

UNIVERSITY OF CAPE COAST

**HUMAN RELATIONS AND JOB PERFORMANCE IN GHANAIAN
MINING INDUSTRIES: A CASE STUDY OF ANGLOGOLD ASHANTI,
OBUASI**

PATIENCE KAFUI ACQUAH

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HUMAN RELATIONS AND JOB PERFORMANCE IN GHANAIAN MINING
INDUSTRIES: A CASE STUDY OF ANGLOGOLD ASHANTI, OBUASI

BY

PATIENCE KAFUI ACQUAH

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MANAGEMENT

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DECLARATION

Candidate's declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:..... Date:.....

Name: Patience Kafui Acquah

Supervisor's declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:..... Date:.....

Name: Mr. Justice S. Anoff

ABSTRACT

The study assessed human relations and job performance in Anglo Gold Ashanti Limited at Obuasi . Four research questions were formulated to guide the study. A descriptive survey design was employed. All workers of Anglo Gold Ashanti at Obuasi constituted the population. The population was rendered into stratas which represented the five divisions or departments in the company out of which 3% of the respondents were randomly sampled from each which resulted in the selection of 131 respondents.

In order to gather enough data for the study a questionnaire was used. All the items were mainly close-ended items on a likert-type scale and were generated from the research questions. The data gathered with the instrument were analyzed and interpreted to provide answers to the research questions by using frequencies, percentages and means and standard deviation. The direction of responses was determined by computing the mean of means and testing of hypothesis using the independent sample t-test at a p-value of 0.05.

The investigation revealed that employees were provided with various channels of communication with the least being the magazines and that communication had a positive influence on their performance. Supervisors were democratic and this largely influenced their performance. The welfare services provided were considered to have improved performance only to some extent. It was recommended that employees should be made part of decisions concerning job schedules and target setting to get them committed to the work.

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DEDICATION

To Anthony, Patrick, Egram and Johnson.

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CHAPTER ONE

INTRODUCTION

Background to the study

The most valued assets of any organisation are its workers. They individually or collectively contribute to the achievement of the organisations objectives (Armstrong, 2005). They therefore constitute the hinges on which the survival of the organisation hangs. Their actions and inactions, thus to a very large extent, determine the success or otherwise of the entity. Employees' attitude towards work and their behaviour and reaction in general are largely influenced by the industrial relation climate that exists in an organisation. It is against this background that the classical management and organisational theories such as Taylor's theory of Scientific Management, Fayol's Administrative theory, Weber's theory of Bureaucracy were postulated to explain organisational behaviour. The thrust of these theories is that many of the principles are concerned first with making the organisation efficient, with the assumption that employees will conform to the work setting if the financial incentives are agreeable (Hahn, 2007). This viewpoint specifically focused on how to create higher efficiency through technical processes with little regard to the social aspect of work. However, another school of thought considers this standpoint to be flawed since employees may not work only for monetary gains.

The weaknesses with the classical theories led to the emergence of human relation perspectives championed by Elton Mayo after his famous Hawthorne studies. Other related investigations were conducted by Abraham Maslow and Douglas McGregor in the mid twentieth century. The human relations perspective views employees as social beings with complex needs and desires as opposed to just units of production in managing a corporation (Kinicki & Williams, 2008).

This perspective places an emphasis on the social networks found in a corporation and uses gratification, not deprivation, to provide motivation in the workplace. The human relations perspective born by the Hawthorne experiments is an extension of the behavioral viewpoint. Prior to this, almost all management was looked upon through the classical lenses. It was not until after the Hawthorne experiments that people began to realize that the happiness of the worker has an enormous effect on overall productivity.

The experiment began as a test on the effects of different working environments on productivity. However as it proceeded researchers found that no matter what they altered productivity increased. Therefore, they concluded that productivity rises when employees are given attention and a say in the decisions that affect their work (Kinicki & Williams, 2008). Previous standpoints overlooked the relationship between the employee and the work group that he or she was associated with. This viewpoint has a more psychological approach to management with an emphasis on understanding human behaviour and motivating employees towards achievement.

In consonance, Armstrong (2005) mutters that an employee relations climate can be good, bad or indifferent according to perceptions about the extent to which management and employees trust one another; management treats employees fairly and with consideration; management is opened about its actions and intentions-employee relation policies and procedures are reliable; harmonious relationships are generally maintained on a day-to-day basis, which results in willing cooperation rather than grudging submission; conflicts that arise are resolved without resort to industrial action and resolution is achieved by integrative process which result in a 'win-win' solution among others. Further, the human relations school believes that employee motivation is a result of recognition, encouragement, and rewarding of individual contributions. Therefore, the statement of the Chief Executive Officer of AngloGold Ashanti, Mark Cutifani may be considered as well placed. He states that the company believes that individuals who are treated with respect and who are entrusted to take responsibility respond by giving their best (AngloGold news letter, 2008s).

Personal or formal human relationships may control an organisation and affect its productivity and maintenance. However, the way business is conducted may not meet future challenges since most industries have become too profit oriented forgetting about the fact that people's contribution plays a significant role in this endeavour. Managers and employees must find new ways to develop the skills needed to facilitate change. Human relations may be the only low-cost means of increasing personal and corporate productivity (Lewis, 1983). The improvement managers make in their human relationship will improve such

human relations areas as trust, job satisfaction, absenteeism, motivation and communication. That is why it is imperative that an investigation is conducted to examine the extent to which human relations affects job performance in AngloGold Ashanti, a leading mining company in Ghana.

Statement of the problem

Today's managers are struggling with unprecedented productivity problems. However, it is believed that the fundamental problem of any enterprise is the development and maintenance of a dynamic social human relationship. Ironically, human relations in organisations has not received the needed recognition it deserves. Too few managers have paid attention to it. According to Guest (1995) as cited in Armstrong (2005) management sets the agenda, which is market driven, while human relation issues are relatively low on the list of concerns. In agreement, Kessler and Bayliss (1992) contend that it is clear that the significance of industrial relations in many firms has dwindled. A casual engagement with some present and past employees of AngloGold Ashanti revealed that decisions and policies are made and formulated by management and the board of directors of the company with little or no inputs at all from employees, especially the junior staff. For instance, the setting of targets is the prerogative of the top management staff. It therefore appears as if there is a wide gap between management and the junior staff. It is on this score that it has become necessary to examine the extent to which human relations affect job performance in AnlgoGold Ashanti Limited.

Objectives of the study

The general objective of the study is to examine how human relations affect job performance in AngloGold Ashanti. The specific objectives are to;

- Identify the effect of communication on job performance.
- Assess the leadership styles employed by management and how it influences performance.
- Examine the extent to which employees' participation in decision making enable them work efficiently.
- Appraise the welfare services provided for employees.
- Make recommendations based on the findings of the study.

Research questions

The study is guided by the following research question;

- How does communication affect job performance?
- How does leadership styles employed by management influence performance?
- To what extent are employees allowed to be part of decision making to enable them work efficiently?
- What welfare services are provided for employees'?

Significance of the study

Generally, the investigation will provide insight into the effect human relations has on job performance in mining industries. Particularly, it will reveal

the various communication channels and techniques used and how they aid interaction between workers. This will enable management correct deficiencies with existing channels of communication so as to reinforce positive relations between and among workers.

The study will also highlight the kind of leadership provided by management. The findings will inform management as to the appropriate leadership style to adopt to improve employee confidence in management to enable them give off their best. The investigation will bring to the fore the various channels available for addressing workers' grievances and complains. This will uncover the lapses in the system for remedies to be put in place to help strengthen the employer-employee relationship.

The inquiry will also made participating respondents aware of the essence of welfare services and the extent to which it can re-enforce the relations between and among workers which will subsequently affect work output.

Delimitation of the study

The investigation is meant to examine the extent to human relations affect job performance at AngloGold Ashanti Limited. It is therefore not geared towards evaluating workers job performance. The study will involve only selected workers from the various divisions.

Organisation of the study

The study is organized into five chapters. The first chapter deals with the introduction which covers the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, delimitations and organisation of the study.

Chapter Two covers reviews of literature relevant to the study such as communication and job performance, leadership and performance, employee participation in decision making and welfare services provided for workers. The third chapter deals with the research design, techniques and procedures employed in the study. It further examines population, sample and sampling procedure, the instrument for data collection, administration of instrument and procedures used for analyzing data collected.

Chapter four is devoted to the presentation and discussion of findings of the study while the last chapter looks at the results of the study, summarizes and draws conclusions. Recommendations have also been made based on the findings of the study.

CHAPTER TWO

REVIEW OF LITERATURE

Introduction

This review of literature involves the systematic identifications, location and analysis of documents containing information related to the research problem. It made the researcher aware of contributions of other researches that have been done and needs to be done in the area under investigation. In this chapter, therefore, attempts have been made to examine related literature human relations and job performance. The following themes have been used to design the review.

- Communication and job performance.
- Leadership and Performance
- Employees participation in decision making
- Welfare services provided for employees

Communication and job performance

Communication is a crucial element in all departments of human endeavour. Its effectiveness or otherwise determines the extent to which individuals in that enterprise will coexist. This is so because it largely defines the relationship between the parties involved. Ordinarily, it is viewed as the transfer or the transmission of information-messages, facts, ideas, opinion, feelings and

emotions, through verbal or nonverbal means from one person to the other (Chappel and Read, 1984; Peretomode, 1992). For Cole (2006:220) “communication is the process of transmitting and interpreting ideas, facts, opinions and feelings”. He further asserts that it is essentially a sharing one-a mutual interchange between two or more persons. Communication can be said to be complete not only when the content gets to whom it was meant for but, more importantly, when it is understood (decoded) by the person. This thus renders the process a bit more complex than a mere transfer of ideas. In a business milieu, communication is even more critical. Lesiker (1974) contends in agreement that communication is the ingredient which makes organisation possible. It is the vehicle through which the basic management or administrative functions are carried out.

In the view of Kinard (1984), communication is one of the manager’s most important tools. When used properly it embodies the speaker’s objectives, helps accomplish tasks that require coordination. Scott and Mitchel (1976) however, intimate that communication serves at least four purposes. These are: to influence the performance of organisational members, that is, to motivate, direct, instruct and evaluate; to serve as an information input or exchange; to clarify and express feelings and to control. In a different breath Armstrong (2005) asserts that the feeling about work, the motivation to work and the associated rewards depend very much on the effectiveness of communications from the managers or team leaders and within the company.

Armstrong (2005:816) mutters that a good two-way communications are needed to enable management keep employees informed of the policies and plans affecting them so that employees can in turn respond promptly with their views about management's proposals and actions. A feature of management practices during the twentieth century is the way in which different management theories become fashionable or influential for a while and then decline in favour. Among these has been the 'good communications' theory of management. This approach which deals with management problems is based on the following assumptions:

- The needs and aims of both employees and management are, in the long run, the same in any organisation. Managers' and employees' ideas and objectives can all be fitted together to form a single conceptual framework.
- Any difference in opinion between management and employees are due to misunderstandings which have arisen because communication is not good enough.
- The solution to industrial strife is to improve communication.

