

THE INFLUENCE OF BUSINESS STRATEGIES ON THE PERFORMANCE OF SMALL-SCALE CHROMITE MINING (SSCM) INDUSTRIES TO CREATE SOCIO-ECONOMIC GROWTH IN BAKGATLA COMMUNITY IN THE NORTHWEST PROVINCE OF SOUTH AFRICA.

by

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ABSTRACT

The study's research problem is that the mining sector is biased towards more established companies and give no attention to small-scale mining industries or entrepreneurial operations, which are marginalized on the resources. This is despite that fact that these small-scale mining industries or entrepreneurial operations are of significant sources of revenue generation for South African government. Thus, the current set up of the mining sector does not directly benefit or support the historically disadvantaged small-scale mining industries or operators. Notwithstanding the South African government's interventions, small-scale mining operators confront several challenges both at start-up and growth phase of their businesses and with low chances of being successful.

Undeniably, the small-scale chromite mining (SSCM) industries are gradually becoming the cornerstones of the South-African economy, to the point that these industries had a direct influence on the establishment of the Johannesburg Stock Exchange (JSE) in 1887 as part of precious minerals regulations and stock marketing. Though the small-scale chromite mining (SSCM) industries are very important to the South African economy, these industries are still facing severe challenges such as lack of support from the government to ensure that they are afforded the business strategies that stimulate socio-economic growth and performance enhancement.

As such, generally they remain being viewed as illegal mining activities by the policy makers and policy enforcing agents of South Africa. Hence, if no business strategies that positive influence business performance are not implemented to stimulate the socio-economic growth by the small-scale mining industries for their sustainability. Clearly, that will result in giving more misunderstanding on the role these small-scale mining industries play in the employment creation and the upliftment of the lives of communities.

The researcher of this study investigates the influence of business strategies on how to stimulate the socio-economic growth and performance of small-scale chromite mining (SSCM) industries to create socio-economic growth in Bakgatla community in Northwest province of South Africa. The focus of the researcher of this study is to ensure that the impact of the business strategies to the small-scale mining industries will alleviate poverty to South African population. Above all add-value to revenue generation and unemployment reduction as well as ensuring that there is better management of the environmental, social and proper governance (ESG) in the mining sector. In most cases in the South African Government

does lack the capacity to have restrictive laws to be enforced and adherence by these small-scale mining industries.

The study is a qualitative type which uses a series of face-face interviews with small-scale mining industries champions to generate data. Given the fact that small-scale mining operators are not willing to be interviewed on their activities as they informal in some cases, some of the data of small-scale mining operators was obtained from Mintek.

A sample which comprises of a convenient of 6 participants carried out through a qualitative study afforded the study to arrive a point of saturation. Some semi-structured interview questions, with the aid of contact interview protocol on the champions of the small-scale mining industries were self-administered to the participants of the Bakgatla community.

Thus, the researcher of the study arrived to the conclusion that the impact of business strategies on the performance of small-scale chromite mining (SSCM) industries to create socio-economic growth will assist in reducing unemployment, upliftment of socio-economic well-being of the people around the community, the environmental conservation which are important principles of sustainability.

Conclusively, the findings of this study revealed that small-scale mining operators are disadvantaged by a lack resources and unskilled human capital. The small-scale mining operators normally find difficult to access the support structures as they don't meet the criteria that the government of South African do provide.

The application of business strategies on the performance of small-scale mining industries to create socio-economic growth will eradicate the detrimental activities by illegal mining industries which include conflict that arise from fighting for mining areas that results in killings, handling of dangerous mining explosives by unqualified personnel, lack of knowledge on the rock geological structures and environmental damages. This would mean that if South African Government does support the small-scale mining industries through these business strategies, regular engagement, and investments the resolution of these problems would be more effective thereof.

DECLARATION OF THE ORIGINAL WORK

(Candidate and submit mini dissertation)

This is to certify that I have read, understand, and have complied with the Regenesys Business School Plagiarism Policy. I understand that failure to comply with this policy will result in my receiving the penalties as outlined in the policy.

I hereby declare that this work is my own.

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CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND.

Essentially, a business strategy is an outline of the actions and decisions a company plans to take to reach its goals and objectives, and these should help to guide the decision-making process for resources allocation (*Hilson, 2019: 1664*). The influence of business strategies to stimulate the socio-economic growth and performance of small-scale chromite mining operators should be viewed as the efforts that should be pushed, given the increased number of prospects for small-scale mining operators and thus these prospects maybe exploited more by small-scale mining operators. Hence, the business strategies which would stimulate socio-economic growth to these small-scale operators would mean ensuring the direct ownership of these small mines by these illegal operators, and contracting mining services by the legally registered mining companies to the SMM operators (*Heemskerk and van der Kooye, 2016: 667*).

The small-scale mining refers to mining operations that are conducted on a small-scale, either through legal or illegal means and often using rudimentary tools, that are commonly located in the rural areas or in the deserted old mining dumps (*Tylor, Appelton, Lister, Smith, Chitamweba, Mkumbo, Machiwa, Tesha and Beinhoff, 2015:111*), have an income of less than R7,5 million and employ fewer than 10 people (*Mutemeri, Sellick, and Mtegha, 2018:12; Mutemeri and Petersen, 2019:287; Veiga, Maxson and Hylander, 2016:436*). Essentially, small-scale mining is defined as the non-mechanised, labour intensive and involving low technology method of mining activities.

The small-scale mining sector is known for low cost, non-technical, by and large so unfriendly to the environment and in most instances using very unsafe methods of operations, and without proper management techniques is primarily what differentiate it from large-scale mining activities by large companies. (*Department of Minerals Resources and Energy, South Africa 2017:2*). The small-scale mining operators are clearly the previously disadvantaged people operating either legally or illegally at a small-scale level in South Africa and they lack effective participation in the mainstream economy because of wide-ranging challenges they do face (*Mutemeri and Petersen, 2017: 286; Siegel and Veiga, 2019:6*). According to Van

Straaten (2018: 480) and Drasch et al., (2014: 152), in general small-scale mining operators are confronted with similar challenges world over.

The small-scale mining operators can be viewed in two categories namely: The registered mining operators with permits, and the unregistered illegal mining industries popularly known as artisanal miners in some areas or the Zama-zamas (*Veiga, Maxson and Hylander, 2016: 449*).

This study focuses on the Bakgatla community in the Northwest province of South Africa with the view to employing business strategies that would stimulate the socio-economic growth from legal and illegal small-scale chromite mining industries in that peri-urban area. These illegal mining industries are compelled to employ the rudimentary methods of extracting the precious minerals and often conduct small-scale mining operations either individually and illegal (*Heemskerk and van der Kooye, 2016; Avila 2018 and Department of Water Affairs and Forestry of South Africa, (2010)*). The operations such as the Anglo-American Plc and BHP group typifies the licensed mining operators. Thus, in these large-scale mining operations, the skilled workers, new technology application and state-of-art machinery are the common features, unlike with the small-scale mining operators who target any form of mineral type at their disposal since the main goal is survival (*Tylor, Appelton, Lister, Smith, Chitamweba, Mkumbo, Machiwa, Tesha and Beinhoff, 2015*). Thus, these small-scale mining industries in this area have not been performing well economically to create jobs to help to reduce unemployment rate among the youth.

This unemployment rate has brought about unprecedented challenges to everyone either direct or indirectly creating some social ills such as crime in all its manifestations among the employment seeking youth who are forced to migrate to the small mining towns and live around the peri-urban areas such as Rustenburg city in Northwest province, for better employment opportunities which are undeniably very scarce.

Therefore, this study intends to investigate the influence of business strategies that can stimulate optimal performance of these small-scale chromite mining industries to enhance socio-economic growth in Bakgatla community.

1.2 BACKGROUND OF THE SMALL-SCALE MINING INDUSTRIES IN SOUTH AFRICA.

In the last decade the unemployment situation is so extreme and desperate in the remote rural areas of South Africa as a nation and Bakgatla Community in the Northwest of South Africa is no exception. Most employment seeking youths are forced to migrate to small mining towns such as Rustenburg city in Northwest province, hoping for employment opportunities which are undeniably very scarce.

Regrettably, the small-scale chromite mining industries (herein referred as to SSCM) which should provide livelihood for these unemployed youths in this community has not been performing well. The social-economic importance is not felt amongst the inhabitants of this community. These small-scale chromite mining industries (SSCM) should be viewed as a catalyst towards the stimulation and development of the economy of the area. It must be essentially recognized as source of rural livelihood with great prospects for creation of employment and poverty reduction among the rural folk. The problem is that this area of the country is ravaged by small-scale mineral diggers or operators.

Seemingly, these small-scale chromite mining industries (SSCM) are not guided by any policy formulation let alone business strategies to be applied to influence performance to create employment opportunities for the unemployed youths in this community.

It is common knowledge that small-scale mining initiatives (either legal or illegal) are the cornerstone of the rural economy in terms of job creation and poverty eradication. Thus, this small-scale mining sector is still poverty-driven rather than business savviness driven. *Childs (2014)*. The *International Labour Organisation (2011)* makes a point that more than 12 million persons are either directly or indirectly employed by the small-scale mining in Southern Africa alone which also has been alluded to by *Hilson (2019)*. Arguably, the small-scale mining operators in Southern Africa employ whoever is available in the local community, thereby making them the leading employers in Southern African rural communities (*Hilson, 2019*).

Hence, this study intends to suggest that proper business strategies are put in place which would stimulate optimal performance of these small-scale chromite mining industries to enhance socio-economic growth in the community area in question.

1.3 PROBLEM STATEMENT.

Bakgatla community in Northwest province is surrounded by vast natural reserves of chromite ore which is being exploited by small-scale unregistered (illegal) mining companies popularly known as artisanal miners in some areas or the Zama-zamas (*Veiga, Maxson and Hylander, 2016*) for economic and social benefits for the inhabitants who are ravaged by high unemployment and related social ills. However, unlike large-scale mining operations, with their skilled workers, new technology application and state-of-art machinery (*Tylor, Appelton, Lister, Smith, Chitamweba, Mkumbo, Machiwa, Tesha and Beinhoff, 2015:13*), these small-scale mining industries in this area have not been performing well and economically to create jobs that assist to reduce unemployment rate among the youths.

The lack of the business strategies on the performance of small-scale chromite mining (SSCM) industries for socio-economic growth creation has become a widespread problem in the backdrop of adverse commodity prices and the worsening socio-economic environment. The ever-increasing number of unregistered (illegal) small-scale chromite miners and the pressing out of profitability as the focus outcome by mining companies in the sector respectively. The small-scale mining industries is directly responsible for about 11% of all foreign direct investments into South Africa in particular, from the Chinese government. It is also the third largest employer after the registered mining companies and agriculture sector (The Federation for Small-scale mining industries, 2019). Despite all these good things mentioned about the small-scale mining industries, they are still facing many challenges one of which is lack business strategies on the performance to create much better socio-economic growth. The formulation and implementation of business strategies to better the performance of small-scale mining industries would go a long way in eradicating the already existing conflict between small-scale mining industries and established big mining houses. In some instance, these conflicts are inevitable where two opposing small-scale mining industries are to perform mining activities on same resource at the same location. The failure to understand the role that small-scale mining industries plays on creating socio-economic growth if the correct business strategies are implemented is quite detrimental to the mining sector, unemployment reduction and economy improvement of the country.

Hence, this study intends to investigate whether the application of business strategies would stimulate socio-economic growth and performance of these small-scale chromite mining

operators in Bakgatla community. Thus, the end-goal is to inform decision makers, policy makers, academia, environmentalists and practitioners in an endeavour to assist the small-scale mining industries in South Africa to creating socio-economic growth if all business strategies are availed to them.

1.4 PURPOSE OF THE RESEARCH OR RATIONALE.

The purpose and benefits of the research study are clearly deep rooted in the stakeholders of the study that includes policymakers, academia, decision makers and the public in general. The existence of the small-scale chromite mining industries in South Africa, does requires the academia and researchers to continuously update on what the realities and challenges they are confronted with in their business operations. Thus, by examining the body of knowledge and empirical data this study provides the update for the mentioned parties, for example policy makers such as Government departments and the Chamber of Mines of South Africa. These policy maker bodies must come up with workable, practical policies and regulations that should support the growth of businesses by the small-scale chromite mining industries, as this might be a great missed opportunity thereof.

Again, the research contributes to the vital information that is required to ensure the effective policies which regulates how the small-scale chromite mining industries should conduct their business strategies for better performance and growth. This is exactly why the decision makers are required to support and keep small-scale mining industries sustainable. The sustainability of these small-scale chromite mining industries through application of business strategies will alleviate the unemployment rate, support economy's growth and add value to the gross domestic product (GDP) percentage of the country. Hence, the outcome on the study of the influence of business strategies on the performance of small-small-scale chromite mining industries to create socio-economic growth in Bakgatla community in Northwest of South Africa will serve decision makers and policy makers in their responsibility to ensure creation of socio-economic growth.

Open and ethical investment is key to the growth and development of the South African economy as well as reducing the unemployment rates and thereby combating social ills that the general population is confronted with. If proper business strategies are applied by the small-scale chromite mining industries, it would enhance better taxes yields for the South African government, also contribute to much needed gross domestic product (GDP) and

therefore be considered as a valuable contributor to the national economy. Again, harvested from applying these business strategies by the small-scale chromite mining industries would be the enhancement of the investment, economic growth and employment creation and general improvement of South African population's lives.

1.5 RESEARCH QUESTION.

1.5.1 The main question.

Would the application of business strategies by the small-scale chromite mining industries create optimal productivity to enhance socio-economic growth in the Bakgatla community?

1.5.2 The sub-questions.

To answer the main question of the research study the sub-questions are.

- (i) What is the nature of operations of small-scaled chromite (SSCM) industries in Bakgatla community?
- (ii) Are the small-scale chromite mining industries aware of the influence business strategies in their business operations?
- (iii) What are the types of the business strategies to be considered by the small-scale industries to enhance and stimulate socio-economic growth?
- (iv) Which of the business strategies is or are suitable to be applied by the small-scale chromite industries stimulate performance and enhance socio-economic growth?
- (v) What are some of the performance challenges are being faced by the mining industries?
- (vi) Is there any relationship between business strategy application and business performance?

