



THE IMPACT OF LEADERSHIP IN ORGANIZATIONAL DYNAMICS AND CHANGE MANAGEMENT IN THE MINING SECTOR. A CASE STUDY OF BINDURA NICKEL MINE, ZIMBABWE.

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Abstract: The goal of this research study was to examine the impact of leadership in organizational dynamics and change management at Bindura Nickel Corporation [BNC] (Pvt) Ltd in Zimbabwe. Questionnaires and interviews were administered to employees and key informants from the senior management who were purposively selected. A thematic approach was used to determine the impact of leadership in organizational dynamics and change management. Data was analysed using the SPSS software. The major findings from this research were that there is an intricate relationship between leadership and organizational dynamics and change management. Research findings showed that leaders have a significant positive impact on organisational dynamics and change management. It was found that leaders can significantly reduce employee dismissals, employee turnover ratio and the number of new employee hires. However, lack of financial resources, lack of infrastructure (systems and facilities) allocated to a change initiative and employee resistance to change process were the major factors impeding leaders to stir BNC to prosperity. Research findings further showed that the strategies employed by BNC leadership to deal with the organizational dynamics and change management challenges at BNC are not entirely effective. The researcher therefore recommended that leadership in the mining sector should ensure the establishment of directions by visioning the future and developing strategies, communicating change, aligning, including them in decision making, motivating, rewarding them and inspiring the employees and crafting strategies to interconnect employees working under them in order to enhance employee's confidence and awareness so they can enhance their performance, and also make them able to understand their personal outgrowth and development. Leaders should also identify the needs of employees, reduce employee turnover and be able to maintain the balance between employee engagement and improving employee morale and employee performance.

Key words: mining, leadership, organizational dynamics, change management.

1. INTRODUCTION

Zimbabwe is endowed with vast amounts of precious minerals that include platinum, gold, diamonds, asbestos, nickel, coal and chrome, iron and other diverse kinds of minerals (Geological Survey, 1990; Chamber of Mines of Zimbabwe, 2017 and Kambale, 2019). According to Chamber of Mines of Zimbabwe (2017), the mining industry contributed 13.62%, of mineral revenue to the government and government related institutions in 2017. Sibanda (2020), revealed that the mining sector accounts for between 12 percent and 16 percent of the Gross Domestic Products (GDP), and generates over 60 percent of Zimbabwe's export earnings (Reserve Bank of Zimbabwe, Minerals Marketing of Zimbabwe, Chamber of Mines of

Zimbabwe, 2017; and Sibanda, 2020). Thus mineral resources have potential to contribute tremendously to sustainable economic growth and development which can lead to massive poverty reduction and create a number of jobs through the forward and backward linkages across the productive sectors of the economy. Ironically, the mining industry has constantly experienced new developments in terms of new technologies, changing employee demographics, global economic competition and economic shocks related to the instability of both domestic and global financial markets (Mahonye and Mandishara, 2015). It is against this background that leaders in mines will have to craft a delicately balanced policy environment and ensures effective implementation of leadership and change

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management strategies that fosters investment, domestic and especially foreign, while ensuring that ‘mineral rents’ are not only captured but invested efficiently. However, change management leaders often lack the appropriate scope, plan, measures, commitment, innovations and management approaches necessary for steering effective organizational change. This has often resulted in the dreary failure of the desired change management initiatives in the mining sector. There are possibilities for the mining industry to lose its repute and market share if the leadership of the mining companies fail to prepare their companies according to the rapidly changing circumstances and situations.

The researcher established the gaps that exist between literature and the impact of leadership in organizational dynamics and change management particularly the fact that literature has little concerning the impact of leadership in organizational dynamics and change management in mining per se. In particular, the relationship between and the impact of, leadership on organisational dynamics and change management as well as the factors causing leaders in the mining sector to fail to stir their mines to prosperity have not been determined. This therefore, justifies the need for further study in this particular area. Therefore, the primary objective of this study is to assess the impact leadership and organizational dynamics and change management, showing the ways in which leaders in mines affect the process of change using the case study of Bindura Nickel Mine (Pvt) Ltd in Zimbabwe.

The objectives of the study was to determine the impact of leadership on organisational dynamics, to determine the impact of leadership in change management, to determine the relationship between leadership, organisational dynamics and change management and to find out why some leaders in the mining sector with high qualifications fail to stir their mines to prosperity.

Hypothesis

H₀: Leadership and organizational dynamics are not significant in change management.