The flow of communication in organisations

The flow of communication in organisations is largely determined by its structure which guides the achievement of organisational objectives. According to Burns and Stalker (1950) as cited by Cole (2006) mechanistic (bureaucratic) organisations tend to adopt vertical lines of communication and interaction; organic ones tend to employ lateral lines while the matrix type-structures used

both vertical and lateral lines of communication. Cole (2006:221) however contends that communication network of most organisations consists of vertical lines of communication providing upwards and downwards means of transmitting information, with a few integrating mechanisms such as committees built across these lines.

Vertical communication

The greatest tendency in most organisations is for communication to be thought of in terms of vertical interaction. In particular, management communicates policies, plans, information and instruction downwards and employees communicates ideas, suggestions, comments and complains upwards. The downward communication is achieved by means of the management chain, while the upward communication is achieved by work-group meetings, by joint consultation machinery and by grievance procedures. Vertical communication tends to be dominated by what flows in the downward communication. Katz and Kahn (1978) in a different fashion provided five basic purposes for downward communication. These are, to provide; specific task directives or job instructions; information about rationale of a job; information about organisational policies, procedures and practices; subordinates with performance feedback; and information of an ideological nature which try to drum up employees' support for organisational goals. Contrarily, a downward communication may create an authoritative atmosphere that may hurt employee motivation and morale.

Downward flowing information also has a tendency to become lost and distorted especially when there is a very tall hierarchical structure.

On the other hand, upward communication flow may involve four major types of information. These are; the level of performance and achievement of employees; identification of any unresolved problems and issues faced by employees that may affect productivity and efficiency; ideas and suggestion for improvement; how employees feel about their jobs, fellow employees and the organisations. There is no upward-flow of information where managers do not trust suppliers and fear reprisal. In other words, if the communication channels are not open such that workers can frankly make their voices heard, they will never send information upwards. This is capable of raising organisation tension and conflicts that may strain relationships and consequently affect productivity.

Lateral communication

The flow of information across the organisation is rarely comparable with the vertical flow. However, every organisation has to make some arrangement for coordinating the efforts of more than one department or section, and this may be done by means of interdepartmental meetings or committees (Cole, 2006). Lateral communication frequently occurs through meetings, joint decision making, written memos, committee work or informal interpersonal communication. Where an organisation is more organic in its operation, it tends to make greater use of lateral flows of information between people of same specialism or working on similar tasks. Much of the information flowing between such groups in highly

technical or task-orientated and facilitates cooperation between groups. Such information is only passed up the line if it is of particular significance or where it comes under the category of 'need to know' for the manager concerned. Organisations which operate a system of 'management by exception' are able to make wider use of lateral forms of communication compared with organisations whose management insist on being kept fully in the picture all the time. A lateral or horizontal flow of information provides the means for members to know the importance of uniting their efforts in the pursuit of total organisational objectives. It also fosters a healthy relationship among peers, hence strengthening cooperation.

Communication systems

Communication systems are the various media through which information is transmitted to employees in an organisation. Armstrong (2005) puts them into three categories: intranet, the written word and oral method.

Intranet System: With the increase in technological advancement, most organisations now rely on an internal e-mail system to communicate information, especially in a working environment where most of the employees have direct or indirect access to a computer. An intranet communication system facilitates the transmission of information to a wide audience.

Written Methods: This involves the use of magazines, newsletters, bulletins, and notice-boards. These media help to make both employees and the public aware of the company. However, magazines are used more for public relations while

newsletters are the prime means of communicating with employees (Armstrong, 2005). The outlets aim at explaining what management is planning to do and how it affects everyone. Contributions solicited from employees and chatty 'human interest' materials make them more human thereby capturing the attention of employees. Bulletins are used to provide immediate information to employees which cannot wait for the next issue of a newsletter. Bulletins are useful when they are distributed earlier and are seen by all interested employees.

Oral Methods: This involves the use of meetings, briefing groups and public address systems. Organisations make use of general and departmental meetings to keep employees informed about what is happening in the organisation.

Leadership and performance

Cole (2006:52) posits that 'the crust of every management job lies in the job-holder's capacity to obtain the commitment of people to the objectives of the organisation, which is another way of saying 'to exercise appropriate leadership'. Rost (1991) considers leadership as an influence relationship among leaders and followers who intend to bring real changes that reflect their mutual purposes. To him four elements must be present for a relationship to be considered as a leadership relationship. They are; a relationship based on influence; leaders and followers are participants in the relationship; both parties intend that real changes are to take place; and both parties developing mutual purposes. Stogdill (1950) on his part views leadership as those activities engaged in by an individual or members of a group which contribute significantly to development and

maintenance of role structure and goal direction necessary for effective group performance. In a different breadth Hackman and Johnson (2004) contends that leadership is human communication which modifies the attributes and behaviours of others in order to meet shared group goals and needs. The foregoing discourse reveals that the essence of leadership is followership: the willingness of a group of people to follow someone by sharing his vision and purpose for an agenda. The 'willingness' results from the relationship created between the parties which would subsequently influence performance towards goals achievement. Daft (2003) intimates in agreement that leadership is the process of influencing others to work willingly towards an organisation's goals and to the best of their capabilities.

Leadership theories

Varying perspectives and conceptions of leadership have been proposed over the years. This has gained prominence in management discourse since it is considered as the bedrock on which any vibrant human institution can be founded. The various characteristics possessed or demonstrated by leaders are what have been rendered into theories.

Trait theory

Carlyle (1841) was a precursor of the trait theory. Trait theory tries to describe the types of behaviour and personality tendencies associated with effective leadership. This is probably the first academic theory of leadership.

Carlyle can be considered as one of the pioneers of the trait theory, using such approach to identify the talents, skills and physical characteristics of men who rose to power. Heifetz (1994) traces the trait theory approach back to the nineteenth-century tradition of associating the history of society to the history of great men.

Proponents of the trait approach usually list leadership qualities, assuming certain traits or characteristics will tend to lead to effective leadership. Kirkpatrick and Locke (1991) exemplify the trait theory. They argue that key leader traits include: drive (a broad term which includes achievement, motivation, ambition, energy, tenacity, and initiative), leadership motivation (the desire to lead but not to seek power as an end in itself), honesty, integrity, self-confidence (which is associated with emotional stability), cognitive ability, and knowledge of the business. According to their research, "there is less clear evidence for traits such as charisma, creativity and flexibility. The theory suggests that attention is focused on the selection of leaders rather than training for leadership (Mullins, 2006).

Behavioural and style theories

In response to the criticism of the trait approach, theorists began to research into leadership as a set of behaviours, evaluating the behaviour of 'successful' leaders, determining a behaviour taxonomy and identifying broad leadership styles. McClelland, for instance, saw leadership skills, not so much as a set of traits, but as a pattern of motives. He claimed that successful leaders tend

to have a high need for power, a low need for affiliation, and a high level of what he called activity inhibition. Razik and Swanson (2001) contend that the theory determines what effective leaders do by identifying both the behaviour of leaders and its effect on subordinate productivity and work satisfaction.

Situational and contingency theories

Situational theory also appeared as a reaction to the trait theory of leadership. Spencer (1884) said that the times produce the person and not the other way around. The theory assumes that different situations call for different characteristics and no single optimal psychographic profile of a leader exists. According to the theory, what an individual actually does when acting as a leader is in large part dependent upon characteristics of the situation in which he functions.

Some theorists started to synthesize the trait and situational approaches. Building upon the research of Lewin, Lipitt and White (1939), academics began to normalize the descriptive models of leadership climates, defining three leadership styles and identifying in which situations each style works better. The *authoritarian leadership style*, for example, is approved in periods of crisis but fails to win the "hearts and minds" of their followers in the day-to-day management; the *democratic leadership style* is more adequate in situations that require consensus building; finally, the *laissez faire leadership style* is appreciated by the degree of freedom it provides, but as the leader does not "take charge", he can be perceived as a failure in protracted or thorny organisational problems.

Thus, theorists defined the style of leadership as contingent to the situation, which is sometimes, classified as contingency theory.

Functional theory

Functional leadership theory (Hackman & Walton, 1986; McGrath, 1962) is a particularly useful theory for addressing specific leader's behaviour expected to contribute to organisational or unit effectiveness. This theory argues that the leader's main job is to see to whatever is necessary to group needs is taken care of; thus, a leader can be said to have done their job well when they have contributed to group effectiveness and cohesion (Hackman & Wageman, 2005; Hackman & Walton, 1986). While functional leadership theory has most often been applied to team leadership (Zaccaro, Rittman, & Marks, 2001), it has also been effectively applied to broader organisational leadership as well (Zaccaro, 2001). In summarizing literature on functional leadership (Zaccaro et al. 2001), Hackman and Walton (1986), Hackman & Wageman (2005), Morgeson (2005), Klein, Ziegert, Knight, and Xiao (2006) observed five broad functions a leader perform when promoting organisation's effectiveness. These functions include: environmental monitoring, organising subordinate activities, teaching and coaching subordinates, motivating others, and intervening actively in the group's work.

A variety of leadership behaviours are expected to facilitate these functions. In initial work identifying leader behaviour, Fleishman (1996) observed that subordinates perceived their supervisors' behaviour in terms of two broad

categories referred to as consideration and initiating structure. Consideration includes behaviour involved in fostering effective relationships. Examples of such behaviour would include showing concern for a subordinate or acting in a supportive manner towards others. Initiating structure involves the actions of the leader focused specifically on task accomplishment. This could include role clarification, setting performance standards, and holding subordinates accountable to those standards.

Transactional and transformational theories

The transactional leader (Burns, 1978) is given power to perform certain tasks and reward or punish for the team's performance. It gives the opportunity to the manager to lead the group and the group agrees to follow his lead to accomplish a predetermined goal in exchange for something else. Power is given to the leader to evaluate, correct and train subordinates when productivity is not up to the desired level and reward effectiveness when expected outcome is reached.

The transformational leader motivates his team to be effective and efficient. Communication is the base for goal achievement focusing the group on the final desired outcome or goal attainment. This leader is highly visible and uses chain of command to get the job done. Transformational leaders focus on the big picture, needing to be surrounded by people who take care of the details. The leader is always looking for ideas that move the organisation to reach the company's vision.

Leadership styles

Leadership style influence level of motivation and by implication performance on a job. However, throughout a lifetime, ones motivation is influenced by changing ambitions and or leadership style one works under or socializes with. In the past several decades, management experts have undergone a revolution in how they define leadership and what their attitudes are toward it. They have gone from a very classical autocratic approach to a very creative, participative approach. Somewhere along the line, it was determined that not everything old was bad and not everything new was good. Rather, different styles were needed for different situations and each leader needed to know when to exhibit a particular approach. Four of the most basic leadership styles proposed by Lewin, Lipitt and White (1939) are autocratic, bureaucratic, laissez-faire and democratic.

Autocratic leadership style

This is often considered the classical approach. It is one in which the manager retains as much power and decision-making authority as possible. The manager does not consult employees, nor are they allowed to give any input. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments. This leadership style has been greatly criticized during the past three decades. Research indicates that organisations with many autocratic leaders

have higher turnover and absenteeism than other organisations. Autocratic leaders:

- Rely on threats and punishment to influence employees.
- Do not trust employees.
- Do not allow for employee input.

Yet, autocratic leadership is sometimes useful when:

- New, untrained employees do not know which tasks to perform or which procedures to follow.
- Effective supervision can be provided only through detailed orders and instructions.
- Employees do not respond to any other leadership style.
- There are high-volume production needs on a daily basis.
- There is limited time in which to make a decision.
- A manager's power is challenged by an employee.
- Work needs to be coordinated with another department or organisation.

