the mining industry starts extracting resources in a particular community it needs to first look into the types of the enterprises which it can train the community members of to ensure it can at least create jobs to 90% unemployed people within the community of operation. The procurement will be the first,

then the waste management with reverse logistics. Water is essential for both the mining industry and also the community. As the mining industries are generating large quantities of water. This water can benefit the mining industries and the community profitably. The mining industry can be able to sell water to the community then the community or businesses can bottle the water and resell to the mines for meetings, events and conferences.

XI. CONCLUSION

Operational excellence is one of the proper ways to consider the community while ensuring the operational effectiveness and efficiency of the organisation. The future research can concentrate on integrating the operational excellence management systems to incorporate the corporate social responsibility in the way of meeting the needs of the communities where the business organisation are operating in. The principles of the Shingo Model and other operational excellence management systems within the mining sector needs just to involve community within the strategic plans and decisions that are taken, which are or will impact the community. Mining in South Africa is still the heart of the economy, only through a positive relationship between the stakeholders; the mining business can still thrive.

APPENDIX

Appendixes, if needed, appear before the acknowledgement.

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