1.6 RESEARCH OBJECTIVES.

1.6.1 The primary objective.

To determine whether the application of business strategies by small-scale chromite mining industries would create optimal productivity to enhance socio-economic growth in the Bakgatla community in Northwest province of South Africa.

1.6.2 The sub-objectives

To achieve the primary objectives of the research study the sub-objectives are.

- To determine the nature of the operations of small-scale chromite mining (SSCMs) industries in the Bakgatla community.
- To ascertain whether the small-scaled chromite mining industries are aware of the business strategies that can influence performance.
- To find out the types of the business strategies to be considered by the small-scale chromite mining industries in Bakgatla community.
- To determine which of these business strategies is or are suitable to be applied by the mining industries to enhance socio-economic growth.
- To determine some of the performance challenges being faced by the mining industries.
- To examine the relationship between the application of business strategies and business performance.

1.7 RESEARCH DESIGN.

This section' s objective is to furnish a clear outline of the research design, the research population, the sampling design, procedure followed during the research, the research instruments and the technique used to analyse data. According to Tengeh (2020:29) the research design is influenced by the type of questions that the study seeks to address. This researcher's study seeks to address the application of business strategies by the small-scale chromite mining industries to create optimal productivity to enhance socio-economic growth, for Bakgatla community. The nature of South African government support structures that are available for small-scale mining industries that enhances the business strategies that create the socio-economic growth.

In general terms, a research study may use qualitative, quantitative or mixed methods, a means of triangulation. The quantitative research paradigm is statistically inclined and that defines the difference between a qualitative and quantitative design. For example, on a quantitative research design a researcher may allocate numbers (numerical figures) to an observation that can be graphically interpreted and/or anything that is measurable in a systematic way of investigation of a problem or phenomena and their relationship (*Brynard and Hanekom, 2018:69; Dun, 2019:142; Gravetter and Forzano, 2019:169*). Whereas the qualitative research design paradigm looks for factual data directly from the participants about their personal experience, opinions, attitudes and beliefs, for example through interviews (*Brynard and Hanekom 2018:69; Dun, 2019:142; Gravetter and Forzano, 2019:169*). Thus, this study is designed to collect and analysing opinions, attitudes, and beliefs of small-scale mining industries with regards to the influence of business strategies on the performance to create socio-economic growth.

1.8 THE SIGNIFICANCE OF THE STUDY.

The small-scale chromite mining industries make a substantial contribution to the poverty alleviation through job creation in the impoverished communities (*Kitula, 2017, Hilson and MacQuilken, 2014*). However, the small-scale chromite mining industries in the not been contributing to the above perceived job creation in the Bakgatla community area due non-performance in productivity due to a perceived non-existence of proper business practices. Therefore, the aim of this study is to contribute to literature on business practices that speaks to the application of business strategies to stimulate optimal productivity to enhance socio-economic growth of the community. It is anticipated that the success of the practice of effective business strategies by these small-scale mining industries might also assist other small businesses in general to adapt these business strategies to be productive to enhance socio-economic growth of the communities in which they operate.

1.9 RELEVANCE OF THE STUDY.

Apparently, several small businesses such as small-scale chromite mining industries in Bakgatla community in the Northwest province facing challenges of underperformance and effective business practices within the industries. Some of the resultant effects of these

challenges are low productivity and non-creation of jobs to mitigate unemployment of the youth in this area. This study specifically focuses on the business practices challenges around effective application of business strategies by these small-scale chromite mining industries to promote productivity to enhance socio-economic growth in the Bakgatla community in terms of job creation and reduction of poverty among the inhabitants.

It is anticipated that the success of the practice of effective business strategies by these small-scale mining industries might also assist other small businesses in general to adapt these business strategies to be productive to enhance socio-economic growth of the communities in which they operate. It is also anticipated that this study will contribute to literature on the appropriate business practices which small-scale businesses should engage in to foster productivity for profitability for growth. Above all, this study is being done to add to the research output of the Regenesys Business School.

1.10 DELIMITATION AND ASSUMPTION OF THE STUDY

1.10.1 Delimitation

This research study is confined to small-scale mining operators in the Bakgatla community who shall be handily sampled and the generalization of outcome of the study shall be limited to qualitative research design method. The research design will make use of the small samples which were accessibly selected, and a deductive outcome of the study will only be possible within the group represented by sample participants. This study conducted on small-scale mining industries, for Bakgatla community in Northwest province due to limited funds and time.

1.10.2 Assumptions

In this study, one assumption is that small-scale mining industries do apply business strategies on their performance to create socio-economic growth and they negatively affect the environment and thus threatening sustainability. The objective of this research is to test and check this assumption, hence if this is true, the research seeks to explore the extent which the failure by small-scale mining operators to apply business strategies on their performance to create socio-economic growth

1.11 OUTLINE OF THE MINI-DISSERTAION

This study comprises of six chapters, all properly arranged such that it starts with the introduction, background, and research problem identification, outlining the objectives and questions of the study. On the second phase, the study methodology on which the data collection process is outlined prior talking about the evidence collected considering the literature review and research process. As part of the conclusion of the study the influence of business strategies on the performance of small-scale chromite mining industries to create socio-economic growth are put forward.

1.11.1 Chapter 1: Introduction

The background of the study is dealt with and provided for under this chapter as well as the problem statement. Equally so, both the questions and objectives of the research and its relevance of the study is provided in this chapter. Again, it is in this chapter that the research approach, its limitations and crucial assumption and research contribution it will make.

1.11.1 Chapter 2: Literature review

It is under this chapter that provides the context or background to the study and as well as ensure that value of the research is properly documented. The literature review is a comprehensive survey of prior the study. Hence, this chapter gives definition of the business strategies, types of business strategies and their importance. Issues of importance such as small-scale business in relation to mining industries is postulated and as such are critical issues. Furthermore, importantly so the influence of business strategies on the performance small-scale mining operators to create socio-economic growth to uplift their communities are also dealt with.

1.11.1 Chapter 3: Research methodology

The research methodology is an outline of the research design and methods, process and the rationale for the research methods, data collection methods and data analysis used is provided under this chapter as well. Also, what is provided in this chapter is the background

on the sources of evidence utilized to conduct the research, and before it concludes with limitations of the research.

1.11.2 Chapter 4: Presentation of Results/Findings

It's in this chapter that provide an analysis of the results on answering the research questions raised, evidence collected from the research and the interpretation of these into graphs and tables where necessary. The analysis of the statistical information gathered and the observations as well as the interviews conducted to participants.

1.11.3 Chapter 5: Analysis and Discussion of the Results

The target participants for the case study are outlined in this chapter and the rationale for making such a determination. The link between the findings and literature review is provided and a case overview of research findings is outlined. The raised research questions are answered in this chapter, before outlining the recommended business strategies that supports the performance of small-scale mining industries to create socio-economic growth in Bakgatla community.

1.11.4 Chapter 6: Conclusion and Recommendations

This is a chapter where the conclusions of the research based on the literature review and factual investigation as well as recommendations for further research is presented in this final chapter.

1.12 CONCLUSION.

The outcome of this research assists to inform policy makers, decision makers and researchers on how the business strategies can enhance performance of the small-scale mining industries to create socio-economic growth in the Bakgatla community. Again, the other objective of this study is to give recommendations on how the influence of business strategies on the performance of the small-scale mining operators to create socio-economic growth, community upliftment and improvement.

Clearly, the study depicts the challenges that the small-scale mining industries are face with particularly on the start-up and growth phases of their business and this is exacerbated by the lack of proper business strategies. In spite of the fact that small-scale mining industries do add-value in the revenue generation and employment creation.

CHAPTER 2: LITERATURE REVIEW.

2.1 INTRODUCTION

In this literature, the discussion is focused on the objective to determine whether the application of business strategies by small-scale chromite mining industries would create optimal productivity to enhance socio-economic growth in the Bakgatla community. Also, to determine the nature of the operations of small-scale mining chromite mining in that community and ascertain whether these SSCMs are aware of the business strategies that can influence performance and if these strategies are suitable to be applied. According to *Polonsky and Waller, (2020:118)*, in most studies, published literature is used to argue for or against the merits of any expected study. A literature review encompasses multiple sources of electronic material sources such as journals, books and oral information that position the research project into a particular field (*Kaniki, 2019: 27*).

The sources like the books, journal articles, research reports and some websites, were used on this research as part of multiple sources of information gathering. This will assist the researcher of the study to obtain a number of insights for the past research, for example some studies found that small-scale mining operators generally employ children and females with very high-level of illiteracy (*Hilson,2019:115*). According to *Hilson and McQuilken (2018:114-121)* in their own investigations on the availability and support for the small-scale mining operators, did found that despite the important contributions that the small-scale mining industries make to rural communities and economic development, the policy makers mindset regarding the small-scale mining sector remain unchanged.

This notion was also confirmed by a writer that though there are more financial gains and employment reduction that can be realized from supporting and operating small-scale mining industries, the survey revealed, that the literature on small-scale mining operators is very limited, for South Africa (*Appiah 2017: 305-311*). More emphasis on environmental effect by

the small-scale mining and its importance to rural communities in Southern Africa is the existing literature (*Hentschel et al., 2017:27*). It's very clear that the literature review on the small-scale mining industries, the challenges they confront, and their prospects remain limited if no proper business strategies are applied to create socio-economic growth. However, the researcher of this study endeavoured to deal and expound on the literature review of the small-scale mining industries to possible length and abilities to ensure that business strategies on the performance of small-scale chromite mining industries are applied to create socio-economic growth. According to *Kitula (2016:410)* the literature on the influence of business strategies on the performance of small-scale mining industries is to some extent limited.

2.2 MINING DEFINED.

The term 'mining' has a different definition in various schools of thoughts. According to *Wark, Woldendorp, Splitz and Trudinger (2020: 210)* refer mining as referring to a set of activities prevalent happening in areas with hot temperatures, where mineral resources are abundant. However, *Craddock (2018,41)* and the South African Institute of Mining and Metallurgy (2017:3) hold different views to those by *Wark et al (2020:210)*. Accordingly, to the South African Institute of Mining and Metallurgy (2020: 3), mining is a process of extracting minerals underneath the surface using mechanical methods such as rock blasting. The term 'rock blasting' is better understood through the work of *Langefors and Kihlstrom (2017:28)*, who explained that rock blasting is a process of using explosives underground to create holes in rocks containing ore.

2.3 DEFINITIONS AND BUSINESS STRATEGIES.

The business strategy is defined as "the competitive moves and business approaches that manager employs to attract and make their customers happy, compete successfully, grow the business, conduct operations, and achieve targeted objectives" (*Thompson and Strickland, 2019:18*). According to *Amankwah and Sackey (2017:122)* a "business strategy is a clear set of plans, actions and goals that outlines how a business will compete in a particular market, or markets, with a product or number of products or services". Thus, in short, a business strategy is a plan of action for business growth and ensure that a unique market position is established.

The obligation to develop small-scale mining industries into a sustainable entity is really a fundamental view that cannot and should not be given a blind eye by the policy makers and South Africa government. As much as these industries' many gains are clearly noticeable throughout South Africa where the researcher's study was focused, the undesirable effects associated with these noble activities should not be ignored by any means. It is on the background of these undesirable effects that small-scale mining operators can bring that a continuous dialogue, monitoring and enforcement of responsible mining should be practised and observed by relevant stakeholders to mitigate these negative effects of small-scale mining operators. According to *Amankwah and Sackey (2017:126)*, "sustainable development of minerals and other natural resources need to be endorsed as a global management and development strategy, whilst environmental, economic and social development need to be highlighted as the three pillars of such sustainable development".

2.4 TYPES OF BUSINESS STRATEGIES.

The following are the business strategies that the small-scale mining industries may choose to pursue to ensure better competitiveness in business:

- a) Being the industry's low-cost provider (that is where the industry puts more effort into exploiting all the resources of cost advantages and pursue economies of scale).
- b) Differentiation strategy (where emphasis is on differentiating its products or services and as well as higher quality thereby affording to charge more than the competitors).
- c) Market niche strategy (where a competitive edge is won through serving the special needs and tastes of niche buyers).
- d) Developing expertise and resource strengths which cannot easily be imitated by rivals.

2.4.1 BUSINESS STRATEGY MODEL (Dell's business strategy model).

A clearly defined procedure which can be used to run an existing or a proposed firm is a business strategy model (Barringer and Ireland, 2019: 212). This procedure will present how the business start-up does make use of its resources, compete against rivals, establish the relationship strategically, give value for customer and ascertain how profits should be generated. According to Barringer and Ireland (2019: 213) and *Osterwalder and Pigneur, (2018:15)* for small-scale mining operators to decide on the feasibility of the business start-up a business strategic model is required and should be drafted as part of the business strategy, and that addresses the question of what resources are needed to create value. A business strategy model is a rationale of a business start-up detailing how the proposed start-up aims to create, deliver, and capture value to its clients (*Osterwalder and Pigneur (2018:15)*).