Bureaucratic leadership style

Bureaucratic leadership is where the manager manages "by the book". Everything is done according to procedure or policy. If it is not covered by the book, the manager refers to the next level above him or her. This manager is really more of a police officer than a leader. He or she enforces the rules. This style can be effective when:

- Employees are performing routine tasks over and over.

- Employees need to understand certain standards or procedures.
- Employees are working with dangerous or delicate equipment that requires a definite set of procedures to operate.
- Safety or security training is being conducted.
- Employees are performing tasks that require handling cash.

This style is ineffective when:

- Work habits forms that are hard to break, especially if they are no longer useful.
- Employees lose their interest in their job and in their fellow workers.
- Employees do only what is expected of them and no more.

Democratic leadership style

The democratic leadership style is also called the participative style as it encourages employees to be a part of the decision making. The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision.

Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale that translates into high performance.

Typically the democratic leader:

- Develops plans to help employees evaluate their own performance

- Allows employees to establish goals
- Encourages employees to grow on the job and be promoted
- Recognizes and encourages achievement.

Like the other styles, the democratic style is not always appropriate. It is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

The democratic leadership style is most effective when:

- The leader wants to keep employees informed about matters that affect them.
- The leader wants employees to share in decision-making and problem-solving duties.
- The leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction.
- There is a large or complex problem that requires lots of input to solve.
- Changes must be made or problems solved that affect employees or groups of employees.
- You want to encourage team building and participation.

Laissez-faire leadership style

The laissez-faire leadership style is also known as the “hands-off” style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and

they must determine goals, make decisions, and resolve problems on their own.

This is an effective style to use when:

- Employees are highly skilled, experienced, and educated.
- Employees have pride in their work and the drive to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used
- Employees are trustworthy and experienced.

This style should not be used when:

- It makes employees feel insecure at the unavailability of a manager.
- The manager cannot provide regular feedback to let employees know how well they are doing.
- Managers are unable to thank employees for their good work.
- The manager doesn't understand his or her responsibilities and is hoping the employees can cover for him or her.

Varying leadership style

While the proper leadership style depends on the situation, there are three other factors that also influence which leadership style to use.

- The manager's personal background. What personality, knowledge, values, ethics, and experiences does the manager have. What does he or she think will work?
- The employees being supervised. Employees are individuals with different personalities and backgrounds. The leadership style managers use will

vary depending upon the individual employee and what he or she will respond best to.

The company. The traditions, values, philosophy, and concerns of the company will influence how a manager acts.

Table 1: How leadership styles affect performance

Leadership style	Motivation type	Motivation is base on:	Personality type
Limited supervision	Self motivated	Creativity	Leader of ideas or people
Worker with decision making responsibility	Team motivated	Independent	achiever
	Goal motivated	Opportunity	Thrives on change
Mixed Style	Reward Motivated	Materialism	
	Recognition motivated	Social status	
High level of supervision	Peer motivated	To be like others	Status quo
	Authority motivated	Follow policy	Dependency
Command and control	Threat, fear motivated	React to force	Resist change

Source: www.ceostrategist.com

It is therefore gainsaying that the type of leadership provided largely influences the relationship that exists between management and employees. This to a greater extent makes employees satisfied and would want to give off their best or otherwise. For an employee, job dissatisfaction can result in feelings of helplessness, burnout, resentment, anger, and fatigue (Knoop, 1987; Wilkinson & Wagner, 1993). Further, these emotions can lead to the following behaviours: aggression, regression, complaining, fighting, psychological withdrawal, and leaving the agency (Knoop, 1987; Wilkinson & Wagner, 1993). With these emotions and behaviours, poor physical and mental health may ensue. From a management perspective, these emotions can lead to decreased employee performance, tardiness, absenteeism, turnover, early retirements, and strikes (Ribelin, 2003; Robbins, 1998).

While understanding the reasons for changing employment are critical for organisations, discerning the relationship of leadership style on job satisfaction is of paramount concern. Working with a leader who does not provide support, show consideration, or engages in hostile behaviors can be stressful for employees (Wilkinson & Wagner, 1993). Negative leader-employee interactions can result in decreased pleasure with work, questioning one's skill on the job, reacting harshly to the leader, and leaving the agency (Chen & Spector, 1991). The quality of the leader-employee relationship has an impact on the employee's self-esteem (Brockner, 1988; DeCremer, 2003) and job satisfaction (Chen & Spector, 1991). The costs to the agency can be quite high in terms of worker stress, reduced

productivity, increased absenteeism, and turnover (Keashly, Trott, & MacLean, 1994; Ribelin, 2003).

Considerate leaders, also known as expressive leaders because they show concern for people, have been found to facilitate a group with higher productivity and higher performance (Singh, 1998). In addition, leadership consideration (expressive leadership) is more conducive to job satisfaction (Singh & Pestonjee, 1974; Spector, 1997). On the other side of the coin, task structured leaders, also known as instrumental leaders, show less concern for employees and are high on initiating structure. “Leader behaviour characterized as high on initiating structure led to greater rates of grievances, absenteeism, and turnover and lower levels of job satisfaction for workers performing routine tasks” (Robbins, 1998: 350).

Employees’ participation in decision making

In today’s turbulent environment and intense competition, firms are forced to seek ways to be more flexible, adaptive and competitive as they are faced with competitive pressures and rapidly changing markets (David, 2005) and are discovering that people really are the most important asset. Success depends on involving the workforce’s entire capacity to generate new ideas and ways of working to outsmart the competitors. Employees must be involved if they are to understand the need for creativity and employees must be involved if they are to be committed to changing their behaviours in work, in new and improved ways. Employee involvement is one important aspect of organisational life to achieved increased organisational effectiveness and positive employee perceptions.

Employee Participation in Decision Making (PDM) is one of the many current forms of employee involvement in the workplace decision making. Managers are encouraged to allow a high degree of employee participation and autonomy, which are intended to increase workforce commitment and to humanise the workplace with the intention of improving work performance and good citizenship behaviour (Cohen, Chang & Ledford, 1997).

The terms employee participation and employee involvement first began to appear in management literature in the late 1970's (Farnham, 1993:361). Since the late 1970's lots of companies have implemented some form of employee participation programme designed to improve workplace policies and develop and effect operational changes advantageous to both management and workers. Such programmes, variously referred to as managed work teams, quality of worklife groups, action committees or worker-manager committees, typically provide a forum in which employees may present proposals or ideas to management concerning workplace issues and obtain a management response. Many managers believe that this type of worker-employer cooperation is highly beneficial to both parties and useful for the company itself to compete in a global economy.

Employee participation, according to Cole (2002:451) is generally referred to as "the participation of non managerial employees in the decision making processes of an organisation". Though most writers on the subject subscribe to the assertion, there is much disagreement about the extent of employee participation in decision making. The British Institute of Management (1977) as cited in Cole

(2002) explains participation as “...the practice in which employees take part in management decisions and it is based on the assumption of a community of interest between employer and employee in furthering the long term prospects of the enterprise and those working in it”. Pugh (1977) differentiates between six different meanings of ‘increased participation’ ranging from improved consultative machinery through wider collective bargaining to workers’ control. Cole posits that in recent times the options for participation may include share ownership and job enrichment.

In another development Marchington and Goodman (1992) put the definitions of employee participation into three categories. Firstly; employees taking part in decision. "Any process whereby workers...have a share in the reaching of managerial decisions in the enterprise" Clarke and Payne (1972) "Those at the bottom of the enterprise hierarchy take part in the authority and managerial function of the enterprise" Walker (1975) Secondly; employees influence managerial actions. "Influence in decision making exerted through a process of interaction between workers and managers and based upon information sharing" Wall and Lischeron (1977) " Considerable variety of interpersonal and structural arrangements which link organisational decision making to the interests and influence of employees at various levels" Heller (1983). Thirdly; control over decision making. "Any process through which a person or group of persons determines what another person or group of persons will do" Guest and Fatchett (1974) "Individuals or groups may influence, control, be involved in, exercise power within, or be able to intervene in decision making within organisations"

Brannen (1983). A careful gleaning of the foregoing reveals the extent to which employees take part in decision making and their influence on decision taken by management.

Salamon (1998:357) in trying to explain the concept differentiates between participation and involvement described by the two types of participation. These are direct and indirect. The direct method allows individual employee or workgroup to involve in the decision making process such as briefing groups, quality circles. The direct method is more about involvement. On the other hand the indirect method affects mass of employees where works council and/or collective bargaining represent their role and discuss the issues with management. This one is about participation. Also, the level in organisation has an impact on the differentiation. Such as; involvement occurs among the people who are at the lower level in the organisation. But participation happens at the high level. Finally, Salamon shows the differentiation according to the objective of participation. This is where involvement is task centered, concerned primarily with structure and performance of operations. On the other hand participation is power centered, concerned with more fundamental managerial authority. Overall, the scope of participation will depend on a variety of factors. These include the attitudes of parties involved, the nature of ownership and organisational characteristics, the length of experience among employees and the extent to which participation is based on statutory requirement or voluntary agreement.

The best thing about employee participation and employee involvement is; it makes employees to feel a real sense of worth in the organisation and it gives

more power to them within the enterprise. That's why the importance and scope of employee participation and involvement are crucial to the success of the enterprise. Employers who make employee morale and motivation a priority; often get the benefits back with high productivity and better quality. Additionally, if communication between them is strong and responsive, employees would not want to distance themselves from management. From the management's view, the time and effort spent on participation and involvement can be seen; by not having to deal later with unions or the threat of a strike. Employers who take steps to maximize the communication and minimize the obstacle of employee participation will have a stronger relationship. However, unions generally do not like employee participation groups and the term employee participation because the participation groups reduce the need for that type of organisation. If employers effectively and successfully deal with employee concerns within the organisation, then it is less likely that employees will turn to a union for assistance. That is why generally, trade unions prefer the term 'industrial democracy' instead of 'employee participation'(Elliott, 1978:124). According to Elliott industrial democracy indicates sharing of power and a right for their members as an industrial equivalent of the political democracy. Elliott continues that both employee participation and industrial democracy mean involving workers more in business affairs and improving industrial efficiency.

The Confederation of British Industry (CBI) published its first set of guidelines on employee involvement, after its National Conference in 1978 (CBI, 1979). These were aimed at promoting the voluntary development of employee

involvement practices within companies. What the CBI meant, at that time, was an open style of management, operated by managers with the necessary skills, self-confidence and 'pride in their jobs', so as to facilitate appropriate communication and consultation arrangements with employees. This approach, it was believed, would help managers achieve the consent, which they needed to put their decisions into action. It would also, it was anticipated, bring about 'collaboration and involvement in the common purpose of the company and the mutual interest which all employees have in the success of the business' (CBI, 1979: 4).

The objectives of such a strategy were to achieve a more competitive and efficient British industry, through improved employer-employee relationships, by ensuring that decision-making took place with understanding and acceptance of the employees concerned. In this way, companies can reduce conflict by fostering cooperation and making the most of the individual employee's contribution (ibid. 6). The CBI suggested that arrangements for involving employees could therefore be directed at: Promoting understanding of their contribution to wealth creation in their companies, promoting employee involvement in job content and job purpose, ensuring employees were aware of the business situation of their enterprises, informing employees of their company's future objectives and plans, ensuring employees were aware of the reasons for management decisions.