H₁: Leadership and organizational dynamics are significant in change management.

2. METHODOLOGY

The researcher employed the Realist philosophical paradigm which embraces both quantitative and qualitative research paradigms. The researcher also used the deductive approach in this research study. The deductive approach was implemented following stages

that involved construing hypothesis from theory; formulating hypothesis in operational terms and proposing relationships between two specific variables and testing hypothesis with the application of relevant quantitative methods such as correlation analysis and t-testing (Gill and Johnson, 2010).

A case study research design was chosen to narrow down a broad research field into a researchable one. A statistically representative sample size was selected from the study population and the researcher employed a blended approach of both random and non-random sampling techniques that include stratified random sampling and simple random sampling. Questionnaires and interviews were then used to collect field data. The questionnaires and interviews were operationalized in terms of the impact of leadership on organisational dynamics; the impact of leadership in change management; the relationship between leadership, organisational dynamics and change management as well as investigating the reasons why some leaders in the mining sector fail to stir their mines to prosperity, through confirmation of conclusions.

Throughout the research process, fundamental ethical principles were applied. The researcher obtained from relevant authorities Bindura Nickel Corporation Limited and sought for written consent from participants before gathering data. The researcher also observed the company rules and regulations and informed all participants on the purpose, benefits and possible risks of their involvement in the research study in order to ensure voluntary participation. The respondents’ privacy were highly respected while their responses were treated confidentially. The researcher also avoided falsification of data in order to maintain the integrity and objectivity of the research study.

3. DATA ANALYSIS

Data analysis is the process of inspecting, cleaning, transforming and modelling data with the goal of highlighting useful information, suggesting conclusions and supporting decision making (Musingafi and Hlatywayo, 2013). The data collected from questionnaire and interviews were coded, quantified and captured onto the SPSS spread sheet. The data set was then cleaned to check for errors before being exported to the statistical package for social science (SPSS), for analysis. All quantitative data was analysed using descriptive analysis and statistics. The study has applied correlational analysis, t-testing and hypothesis testing to



make inferences on the impact of leadership in organizational dynamics and change management at BNC. On the other hand, qualitative data was analysed inductively, using themes and sub themes and the data findings were triangulated. Following data analysis, data was then presented in form of tables and figures as recommended by Leady and Ormrod (2015). By definition a table is usually an arrangement of words, numbers, signs or combinations of them into a two dimensional matrix for the purpose of exhibiting certain information in compact and comprehensive form while a figure is any kind of graphic illustration such as a graph,

pie chart, photograph, drawing, sketch, or other device to convey an idea in a non- verbal fashion (Tom, Chigunwe and Nkala, 2011). Tables and figures are appropriate in this case because they are clear and easy to understand. Data interpretation was based on inductive and deductive analysis techniques and the discussion of findings was linked to the empirical evidence.

3.1 Demographic Characteristics of the Respondents

A t-test was conducted to determine the association between gender, age and level of education and organizational dynamics. The paired sample tests and sample correlations are shown on the tables below.

Table 1: T-test table showing the association between gender, age and level of education and organizational dynamics.

Correlations					
Control Variables			gender	age	education
organizational dynamics	gender	Correlation	1.000	.527	.736
		Significance (1-tailed)	.	.001	.000
		df	0	50	50
	age	Correlation	.527	1.000	.295
		Significance (1-tailed)	.001	.	.045
		df	50	0	50
	education	Correlation	.736	.295	1.000
		Significance (1-tailed)	.000	.045	.
		df	50	50	0

(Source: SPSS Data Analysis, 2021).

As demonstrated above, the correlation between organizational dynamics and gender, age and level of education was 1.000; .527 and .736 respectively. This implied a positive association of the variables at 95% confidence interval and thus the inference is that gender, age and particularly, the level of education attained by the employees plays a critical role in determining the level of organizational dynamics. It was found in this study that, employees who are younger had high chances of changing working organisations than old employees. In the same way, male employees were found to be more dynamic than their female colleagues. In terms of education level, data obtained showed that employees

with higher education qualifications were highly dynamic if compared to those with lower education levels.