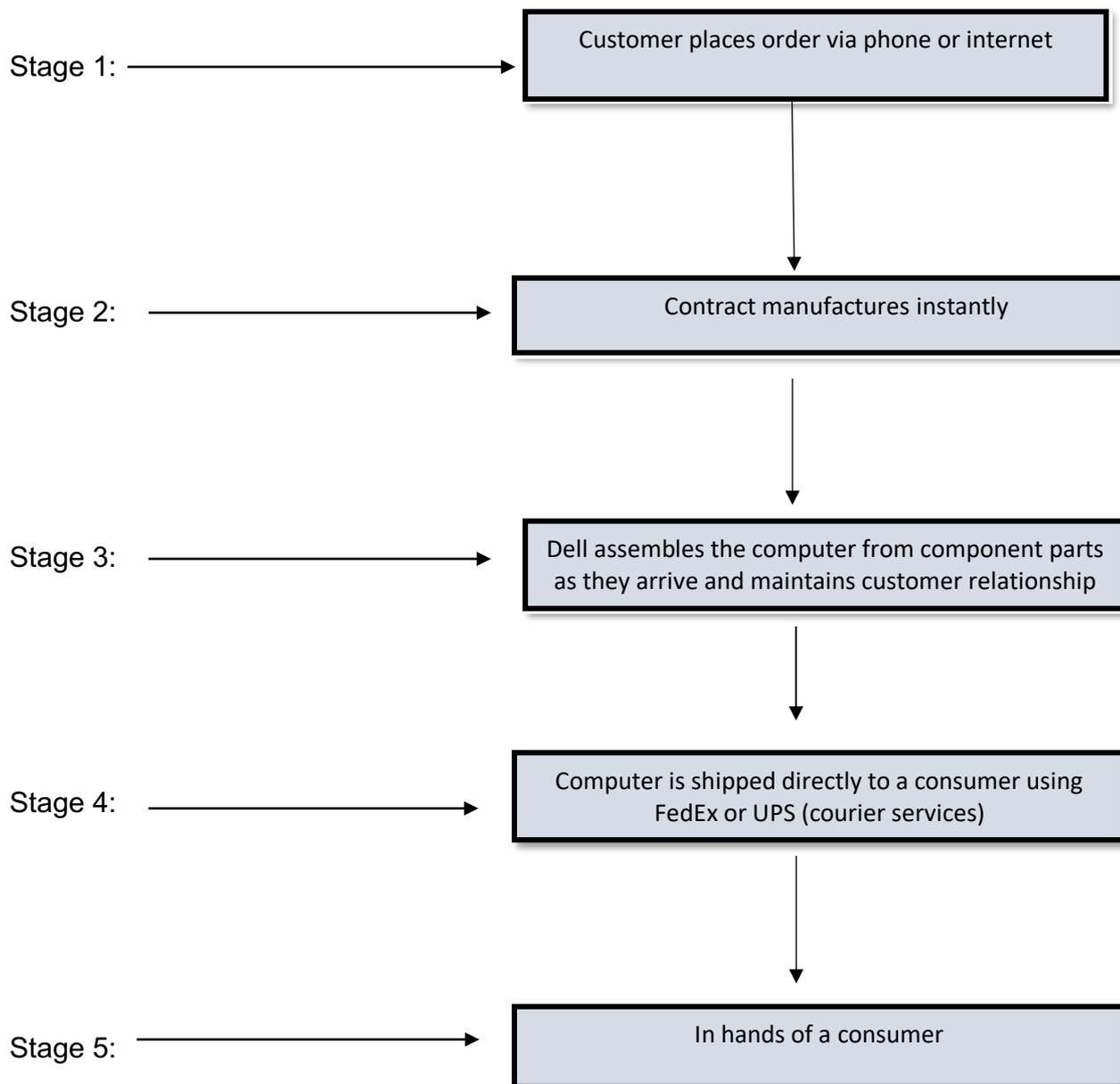


Figure 2.3: Dell's business strategy model
 (Source: Barringer and Ireland (2019:213).

The work of *Barringer and Ireland (2019: 213)* is used to demonstrate a business strategy model. As depicted above on Fig 2.3 a computer giant's business strategy model as shown for the purpose of simplicity to the concept of a business strategy model and its currently employed by Dell computers. This business strategy model by Dell is comprising of four resources mobilization stages. Thus, in stage 1, through the market awareness Dell as a firm can receive order by telephoning or internet. In stage 2, the Dell had to outsource a computer parts specifications building company by having a contract arrangement with it. In stage 3, Dell does receive and assemble the computer parts and the shipping or delivering of the

assembled computer parts to the customers is done in stage 4. The last stage 5 is for Dell as a firm to ensure that the required computer parts do reach the intended customers. The premise that underlies a business strategy model is that if it is correctly designed, business success is possible. Hence, the suggestion is that small-scale mining industries require a sound business strategy model to make their business prosper and to create socio-economic growth.

2.5 IMPORTANCE OF BUSINESS STRATEGIES.

In the backdrop of the above understanding of business strategies, there is a compelling need to have sound and visionary management-leadership in place to carry out such business strategies, if the latter were to mean anything at all. To that end, there is also a coercive need for management-leadership to proactively shape and guideful how a company's business will be conducted. According to *Hilson and McQuilken (2018:118)*, the effect of executing these business strategies particularly by the small-scale mining industries will positively result in revenue generation and growth, better business earnings and return on investment.

According to *Hilson and McQuilken (2018:122)*, the availability of support in the form of the business strategies to enhance performance and growth by the mining companies for small-scale mining industries, found that there would be critical contribution small-scale mining industries make to rural communities and economic development though the policy maker's general perception regarding the small-scale mining sector will remain unmoved. *Appiah (2017:305-310)* pointed out that the implementation of the business strategies by the small-scale mining industries will result in better financial gains, also have better image in the face of their customers as business entities. Hence, this cement that fact that the small-scale mining industries in the community of Bakgatla, Northwest province need to have some form of business strategies in place if they want to achieve business growth in their operations and which will in turn give them a better product position to compete successfully in the marketplace.

2.6 SMALL-SCALE BUSINESS IN RELATION TO MINING INDUSTRIES.

2.6.1 DEFINITION.

Polonsky and Waller, (2020:198) pointed out that some small-scale mining businesses are defined as largely a poverty-driven activity, typically practised by the most less-funded, desperate persons for employment, the poorest and most likely in the remote areas of a country by a largely nomadic, poorly educated populace with little or no mining expertise and skills, and thus with no alternative at all and/or few employment alternatives. Small-scale mining, junior mining and large-scale mining are the three categories of mining. Whereas the junior mining points to operations extracting insignificant minerals resources as opposed to large-scale mining (*McGill, 2019:12*).

Conversely, small-scale mining refers to operations undertaken on a small-scale, essentially utilizing basic equipment such as picks, shovels, axes and buckets during the extraction of minerals process, having the prospects of recording a yearly turnover of R8.5 million and employing five to fifteen people in small-scale mining operators globally, hence making these activities a vital contributor to global employment creation and economic development (*Mutemeri et al., 2018: 287; Taylor et al., 2055: 111; Veiga et al 2016: 436; Mutemeri et al., 2018:18*). Some of these interesting statistics are shown below on **figure 2.1 and figure2.2**.

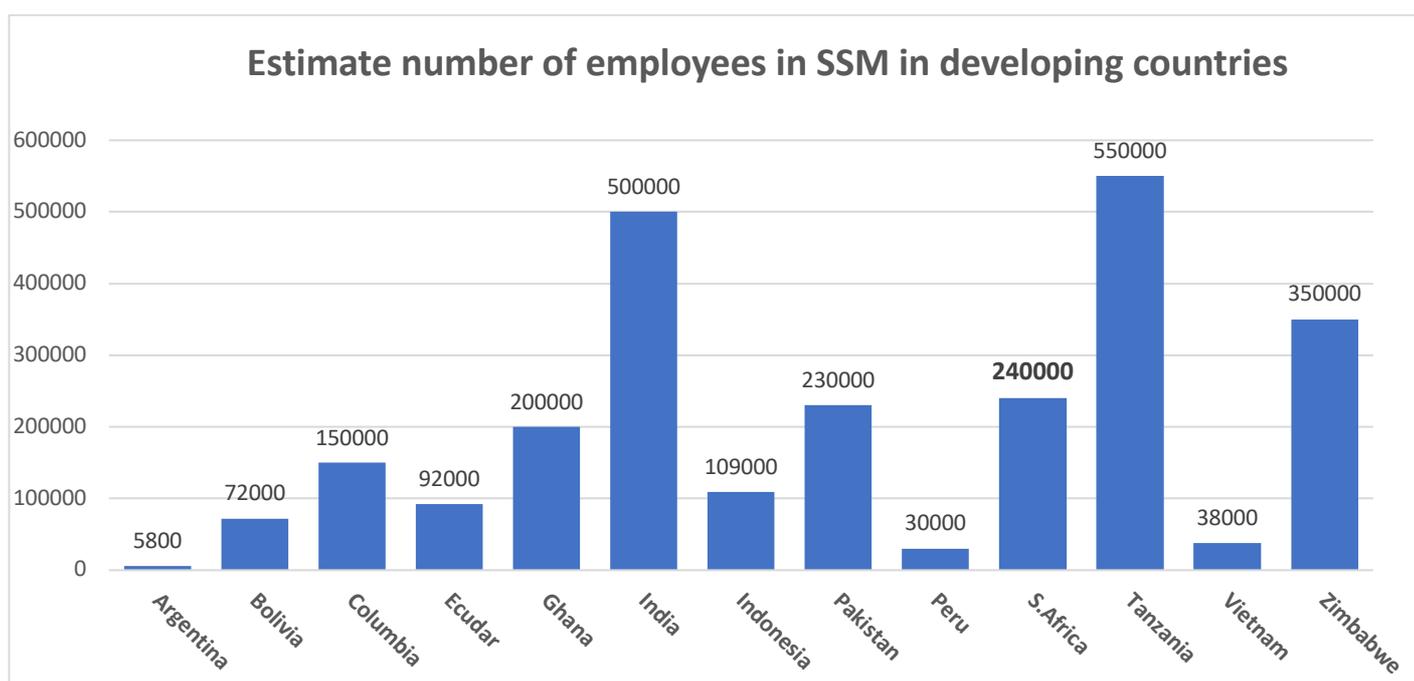


Fig 2.1: Estimate number of employees in the SSM sector: Source: Hentschel *et al* (2017:113)

In South Africa, approximately 1,5 million people are employed in the small-scale mining sector. Thus, these figures point out to the importance of small-scale mining industries as a notable contributor to creation of employment in the most parts of the mineral rich but very poor countries of African continent. Of important to note is that the above employment level estimates are mostly based on formal and licensed operations and with few of these which are not registered though.

That being the case, if all the informal and unregistered (illegal operators) popularly known as Zama-zamas in South Africa were also to be added to the numbers, the figure would substantially increase. Hence, it goes without saying by the researcher of the study that the need for more tailor-made approach that support and allow the development of small-scale can never be overemphasized. A plan of action that effectively develop needed structures, required services and products aiming at furnishing, promoting and protecting the small-scale mining industries should be thoroughly explored and harnessed, in order to make the entrenched value of these activities.

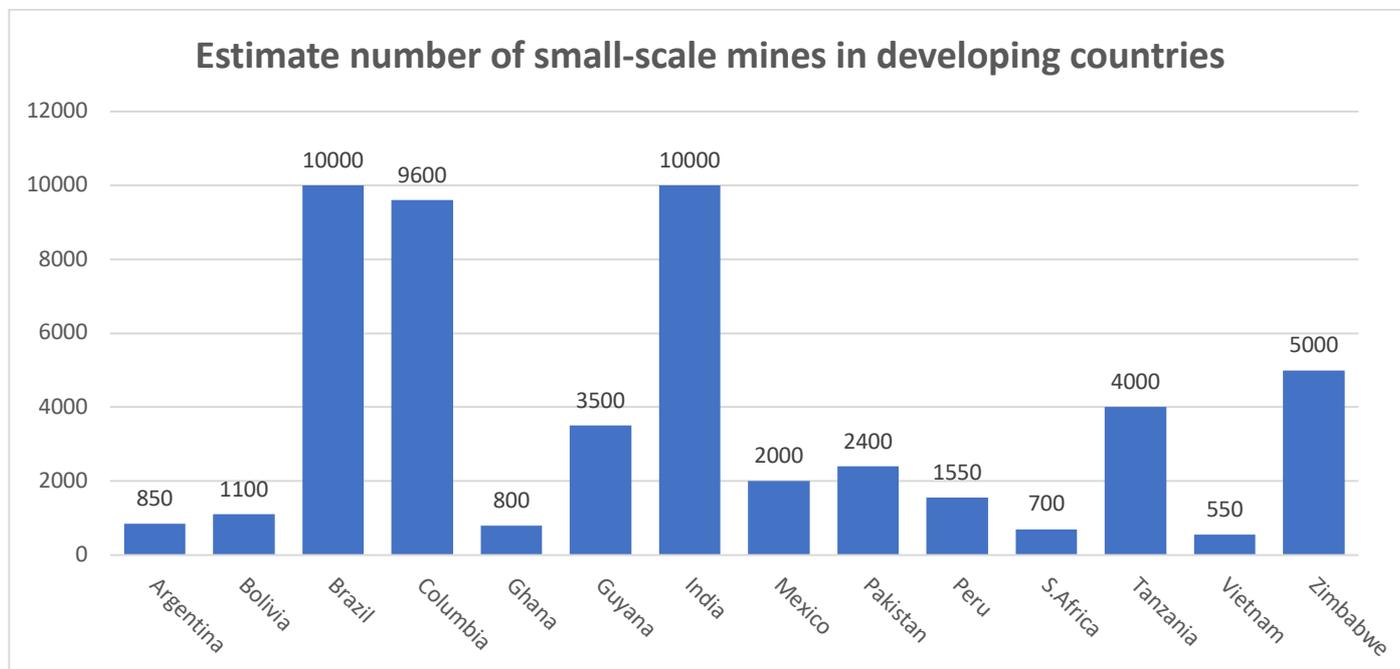


Fig 2.2: Estimate number of SSM in the developing countries: Source: Hilson (2019:1688)

2.6.2 TYPES OF SMALL-SCALE MINING INDUSTRIES.

Generally, in South Africa the small-scale mining industries are spread across all the nine provinces, depending on the predominant minerals found in such provinces. This is shown in the Northwest, Free State, Limpopo and Northern Cape provinces which are ravaged by small diggings scattered haphazardly throughout these provinces by small-scale diamond, chrome and gold diggers (*Chitamweba, Mkumbo, Machiwa, Tesha and Beinhoff, 2015:112*). In some areas, roads in rural and farm areas had been re-routed by governmental departments and farmers as small-scale miners continue to search for these much-sought precious invasive minerals.

According to *Mutemeri et al., (2018:12)* in provinces such as the Mpumalanga and Kwazulu-Natal these small-scale mining operations are characterized by coal diggings, sandstone and clay sand. Small-scale mining businesses are in most cases involved in these activities without a mining permit as the state is the custodian of all minerals in the absence of a legitimate claim by anyone with a mineral right. The evolution of the precious metal such as diamond, chrome and gold mining in South African saw mine workers making use of shovels and picks as their means of extracting minerals (*Meredith, 2017:33*). Small-scale mining entrepreneurs are people driven by poverty to conduct informal and often illegal mining operations. *Werthmann (2019:118)* contends that small-scale miners are people in pursuit of financial benefits and social independence.