The CBI believes that employee involvement assists an organisation to give the best possible service to customers and clients in the most cost-effective way, it entails providing employees with the opportunity to influence and where

appropriate, take part in the decision-making on matters which affect them, it is an intrinsic part of good management practice and is therefore not confined to relationships with employee representatives, and finally it can only be developed voluntarily and in ways suited to the activities, structure and history of an organisation.

Forms of employee participation and involvement

First one is communication. Communication as one of the popular myths of industrial relations has been ascribed to any problem, or failure to resolve a problem, to ' misunderstandings' or 'inadequate communication' between management employees and or unions. However, as the CBI noted, it will be entirely wrong to 'overrate the significance of communication both as a cause of the problem facing management and employees and as a means of solving problems. Communication cannot by themselves remove conflict of interest and values'. Most often the source of conflict lies in the difference of objectives, interests perceptions and attitudes, which significantly affect the way in which information in situations are interpreted. Communication between management, employees and unions, on both the interpersonal and inter-organisational levels, provides no more than a means to identify differences, develop and better understanding and seek accommodation within a mutually acceptable solution.(Salamon:368)

Secondly, is employee reports. It is increasingly common for larger companies to provide an annual report to all their employees. Under Section 1 of

the British Employment Act of 1982, companies with over 250 employees are required to state in their annual reports what action they have taken to promote employee involvement. The annual report is an ideal place for bringing together all the information provided to employees over the year, in an up-to-date form. It normally includes financial information, general information about sales, investment and employment, future trends and other relevant indicators of corporate health and wealth. Annual employee reports need to be attractively presented, free from jargon and readable. In this way, employees are more likely to become aware of how they contribute to organisational performance and effectiveness.

Thirdly, is briefing groups. A briefing group system seeks to bring down the levels of verbal communication, between management and workforce below those of departmental or unit meetings, into work groups. The benefits claimed of briefing groups are that they enable supervisors to take on the role of work group communicators. They also provide for face-to-face communication amongst people who know each other well. They are likely, therefore to be informal and to allow genuine two-way communication to take place within them.

Quality circles are small group of employees who meet voluntarily on a regular basis to identify, analyse and solve quality or other operational problems relevant to the organisation. However, it is the members themselves who determine the issues to be considered, collect and analyse data and make recommendations, this is generally done under the leadership of their supervisor

and the group can only recommend solutions, with management retaining the right to accept or reject their ideas.

Delicated decision making emphasis on the sociotechnical system and job design has come about through a concern both to improve the quality of working life and to adapt organisations and working arrangements to significant market and technological changes. It has been recognised that previous approaches to work organisation based on 'scientific management' principles (rationalisation, specialisation and centralisation) have not always secured the expected improvements in productivity, rather, they have often resulted in frustration and alienation among employees and are an inappropriate basis for providing labour flexibility (Salamon:368).

Lastly, is financial participation. Financial participation is the form of employee involvement, which, like all other forms of employee involvement, is employer driven, unitary in each emphasis and normally centered on individuals. The approach is used by companies to encourage employees to identify more closely with their firm's aims and objectives and to promote the idea that their common interest lies in maximising corporate profits. It is hoped that employees will see the advantages of cooperation, flexibility and team work and the disutility of conflict and the pursuit of uncoordinated self interest at work.

Types of employee participation

There are four types of participation: Firstly, profit sharing; is a plan under which an employer pays to eligible employees, as an addition to their normal

remuneration, special sums in the form of cash and or shares in the employer related to the profits of the business. Armstrong(1994) cited in Gurel (1997). Secondly, profit related pay; refers to a system of determining part of a pay award, usually in the form of a lump sum bonus payment, by reference to a measure to corporate success.

Thirdly employee share ownership; there is also growing interest by both employers and government in employee share ownership (ESO). There are three main types of ESO: -Approved Deferred Share Trust (ADT) schemes; In these, profits are put in a trust fund, which acquires shares in the employing company for employees. These shares are then allotted to participating employees according to a set formula. Employees must retain the shares for a specified period to avoid tax liability. -Save as You Earn (SAYE) share option schemes; These schemes are where employees can buy employer's shares from the proceeds of a SAYE savings contract. Employees then accumulate savings over a five or seven year period and use them to purchase shares at a predetermined price. There is no liability to income tax, although capital gains is payable. - Discretionary or executive share option schemes; These are, by definition, limited to company executives. They are used both to reward executive employees and to reinforce their loyalty to their company. And fourthly, gain sharing; provide a bonus for all workers in the company. It is related to an overall measure of performance.

Basically, employee participation and involvement are employer driven and unitary in the relations with employees. Unitarists see organisations as a team where all participants are aiming at the same goal, have similar objectives and not

in conflict with one another. This is a time consuming process which is not easy and needs to be develop over time depending on the organisational culture. But the fact is that; organisations continue to apply different types and methods because they offer some hope for the development of the organisation with permanent and strong relationships at work. Marchington and Goodman (1992) argue that the last decade has seen a renaissance of business interest in improving communication with and the involvement of employees at work. According to them there are six factors which form significant importance of employee involvement in Britain during the last decade. These are: .the increasingly competitive nature of product markets, sectoral changes in industry and their impact on labour markets, the reduction in trade union power and influence at national levels, the political emphasis in the UK on deregulation, the continuing impact of technological change, adjustments to organisation structure and culture.

Salamon (1998) intimate that management believes that involvement schemes will improve the technical quality of decisions, increase the acceptability of those decisions, encourage employee identification with the success of the organisation and improve job satisfaction. In the same breadth the Advisory Conciliation and Arbitration Service (1989) cited in Farnham (1993) says in recent years employers adopted involvement schemes because it helps: employees perform better and become more committed to their company's success and organisation's objectives, managers perform better and make better decisions, create greater trust between managers and employees, reduce misunderstanding, increase employee's job satisfaction. In Towers' (1993:223) opinion "profit

sharing and employee share ownership schemes help to increase individual identification with and commitment to corporate success, increase co-operation within company, make employees more conscious of business needs and the value of profit to the organisation, ensure employees benefit from company profitability and finally help to attract and retain key staff due to extra financial inducements.

The last few decades has been marked by information revolution. Now companies had to make many more decisions much more quickly. Decisions need to be made by people at any level of the organisation. As a result of employee participation and involvement, these decisions can be healthier and carries the minimum risk in the business environment. It is clear that, the importance of employee participation and involvement is increasing rapidly in the workforces.

Empirical review

In a study conducted by Scott-Ladd (2001), data was gathered from the public, private and local government sectors to form two separate studies to test a model of Participation in Decision Making (PDM) developed from the literature. The first Study analysed cross-sectional data to test the influence of PDM in relation to working conditions, work practices and rewards and outcomes of job satisfaction and affective commitment, while the second Study examined these relationships on an independent longitudinal matched sample. Analysis was conducted using Structural Equation Modelling with the EQS statistical package. Findings from both studies supported that higher levels of PDM correlate with higher levels of job satisfaction and affective commitment and Autonomy is the

only significant mediator in the relationship PDM and affective commitment. Employees also perceived that increased task variety correlated with higher levels of PDM. Lower levels of PDM correlated with lower autonomy and perceptions of performance effectiveness. Although positive attitudes to PDM positively influence satisfaction and affective commitment outcomes, lowered perceived performance effectiveness and rewards compromise the gains achieved. These findings support the crucial role of employee participation in decision-making and sends a caution to practitioners in that increased demands for performance should not extend to role overload that reduces effectiveness, and must be matched with equitable rewards.

In another development, a survey of employee involvement practices in 377 British companies, done by the Employment Department in 1991, found that; employee involvement increases with company size and importance of financial involvement schemes have risen from 53 per cent in 1988 to 77 percent in 1991 (Farnham and Pimlott,1995:421). The survey concluded that: "over half of survey companies have a share scheme which all employee can join". The 1990's were a time of encouraging employees to perform better with multiple tasks. Many employers in both nonunion and unionized companies made employee communications and employee relations a priority. They established employee committees under many names, such as employee advisory committees, quality circles, communication committees, employee involvement teams. These groups meet regularly to address workplace issues and provide a forum for two-way dialogue between management and the workforce. For example; people in a

company's employee participation complain about some issues, such as working conditions, pay etc., executives discuss the issues with the group and decided to make changes that will satisfy employee concerns. This type of action benefitted employers as much as it benefitted the employees because it showed that managers were willing to address and resolve employee's concerns.

Welfare services and benefits provided for employees

The single most important obligation owed by an employer to employees is to pay their wages (Cole, 2002:268).He, however, intimates that “employee remuneration is not just about pay (wages, salaries). It is also concerned with non-pay benefits or ‘benefits in kind’”. These non-pay benefits are usually known as employee benefits, fringe benefits or perks. The former refers to more important benefits, such as pensions, and include those which are widely applied in the organisation. The latter refers to less significant benefits, such as private health insurance, or to benefits provided primarily as a privilege.

Welfare services may be provided for matters concerning employees which are not immediately connected with their jobs although they may be connected generally with their place of work. These matters will include individual services relating to employees’ welfare such as private help with counselling on personal problems, assistance with problems of health or sickness and special services for retired employees. Group services may include the provision of social and sporting activities and restaurant. Child-care facilities may be provided for individual employees on a collective basis (Armstrong, 2005).

Armstrong contends that there are arguments against the provision of welfare services. Those against it argue that it is provided by the state services – there is therefore no need for industrial, commercial or public sector organisations to duplicate what is already there. The private affairs of employees and their out-of-work interests should not be the concern of their employers. The case for providing employee services rests mainly on the abstract grounds of the social responsibility of organisations for those who work in them. It is simply the realization that in exchange for offering their services, employees are entitled to rather more than their pay, benefits and health and safe systems of work. They are also entitled to consideration as human beings, especially when it is remembered that many of their personal problems arise in the context of work and are best dealt with there. People’s worries and the resulting stress may well arise from work and their concerns about security, money, health, and relationships with others. But they also bring their personal problems to work; and many of these cannot be solved without reference to the situation there – they may require time off to deal with sick children or partners, or care for relatives, or advice on how to solve their problems and so minimize interference with their work. The argument for employee welfare services at work was well put by Martin (1967).

“Staff spend at least half their waking time at work or in getting to it or leaving it. They know they contribute to the organisation when they are reasonably free from worry, and they feel, perhaps inarticulately, that when they are in trouble they are due to get something back from the organisation. People are entitled to be

treated as full human beings with personal needs, hopes and anxieties; they are employed as people; they bring themselves to work, not just their hands, and they cannot readily leave their troubles at home”.

A further practical argument in favour of employee welfare services is that a reputation for showing concern helps to improve the image of the firm as a good employer and thus assists in recruitment. Welfare may not directly increase productivity, but it may increase commitment and help in the retention of key employees.

Armstrong (2005) and Cole (2002) put welfare services into two categories, these are: Individual or personal services in connection with sickness, bereavement, domestic problems, employment problems, elderly and retired employees and group services, which consist of sports and social activities, clubs for retired staff and benevolent organisations. Other ad hoc activities such as Christmas and club nights may be organized. In addition, AngloGold Ashanti provides Christmas bonuses, provisions for her employees. Cole indicates that organisations provide welfare facilities for motives such as to attract new employees; “to retain the services of existing employees; to reward employees in a voluntary way; to satisfy their feel of paternalism and to maintain a ‘good reputation’ in the market place” (p. 292).