3.2 Respondents’ occupation, experience and Income

The section below presents the participants’ occupation, experience and income. This was done to determine the association between employees’ job, experience, and their remuneration in order to determine whether their employment status had effects on organizational dynamics. The responses obtained are presented in the table below:

Table 2: Participants’ occupation, experience and remuneration

CHARACTERISTIC VARIABLE	RATING VARIABLES	NO. OF RESPONDENTS	% RESPONDENTS
OCCUPATION	Top Management	00	00
	Senior Management	00	00



	Middle Management	05	10
	Junior Management	06	12
	Professional Workers	16	32
	Skilled Technical Workers	20	40
	Semi-Skilled	06	12
TOTAL		50	100
LENGTH OF SERVICE IN YEARS	1 year and below	10	20
	2 years	14	28
	3 years	09	18
	4 years	08	16
	5 years	05	10
	More than 5 years	04	08
TOTAL		50	100
EMPLOYEE REMUNERATION IN USD	USD\$ 200 & Below	02	04
	USD\$300-400	04	08
	USD\$500-600	14	28
	USD\$700-800	12	24
	USD\$900-1000	10	20
	Above USD\$1000	08	16
TOTAL		50	100

(
Source: Primary Data, 2021).

Responses obtained showed that 10% (n=05), of the employees in middle management; 12% (n=06), were junior managers (including supervisors, foremen or superintendents); 32% (n=16), were professionally qualified and experienced specialists; and 40% (n=20), were skilled technical and/or academically qualified workers while 12% (n=06) were semi-skilled workers. Of these, 20% were employed for not more than 1 year; 28% had spent 2 years; 18% had 3 years; while 16% had worked for 4 years. Only 08 percent (that is, n=4), had more than 5 years' experience of working at the company. Four percent (04%), of the respondents further revealed that they earned an income which is below USD\$ 200, followed by 08% who earned between USD\$300-400 whereas 28% indicated that they earned between USD\$500-600. The study also showed that 72% (that is, n=36), earned between USD\$500-1000 and only 16% of the respondents earned a salary which is above USD\$1000.

Commenting on employee remuneration, one respondent (R16), stated that,

“The salary is reasonable considering that we are paid in United States Dollars the majority of employees in some industries are earning salaries in RTGS dollars and to make matters worse, their salaries are far below the poverty datum line.

The findings showed that the majority of respondents were fairly paid and this in contrary to the findings by Ncube (2016), who reported that one in every three firms found it difficult to make adequate and timely wage payments for labour services rendered. This tends to suggest that employee's employment status and remuneration satisfied and motivated workers and hence there is low employee turnover at the company. These findings are in sync with Burke (2002), Schoeman and Blaauw (2016) and Linz and Semykina (2012), who pointed out that high wages result in low employee turnover.

3.3 The Impact of Leadership on Organizational Dynamics

From the data obtained, results indicate that employees' relationship with BNC company was to a larger extend, good (n=63%). Only 37% indicated that the relationship was bad. One employee (R35) expressed that the good taste between the employer and the employee stemmed from:

“.... the ability of the company to improve the work environment and the welfare of its employees.”

These findings are disparate to findings by Dewhurst et al. (2019), and Gwala (2016), Cooke (2005); Hall (2005); Van Eck (2010); Klerck 2012), explain that, from their studies, they have established that most of the company



abuse their employees consequently declining their motivation and forcing them to leave.

3.4 : The Role of Leadership on Organisational Dynamics

Research findings obtained from the respondents with regard to their perception on the role of leadership on organizational dynamics

reveal that majority of respondents agree that the role of leadership on organizational dynamics relates to moving the organization towards a common goal (30%); placing a value on employees (60%); maintaining employee motivation (58%); attempting to reduce the overall employee turnover (44%); monitoring employee job satisfaction (46%); aligning teams with the goals of the organization (44%), promoting a strong collaboration amongst team members (56%); managing and reviewing employee diversity as a result of the change (68%), and helping the organization to improve its overall profitability (44%) respectively.

Also, commenting on the role of leadership on organisational dynamics, key informant “Y” expressed, *“BNC leadership respects the interests of employees and maintains its status of being an employer of choice in the country. The leadership actively endeavours to create opportunities to improve the work environment which user friendly to employees” growth and to contribute to the well-being of employees. In this regard, the company leadership has maintained employee recognition schemes, performance bonuses as well as ensuring commitment to training programs in order to improve employee performance and satisfaction.*”

On the other hand, key informant “X” echoed, *“Good employee relations has continued to be an area of significance for the company leadership and this has been realized by open communication policies as well as improved consultation with employees. Employee participation has been prioritised through employee suggestion boxes where individuals have been rewarded for coming up with noble towards effective cost cutting initiatives. Works council meetings are being held religiously once every month and other communication forums such as liaison meetings are being maintained. Worker leadership was also trained in order to enhance its effectiveness in engagements with management. Essentially, this has helped in upholding the relationship that exists between employees and management and has enabled the company to resolve issues amicably.”*