Small-scale mining entrepreneurs in Southern Africa employ whoever is available in the host community, thus making it the leading employer in Southern Africa rural communities (*Hilson, 2019: 1664 -1674*). Hence, as a rule those who start a business are seen as entrepreneurs, regardless of their reasons for starting or running the business. However, in the case of small-scale mining industries, most small-scale operators are not entrepreneurially oriented, but are poverty driven. For that reason, small-scale operators throughout South Africa are regarded as survival entrepreneurs (*Nieman and Nieuwenhuizen, 2021:30-33*). Hence, there is a clear distinction between a small-scale mining industries operators and entrepreneurs in general as the classification of an entrepreneur is usually based on entrepreneurial sophistication. Many would agree that a variety of survival small-scale mining industries operators lack the necessary business knowledge and hence it is not surprising that they experience business challenges.

2.6.3 THE NATURE AND CHARACTERISTICS OF THESE BUSINESSES.

Small-scale mining operations vary from country to country. Researching this field presents a daunting challenge to researchers throughout the world (*Dreschler, 2018:11; Hentschel, Hrustchka and Priester, 2019:71; South African, Department of Water Affairs, 2019:3; Phiri, 2020:19*). It seems that there is not yet consensus on the definition of small-scale mining. *Phiri (2020:24)*, for instance, attempts to define small-scale mining by using benchmarking and the determinants he uses are size of the mine, legality (law abiding or not) of operations, and mining paradigm. *Hentschel et al., (2017:17)*, who argue that small-scale mining refers to mining operations with limited mechanisations, conducted by poor individuals or families and young children throughout the world.

Owing to its basic methods of exploitation occurs at shallow levels of the ground or on the surface levels. Essentially, small-scale mining is defined as the non-mechanised, labour intensive and involving low technology method of mining activities and in most instances environmentally unfriendly and sometimes even unsafe operations (*Veiga, Maxson and Hylander, 2020:334*). The sector's low-cost, non-technical and in most instances uses the mining techniques that are unfriendly to use unsafe means of operations environmentally, and sometimes and by in large small-scale mining industries don't look forward to the sustainability of the business (*Hentschel et al., 2017:27*).

Shen and Gunson, (2019) pointed out that what make small-scale mining activities somewhat distinctive are its mode of operations and management techniques, its utilization of elementary processes (for example, shovels, picks, and pans) to extract and separate valuable minerals from raw ore state and into secondary valuable ore bodies and which are different from large-scale operations that commonly feature state-of-the art machinery and skilled workers. *Hilson (2019:4)* concede that in sub-Saharan Africa, nearly two million people are directly or indirectly performing some small-scale mining operations. Based on this foregoing premises, most small-scale mining operators are left with only one choice, which is to be involved in small-scale mining either legally or informally regarding enacted policies, rules, and regulations. As mentioned earlier, small-scale mining operators given the scarcity level of jobs in South Africa, particularly in the poor rural communities. These small-scale mining operators could be pushed to into entrepreneurship as they would have no other options.

2.7 IMPORTANCE OF THESE BUSINESS STRATEGIES FOR SOCIO-ECONOMIC GROWTH.

Thompson and Strickland (2017:33) defined business strategy as “the competitive moves and business approaches that business managers employ to attract and please customers, compete successfully, grow the business, conduct operations, and achieve set objectives”. Thus, essentially a business strategy is viewed as a game plan for growing the business and staking out a market position and remain competitive.

According to *Amankwah and Sackey (2017:131)* the need to develop small-scale mining industries in a sustainable manner is a fundamental aspect that cannot and should not be ignored by visionary management-leadership. *Amankwah and Sackey (2017:134)* argued that the establishment of a legal framework for small-scale mining, technical and financial support for the sector as well as the realization and enhancement of socio-economic significance of small-scale mining remains the business strategies for sustainable development of SSM in Southern Africa. In general, the small-scale mining industries need to have some form of a game plan in place if they want to grow their operations and compete successfully in the marketplace. According to *Hentschel et al., (2017:3)* globally small-scale mining industries provide employment to a significant number of indigenous people in rural communities, thus taking part in addressing unemployment and poverty in rural areas.

2.8 EFFECTS OF BUSINESS STRATEGIES ON SOCIETIES OR COMMUNITIES.

According to *Hilson (2019:119)* small-scale mining industries has become an indispensable part of the socio-economic fabric of the development world. Also, not only has this industry provided employment opportunities to peri-mining cities and rural people, it has also contributed significantly to the countries’ mineral export base and forex revenue generation. *Hentschel et al., (2017:81)*, pointed out that in African countries like Zambia, Ghana and Ivory Coast an estimated population of 9 million is primarily employed in the small-scale mining industry sector and thus generally making this activity a significant contributor to worldwide employment and economic development in general.

According to Hoadley and Lempitlaw (2020:234) whilst the ability of small-scale mining industries to employ big number of people which no one can dispute, but it comes with some

undesirable environmental effects and footprints causing social problems and sometimes irreparable damages. Hence, the benefits that comes from small-scale chromite mining industries (SSCM) should always be measured against the activity's environment degradation credentials though this decision is never an easy one to make by researchers. This conflicting endeavours and views on mining sustainability between the small-scale mining industries and the environmentalists has remained not easy one to resolve in some instances (*Shen and Gunson, 2019*).

Crispin (2018), who contends that small-scale chromite (SSCM) mining industries lack the application of the business strategies to ensure the growth of their mining entities, and this is mainly attributed to the low level of education among small-scale mining industries operators. The development of this sector of this sector from that of being a mere survivalist mechanism to being an efficiently run business enterprise. This notion was clearly supported by *Moholo (2016)* who pointed out that the success of small-scale mining (SSCM) industries sector is dependent upon the development of coherent strategic structures for basic skills development, exposure to valuable resources and training concerning business skills and regulations governing the sector in general. Hence, a well-regulated SSCM sector should be seen as a cornerstone of future rural economic development, especially for the underprivileged societies in poor areas such as the Bakgatla community.

According to *Shen and Gunson (2019)* in the fast economic growing and first world countries like China the contributions of small-scale chromite mining industries outweighed its negative impacts, ever since the central government of China took a position to regulate, guide and encourage the development of these industries as well as create a friendly environment for these operators.

2.9 CONCLUSION:

In the chapter, the review of literature focused on the influence of business strategies on the performance of small-scale mining industries to create socio-economic growth, the support structures available to them from the Government and policymakers during the running of the businesses. Adding to that as well is that the researcher of the study explored at the factors that decide success of their businesses. *Appiah (2017:307)*, pointed out that the small-scale mining industries are always confronted with several challenges on the start-up

phase of their operations due to lack of support from the policy makers, environmentalists and Government as there are perceived as the environmental exploiters. Even though they are viewed as environmental exploiters, it is important to point out how valuable these small-scale mining industries are to the creation of employment especially for marginalized and poor people. The literature clearly revealed that the small-scale mining industries are hindered by lack of support on the business strategies to employ, lack of financial and human capital requirements.

Of more worrying in the small-scale mining sector is the lack of proper and structured business strategies that enhance performance of these small-scale mining operators. Above all, the small-scale mining sector has a potential to create socio-economic growth if they access to markets, modern technology, and innovation, obtain mining permits to formalise their mining activities and follow the government rules and procedures.

3.0 RESEARCH METHODOLOGY.

3.1 INTRODUCTION.

Chapter two of this research dealt with the literature review that's providing an overview of the concepts on the influence of business strategies on the performance of small-scale industries to create socio-economic growth. The researcher of the study put special focus on the influence of business strategies that enhance the performance of small-scale mining operators for socio-economic growth creation. The establishment and identification of business strategies and how their influence on small-scale mining industries' performance on the creation of socio-economic growth was primarily the rationale of this research.

The methods and procedures that the researcher of study to generate and analyse the data collected is detailed in this chapter. The outlining of the research plan and design and addressing of the main question and research problem of the study is done in the chapter, and the research problem underpinning this study. The research methodology chapter covers topics such as the research design, research methods, the research population, sample design, what data collection methods applied and how the data was analysed thereof. However, all these topics are looked at in the study without foregoing the ethical consideration requirements.

3.2 RESEARCH DESIGN.

According to *Tengeh (2018:22)*, the research design or plan is affected by the questions type that study looks to explore. Thus, the main question that this study focused on is that the application of business strategies by the small-scale chromite mining industries create optimal productivity to enhance socio-economic growth in the Bakgatla community. The research design can be defined as “a plan or a set of guidelines and instructions that enable the study researcher to determine the research methodology and to address the research problem....to enable the researcher to anticipate what the approximate research should be as to maximize the volatility of the eventual results (*Regenesys, 2019:76*). The primary role of the research design is therefore to ensure that the evidence collected can answer the initial question as unambiguously as possible (*Mouton, 2018: 117*).

According to *Akhtar (2016:68)* a research design can be regarded as the building of the research; it is the ‘Glue’ that hold all the elements in a research project together. *Akhtar (2016:69)* further stated that the research design is the concept within which research is conducted. The concept includes the blueprint for that collection, measurement and analysis of data. *Walliman (2019:18)* stated that research design provides a framework for the collection and analysis of data and subsequently indicates which research methods are appropriate. The research design, accordingly, can be looked at as a map, expanded to usher the study on how the researcher is going to collect measure and analyse the data in order to give an appropriate answer to the research question or problem.

However, there are a several of ways that data can be collected, measured, and analysed to give an appropriate answer to a research problem. In each scenario there is an extensive body of work on the dissimilar types of designs which can be utilized thereof. *Walliman (2019:18)* argued that one can integrate two or more types of research blueprint, particularly when your subject combines the study of human behaviour with that of, for example technology, legislation, companies or/ and economics.

Basically, twelve different research designs have been recognized that includes action, casual, case, cross-sectional, cohort, descriptive, experimental, historical, longitudinal exploratory, meta-analysis and observational and research designs. The cross-sectional design can only measure differences between a variety of people, subjects, or phenomena

rather than a process of the change (*University of Southern California, 2016*). Thus, to mean a cross-sectional design gives a snap-shot view of the problem at a particular point in time. Hence, the business strategies employed by the scale-small mining industries on the creation of the socio-economic growth for communities has the potential to change over time as variables changes. The descriptive, exploratory, and cross-sectional blueprint or designs are relevant and used for the purpose of this study.

Walliman (2019:13) noted that descriptive research design attempts to examine situations to establish what is the norm and the designs depend on observation as a means of collecting data. Interviews, questionnaires, and visual records which are in different forms can be regarded as observations and the provision of answers to the questions of who, what, when, where, and how associated with the particular research problem is from the descriptive research design. Thus, the descriptive and exploratory designs will provide a viable answer to the main research problem in this study to fully unpack the influence of business strategies on the performance of small-scale chromite mining industries for better socio-economic growth. The effect of the socio-economic growth which can be derived from the influence of business strategies by the small-scale mining industries would assist in reducing poverty among communities as more people will be employed and general economic development of South Africa as a country. Hence, the need for an in depth understanding of the challenges that the small-scale mining industries are faced with, for policy makers and decision makers to assists with the business strategies that can enhance the small-scale mining operators' sustainability.

According to *Walliman (2019:23)* the exploratory research design approach will clearly afford the researcher of the study openly ask questions to establish what is happening and gain more insights about research study. Equally so the descriptive research design does afford the researcher of the study problem to accurately have profile of events, persons or situations and it will be a forerunner to a piece of explanatory research work.

According to *Manerikar and Manerikar (2017:95)* when a researcher has a narrow amount of experience with or knowledge about a research matter, exploratory research is useful. Thus, the exploratory research is initial research conducted to clarify and define the nature of a problem. *Kumar (2020:337)* stated that when a study is undertaken with the objective either to explore an area where little is known or to investigate the possibilities of undertaking a particular research study.

The intertwined relationship between the lack of proper business strategies that influence the performance of small-scale mining industries and the lack of knowledge by policymakers and nations on the benefits that the small-scale mining operators can bring in, is not well documented in literature. In South African, small-scale chromite mining industries are contextualised as artisanal and seasonal activities. This study will also take up an exploratory design approach to add to already existing knowledge as well as to suggest areas for further studies.

According to *Kumar (2020:116)*, who stated that cross-sectional studies is best suited to studies aimed at ascertaining the prevalence of a certain phenomenon, situation, or problem by taking a cross-section of the population. They are useful in obtaining an overall 'picture' as it stands at the time of the study. Essentially, the cross-sectional can only measure differences between a variety of people, subjects, or phenomena rather than a process of change (University of Southern California, 2016). Thus, the cross-sectional design gives a snap-shot view of the problem at a particular point in time. Thus, this study gives a snap-shot view or an overall picture of the collection at the point of data collection. Although, a trend can be put forward by the data the utility of the research is limited to the conditions at the point of data collection remaining constant, for an example participants' views can significantly change if policy makers decide to formalize (legalize) the small-scale mining industries.

3.3 RESEARCH METHODS.

Walliman (2019:22), research methods are specific techniques for collecting and analysing data in such a way that you can come to reliable conclusions. *Greener (2018:13)* put forward that research methods usually refers to specific activities blueprinted to generate data. Accordingly, research methods are the interferences, strategies and plans used by the researcher to collect data and information for the purpose of providing an answer to the research question. A strategy is plan of action to achieve a set goal; hence a research strategy may therefore be defined as a plan of how a researcher will go about answering her or his research question(s).

The research method is the methodological link between your philosophy and subsequent choice of methods to collect and analyse data (*Denzin and Lincoln, 2018*). According to *Boncz (2020:24)* the research goal is attainable either by qualitative or quantitative methods, or perhaps by using the two together. *Greener (2018:37)* referred to a combination of the quantitative and qualitative methods as a mixed method.

According to *Boncz (2020:27)* quantitative research methods are based on assumption that extensive quantitative data collection with a wide range, systematic, regulated and unified measurements and numerical expression are important tools in the process of gaining information as research questions can be answered based on that. Quantitative research method deals with numbers that can be graphically interpreted and/or anything that is measurable in a systematic way of investigation of a problem or phenomena and their relationship. The philosophy underlining quantitative research methods is that reality or knowledge is objective and measurable, and the researcher is detached from it.