CHAPTER THREE

METHODOLOGY

Introduction

In this chapter, how the research was conducted is explained. The history of AngloGold Ashanti, research design, the population, sample as well as the sample procedure have all been described. Again, the research instruments, data collection procedure and data analysis are discussed.

History of AngloGold Ashanti Limited

The precious metal has long been panned and mined from the quartz reefs of Ashanti by local gold seekers, the 'galamsey'. However, it was not until toward the end of the 19th century that the idea of an orderly commercial approach to gold mining in the Gold Coast began to gather momentum (Ayensu, 1997). Europeans had scarcely ventured into the region due to the overriding dominance of the Ashanti dynasty over its neighbours. Nevertheless, during the 1870s, a Frenchman, Marie Joseph Bonnat, signed leases and exploited concessions on the River Ankobra at Awuda and later at Tarkwa, but his rights died with him in 1882.

What has become Ghana's foremost foreign exchange earner and one of the world's richest goldfields was started by two fante merchants from Cape

Coast, Joseph Ellis and Joseph Biney, and their accountant, Joseph Brown who opened the modern story of Ashanti gold. In March, 1890 the partners negotiated the mining concessions for 25,900 hectares (100 sq miles) of land in the Obuasi District which was known as Ellis mines. The company abandoned the primitive practice of pitting down on the outcrops which eventually became too deep and dangerous to work. Instead, shaft on reefs, stamp mills and amalgam retorts were used. The use of gunpowder to blast rocks was also introduced. After running the Ellis mines for five years, it became obvious that the vast goldfield, stretching over several kilometers required more expertise and capital and that the sale of the concession would be financially beneficial. On this note, in 16th August, 1895, the concession was transferred to Arthur Cade, from whom Ellis ordered mining equipment from London. The approval and the proposed transaction was signed and sealed before the chiefs of Bekwai and Adansi, the custodians of the land. On the 27th August, the provisional agreement with Ellis and Co. and the specially set up Cote d'Or Mining Company was signed in the Cape Coast Castle with a £200 deposit from Cade. Later, Cade and his associates registered a new company in the city of London known as the Ashanti Goldfields Corporation Ltd (AGC). On the 11th June, 1897, the Cote d'Or Mining Company's assets and liabilities were transferred to AGC and on the same day the company was listed on the London Stock Exchange. Late in 1897, principals of the subsumed Ashanti Goldfields Company Limited led a team that dragged and a carried 40 tonnes of equipment nearly 200km (120 miles) from the coast to begin exploitation of their new property at Obuasi (Ayensu, 1997).

Having survived lots of both global and local politico-economic turbulences of the pre and post independence era which fluctuated AGC's performance, in 1966, the first military government, the National Liberation Council, chaired by General Ankrah, began to query the contribution of AGC and other local mining concessions to the local economy. Subsequently, government started seeking for potential new investors in Ghana's mining industry. This led to the taking over of AGC in 1969 by London and Rhodesia Mining and Land Company (Lonrho), a multinational conglomerate, superintended by R.W. Rowland. Still, the fortunes of Lonrho dwindled due to some economic maladjustment (Ayensu, 1997).

When the Provisional National Defense Council, chaired by Flight Lieutenant Jerry John Rawlings assumed power in 1982, the situation began to improve (Ayensu, 1997). A more favourable climate was created for investment together with the introduction of the Economic Recovery Programme and the passage of new Minerals and mining Law. This allowed the company to retain 45% of its export earnings to enable it repay its loans and make room for future expansion. With the assumption of office of the first Ghanaian chief executive, Sam Jonah, in 1986, AGC witnessed a massive improvement in production and modern infrastructural expansion. He endorsed an ambitious investment project target of a return to 400,000 ounces of gold a year within three years. This catapulted the company to the forefront as a vanguard in mining until its merger with AngloGold (Ayensu, 1997).

AngloGold Ashanti, as it conducts business today, was formed on April 26, 2004 following the business combination of AngloGold Limited (AngloGold) with Ashanti Goldfields Company Limited (Ashanti). AngloGold, formerly Vaal Reefs Exploration and Mining Company Limited, was incorporated in South Africa in 1944. AngloGold Ashanti, headquartered in Johannesburg, South Africa, is a global gold company with a portfolio of long-life, relatively low-cost assets and differing ore body types in key gold producing regions. AngloGold Ashanti produced 5.5 million ounces of gold in 2007 - an estimated 7% of global production - making it the third largest producer in the world. The bulk of its production came from deep level underground operations (40%) and surface operations (3%) in South Africa. Contributions from other countries were Ghana (10%), Mali (8%), Australia (11%), Brazil (7%), Tanzania (6%), USA (5%), Guinea (5%), Argentina (4%) and Namibia (1%) (www.anglogoldashanti.com).

The company's twenty-one (21) operations comprising open-pit and underground mines and surface metallurgical plants are located in ten countries (Argentina, Australia, Brazil, Ghana, Guinea, Mali, Namibia, South Africa, Tanzania and the United States of America), and are supported by extensive exploration activities. The combined proven and probable Ore Reserves of the group amounted to 63.3 million ounces as at December 31, 2005 (www.anglogoldashanti.com).

Research design

The descriptive survey was the design used for the study. This involved human relations and job performance in Ghanaian mining industries. The design therefore allowed the eliciting of responses through what respondents said since this could not be measured directly. Descombe (2003) intimates in agreement that the notion of a survey suggests that the researcher intends to get information “straight from the horse’s own mouth”. Descriptive surveys focus on determining the status of a defined population with respect to certain variables. There is no administration or control of treatment as is found in experimental research (Ary, Jacobs & Razavieh, 1990).

The descriptive survey was chosen because it helped to produce a good amount of responses from a wide range of people. It also provided a meaningful picture of events and sought to explain perception and behaviour on the basis of data at a point in time. Also, the descriptive survey was used with greater confidence with regard to particular questions of special interest or value to a researcher. Further, it also provided the opportunity for in-depth follow-up questions to be asked and items that were unclear were as suggested by Fraenkel & Wallen, (2000) and Babbie (2001).

The design also permitted the generalization of research findings about the population studied. In this regard, Oppenheim (1966) contends that, “the purpose of the descriptive survey is to count; when it cannot count everyone, it counts a representative sample and then makes inferences about the population as a whole” (p. 8). In like manner, Best and Khan (1993) postulates that descriptive statistical

analysis limits generalization to the particular group of individuals observed and that no conclusions are extended beyond this group. Further, the researcher sought to employ descriptive statistical tools such as percentages, frequencies and the mean in the analysis of data collected. McMillan (1996) agrees that descriptive study simply describes and provides an understanding of a phenomenon usually with simple descriptive statistics and it is particularly valuable when an area is first investigated.

On the contrary, in using the descriptive survey design, there is a difficulty of ensuring that the items designed are clear and not misleading because survey results can vary significantly depending on the exact wording of the items. It may also produce untrustworthy results because the items delve into private matters that people may not be frank about. Also, the questionnaire requires subjects who can articulate their thoughts well and sometimes even put such thoughts into writings (Seifert and Hulfnung, 1994). To eliminate these weaknesses, the questionnaire was reviewed by the researcher's supervisor to increase its reliability. The ambiguous and misleading items were also revised. In spite of these the design was considered the most appropriate for undertaking the study.

Population

The population of a study is all the subjects involved in the study. They constitute the group of people around whom the researcher would like to generalize the findings of the study. Therefore, all the workers of AngloGold

Ashanti numbering four thousand three hundred and sixty-seven (4367) constituted the population for the study.

Table 2: Population distribution of respondents

Division	No. of workers	Selected respondents
Engineering	1,620	48
Processing	470	14
Human resource	735	22
Finance	193	6
Mining	1,350	41
Total	4368	131

Source: AngloGold Ashanti Statistics Unit

Sample and sampling procedure

The stratified sampling technique was employed for the study. This was deemed appropriate since workers at all the various divisions need to be equally represented in the sample. As a result 3% of workers in all the divisions was randomly selected. In all, 131 respondents selected from the various divisions formed the sample size. This represents 3% of the total population of 4368. This is in consonance with Nwana’s (1993) suggestion that if a population is “several thousands a 5% or less sample will do...”(p.72).

Research instrument

The main instrument used to collect data for the study was a questionnaire. The instrument was divided into six sections: sections A-E. The sections focused on the following:

- Section A: Background information of respondents
- Section B: How communication affects job performance.
- Section C: The leadership styles employed by management and how it influence performance.
- Section D: The extent to which employees are involved in decision making.
- Section E: Welfare services provided for employees

Validity and reliability of instrument

To determine the content validity and reliability of the instrument, the supervisor for the study reviewed the items. Fraenkel and Wallen (2000) suggest the use of expert judgment as another procedure in this regard. This allowed the reframing and fine tuning of some of the items to elicit relevant responses needed.

Data collection procedure

To enable the researcher collect relevant data for the study, an introductory letter was collected from the Institute for Development Studies that enabled the researcher to seek permission from the management of the company and the various heads of divisions to conduct the study.

Questionnaire administration

With the help of the introductory letter the permission was sought from the management of AngloGold Ashanti. The questionnaires were then administered to respondents personally. This afforded the researcher an opportunity to explain some of the issues further. It also provided a 100% retrieval rate.

Data analysis procedure

Osuala (1993) describes data analysis as the ordering and breaking down of data into constituent parts and performing of statistical calculations with the raw data to provide answers to the research questions which initiate the research. The first step of data analysis in this study was to serially number filled in copies of the questionnaires after which they were edited. The edited responses were then coded and scored. Since almost all the items were on a four point likert-type scale, they were scored 4, 3, 2 and 1 for items with responses very true, true, untrue and very untrue respectively. The same scores were applied to items with responses strongly agree, agree, disagree, strongly disagree respectively.

The SPSS version 17.0 was used to analyse all items in the instrument. According to Ary, Jacobs and Razavieh (1990) descriptive surveys do not typically require complex statistical analysis. Therefore, research questions 1 to 5 were answered by using frequencies, percentages, means and standard deviation. Mean ratings were created for each table to provide ranges for the means. The ranges for all four point likert-type scale will be 1.00-1.50 for strongly disagree; 1.60-2.50 for disagree; 2.60-3.50 for agree; 3.60-4.00 for strongly agree. The

mean of means of all the items were also computed to ascertain the direction of responses. The independent sample t-test was be used to ascertain the difference in responses of the senior staff and junior staff on the variables of human relations considered in the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter is designed for the discussion of the results of the analysis of data gathered on the study. Presentations under this section have been put into two categories. The first part deals with the results of the analysis of demographic data or background information of the respondents who took part in the study. The analysis of the main data to generate answers to the research questions and the hypothesis is covered in the second segment.

Background information

One hundred and thirty-one respondents comprising seventy senior staff and sixty-one junior staff workers of AngloGold Ashanti Limited were involved in the study. Details of personal information of respondents have been presented in frequencies and percentages in Tables.