3.5: The Impact of Leadership on Organisational Dynamics

In terms of the impact of leadership on organisational dynamics, data obtained revealed that leadership explicitly rewarded employees’ performance (70%); improved employee satisfaction (66%); increased retention of key talent for the organisation (66%). By the same token, Haveman, Broschak, and Cohen (2014); Blau and Schoenherr (2011); Stolzenberg, (2018); Granovetter (2014), and Cobb-Clark and Dunlop (2019), carried out a study on the effects of organizational dynamics on careers and found out that leaders positively impact on organisational dynamics. However, 70% of the respondents showed that leadership has failed to significantly reduce the total number of employee dismissals; 50% showed that leadership had failed to improve workers’ participation in change initiatives, 66% showed that leadership had failed to reduced employee turnover ratio; and has increased the number of new employee hires.

3.6: The Impact of Leadership in Change Management

The main thrust of this research was to examine the impact of leadership in organizational dynamics and change management. As such, understanding the impact of leadership in change management is key to finding solutions in addressing the organisational problems that stem from leadership strategies employed at BNC. The research findings were presented

leaders improved employee knowledge, skills and abilities (58%; n=29); improved employee commitment to the organisation (58%; n=29); improved business performance against the planned budget (60%; n=30); reduced employee grievances (60%; n=30); reduced employee disciplinary action (60%; n=30); improved customer satisfaction (58%; n=29); reduced employee absenteeism (56%); improved organisational stability and alignment (58%; n=29). There was however, an insignificant impact on cost reduction on the planned budget (20%; n=10); the management of the supply of goods and services, and creativity and innovation by employees. This means that leadership had a significant positive impact of on change management at BNC. In addition to the above factors, one key respondent interviewed (informant “X”), commented that,

“As leadership, we have managed to maintain growth and expansion opportunities in the mining sector. We have also improved utilisation of organisational



resources, and organisational agility to adapt to organisational changes within the environment. As a consequence of the changes that were introduced by the new leadership at BNC, our 2020 nickel production was 6 620 tonnes and our sold nickel concentrate profit after tax was US\$13.5 million, up from 131% in 2019 and this signifies the positive impact of leadership.”

These findings are consistent with a number of studies by researchers such as Aarons, Ehrhart and Farahnak, (2015); Zinyama, Nhema and Mutandwa (2015); Valikangas and Okumura (2017); Gesell (2010) and Belias and Koustelios (2014), who established that Leaders are particularly critical to organizational effectiveness and can impact the capacity to foster

Table 3: Relationship between leadership and organisational dynamics and change management (Source: Research Survey Data, 2021).

Correlations

		Leadership	Organisational Dynamics and Change Management
Leadership	Pearson Correlation	1	.596**
	Sig. (2-tailed)		.000
Organisational Dynamics and Change Management	Pearson Correlation	.596**	1
	Sig. (2-tailed)	.000	
N		50	50

**Correlation is significant at 0.05 levels (2- tailed)

*Correlation significant at 0.01 levels (2 - tailed)

The findings in Table 4.8 reveal a statistically significant positive relationship between leadership and organisational dynamics and change management (r=0.596; P<0.05). This means that an improvement in leadership style and management strategies results in improved organisational change management.

Table 4: McNemar’s Hypothesis Test

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
The distributions of different values across on the impact of leadership in change management are equally likely	Related – Samples McNemar Test	.000	Reject the null hypothesis
Asymptomatic significances are displayed. The significance level is .005.			

(Source: Research Survey Data, 2021).

change and innovation. Gruban (2013), Abbas and Asghar (2010), in particular argued that leadership competences are strongly connected with the successful organizational change.

3.7: The Relationship between Leadership, Organisational Dynamics and Change Management

The study sought to determine whether leadership had effect on organisational dynamics and change management at Bindura Nickel Corporation Limited. This was tested using Pearson Product Moment Correlation Coefficient at 95% confidence level and findings were presented in table 4.8 below:

3.8 Hypothesis test on the impact on organizational dynamics and change management

A McNemar’s hypothesis test was carried out to determine the impact on organizational dynamics and change management and the results are presented below:



Table 4.8 shows that the test is not statistically significant at the .000 level of significance in the sense that $p > 0.005$ and hence the hypothesis test rejected the null hypothesis which states that leadership has no significant impact on organizational dynamics and change management. This therefore, infers that there is sufficient evidence to accept the hypothesis that leadership has a significant positive impact on organizational dynamics and change management.