Whereas the qualitative research method is a direct opposite whereby the reality and knowledge cannot be separated from cultural and social construct of those affected by the phenomena. *Boncz (2020:28)* stated that qualitative research method focuses on a qualitative insight into phenomena, collecting and analysing opinions, attitudes and beliefs and the research goal is achieved either by qualitative or quantitative methods, and/or perhaps by using the two together. According to *Walliman (2019:89)* who points out that qualitative research depends on careful definition of the meaning of words, the development of concepts and variables, and the plotting of interrelationships between these. In other words, while quantitative research method involves collecting and processing numeric data, qualitative data involves collecting and processing words and observations of reactions. According to *Greener (2018:37)* if two research methods, namely quantitative and qualitative is used as a combined method, it is referred as mixed method.

Boncz (2020:33), states that quantitative research methods assume that extensive quantitative data collection with a wide range systematic, regulated, and unified measurements and numerical expression are important tools in the process of gaining information as research questions can be answered based on that. Essentially, the quantitative research method does make use of numbers anything which is measurable in a systematic way of investigation of a problem or phenomena and their relationship. The

primary philosophical approach that underlines the quantitative research method is that reality or knowledge is objective and measurable, and the researcher is detached from it. On the other hand, the qualitative research method is a direct contrast whereby the reality and knowledge cannot be set apart from cultural and social construct of those affected by the phenomena.

Considering, the fact that a better in-depth understanding on the influence of business strategies on the performance of small-scale chromite mining industries to create socio-economic growth can effectively be done through a combination of descriptive, exploratory, and cross-sectional enquiries utilizing a qualitative research method. Thus, this study is designed to collect and analysing opinions, attitudes and beliefs of small-scale mining industries with regards to the influence of business strategies on the performance to create socio-economic growth.

Hence, this study used the qualitative research method of collecting the data through interviewing the potential participants to a point of data saturation.

3.4 RESEARCH POPULATION.

According to *Brynard and Hanekon, (2018:14)*; *Gravetter and Forzano, (2019:139)* the term “research population” is used to refer to a specific group of individuals who potentially possess a set of knowledge or attributes that makes them appropriate participants for a study. According to *Kumar (2020:68)* the study population is the entirety of elements in the universal set or participants from whom the required information to find answers to one’s research questions is obtained. *Boncz (2020:28)*, stated that the population is the theoretically determined totally of elements to be elements, that is people or things that suit the previously defined selection criteria and that conclusions are to be made about.

Boncz (2020:26) went a step further to add that the target population is a narrower circle meaning all the people or of whom/which the actual sample is taken. For this study the target population includes leaders and some employees of some small-scale chrome mines in Bakgatla community of approximately 30 people who fall in two categories which is of decisions makers and implementers. The data collection process which is carried out by the researcher is normally not from all members of the population, since in most cases there are financial and time resources limitations. In the study the researcher’s focus is that of getting

a selected sample from the target population from which the required information would be collected to give an answer to the research main question or problem as well as sub-questions.

According to *Alvis (2016: 13)* a sample can be defined as a group of relatively smaller number of people selected from a population for investigation purpose. In the usage of the qualitative research method a sample size is not set and, but it is set on at the point of data saturation though the aim of the researcher was to interview at least twelve (12) participants. The data saturation point is achieved when the next participant being interviewed does not generate new data and at that point the sample size is set on or determined. As stated by *Kumar (2020:186)* that whenever in a research population you are not getting new information or it is negligible, it is assumed you have reached a data saturation point and you stop collecting additional information.

Hence, for purposes of this study the research population is consisting of small-scale mining operators who had mining licenses/permits were registered on Mintek's database for the research. Those small-scale mining operators who were not registered on Mintek's database were excluded in this study, and research population in this study adds-up to 30 small-scale mining in Bakgatla community. The researcher's research population selection assumption was based on, the fact that the chances of the formally registered small-scale mining operators to co-operate with the researcher were more likely than with the illegal operators.

3.5 THE SAMPLE DESIGN.

The factors such as cost and time may have had an influence as well, such that the feasibility for the entire research population to participate in a single study could not be possible. Hence, it is inevitable that on a research population of this size, the trend would be to select a representative sample. According to *Oponng, (2017:205)*, sampling is the systematic process of selecting potential participants for a scientific investigation. The underlining assumption is that they can provide meaningful insight towards the problem under investigation. A sample frame is normally mapped before drawing the sample. According to *Blumberg et al (2017:179)*, a sample frame depicts the source material from which a sample is drawn. For the study this refers to the list of all those who would be participants.

This process will enhance the selection of a sample to be taken from the research population, who meet a certain criterion to participate in the research. As stated by *Mutemeri et al., (2018:9)*, that small-scale mining industries run and are difficult to find because they constantly change area of their operations and because they do not ensure that their contact details are kept updated with relevant authority. To ensure this challenge is overcome, the researcher took a sampling frame for this study, that of the small-scale mining operators that from database of Mintek which are formally registered at the time and have been in business for more than five (5) years. Hence, Mintek did provide all their contact details. According to Dun (2020:209) a sample can be selected using a probability or non-probability sampling techniques.

Probability sampling entails selecting a portion of the research population based on certain probabilistic chances (*Polonsky and Waller, 2020: 144*). This allows the researcher of the study to select a sample using a certain standard that would be appropriate for the research. For instance, the researcher might select small-scale mining industries who only mine chrome minerals. According to *Blumberg et al., (2017:194); Polonsky and Waller, (2020:142)*, stated that non-probability sampling on the other hand, maintains that a sample may be drawn from the population randomly or based on the researcher's individual judgements. This study used the random sampling by using the list of small-scale mining industries and their contact details given by Mintek from their database. The use of a random sampling technique implies that every participant on the list has as much chance of being selected as any other participant (*Polonsky and Waller, 2020:142*). It is important to point out that the final sample size does have an influence on the confidence with which generalisations can be made, though it does not have a bearing on the trustworthiness of the findings done on the particular group.

The information provided from Mintek database is used to map the sampling frame on the twenty-one (21) small-scale chromite mining industries. These twenty-one (21) small-scale chromite mining operators were randomly selected which the sample were comprised of twenty-one (21) operators. Upon initiating the interview appointments, the researcher managed to get to establish that only thirteen (13) chromite mining operators were still operating small-scale enterprises, meaning the rest were no longer operators and were out of business. The table shown below maps small-scale mining operators, for both those still operating and those out of business, and who still appear on Mintek database.

Table 3.1: Operational Small-scale Mining in Bakgatla Area (sub-villages)

Community	In operation	Out of business	Number of operational business
Tlhaganyane	5 businesses	2 businesses	5 operational businesses
Bapong	4 businesses	1 business	4 operational businesses
Mabeleng	1 business	-	1 operational business
Maologane	3 businesses	3 businesses	3 operational businesses
Total	13	8	13

(Source: compiled by the researcher)

The four randomly selected Bakgatla community (sub-villages) area were tabulated, from exactly where this research study was carried out. After the selection of the small-scale operators, the researcher took it upon himself to contact the participants by telephoning them and clearly explained the benefits and what is required of those who participated in the study. The point that all participants would participate in the study was entirely voluntary and that could as well withdraw at any stage of the interviews was made clear to them. Hence, proper appointments were then made to visit those who were willing to participate then, though a set point to qualify to participate was that they should have a formal valid mining permit (registered) which is valid at least five (5) years. Follow-up telephone calls were made a week later after requesting the appointments with the participants, with the exact interview date and time thereof. Thirteen (13) were the final number of the participants and the rest could not meet the prerequisite for participating in the interviews. The collection of the data was only collected from the thirteen (13) small-scale chromite mining industries/operators.

3.6 DATA COLLECTION METHODS OR APPROACH.

According to *Tengeh (2018:21)* the data collection approach is primarily influenced by the type of questions the study seeks to address. In this study, it is the desire to understand how business strategies would enhance performance of small-scale mining industries to create socio-economic growth which triggered the need for the data collection approach. This study

adopted a qualitative research approach in collecting data required, where all the participants were interviewed face to face. According to *Brynard and Hanekom (2018:39)*; *Dun (2016:46)* *Gravetter and Forzano, (2019:149)* a qualitative approach is ideally suited to research in which the researcher wishes to gain an in-depth understanding of insights which are directly based on people's experience or personal views.

The researcher of the study conducted a face-to-face semi-structured interviews to gain more insight as that allowed for further probing questions. *Kumar (2020:138)* stated that in a structured interview, the researcher asks a predetermined set of questions, using the same wording and order of questions as specified in the interview schedule. According to *Greener, (2018:91)* semi-structured interviews are based on a question guide, however not fully structured the interviewee is allowed to go where they want to with the questions. The interviews conducted on the participants were audio recorded in progress while at the same time notes were being taken by the researcher as complimentary information. The interview questions were open-ended which each participant was asked about and would approximately take 15-20 minutes to finish. According to *Kumar (2020:124)* primary data will be collected by way of interviews, which are usually first-person narratives that the researcher collects using extensive interviewing of a single individual.

These interviews can be classified as structured, semi-structured and un-structured. The semi-structured interviews provide room to the researcher to highlight critical and emerging areas of the research. The objective and intentions of the interviews were to assists in gathering the first-hand information, to have a comparison and contrast on what would be revealed by the literature survey about the small-scale mining industries, in particular the Bakgatla community small-scale chromite industries.

It was very imperative to get the small-scale chromite mining industries' side of story relating to the influence of business strategies for enhancing small-scale mining industries performance to stimulate and grow the socio-economic of the Bakgatla community. The pictures below were taken by the researcher during the process of interviewing the potential participants.

The pictures of the small-scale chromite mining operators clearly depict the fact that these small-scale chromite mining operators do their mining activities with less sophisticated mining tools, and they do not use the personnel protective clothes as it is found within big mining companies. The mining methods that these small-scale chromite mining operators

in the Bakgatla community is primarily done manually hence this confirms the labour intense nature on how they do their business.



Figure 3.1: The nature and working environment of small-scale chromite mining industries (Source: compiled by the researcher)



Figure 3.2: Small-scale chromite mining labour intensive operations

(Source: compiled by the researcher)

3.6.1 INTERVIEW GUIDE.

The researcher of the study divided the interview guide into two parts namely the demographic information part and the research specific questions. The questions that give an appropriate profile of the participants are found under the demographics section. Whereas the research specific questions contain questions whose answers are relevant to research question and problem. The anonymity is very guaranteed by ensuring that none of the information shall be linked to a name, position, or firm name.

Part A: Participants demographic profile.

- What is your Gender?
- Which level is your position in the company?

- How long have been working for the company?

Part B: Research specific questions.

- Are you aware of the influence business strategies as small-scale chromite mining operator?
- What are the types of the business strategies to be considered by the small-scale mining industries to enhance and stimulate socio-economic growth?
- Which of these business strategies is or are suitable to be applied by the small-scale chromite mining industries to stimulate performance and enhance socio-economic growth?
- What are some of the performance challenges which are being faced by the mining industries?
- Is there any relationship between business strategies application and business performance on small-scale chromite mining operators?

3.6.2 DATA COLLECTION PROCEDURE.

The researcher would self-administer interview questions to participants and the following procedure to collect data is the one that was used by the researcher once the sample has been assembled.

- The researcher would make appointments with the potential participants.
- Get informed consent from participants. Each potential participant should be given a letter requesting them to participate in the research as well as a consent form that they should sign.
- Once informed consent is done and established, researcher and participant agree to a specific date and time then.
- On the specific day of the meeting, the researcher shall go through the informed consent, the research purpose participant's rights are explained and guarantees on confidentiality and anonymity.
- Authority on the use of a digital recorder is also requested by the researcher. The use of the digital recorder is vital as it takes away the burden from the researcher

from taking notes manually. The contents of the digital recorder are transcribed into verbatim format.

- No individual data will be linked to any participants but rather linking is done by using codes in place of identities to the transcribed data.

3.7 DATA ANALYSIS.

According to *Bryman (2016:566)*, there are three approaches to analysing qualitative data which includes analytic induction, grounded theory, and coding. Therefore, the data collected in this research was analysed using qualitative data analysis method. The data analysis in which the researcher seeks universal explanations of phenomena by pursuing the collection of data until no cases that are inconsistent with a hypothetical explanation. In grounded theory, researcher carry on collecting data by interviewing, observing, collecting documents until you have achieved theoretical saturation. The goal is to discover theory from data systematically obtained social research. Coding is the key process in grounded theory, whereby data is broken down into component parts, which are given names (*Bryman, 2016:568*).

Gwija (2019:41) asserts that data analysis is performed to assist the researcher in identifying consistent patterns that emerge during the analysis so that the researcher can group the findings. Hence, after the data collection process was completed, a data analysis was done right away, and the feedbacks of respondents was transcribed and was also then grouped into themes. Thereafter, content analysis was deployed to analyse the transcribed interviews.

3.7.1 METHOD OF ANALYSIS

All interviews done with participants were transcribed, and data was prepared and organised for analysis. According to *Williams (2015:48)* qualitative research is interpretative, the researcher makes an interpretation and draws a conclusion about the meaning and uses theory to state the lessons learnt. The personal interpretation and understanding in qualitative data analysis cannot be evaded since the researcher screens the data collected through a personal lens, thus creation of themes is given on to because the researcher had to carry out initial coding and content analysis. In addition to this, the transcripts were sent to a qualitative guru to independently perform content analysis and coding. The purpose of

this process was to ensure there is biasness limitation on the part of researcher in the way interpretation of content analysis is carried out and as well as to ensure nothing of important should be missed thereof.

According to *Creswell (2019: 241)* qualitative data analysis can be achieved in six steps, which are preparing and organizing the data for analysis, coding, using the codes to develop descriptions and themes; representing the findings through narratives and visuals; making an interpretation of the meaning of the results, and conducting strategies to validate the accuracy of the findings.

3.8 RELIABILITY.

Reliability and validity are both concerned with measuring whether the data generating instruments meets certain criteria. For example, if the instrument is used again would it yield the same findings? Reliability is a measure of the consistency with which a data generating instruments would elicit comparable data (*Brynard and Hanekon, 2016:52; Gray, 2013:160*). Reliability is best measured using the following criteria: stability, equivalence, internal consistency, inter-judge reliability and intra-judge reliability (*Gray, 2013:162*). In ensuring reliability in this research, the research instrument was tested on two different occasions with employees at Mintek, which is a company governing the legal small-scale mining operators.