Table 3: Sex distribution of respondents

Sex	Frequency	Percentage
Male	114	87.0
Female	17	13.0
Total	131	100.0

Source: Field Data, 2009

Table 3 indicates that whereas as high as 114 (87%) of the respondents were males, only 17 (13%) were females. The males were therefore in the majority. This may be as a result of the fact that almost all the junior staff most of who go underground are males.

Table 4: Distribution of respondents by rank

Rank	Frequency	Percentage
Senior staff	70	53.4
Junior staff	61	46.6
Total	131	100.0

Source: Field Data, 2009

Data in Table 4 illustrates that out of the 131 respondents, slightly more than half (53.4%) were senior staff while the rest (46.6%) were junior staff. This suggests that the former were more than the latter.

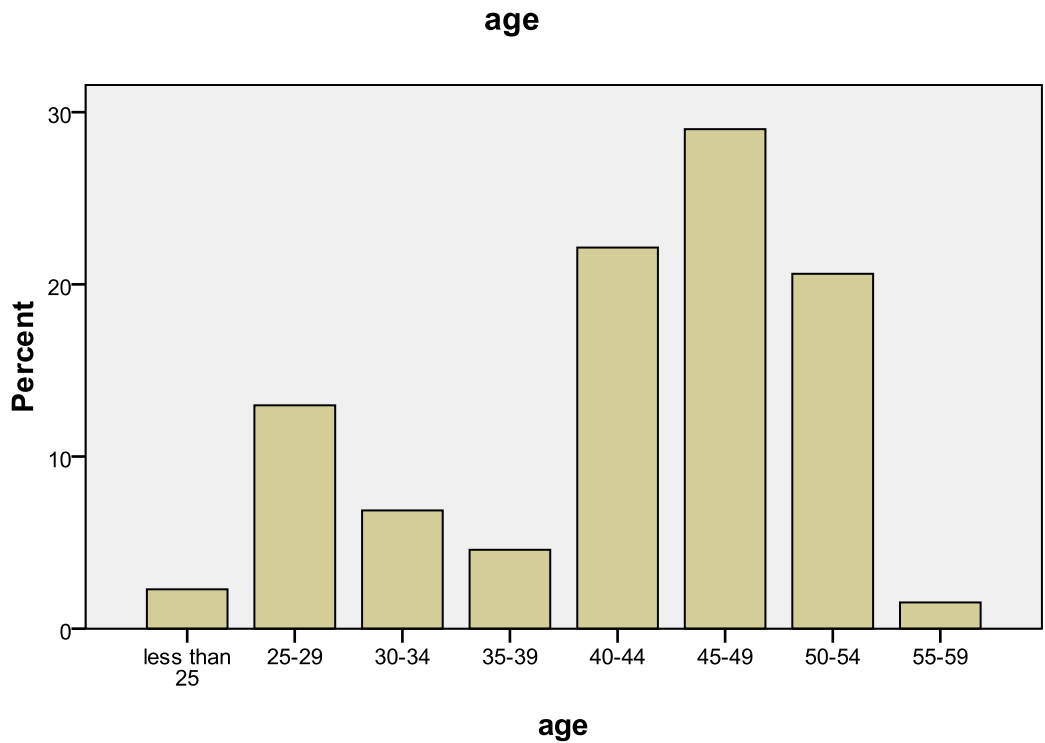


Figure 1: Age distribution of respondents

Source: Field Data, 2009

Figure 1 shows that 38(29%) constituting the majority of the respondents were between the ages of 45 and 49 years while only 2 (1.5%) who formed the minority were between 55 and 59 years. It may be deduced from the data that only 29(22.9%) of the workers were 50 years and above while the vast majority of 102(77.1%) were below. This has positive implications for the company since the large population of the workers is youthful as a result of which a lot of energy will be injected into production which will consequently increase output.

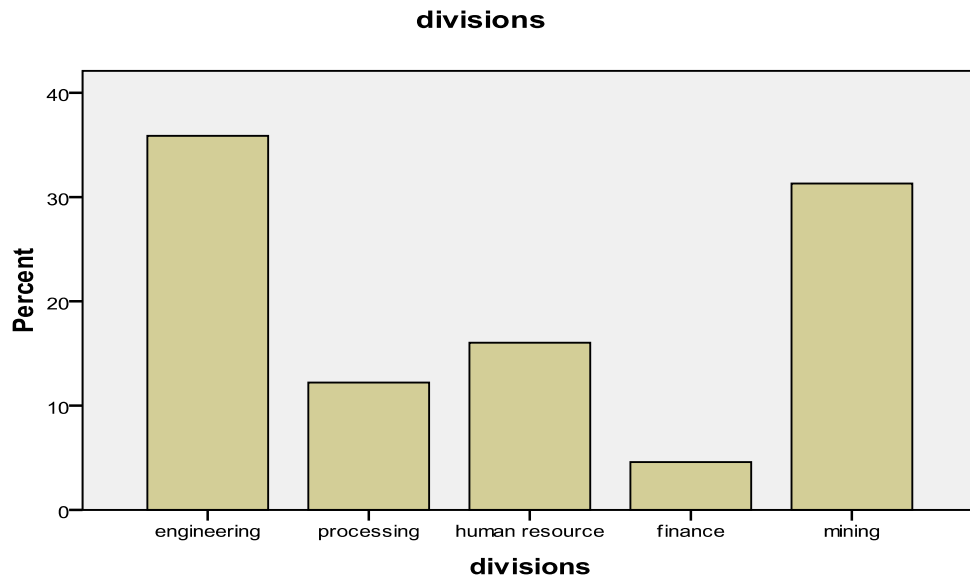


Figure 2: Distribution of respondents by division

Source: Field Data, 2009

Figure 2 depicts that 47 (35.9 %) of the respondents who formed the majority were with the engineering division while 16 (12.2%) were with the processing section. The human resource division had 21 respondents representing 16.0% while only 6 (4.6%) from the finance section were in the minority. Respondents at the mining division were 41 (31.3%).

Figure 3 reveals that while none of the respondents have worked between 9 and 12 years, only 4 (3.1%) have been with the company for 5 to 8 years. However, 45 (34.4%) representing the majority have been with the company for more than 20 years.

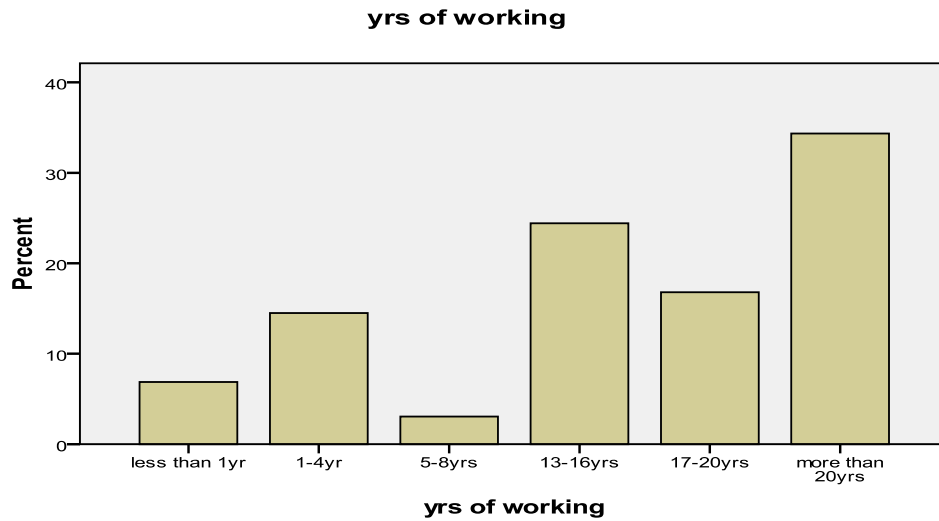


Figure 3: Years of working of respondents

Source: Field Data, 2009

It can be deduced from the foregoing, that 99(75.6%) of the respondents have been with AngloGold for more than 13 years. This has a positive implication for the company since it has a lot of experienced hands. This may among other factors account for the progressive increase in production over the years.

Analysis of main data

The following interpretations have been presented from data gathered from respondents with the questionnaire.

Research question 1: How does communication affect job performance? Items 6-13 on questionnaire sought to find out the communication channels available and the extent to which they influence job performance.

Data in Table 8 suggest that responses provided by senior staff and junior staff were varied. Whereas 37(52.9%) of the senior staff who formed the majority indicated that the use of the internet facility to communicate is available and effective, 29 (47.5%) of the junior staff who also constitute the majority said it is available and most effective. However, both data generated means of 3.44 and 3.31 respectively.

On the use of telephones for communication, a little above half (54.3%) of the senior staff responded “available and most effective” most of the junior staff members replied “available and effective”. The data generated means of 3.50 and 3.22. With respect to the use of magazines, respondents answered in a different fashion. Twenty-eight (40.0%) each of the senior staff members replied that magazines are available but not effective and “not available” respectively. While more than half (55.7%) the junior staff indicated that the magazines, were not available at all. These engendered low means of 1.80 and 1.51 respectively.

Table 5: Means of communication employed by company

Means of communication		Available and most effective	Available and effective	Available but not effective	Not available	Mean	SD
Internet	S	32 (45.7)	37 (52.9)	1 (14)	-	3.44	.53
	J	29 (47.5)	22 (35.5)	10 (16.4)	-	3.31	.74
Telephone	S	38 (54.3)	29 (41.4)	3 (4.3)	-	3.50	.58
	J	19 (31.1)	39 (63.9)	1 (1.6)	2 (3.3)	3.22	.64
Magazines	S	-	14 (20.0)	28 (40.0)	28 (40.0)	1.80	.75
	J	-	4 (6.6)	23 (37.7)	34 (55.7)	1.51	.62
News letters	S	10 (14.3)	29 (41.4)	25 (35.7)	6 (8.6)	2.61	.84
	J	13 (21.3)	14 (23.0)	30 (49.2)	4 (6.6)	2.60	.90
Pub. Add. System	S	2 (2.9)	16 (22.9)	32 (45.7)	20 (28.6)	2.00	.80
	J	4 (6.6)	24 (39.3)	12 (19.7)	21 (34.4)	2.18	.99
Meeting & B. groups	S	24 (34.3)	33 (47.1)	12 (17.1)	1 (1.4)	3.14	.75
	J	16 (26.2)	31 (50.8)	14 (23.0)	-	3.03	.71
Mean of Means	S					2.75	
	J					2.64	

Mean Ranges: 1.00-1.50 Not available; 1.60-2.50 Available but not effective; 2.60-3.50 Available and effective; 3-60-4.00 Available and most effective. A mean of means of 2.75 and 2.64

Source: Field Data, 2009

With regard to communicating through news letter 29(41.4%) of the senior staff representing the majority and only 6(8.6%) of them indicated “available and effective” and “not available” respectively. However, 30 (49.2%) constituting the majority of the junior staff said news letters were available but not effective.

With the use of public address system for communication, 32 (45.7%) who form the majority of the senior staff said it was available but not used effectively, 24 (39.3%) of the junior staff indicated “available and effective”. These generated means of 2.0 and 2.18 respectively. With respect the dissemination of information through meetings, 33 (47.1%) of the senior staff constituting the majority indicated that it was available and effective while only 1 (1.4%) said there were no meetings. In similar fashion 31(50.8%) of the junior staff forming the majority responded “available and effective”. The responses engendered means of 3.14 and 3.03 respectively.

Table 6: Extent to which Communication affects performance positively

Ranks	To a very large extent	To a large extent	To some extent	Not at all
Senior staff	24 (34.3)	26 (37.1)	20 (28.6)	-
Junior staff	18 (29.5)	27 (44.3)	16 (25.8)	-

Source: Field Data, 2009

Summarily, the mean of means for of 2.75 and 2.64 for responses of senior and junior staff respectively, fell within the ranges of 2.60 and 3.50, suggesting that all the various channels of communication were available and effective.

Data in Table 9 illustrate that the majority of both the senior staff (37.1%) and junior staff (44.3%) indicated that to a large extent, communication affected their jobs positively. This may be attributed to the fact that various forms of channels were available and effectively utilized as maintained by the staff earlier.

Research question 2: How leadership styles are employed by management influence performance? Items 14-21 elicited responses leadership styles employed by superiors and how they influence performance.

Data in Table 10 shows a somewhat similar pattern of response between senior and junior staff on the opportunities provided for workers to be part of decision making, 46 (65.7%) and 38(62.3%) constituting the majority of both categories of staff said that the opportunities encouraged them. This generated means of 3.11 and 2.90 respectively.

With regard to whether concerns superiors show about workers need motivate them to work, half of the senior staff agreed with only 4 (5.7%) strongly disagreeing, 27(44.3%) forming the majority of the junior staff disagreed while as few as 6(8.8 %) strongly agreed with means of 2.76 and 2.30 respectively. Similarly, response to the statement “I am motivated to work because my superior appreciates my effort and contribution” while slightly more than half (51.4%) of the senior staff agreed, majority of the junior staff (41.0%) disagreed to the assertion. This generated means of 3.21 and 2.80 respectively.

Table 7: The leadership styles employed by management and how it influences performance

Statements		SA	A	DA	SD	Means	SD
Opportunities my superiors provide for me to be part of decision making is encouraging.	S	16 (22.7)	46 (65.7)	8 (11.4)	-	3.11	.58
	J	10 (16.4)	38 (62.3)	10 (16.4)	3 (4.9)	2.90	.721
The concern my superiors show about my needs and welfare motivates me to work.	S	11 (15.7)	35 (50.0)	20 (28.6)	4 (5.7)	2.76	.79
	J	6 (9.8)	17 (27.9)	27 (44.3)	11 (18.0)	2.30	.88
I am motivated to work because my superior appreciates my effort and contribution.	S	25 (37.7)	36 (51.4)	8 (11.4)	1 (1.4)	3.21	.70
	J	13 (21.3)	23 (37.7)	25 (41.0)	-	2.80	.77
My performance has improved because my superior always tells me what to do.	S	10 (14.3)	17 (24.3)	34 (48.6)	9 (12.9)	2.40	.89
	J	14 (23.0)	18 (29.5)	27 (44.3)	2 (3.3)	2.72	.86
My performance has improved because my superiors provide me with the opportunities for professional development	S	16 (22.9)	34 (48.6)	16 (22.9)	4 (5.7)	2.89	.83
	J	17 (27.9)	27 (44.3)	17 (27.9)	-	3.00	.75

Table 7: The leadership styles employed by management and how it influences performance (Continues)

I am encouraged to work because my superiors assign me responsibilities.	S	21 (30.0)	36 (51.4)	13 (18.6)	-	3.11	.69
	J	17 (27.9)	43 (70.5)	1 (1.6)	-	3.26	.48
My performance has improved because my superiors give me the freedom to do what I like.	S	18 (25.7)	47 (67.1)	5 (7.1)	-	3.19	.54
	J	18 (29.5)	29 (47.5)	14 (23.0)	-	3.07	.73
Performance has increased because adhere strictly to the rules and procedures my superiors provide.	S	18 (25.7)	32 (45.7)	17 (24.3)	3 (4.3)	2.92	.82
	J	22 (36.1)	26 (42.6)	9 (14.5)	4 (6.6)	3.08	.88
Mean of means	S						2.95
	J						2.89

Mean Ranges: 1.00-1.50 Strongly disagree; 1.60-2.50 Disagree; 2.60-3.50 Agree; 3.60- 4.00 Strongly agree.

Mean of means of 2.95 and 2.89

Source: Field Data, 2009

The statement “my performance has improved because my superior always tells me what to do” generated negative responses from both senior and junior staff. The majority of both categories, 34(48.6%) and 27 (44.3%) respectively disagreed. With respect to the “assertion of my performance has improved because my superiors provide me with the opportunities for professional development” both respondents agreed thereby generating means of 2.89 and 3.00 respectively.

In responding to whether staff are encouraged to work because their superiors assign them responsibilities, both senior and junior staff members responded in the affirmative with 51.4% and 70.5% which engendered high means of 3.11 and 3.26 respectively. In reply to the notion “my performance has improved because my superiors give me the freedom to do what I like” the majority of both groups, 47(67.1%) and 29 (47.5%) agreed which generated means of 3.19 and 3.07 respectively.

Finally, as to whether performance has improved because workers adhere strictly to rules set by supervisors, though they were in the majority less than half of both senior and junior staff, 32(45.7%) and 26(42.6%) agreed while as few as 3 (4.3%) and 4(6.6%) respectively answered “strongly disagree”. However, the means of 2.92 and 3.08 generated by the responses of both groups suggest their endorsement to the assertion. This contradicts their agreement to their preceding notion that workers are given the freedom to do what they like.

Conclusively, the means indicated that superiors demonstrated some democratic tendencies which encouraged staff to perform. The mean of means of

2.95 and 2.89 generated from responses provided by both senior and junior staff implies that the leadership styles employed by management of the company influenced the output of staff. Research question 3: To what extent are employees allowed to be part of decision making to enable them work efficiently? Items 22-26 required employees to indicate the extent to which they are involved in decision making.

Data in Table 11 indicated that responses of both senior and junior staff and the extent to which employees are involved in decision making are varied. In reaction to the statement “my involvement in deciding on salaries, allowance, etc has encouraged me to perform” the majority of both groups of respondents, 45 (64.3%) and 39 (63.9%), said they were not involved at all in such decisions. The low means of 1.60 and 1.51 respectively reflect the response.

As to whether workers involvement in deciding their work schedule enhanced performance, 23 (32.9%) and 19 (31.1%) who constitute the majority of the respondents said “to some extent”. This generated means of 2.43 and 2.21 respectively confirming the response. In reply to the statement “my involvement in resolving conflicts at work has encouraged me to perform”, whereas more than half (55.7%) of the senior staff workers responded “to some extent” 24(39.3%) of the junior staff though the majority also answered similarly. The means suggest same.

Table 8: The extent to which employees are involved in decision making

Statements		To a very large extent	To a large extent	To some extent	Not at all	Means	SD
My involvement in deciding on salaries, allowances, bonuses etc. has encouraged me to perform.	S	5 (7.1)	7 (10.0)	13 (18.6)	45 (64.3)	1.60	.94
	J	4 (6.6)	1 (1.6)	17 (27.9)	39 (63.9)	1.51	.83
My taking part in allocating designing and job schedules has helped me to improve.	S	11 (15.7)	22 (31.4)	23 (32.9)	14 (20.0)	2.43	.99
	J	11 (18.0)	11 (18.0)	19 (31.1)	20 (32.8)	2.21	1.11
My involvement in resolving conflicts at work has encouraged me to perform.	S	10 (14.3)	15 (21.4)	39 (55.7)	6 (8.6)	2.41	.84
	J	8 (13.9)	16 (26.2)	24 (39.3)	13 (21.3)	2.31	.96
My taking part in target setting has encouraged me to work	S	13 (18.6)	18 (25.7)	21(30.0)	18 (25.7)	2.37	1.07
	J	5 (8.2)	21(34.4)	25(41.0)	10(16.4)	2.34	.85
My taking part in solving problems related to my work helped me to perform	S	27 (38.6)	23 (32.9)	13 (18.6)	7 (10.0)	3.00	.99
	J	21 (34.4)	13 (21.3)	24 (39.3)	3 (4.9)	2.85	.96
Mean of means	S					2.36	
	J					2.24	

Mean Ranges: 1.00-1.50 Not at all; 1.60-2.50 To some extent; 2.60-3.50 To a large extent; 3.60- 4.00 To a very large extent. Mean of means of 2.36 and 2.24.

Source: Field Data, 2009

In a similar fashion, respondents responses to the assertion” my taking part in target setting has encouraged me to work” suggest that they are only involved to some extent as the means of 2.37 and 2.34 depict. With respect to whether taking part in resolving problems related to employees work helped them to perform, both groups replied in the affirmative which generated means of 3.00 and 2.85 for senior and junior staff respectively. This implies that to a large extent employees are involved in problem solving. Summarily, the mean of means of 2.36 and 2.24 produced by the data indicate that employees of the company are involved in decision making only to some extent.

Research question 4: What welfare services are provided for employees? Items 27-35 sought to find out about the welfare services provided for employees and how it affected their performance.

Data in Table 12 illustrate that individual counseling services are provided for employees who have problems as indicated by a majority of the senior staff (55.7%). However, 28(45.9%) constituting the majority of junior staff said it was “untrue”. As to whether Christmas and holiday packages are sometimes provided, more than half of both respondents, 39 (55.7%) and engendered high means 32(52.5%) of 3.24 and 3.44 respectively.

Table 9: Welfare services provided for employees

Statements		Very True	True	Untrue	Very Untrue	Means	SD
Individual counseling services are provided for employees who have problems.	S	9 (12.9)	39 (55.7)	17 (24.3)	5 (7.1)	2.74	.77
	J	3 (4.9)	24 (39.3)	28 (45.9)	6 (9.8)	2.39	.74
Christmas and holiday packages are sometimes given to employees.	S	26(37.1)	39 (55.7)	1 (1.4)	4 (5.7)	3.24	.75
	J	28(45.9)	32 (52.5)	1 (1.6)	-	3.44	.53
Vacation trips and excursions are sometimes organized for staff.	S	8 (11.4)	16 (22.9)	33 (47.1)	13(18.6)	2.27	.90
	J	9 (14.8)	7 (11.5)	39 (63.9)	6 (9.8)	2.31	.85
Sometimes club nights and parties are organized for staff	S	12(17.1)	33 (47.1)	14 (20.0)	11(15.7)	2.66	.95
	J	9 (14.8)	31 (50.8)	6 (9.8)	15(24.6)	2.55	1.03
Sometimes sporting activities are organized for employees	S	12(17.1)	40 (57.1)	6 (8.6)	12(17.1)	2.74	.94
	J	10(16.4)	29 (47.5)	13 (21.3)	9 (14.8)	2.66	.93
Employees are supported when they are bereaved.	S	24(34.3)	30 (42.9)	7 (10.0)	9 (12.9)	2.99	.99
	J	17(27.9)	31 (50.8)	6 (9.8)	7 (11.5)	2.96	.92
Meals are provided for staff e.g. breakfast/ lunch	S	10(14.3)	19 (27.1)	17 (24.3)	24(34.3)	2.21	1.08
	J	11(18.0)	12 (19.7)	16 (26.2)	22(36.1)	2.20	1.12
Mean of Means	S					2.69	
	J					2.64	

Mean Ranges: 1.00-1.50 Very untrue; 1.60-2.50 Untrue; 2.60-3.50 True; 3-60-4.00 Very true. Mean of means of 2.69 and 2.64

Source: Field Data, 2009

With respect to whether vacation trips and excursions are sometimes organized for staff, the majority of both senior and junior staff, 33(47.1%) and 39(63.9%) replied “untrue”. The responses produced means of 2.27 and 2.31 respectively. Contrarily, the majority of them, 33 (47.1%) and 31(50.8), said it was true that sometimes club nights and parties were organized for them. This produced means of 2.66 and 2.55. In reaction to the statement “sometimes sporting activities are organized for employees, 40 (57.1%) and 29 (47.5%) constituting the majority of both the senior and junior staff replied ‘true’ thereby generating means of 2.74 and 2.66 respectively. Similarly, both groups also said it was true that employees were supported when they were bereaved.