This is done to ensure that small-scale mining operators would be able to understand what they are being asked. The writer of the research also must ensure that the results obtained from the research instrument are consistent. *Burns and Burns (2018:411)* contend that reliability refers to the degree to which the findings of the research can be replicated. In this case, reliability would be measured in terms of the consistency of a data collection instrument in terms of providing the same data in homogenous interviews were the interviews to be replicated (*Brynard and Hanekom, 2016:48; Gray, 2013: 158*)

3.9 VALIDITY.

The validity is only achieved once the data collection instrument achieves the aims and objectives of the research (*Gray, 2013:156*). Validity criteria include the following elements: content validity, criterion-related validity, construct validity, face validity and external validity (*Brynard and Hanekom, 2016:49*). In the case of study, to ensure that the research

instrument would produce valid results, the research items (questions) is to be reviewed several times by the researcher and the study leader, to ensure that there is a correlation between the research items and the research objectives. According to *Van der Riet and Durrheim (2016:90)*, validity in research means that the conclusions that the researcher reaches are sound. Blumberg et al. (2018:516) asserts that validity is about whether the study measures what it intends to measure. *Gray (2013:156)* argues that every study should ensure that it is valid. To achieve that goal, the researcher needs to use an instrument that measures what it is intended to measure. For this study, the instrument used is validated by the supervisor of this research: the research supervisor checked to see that the research objectives and the instruments are consistent. Additionally, the problem statement and the research questions are to be assessed to establish whether the problem of the research and questions are directly related to the literature review of this study. As a result, the research instrument should be deemed valid for the collection of the data needed for this research.

10.0 ETHICAL ISSUES/ CONSIDERATIONS.

Ethics in research pertains to conducting research ethically in accordance with certain principles and moral values (Blumberg *et al.*, 2018:114; Gray, (2013:70). According to Blumberg *et al.* (2018:115-118), ethics in research is a set of morals established to guide researchers.

- **Benefits of the study:** the benefits of the study such as research objectives should be explicitly explained to the potential participants before the research begins. Therefore, the research aims and objectives as well as the expected outcome are clearly set out on paper and presented to small-scale chromite mining operators before asking them to consent to participating in the study.
- **Informed consent:** ethical research of this nature requires researchers to submit letters of consent to potential participants to have their willingness for approval prior being granted ethical clearance, before asking them to sign these. Therefore, a consent letter is duly obtained from Mintek for the purpose and permission of conducting interviews with small-scale mining operators before the research was begun. Thus, all potential small-scale mining operators were telephoned, and the

research purpose was explained to them before they were asked whether they would be willing to participate.

- **Right to privacy:** potential participants should be notified that they have the right to terminate the interviews at any stage. Their personal information and details should be treated with utmost confidentiality. The participants should be assigned numbers and can referred to only by these numbers, hence no personal details should be revealed anywhere in this research. Furthermore, their anonymity was a number from one to twelve.

- **Deception**

The researcher will ensure the strict implementation of the informed consent outlined in this study. No promises for employment, promotion or any rewards and favours will be made on account of participating in this study.

Note: Once the researcher of the study does obtain a consent letter Mintek, the relevant small-scale mining operators were contacted to ask them to agree or not agree to participate in the study.

11. CONCLUSIONS.

The chapter there explained the research design and subsequently went into the investigation on the influence of business strategies on the performance of small-scale chromite mining industries for socio-economic growth creation in Bakgatla community. The adopted study approach was qualitative research. Thus, the chapter three of this study went on to discuss the population of the research which mainly focussing on the small-scale chromite mining operators which are formally registered and operating legally in the Bakgatla community. As further limitation, for sampling purposes and process the qualifying criterion of small-scale mining operators was that they had to be formally registered (mining permit holders) and should be on the database of Mintek when the research was conducted then.

The twelve randomly chosen small-scale mining chromite industries were chosen, who met the criteria for this study. A face-a-face interviews were conducted by researcher with potential participants to collect the data from small-scale mining operators in four different

villages which are under Bakgatla community. The leader of this research had to test instrument to check its effectiveness on eliciting the research data prior to data collection, to make sure that main research question would be explored effectively. The researcher had to ensure that the data analysis was carried out just after all the interviews had been transcribed and the content analysis was the data analysis tool. Chapter three unpack the locations to which the data collection was done, as well as described the research procedures used during the research study, from creating a research design. The chapter four which follows will present the presentation and findings of the results.

CHAPTER 4: FINDINGS.

4.1 INTRODUCTION

Chapter four describes the framework of the study, the situational paradigm and the chosen research methodology. Again, this chapter clearly described the place where the collection of data was conducted. The structure of the interview and the process of arranging interviews with the participants is as well dealt with in this chapter. In this chapter, again the findings and discussion of the research is looked at. Chapter four follows the structure of the interview guide and relates the participants' responses to the main research questions.

As outlined already, the study aimed to address the following sub-research questions which were derived from the main research question:

- Are you aware of the influence business strategies as small-scale chromite mining operator?
- What are some of the performance challenges which were being faced by the mining industries?
- What are the types of business strategies to be considered by the small-scale industries to enhance and stimulate socio-economic growth?
- Is there any relationship between business strategy application and business performance?

- The specific business strategies which are suitable to be applied by small-scale chromite mining industries which stimulate performance and enhance socio-economic growth?
- The nature of operations of small-scaled chromite mining industries in Bakgatla Community?

For purposes of the above questions to be answered satisfactorily, the researcher had to arrange and conduct the face-to-face interviews with the potential participants around the four villages of Bakgatla community where the small-scale chromite mining activities are conducted. The four villages are namely Tlhaganyane, Bapong, Mabeleng and Maologane which are all under the Bakgatla community in Northwest province. The interviews were conducted and done with the participants who meet the required criteria of having been formally registered as small-scale mining operators with Mintek. The process of data collection and the transcribed data analysed was done and completed by using data analysis.

4.1.1 DEMOGRAPHIC PROFILE OF PARTICPANTS.

The point of saturation was achieved by interviewing three (3) male participants who are in management and the seven (7) male employees from the thirteen (13) selected small-scale chromite mining industries in the Bakgatla community. An additional three (3) female were also interviewed, two (2) of which are at the management level and one (1) is an employee from the same Bakgatla community or area. These participants who were interviewed to confirm and further validate the saturation point. The participants who are in the management level were chosen to take part in the sample because they are decision makers, whose decision has a direct influence on the performance of the small-scale chromite mining industries. The fourteenth (14th) participant's interview response could not be added to the analysis as it constitutes a repeat of the information.

Table 4.1: Demographic Profile of Participants

Participants	Gender	Position	Years of service
Participant 1	Male	Employee	5 years
Participant 2	Male	Management	6 years
Participant 3	Male	Management	6 years
Participant 4	Female	Management	5 years
Participant 5	Male	Employee	2,5 years
Participant 6	Female	Management	6 years
Participant 7	Male	Employee	5 years
Participant 8	Male	Management	6 years
Participant 9	Male	Employee	5,5 years
Participant 10	Male	Employee	5 years
Participant 11	Male	Employee	5,5 years
Participant 12	Female	Employee	4.5 years
Participant 13	Male	Employee	6 months

As outlined on the above **Table 4.1**, the thirteen (13) participants were comprising of ten (male) and three (3) female which their position and years in the company is clearly stated. However, it's clear that in the small-scale chromite mining industries there is still more to be done to meet the gender balance especially at senior or management level though the

sample does show a diverse function, which the researcher of the study consider to be a critical component on the influence of business strategies on performance of small-scale chromite mining industries. The participants' years of service range from six (6) months to 6 years and is ok to the cut off years for one participant to be considered in the study.

The demographic profile of the participants is meeting the requirements to the unit of analysis set out in this study. Hence, the participants, are therefore expected to adequately address and inform the study outcome and main objectives. The participants who are at management level, their point of view is adequately informed by those participants who are general employee to the chromite mining industry who interact with community leaders so frequently.

4.2 FINDINGS

According to *Blumberg (2018:297)* content analysis is a technique often used to categories the information in the transcribed data into meaningful themes. To achieve this, the researcher had to convert each research question into a theme. Hence, the content analysis was used by the researcher of the study to identify and categorise these themes in the transcribed text. The study's main question which guides the research remained unchanged as: Would the application of business strategies by the small-scale chromite mining industries create optimal productivity to enhance socio-economic growth in the Bakgatla community? However, the main question of the research was therein put into divisions of themes: influence of business strategies on performance, and creation, enhancement and stimulation of socio-economic growth which then pave way to the content analysis.

4.3 THEMES.

The themes were categorised as per the data generated from those participants who were interviewed as follows: influence of business strategies on performance of small-scale chromite mining industries and creation of socio-economic growth. The participant's feedback was first audio recorded prior to being transcribed into verbatim on a word document and summarised thematically. Essentially, the small-scale chromite mining industries in the Bakgatla community whom the researcher interviewed started their businesses either as individuals or group of community people (co-operative) with no proper

funding or supporting structures at all from policy makers and South African government state organs such as Industrial Development Corporation (IDC).

4.4 FINDINGS FROM THEMES PER INTERVIEWEES

The study explored the findings of the interviews in relation to the themes which were derived from the research questions.

4.4.1 Respondent's status

The following questions were posed to the thirteen participants (13) to ensure that respondents were small-scale chromite mining operators, and the information was captured therein

Table 4.1: Small-scale mining chromite operators in Bakgatla community

<p>Theme question 1: Are you aware of the influence of business strategies as small-scale chromite mining operator?</p>
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The primary objective of this question was to get to know if indeed the participant was indeed aware of the influence of business strategies as small-scale chromite mining industries, because the research was on small-scale chromite mining operators who were registered on the Mintek data base. The quotation below was formulated to provide the responses to the research questions which were obtained from the participants. In the case of this question, each participant's feedback was given in the form of verbatim quotations under the research question. On the question as whether they were aware of the influence of business strategies as small-scale mining industries. A sixty-four per cent (64%) of small-scale chromite mining industries conceded that application of business strategies would influence their performance, while the remainder of 36% were not sure and would not say whether the implementation of the business strategies would enhance and stimulate socio-economic growth for Bakgatla community.

4.4.2 Some verbatim responses and summary of the findings.

During the process of interviewing of the participants, the following were the responses that the researcher got from the participants for purposes of data collection for the study.

One participant had this to say as a respond: ...” *hahaha..... I understands the influence of business strategies as small-scale mining operator, that business strategy has to do with ability of doing things differently and be smarter to be able to meet the competitiveness in the business world. By doing that, it means a business shall be able to meet its customer requirements and needs...*”

And other participant from the 36% group had to say:”*my opinion on the business strategies on the small-scale mining...? Ummm my understanding of the business strategies is that we need to have correct plan of action and means of doing business, however we might be aware of these plans of action, but the challenge which may remain will be how to make use these strategies to our advantage, so that our products become known and unique in the competitive world...*”

4.5 UNDERSTANDING OF THE SMALL-SCALE CHROMITE MINING INDUSTRIES

The section below deals with the findings of the interviews as discussed in relation to the themes based on the research questions:

4.5.1 Establishing the performance challenges faced by small-scale mining industries by the respondents.

In the study, effort was put to establish whether the small-scale chromite mining operators in Bakgatla community were understanding what it meant to be small-scale mining operators, and as such a theme question was formulated by researcher of the study to get that information.

<p>Theme question 2: What are some of the performance challenges which were being faced by the mining industries?</p>
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The above question's aim was to get to know if the small-scale chromite mining operators themselves are aware of their own performance challenges in the mining industries.

Again, if they are aware of these performance challenges as small-scale chromite mining operators what support structures and business strategies would they be afforded so, as they could grow and enhance performance on their businesses. Thus, given the sampling frame which stipulated that eighty-five (85%) of the respondents were aware of some of performance challenges their business category, below is the summary of what some of the participants had to say:

4.5.2 Some verbatim responses and summary of the findings.

Thus, one participant when asked about the performance challenges face by small-scale miners had to say: ***“What I understand about performance challenges is that it is the challenges faced by small-scale mining operators to enhance and make their business grow to enhance and stimulate socio-economic growth in the community. These include the lack of financial and technical support from the policymakers, law enforcing agents, environmentalists, and government of South Africa”***

One other participant who as interviewed form the 15% group has this say:

“Ummm...some of the performance challenges which were being faced by the mining industries is the lack of alignment in terms of product selling, that is the cost of tonnage of chrome. There was no “size fit all” on the product cost at the marketplace and hence this was negatively impacting on the small-scale chromite mining industries...”

Therefore, the finding of the study is that the performance challenges in the small-scale chromite mining keep existing, if the policy makers and the law enforcing agents of the state do perceive the small-scale mining activities as illegal in the general picture of things. In addition to these factors, performance challenges faced by the small-scale chromite mining industries are exacerbated because they are looked at environmental exploiters by a range of other stakeholders in the stream of mining.

4.6 TYPES OF BUSINESS STRATEGIES TO BE CONSIDERED BY SMALL-SCALE MINING INDUSTRIES TO ENHANCE AND STIMULATE SOCIO-ECONOMIC GROWTH.

In this section, the findings of the interviews are explored in relation to the themes that were identified:

4.6.1 Types of business strategies to be considered by small-scale mining industries to enhancing and stimulate socio-economic growth

To ensure the types of business strategies to consider for small-scale mining industries, the researcher of the study formulated a question to capture such information thereof.

Theme question 3: What are the types of business strategies to be considered by the small-scale industries to enhance and stimulate socio-economic growth?

This question was formulated by researcher of study to get an answer from the participants of the interview. The purpose of question was to determine the types of business strategies the small-scale mining industries would apply to enhance and stimulate socio-economic growth. As stated by *Thompson and Strickland (2019:16)* that a strategy “is the competitive moves and business approaches that managers employ to attract and please customers, compete successfully, grow the business, conduct operations, and achieve target objectives”.