However, though responses were somewhat evenly distributed, the means of 2.21 and 2.20 produced for senior and junior staff respectively suggest it is untrue that meals are provided for employees. Conclusively, gleaning of the foregoing discourse indicate that some welfare services were provided for employees. This is enclosed of the mean of means of 2.69 and 2.64 respectively. The extent to which welfare services provided for employees improve performance is shown in Table 10.

Table 10: Extent to which welfare service improved performance

Ranks	To a very large extent	To a large extent	To some extent	Not at all
Senior staff	7 (10.0)	23 (32.9)	28 (40.0)	12 (17.1)
Junior staff	-	20 (32.8)	32 (52.5)	9 (14.8)

Source: Field Data, 2009

Data in Table 10 shows that 28(40.0%) constituting the majority of the senior staff indicated that welfare services provided improve their performance only to some extent, slightly more than half (52.5%) of the junior staff replied same. The reaction of respondents to some human relation variables is shown in Table 11.

Table 11: T-test results on human relation variables

Items		No.	Mean	SD	t	df	(2-tailed)
Leadership Styles	S	70	23.60	3.83	.69	129	.491
	J	61	23.13	3.14			
Decision Making	S	90	11.81	3.61	.93	129	.354
	J	61	11.23	3.56			
Welfare Services	S	70	18.36	4.21	.50	129	.616
	J	61	18.51	3.66			

Source: Field Data, 2009

Table 11 shows that there was no significant difference between responses provided by both senior and junior staff on leadership styles, involvement in decision making and welfare services provided, since their sig. values (.491, .354, .616) were more than the p. value of 0.05 which is the conventional marker of significant results. Therefore, there was a failure to reject the null hypothesis. It

was thus concluded that the difference between responses of senior and junior staff on the three variables were not statistically significant. Their reactions therefore did not differ.

Summary of research findings

In summary, this chapter has provided answers to four research questions. It is evident from the data gathered that various channels of communication were provided for employers with the magazine being the least effective. The avenues provide however, influence their performance positively.

The investigation also revealed that apart from the difference in opinion of senior and junior staff on supervisors' concern about employees' welfare, both expressed similar views on all the other attributes of leaders. Responses points to the fact that superior were democratic. This influenced employee performance as suggested by the means.

It also came to light that the employees are involved in decision making only to some extent. The study also revealed that apart from the organisation of trips and provision of food which both respondents replied 'untrue' all the other services were provided. More so, on the provision of counseling services the junior staff responded negatively.

Finally, the responses indicated that welfare services provided improved employee performance only to some extent. The reaction of both the senior and junior staff of the company to the leadership styles, involvement in decision making and welfare services provided were similar.

Discussion of results

The contention that communication influences job performance corroborates the findings of Pearce and Segal (2004) that employee communication satisfaction relates to job performance. So that a higher employee communication satisfaction improves job performance, staff productivity and work quality (Jain, 1973; Pincus, 1986; Clampitt and Downs, 1993).

If also came to the fore that supervisors were democratic and therefore used a participatory approach which influenced and improved employee's performance. This endorses the assertion of Sigh (1998) that leaders who adopt this style have been found to facilitate a group with a higher productivity and performance. It also agrees with the findings of Sigh and Pestonjee (1974), Spector (1997).

The investigation also realized that employees were involved in decision making only to some extent. This somehow contradicts supervisor's use of democratic style of leadership which is more participatory and since allowing a higher degree of employee participation and autonomy increases workforce commitment which consequently improves work performance and good citizenship behaviour (Cohen, Change and Ledford, 1997). This suggests that the less employees are involved in decision making the less the effort they will put into their work. This has a negative implication for job or work performance. The scope of employee participation and involvement are crucial to the success of any enterprise. Employers who take steps to maximize the communication and minimize the obstacle of employee participation will have a stronger relationship.

The situation may be due to the fact that, with AngloGold, most of the decisions are taken by a board of directors on which employees have no representation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter is devoted to the summary, conclusions and recommendations drawn from the study.

Summary

The investigation concerned itself with human relations and job performance in Anglo Gold Ashanti Limited, a premier gold mining company. Four research questions were posed to guide the study. They bothered on the effect of communication on job performance; leadership style employed by management and how they influenced employee performance; the extent to which employees take part in decision making; and the welfare services provided for employees.

Literature related to the study were theoretically and empirically reviewed under the following headings.

- The human relations theory.
- Leadership and performance
- Employee participation in decision making
- Welfare services provided for employees.

The study was a descriptive survey. All workers of Anglo Gold Ashanti at Obuasi constituted the population. The population was rendered into stratas which represented the five divisions or departments in the company out of which 3% of the respondents were randomly sampled from each which resulted in the selection of 131 respondents.

In order to gather enough data for the study a questionnaire was used. All the items were mainly close-ended items on a likert-type scale and were generated from the research questions. The data gathered with the instrument were analyzed and interpreted to provide answers to the research questions by using frequencies, percentages and means and standard deviation. The direction of responses was determined by computing the mean of means and testing of hypothesis using the independent sample t-test at a p-value of 0.05.

The investigation revealed that employees were provided with various channels of communication with the least being the magazines. Employees conceded that communication had a positive influence on their performance. Responses provided by both senior and junior staff indicated that supervisors were democratic and this largely influenced their performance as depicted by the mean of means of 2.95 and 2.89. More so, apart from the determination of salaries and wages in which the junior staff were not involved at all, both staff groups were involved in all other forms of decision making to some extent.

The study also highlighted some of the welfare services provided for staff. It was evident that all other services listed were provided except the provision of meals. However, the welfare services provided were considered to have

improved performance only to some extent. Finally, the hypothesis tested showed significant values greater than the p-value of 0.05, implying that there was no significant difference between the reactions of senior and junior staff on the variable tested.

Conclusions

The conclusions drawn from the study are that;

- Channels of communication provided for employees had a positive influence on their performance.
- Supervisors were largely democratic and this influenced and improved their performance.
- Both senior and junior staffs were involved in decision making only to some extent.
- Similarly, the welfare services provided for employees improved their performance only to some extent.
- The reactions of both the senior and junior staffs on leadership styles of supervisors, employees involvement in decision making and welfare services provided were the same.

Recommendations

Thought the company seems to have provided a number of avenues through which information and feedback could be channeled. It is important that the public relations or the employee relations unit designs a magazine which

would be published quarterly or midyear into which inputs would be invited from workers in various divisions. Workers would love to read their input which would also make them feel part of the company.

The study revealed that supervisors were democratic but employees were involved in decision making only to some extent. In as much as the company would want to hold some vital information in confidence, it is also imperative that employees are made to feel that they are part of the company by involving them in issues concerning them such as assigning schedules and target setting to get them committed to the work.

Areas for further research

In order to further extend the literature on human relations and job performance in Ghana, a study can be conducted in the following area:

- A comparative analysis of public and private organisations in Ghana on human relations and job performance. This will help assess the reaction of employees in both categories to human relation variables.
- Human Relation, Motivation and Job Performance; A comparative analysis of public and private organisations. This will help explain and determine which of the two independent variables (human relations and motivation) is a better predictor of the dependent variable (job performance) by using the standard multiple regression.

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APPENDICES

APPENDIX A

QUESTIONNAIRE FOR RESPONDENTS

This questionnaire forms part of a study being conducted in connection with a dissertation by a student from the institution named above on **“Human relations and job performance.”** You are kindly requested to read through the items and respond to them as frankly and objectively as possible. Every information provided shall be treated as confidential and used solely for academic purposes. Besides, your anonymity is guaranteed. Thanks for being part of this study.

Section A: Biographic Data

1. Sex : Male Female
2. Position/ Rank :
3. Division: Engineering Processing Human resource
Finance Mining
4. Years of working with the company: less than 1 year 1-4
5-8
9-12 13-16 17-20 More than 20 years

Section B: How communication affects job performance.

This section intends to find out about the effectiveness of the various means of co-munication that exist and how they affect your schedule. Please, read the statement and tick the column that corresponds to your thinking.

	Means of communication	Available and most effective	Available and Effective	Available but not effective	Not available
5	Intranet (computers)				
6	Telephones				
7	Magazines				
8	News letters and bulletins				
9	Public address systems				
10	Meetings and briefing groups				

11. To what extent does the various communication systems used influence your performance positively.

To a very large extent [] To a large extent [] To some extent []
 Not at all [].

Section C: The leadership styles employed by management and how it influences performance.

This part seeks to elicit responses on the various kinds of leadership styles exhibited by management and how it influences your performance. Please, read the statements and tick appropriately.

	Statement	Strongly agree	Agree	Disagree	Strongly Disagree
12	Opportunities my superiors provide for me to be part of decision making is encouraging.				
13	The concern my superiors show about my needs and welfare motivates me to work.				
14	I am motivated to work because my superior appreciates my effort and contribution.				
15	My performance has improved because my superior always tells me what to do.				
16	My performance has improved because my superiors provide me with the opportunities for professional development				

17	I am encouraged to work because my superiors assign me with responsibilities.				
18	My performance has improved because my superiors give me the freedom to do what I like				
19	Performance has increased because adhere strictly to the rules and procedures my superiors provide.				

Section D: The extent to which employees are involved in decision making.

This unit attempts to solicit respondents' views on how the opportunities provided for participation in decision making affects your performance. Please, read the items and tick the column that approximates your thinking.

	Statement	To a very large extent	To a large extent	To some extent	Not at all
20	My involvement in deciding on salaries, allowances, bonuses etc. has encouraged me to perform.				
21	My taking part in allocating				

	designing and job schedules has helped me to improve.				
22	My involvement in resolving conflicts at work has encouraged me to perform.				

Section E: Welfare services provided for employees

This segment intends to find out about welfare services provided for staff and how that influences your performance. Please, you are required to read the statements and tick the column that equals your feeling.

	Statement	Very true	True	Untrue	Very untrue
23	Individual counseling services are provided for employees who have problems.				
24	Christmas and holiday packages are sometimes given to employees.				
25	Vacation trips and excursions are sometimes organized for staff.				

26	Sometimes club nights and parties are organized for staff				
27	Sometimes sporting activities are organized for employees				
28	Employees are supported when they are bereaved.				
29	Meals are provided for staff e.g. breakfast/ lunch				

30. To what extent does the welfare services the company provides has encouraged you to performance.

To a very large extent [] To a large extent [] To some extent []
 Not at all [].

31. What other measures should be put in place to make you perform better?

.....

Thanks for accepting to be part of this study.