Hence, in backdrop of this definition of strategy a sound and visionary management-leadership is required to execute such strategy. The end-goal of such an execution should positively impact on the business revenue growth, earnings and better return on investments. Thus, the small-scale chromite mining industries should have some form of a game plan in place if they need to grow their operations

4.6.2 Some verbatim responses and summary of the findings.

From the seven three percent (73%) one of the participants, one participant was asked and had to say: ...”***hahaha ...as I understand types of business strategies to be considered by the small-scale mining operators to enhance and stimulate the socio-economic***

growth is the business plan of actions which are competitive and business approaches that the small-scale chromite mining operators must employ to attract and make happy the customers, and as well compete successfully and ensure the business grows and achieve targets as expected...”

One other participant from the nine percent (9%) had this to say:

“ummm...my view on the types of business strategies to be considered by the small-scale industries to enhance and stimulate socio-economic growth is that strategy is a plan of action that a business owner(s) should apply to ensure the business grows and meet the customer need and enhance and stimulate the socio-economic growth, however the main challenge for the small-scale chromite mining operators is lack of acknowledgement and appreciation of these business strategies types at that level...”

These views aligned with the arguments from Bergquist (2017:6), that industries for many years have taken advantage of the natural resources to meet their immediate needs, but most natural resources have depletion date. Thus, Bergquist (2017:6) defined the business strategy as action plan being undertaken by business owner to enhance the value of the product to ensure its customer is fully satisfied and enhance business growth thereof.

The other participants had the following to say: ***“I think... uhmmm.... if I understands the world business strategy, as a plan of action that needs to be implemented by managers of business into adding more value on the products produced by the business for enhance and stimulating the socio-economic growth...”***

4.7 THE IMPORTANCE OF RELATIONSHIP BETWEEN BUSINESS STRATEGY APPLICATION AND BUSINESS PERFORMANCE.

In this section, the findings of the interviews are explored and discussed in relation to the themes that were identified from the interviews.

4.7.1 Is there any relationship between business strategy application and business performance?

To check if the small-scale mining operators do understand or know the relationship between business strategy application and business performance. The specific question was generated by the researcher of the study to allow the understanding and unpacking of matter in detail and get the correct feedback and capture the information thereof.

Theme question 4: Is there any relationship between business strategy application and business performance?

This question was formulated by researcher of study to get answers from the participants who participated in the study. The question's objective was to determine whether the small-scale chromite mining operators do know any relationship between the business strategy application in their business and its effect to the performance of these business therein.

4.7.2 Some verbatim responses and summary of the findings.

During the process of interviewing of the participants, the following were the responses that the researcher got from the participants for purposes of data collection for the study.

One other participant had this to say: *having a better understanding of the relationship between the business strategy application and business performance would mean that the small-scale chromite mining industries will enhance and stimulate business growth, thereby creating more employment opportunities and revenue generation for the country.*

4.8 WHICH SPECIFIC BUSINESS STRATEGIES WHICH ARE SUITABLE TO BE APPLIED BY SMALL-SCALE CHROMITE MINING INDUSTRIES WHICH STIMULATE PERFORMANCE AND ENHANCE SOCIO-ECONOMIC GROWTH?

In this section, again the findings of the interviews are explored and discussed in relation to the themes that were identified from the interviews.

4.8.1 Which specific business strategies which are suitable to be applied by small-scale chromite mining industries which stimulate performance and enhance socio-economic growth?

Theme question 5: Which specific business strategies which are suitable to be applied by small-scale chromite mining industries which stimulate performance and enhance socio-economic growth?

To check if the small-scale mining operators know the specific business strategies that are suitable to be put in by small-scale chromite mining industries which stimulate performance and enhance socio-economic growth a specific question was formulated by the researcher of the study to get the correct feedback and capture the information. This question focusses on the exact business strategies that the small-scale mining industries should view as very suitable for the application in their industries to stimulate performance and enhance socio-economic growth for the communities to which they will be performing their activities.

4.8.2 Some verbatim responses and summary of the findings.

Table 4.8: The specific business strategies for small-scale mining operations.

The specific business strategy suitable to be applied by small-scale chromite mining industries	The interview findings
a) Develop expertise and resource strengths which cannot easily be imitated by rivals	The small-scale chromite mining operators in the Bakgatla are aware that the development of expertise and resource strengths which cannot be matched by their business rivals as one of the specific suitable strategies to ensure business performance stimulation and socio-economic growth.
b) Differentiation strategy	The same number of the participants of the study, that is of small-scale chromite mining industries know that the emphasis on differentiating its product or service and enhance the quality is one suitable specific strategy that ensure to stimulate business performance and support socio-economic growth thereof.
c) Being mining industry's low-cost provider.	With no doubt the small-scale chromite industries are very aware that application of the suitable specific

	strategy that by being the industry's low-cost provider will ensure the enhancement of business performance and support the socio-economic growth for the community.
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Conclusively, the study managed to identify the specific business strategies which are suitable to applied by the small-scale chromite mining industries to stimulate the business performance and socio-economic growth. These specific business strategies would assist in ensuring that the small-scale chromite mining industries in putting energies where it is really required to stimulate the business performance and ensure the socio-economic growth.

4.9 WHAT IS THE NATURE OF OPERATIONS OF SMALL-SCALE CHROMITE MINING INDUSTRIES IN BAKGATLA COMMUNITY?

In this section, to elicit the nature of operations of small-scale chromite, again the findings of the interviews are explored and discussed in relation to the themes that were identified from the interviews.

Theme question 6: What is the nature of operations of small-scale chromite mining industries in Bakgatla community?
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This researcher of study formulated a question to get answers from the participants who were interviewed in the study. The questions were to determine the nature of small-scale chromite mining industries in Bakgatla community.

4.9.1 Some verbatim responses and summary of the findings.

Small-scale chromite mining industries are not the same from one country to another. The field of small-scale mining industries do exploit the shallow levels of the ground or on the surface levels. What is unique about the nature of operations about the small-scale chromite mining industries are the lack of use of sophisticated mining tools, lack of application of safety measures when performing mining activities and it's to highly labour-intensive approach. Essentially, the small-scale mining operators are regarded as non-mechanised, highly manual labour intensive and the use of low technology method of mining.

During the process of interviewing of the participants, the following were the responses that the researcher got from the participants for purposes of data collection for the study.

One participant had this to say: ***aah I perform all mining activities without wearing any personal protective equipment (PPE) and I do not see anything wrong about that, as long as we are managing to get the chrome we want on daily basis.***

4.10 SUMMARY AND CONCLUSION

The chapter four explored and presented the findings of the study as contemplated by the researcher. The study did categorise the research questions and the interview question to the participants. The content analysis of the data was used in the study to reach to findings from the recordings made by the researcher. The study's findings mainly revealed the business strategies that influence the performance of the small-scale chromite mining industries to enhance and stimulate socio-economic growth for community. The second part of the findings is how the small-scale chromite mining operators understand the business strategies and how they impact the performance of their business.

This study also found that if the small-scale chromite mining operators were to be educated on the importance of applying the business strategies, that would make their business growth, add-value in reducing the unemployment rate in South Africa and therefore generate revenue for the country. However, it was not always easy for them to take advantage of these business strategies as it were, because of the conditions they work under and exposed, and some instances be viewed as environmental exploiters by the policy makers and environmentalists. Though, literature gives the picture that support structure for small-scale chromite mining industries as limited to ensure they apply the business strategies for performance enhancement, the study did reveal that there are support structures or organisations such as Mintek which are always available for such support.

On a different note, success factors such as the application of business strategies by small-scale chromite mining operators are inseparable to better performance of the business and creation of the socio-economic growth thereof. Conversely, factors that limit or do not support the growth and performance of business of small-scale chromite mining operators are the lack of financial support, lack of the required equipment, the fact that some small-scale mining operators do want to work in isolation, that is lack of business partnership and lack of

business acumen. The findings of this study reveal that small-scale chromite mining could only be able improve their business performance for purposes of create a remarkable socio-economic growth for communities if they are trained and mentored to understand the importance of business strategies.

CHAPTER 5: ANALYSIS AND DISCUSSION OF THE RESULTS.

5.1 INTRODUCTION

This chapter five presented a thorough analysis of the results with some reference to the literature reviewed and the current reality of the study. The chapter five starts on the discussion on factors that influence the business performance of the small-scale chromite industries in trying address the research question and objectives. Again, the study put more effort in trying to unpack the research findings and how these findings relate to literature highlighted in Chapter two and therefore identify the gaps that the study is required to consider and make recommendations for further research. It is under the Chapter five where the sub-question of the study is answered and which consistent with the data that used in the chapter 2 of the study by the researcher.

5.2 CHECKING IF THE SMALL-SCALE CHROMITE MINING INDUSTRIES ARE AWARE OF BUSINESS STRATEGIES.

As per the respondents, 64% of small-scale chromite mining operators were aware of importance of applying business strategies to enhance business performance on their small-scale mining operations. Whilst the remaining 36% of small-scale chromite mining operators were not sure really of the importance and effect of these business strategies to their operations.

The 64% of the small-scale chromite mining industries interviewed who considered themselves the single owner (sole proprietors), were aware of the influence of the business strategies to enhance performance of their small-scale mining industries According to *Venter, Urban, Rwigema (2016:193)* define a sole proprietorship as an individual operating a business who directly benefits from all profits and makes all the decisions and exercises full control of the business.

As a sole contributor of business capital, however lack of business strategies application to stimulate business growth was the limiting aspect for business performance and creation of socio-economic growth. According to *Brink, Cant and Ligthelm (2017:3)* who found that, lack of business strategies that stimulate the business performance to small-scale mining operators was one of the reasons for the eighty- percent (80%) failure to enhance and create socio-economic growth in South Africa.

Hence, the small-scale mining operators who operate as sole owners and with no business partners were unlikely to be aware of the influence of business strategies in their business operations. Whereas those small-scale mining operators who operate as teams and/or co-operatives were most likely to embrace the business strategies and be aware of these strategies, their positive influence and how they enhance business performance, and stimulate socio-economic growth. For example, during the study the researcher found out that the business premises and equipment used by small-scale chromite mining industries who operate as individuals remain non-sophisticated and more labour intensive. Some of the small-scale mining operators were still using the open business. Also, what the researcher found out was that some of these individually operated small-scale chromite industries, these owners would have heard about and be aware of the influence of business strategies but would remain reluctant to apply the business strategies, and in some instances for fear of the unknown.

5.3 THE PERFORMANCE CHALLENGES THAT THE SMALL-SCALE CHROMITE INDUSTRIES ARE FACING.

Generally, eight five percent (85%) of the small-scale chromite mining industries in the Bakgatla community who participated on the interview were quite aware that they are operating as small-scale chromite operators and would understand what it means small-scale mining industries. They could relate their way of mining which they could use less sophisticated tools such as shovels, picks and wheelbarrows instead of the highly sophisticated machinery like front end loader, back loaders machinery and load haul dumpers and so forth. This was exacerbated by the frequently confrontation that they would have with the laws enforcing agents such as South African Police Services (SAPS) and environmentalists who would now and then harass them as they were being viewed as the environmental exploiters.

Clearly, small-scale mining industries require more support to overcome some of the performance challenges which they confront. For example, small-scale chromite mining industries suggested that they would need the more established mining organisations, to partner them to share ideas, responsibilities, resources and perhaps synergies to enhance and stimulate business performance for better socio-economic growth. Conversely, a push effect for the small-scale chromite industries is the fact that a several of them are operating their businesses in isolation, hence that approach works against their business growth. However, the sum of what the study found, that's far that the small-scale were very aware of the performance challenges in their business for them to be successful.

Some of the challenges that the small-scale chromite mining industries were facing was lack of financial and technical know-how support from the relevant authority such as South African government in their effort to enhance performance in their small-scale mining operations. According to *Mutemeri et al., (2018:18)*, *Appiah (2017:309)* both agreed and pointed out that small-scale mining industries required to be well-documented, licensed and formalisation and access to today mining technology for their small-scale mining business sustainability.

The remaining fifteen percent (15%) of the small-scale mining industries participants in the same community were not quite aware what it entails or means to operate as small-scale chromite mining operators though their mode of performing mining activities or business were very similar to that of the eight five percent (85%) of the participants. Many of this group thought that after a reasonable period of being in business and operating as small-scale chromite mining industries, majority of these small-scale chromite mining operator would be applying and get used with the importance of business strategies that enhance business performance and growth. However, this was not the case for the small-scale chromite mining operators as they were still using the unorthodox methods of producing minerals though they were aware of their business operational level.

5.4 BUSINESS STRATEGY TYPES TO BE CONSIDERED BY SMALL-SCALE MINING INDUSTRIES TO ENHANCING AND STIMULATE SOCIO-ECONOMIC GROWTH

Of the 13 participants who were interviewed by the researcher, seventy-three per cent (73%) of small-scale mining operators were aware and knew the types of business strategies to

consider on their business to enhance and stimulate the socio-economic growth. Some of business strategies that these seventy-three percent (73%) knew business strategies such as being the low-cost provider and in persuasion of economies of scale, which means being small-scale chromite mining industry that put more emphasis and effort into the exploiting all the resources of low-cost advantages.

Bradford (2019:101), Thwala and Phaladi (2020:534), Ledzani and Netswera (2018:227), Mutemeri et al.,(2018:21) and Luiz (n.d:3) made similar findings. Luiz (n.d:3) found that a significant proportion of small-scale mining businesses failed to enhance and stimulate the socio-economic growth as they did not know the types of business strategies to apply at all. This sentiment is echoed in the work of *Cant and Wiid (2017:710)* where they found out that lack of education on the correct business strategies to the small-scale mining industries was the main cause for them failing to enhance and stimulate socio-economic growth and that directly contributes to the failure rate of small-scale mining industries(*ibid.*).

These seventy-three percent (73%) small-scale chromite mining operators knew that for them to be competitive in their market there was need to have a market niche strategy through serving the special needs and tastes of niches buyers. Thus, the application of the differentiation strategy which put emphasis on differentiating its product as well as higher product quality, thereby creating higher product price leveraging as compared to the competitors in the same market was notably an important aspect by the small-scale chromite mining operators.

Nine per cent (9%) of the small-scale chromite mining industries who were interviewed said they knew about the types of business strategies; however, their challenge was on how to apply the business strategies to enhance and stimulate the socio-economic growth. Notably, from these nine per cent (9%) of the small-scale chromite mining operators interviewed was the lack to appreciation of these business strategies to influence the business performance and thereof enhance socio-economic growth. This could be attributed to many elements and factors; thus, the study suggested the lack of acknowledging and appreciating, less managerial competency and marketing knowledge as the crux of the problem.

Small-scale mining industries owners in South Africa lack the anxiety, management skills and business strategies to apply to support the business performance and growth (Luiz, n.d:1; Bradford, 2018:101; Thwala and Phaladi, 2020:534; Lekhanya, 2017:6; Fatoki, 2018:196; Cant and Wiid, 2017:710). According to Fatoki (2018:187), small-scale mining

businesses in South African do not engage in business strategies, performance and growth analysis.

According to Fatoki (2018:193) who asserts that lack of business performance and growth of small-scale mining operators is mainly due to the lack of application of the business strategies and managerial skills requirements, to have the competitive edge in the business environment needed to enhance and stimulate the socio-economic growth.

Therefore, this finding is that the types of business strategies in the small-scale chromite mining industries is broad and not limited to big players of the mining industries only, that is the business strategies should be embraced even with small-scale mining operators for them to have sustainability in their business.

5.5 THE IMPORTANCE OF RELATIONSHIP BETWEEN BUSINESS STRATEGY APPLICATION AND BUSINESS PERFORMANCE.

In the study it appeared that the small-scale chromite mining operators do understand the relationship between strategy application and business performance, and their importance to the business performance and how these business strategies will enhance socio-economic growth. The ninety percent (90%) of the small-scale chromite mining operators conceded to such understanding of the relationship.

However, the remaining 10% of small-scale mining operators could not clearly define and understand the relationship between business strategy application and how that would impact the business performance.

The study established that this topic remained a thorny issue for the remaining ten percent (10%) of the small-scale mining operators who were interviewed since they could not directly link the importance and relationship between business strategy application and business performance. It was clear that lack of understanding of the relationship between business strategy and the business performance did not feature mostly though in all the themes in general. However, in some parts of the world of business, the small-scale mining industries operators do face challenges emanating from lacking the understanding of the relationship between business strategy and business performance, These, theories have been proven

beyond any doubt as the rate of small-scale mining operators' businesses do not overcome the start-up challenges to reach to growth phase.

However, in the context of South Africa that does not follow, particularly the Bakgatla community small-scale chromite mining operators, thus by judging from the ninety percent (90%) feedback from the participants. Hence, the understanding of the relationship between the business strategy and business performance should be viewed as something that small-scale mining operators do not clearly understand and not knowing its importance. After all, South Africa is known for promoting education on the small-scale mining operators to ensure that they generate the much-sought revenue and as well as reduce the unemployment rate in the country.

5.6 LIMITATIONS AND CONCLUSION

The chapter five of the study presented the answers to findings of the research main question and its sub-questions. In this chapter five, that is where the literature review of the study is clearly linked to sub questions of the research. A consideration and combination of secondary data in chapter two and primary data in chapter four of the study was looked at in the chapter five of the study. The link between the literature review and the findings of the study were as well looked at in Chapter 5 for purposes of answering the study's main question.

The study explored to answer the main question on the influence of business strategies on performance of small-scale chromite mining industries to create socio-economic growth in Bakgatla community of Northwest. The study findings showed that most of the small-scale chromite mining industries are quite aware of the business strategies, however the challenges could be the lack of knowledge on how to apply these business strategies to ensure there is better performance on their mining businesses. Hence, the researcher of the study had to make some recommendations to that effect, which will support these small-scale chromite mining operators so that they can reach their full potential in term of their performance.

Not forgetting that the study focused only on the Bakgatla community, as this decision was informed by the limited time and the financial resources and covid-19 restrictions to move from one place to another, these factors impeded the scope of the study to beyond this specific community. However, it is the researcher's recommendation that if any similar further

research is to be done on small-scale chromite mining industries, the scope of research should be broadened thereof. Due to the limitations cited above in the study, which are the time and financial resources, and Covid-19 restrictions made the study not to be widened beyond the Bakgatla community. Hence, that resulted in the saturation of the study to be attained at thirteen participants to be interviewed thereof.

CHAPTER 6: RECOMMENDATIONS AND CONCLUSION

6.1 INTRODUCTION

Chapter six (6) proposed to present the findings and discussion of the researcher's study. This chapter concludes the entire study by providing a summary of every chapter of the study, thus therefore discussing the limitations of the study and the suggestions for future research, then giving several recommendations emanating from the key research findings.

6.2 BRIEF SUMMARY OF THE RESEARCH OBJECTIVES.

The research objectives of this study were to determine whether the application of business strategies by small-scale chromite mining industries would create much needed productivity to enhance socio-economic growth in the Bakgatla community in Northwest province of South Africa. Again, some other study objectives were to determine nature of the operations of small-scale chromite mining industries in the Bakgatla community; and to establish whether the small-scale chromite mining industries are aware of the business strategies that would influence their performance; and to find the types of the business strategies to be considered by small-scale chromite mining industries in Bakgatla community; and to determine some of the performance challenges being faced by the mining industries and to as well examine the relationship between the application of business strategies and business performance; and to determine which of these business strategies is or are suitable to be applied by the mining industries to enhance socio-economic growth.

6.3 MAJOR FINDINGS.

The qualitative research methods were used in the study to collect and analyse the data on the application of business strategies by small-scale chromite mining industries would create

much needed productivity to enhance socio-economic growth in the Bakgatla community in Northwest province of South Africa. Therefore, the following findings were found:

6.3.1 Finding one

Some of these small-scale chromite mining operators were not aware of the importance of applying business strategies to enhance business performance on their mining operations.

6.3.2 Finding two

It came out that, very few of these small-scale chromite mining industries were not sure of the important and effect of the business strategies to their business performance.

6.3.3 Finding three

The major challenge which these small-scale chromite industries faced was on how to make use of these business strategies to their advantage to enhance performance of their businesses, though they were aware of the business strategies.

6.3.4 Finding four

In the study, it came out clear that most small-scale chromite mining industries in Bakgatla community were aware that they are still using the less sophisticated machinery or tools in their mining methods which makes it difficulty to grow their business.

6.3.5 Finding five

There are no support structures for the small-scale chromite mining industries in Bakgatla community from the policy makers and the South African government.

6.3.6 Finding six

The main body that supports the small-scale chromite mining industries is the Mintek which facilitate registering and marketing of their products to the marketplace.

6.3.7 Finding seven

The lack of training and technical support from the South African government makes it difficulty for the small-scale chromite industries embrace these business strategies to enhance and stimulating the business performance to create socio-economic growth.

6.4 CONCLUSIONS FROM THE DATA THAT WAS INTERPRETED

The major logical conclusions that speak to the data interpreted from the findings is that most small-scale chromite mining operators are having the same intentions of trying to make their business grow, however they don't get the required support from the relevant authorities, such as the policy makers and the South African government for them to attainment these objectives. Hence, over passage of time, this resulted in the growing of lack of trust between these bodies (policy makers and government) and small-scale chromite industries in Bakgatla community such that it made it difficulty for the researcher of study to fully relate, interface and interact with small-scale chromite mining operators during the interview process with participants as most of them were a bit sceptical to the process thereof.

The study was limited to the four communities of the Bakgatla area where the small-scale chromite mining operator perform their mining activities and which the challenges, they face are similar though some of them are quite aware of the importance business strategies to enhance performance of their business. Clearly outstanding in their challenges in failing to apply the business strategies are the fact that they do not have the defined support structures to follow to apply these business strategies to their benefit and advantage for business growth.

6.5 RECOMMENDATIONS

The aim here is to come up with a series of recommendations for findings that were noted in the chapter five of the study.

6.5.1 Recommendation - Finding one

The study recommends that policy makers, big mining companies and together with South African government should devise an educational and training programmes to educate the small-scale chromite mining industries on the importance of business strategies and how they enhance and stimulate performance of their business and how this will create the socio-economic growth for the communities. This appropriate training will assist the small-scale chromite mining operators to understand, on how to make their business survive in the competitive world. Furthermore, the South African government is recommended to review

its mining permit systems, which allows the entrance of the small players in the mining business world.

6.5.2 Recommendation – Finding two

In view of the number of small-scale chromite mining industries who are holders of the mining permits, it is imperative that the South African government does establish business incubation programmes for the emerging small-scale chromite industries. This approach will go a long way in alleviating the uncertainty and incompetency among the small-scale chromite operators on how to conduct business and make their business grow. Again, this will allow the small-scale chromite mining industries to appreciate the importance of the business strategies and their influence on the performance of their business thereof.

6.5.3 Recommendation – Finding three

The South African government should put more effort in increasing the support and skills development for small-scale chromite mining operators, so they release the importance of business strategies on business performance. It is very clear in the study that one of the challenges that the small-scale chromite mining operators is that do not know how use the business strategies to enhance performance although they are quite aware of the business strategies.

6.5.4 Recommendation – Finding four

The important success factors were product marketing acumen, the business strategies knowledge and use of the modernized mining equipment so, as to improve the mining performance. This study recommends that more educational centres that supports and educate the small-scale chromite mining industries be established to enhance the skills of them in mining industries.

6.6 LIMITATIONS

Due to the lack of financial resources and time on the part of the researcher, the study could not deal with all matters relating to influence of business strategies to create and enhance performance of the small-scale chromite mining industries in Bakgatla community. In some instance, the participants were not fully co-operating with study as they had no confidence in the process.

6.7 SUGGESTION FOR FURTHER RESERCH

The researcher of this study does suggest that further research should be done towards having permissible conditions and systems in the small-scale mining industries that allows them to understand why it is important to apply the business strategies for purposes of influencing the business performance. However, this further research should focus on how learning institutions or centres may be established to allow the small-scale chromite operators attend short courses that focuses on the business strategies that should be applied to enhance and stimulate business performance and thereby creating socio-economic growth for the communities.

6.8 CONCLUSIONS

The study found that small-scale chromite mining industries are aware of the business strategies, however the main challenge they do have is that they are not aware of how to use them to improve their business performance and eventually make it grow. This is mainly because they lack the required support structures from the policy makers, South African government and some of these support structures are the educational centres where they can be educated on the importance and appreciation of business strategies for business performance improvement.

The finding of the study also suggested that the small-scale chromite mining industries do operate as individuals for too long a period. “According to Venter, Urban and Rwigema (2018: 193) who contend that when small-scale mining operator, do operate individually they limit their business growth, because they are personally liable for the business’s debt and success”. Hence, this confirms the fact that small-scale mining industries are not able to grow their businesses thereof. However, to ensure all these niggling challenges are properly dealt with, the small-scale mining operators should be given the access to the resources opportunities such as learning and training opportunities to understanding these business strategies and how they will enhance and stimulate business growth.

Generally, in South Africa the small-scale chromite mining industries are in most cases perceived as environmental exploiters and with no value add to the communities. Thus, this study does recommend that this view or perception towards small-scale mining operators

can only be changed, if support structures such as mentoring, skills development, training and funding is afforded to them to ensure that their business does expand to create socio-economic growth thereby generate more revenue, reduce poverty among the communities and as well as create more employment opportunities. However, the study established that the small-scale chromite, in some instances were not even aware of the business strategies and the required support structures for them to establish and grow their businesses successfully. The study also found that there quite several business strategies that the small-scale chromite mining industries that can apply for their business to improve on performance. Also, the use of the appropriate equipment and the ability to be involved in extensive marketing of their products to the customers, ensure their products are of high quality and human capital engagement with good knowledge of mining principles.

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29th June 2022,

Dear Mr Reggie Ngorima

Approval of Ethical Clearance Project

title:

The influence of business strategies on the performance of small-scale chromite mining (SSCM) industries to create socio-economic growth in Bakgatla Community in the Northwest Province of South Africa

This letter serves to notify you that your application for ethical clearance to conduct the above research towards your MBA dissertation has been fully approved by the Regenesys Business School (RBS) Ethics Committee.

Please note that any changes to the title and research protocols (title/method/data collection/sample etc.) have to be reviewed and amendments approved prior to commencement of the data collection.

All research being conducted during the Covid-19 pandemic have to strictly follow the RBS research guidelines and protocols, as well as that of the South African National Research Ethics Council.

Please note that this is valid for a period of one year from the date of issue. Furthermore, a copy of this approval letter must be appended to your dissertation /Research report.

We wish you every success in your research.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Stanford Makore', written over a horizontal line.

Dr Stanford Makore
Head: Higher Degrees Research Committee.

APPENDIX B



04 July 2022

Consent Letter 2022

I, **Dr Makhapa Makhafola** in my capacity as General Manager: R&D give consent in principle to allow **Reggie Ngorima**, a student at the Regenesys Business School, to collect data at Mintek 's Small Scale chromite Mining & Beneficiation Division (SSMB) as part of his **Master of Business Administration** research. The student has explained to SSMB the nature of his research and the nature of the data to be collected.

This consent in no way commits any individual staff member to participate in the research, and it is expected that the student will get explicit consent from any participants. I reserve the right to withdraw this permission at some future time

In addition, the company 's name may or may not be used as indicated below.

	Research	Conference paper	Journal article	Research poster
Yes	✓			
No		✓	✓	✓

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MINTEK – Celebrating over eight decades of excellence in mineral & metallurgical innovation.

APPENDICES

Appendix C: The interview Guide



THE INFLUENCE OF BUSINESS STRATEGIES ON THE PERFORMANCE OF SMALL-SCALE CHROMITE MINING (SSCM) INDUSTRIES TO CREATE SOCIO-ECONOMIC GROWTH IN BAKGATLA COMMUNITY IN THE NORTHWEST PROVINCE OF SOUTH AFRICA

CONSENT TO PARTICIPATE IN THE STUDY AS PARTICIPANT			
1	I agree to participate in this study	Yes	No
2	I am aware that participating in this study is voluntary	Yes	No
3	I have been given assurance that my identity shall be kept confidential and that none of answers to the study shall be traced back to me	Yes	No
4	I am quite aware that I am at liberty to refuse to answer any questions which I do not wish to answer.	Yes	No

INTERVIEW GUIGE

Day of interview

Time at which interview was conducted.....

Location at which interview was conducted