3.9 Factors Hindering Leaders to Stir Their Organisations to Prosperity in the Mining Industry

The research findings shown above shows that the greatest challenge in many respects, is the lack of financial resources (70%; $n=35$). Another challenge that was raised by respondents was lack of infrastructure (systems and facilities) allocated to a change initiative (66%; $n=33$); followed by employee resistance to change process (80%; $n=40$). From the research findings, the researcher noted that although the company has managed to successfully resolve a number of employee concerns through the regular channels, there still remained a number of disputes that arise from the Trojan Mine's care and maintenance era which are pending. This is in line with O'Brien et al (2010), who reported the challenges of lack of will and programme disruption by some employees in complex environments. By the same token, Nadler, Thies and Nadler (2001), and Belias and Koustelios (2014), employees resist changes and especially they resist most to radical changes. On the contrary, Pandy and Huff (2018) argued that any change process often has problems because it is improperly framed by top management. This therefore tends to suggest that ineffective leadership strategies themselves affect the leaders in stirring their organisations.

4. DISCUSSION OF FINDINGS

4.1: The Role of Leadership on Organisational Dynamics

Research findings obtained from the respondents with regard to their perception on the role of leadership on organizational dynamics showed that the role of leadership on organizational dynamics to a larger extent, relates to moving the organization towards a common goal (30%); placing a value on employees (60%); maintaining employee motivation (58%); attempting to reduce the overall employee turnover (44%); monitoring employee job satisfaction (46%); aligning teams with the goals of the organization (44%), promoting a strong

collaboration amongst team members (56%); managing and reviewing employee diversity as a result of the change (68%), and helping the organization to improve its overall profitability (44%) respectively. Key informant also, revealed that BNC leadership respects the interests of employees and maintains its status of being an employer of choice in the country by creating opportunities to improve the work environment which user friendly to employees' growth and to contribute to the well-being of employees. The company leadership also maintained employee recognition schemes, performance bonuses as well as ensuring commitment to training programs in order to improve employee performance and satisfaction

In addition, good employee relations has continued to be an area of significance for the company leadership and this has been realized by open communication policies as well as improved consultation with employees. It was revealed by key informants that employee participation has been prioritised through employee suggestion boxes where individuals have been rewarded for coming up with noble towards effective cost cutting initiatives and works council meetings are being held religiously once every month and other communication forums such as liaison meetings are being maintained. Worker leadership was also trained in order to enhance its effectiveness in engagements with management. Essentially, this has helped in upholding the relationship that exists between employees and management and has enabled the company to resolve issues amicably.

4.2: The Impact of Leadership on Organisational Dynamics

In terms of the impact of leadership on organisational dynamics, 70% of the respondents showed that leadership has failed to significantly reduce the total number of employee dismissals; 50% showed that leadership had failed to improve workers' participation in change initiatives, 66% showed that leadership had failed to reduced employee turnover ratio; and has increased the number of new employee hires. Data obtained also revealed that leadership explicitly rewarded employees' performance (70%); improved employee satisfaction (66%); increased retention of key talent for the organisation (66%). By the same token, Haveman, Broschak, and Cohen (2014); Blau and Schoenherr (2011); Stolzenberg, (2018); Granovetter (2014), and Cobb-Clark and Dunlop (2019), carried out a study on the effects of organizational dynamics on



careers and found out that leaders positively impact on organisational dynamics.

4.3: The Impact of Leadership in Change Management

With regard to the impact of leadership in change management, research findings demonstrated that leaders improved employee knowledge, skills and abilities (58%; n=29); improved employee commitment to the organisation (58%; n=29); improved business performance against the planned budget (60%; n=30); reduced employee grievances (60%; n=30); reduced employee disciplinary action (60%; n=30); improved customer satisfaction (58%; n=29); reduced employee absenteeism (56%); improved organisational stability and alignment (58%; n=29). There was however, an insignificant impact on cost reduction on the planned budget (20%; n=10); the management of the supply of goods and services, and creativity and innovation by employees. This means that leadership had a significant positive impact of on change management at BNC.

This impact of on change management at BNC was also echoed by key informant “X” who commented that the leadership has managed to maintain growth and expansion opportunities in the mining sector; improved utilisation of organisational resources, and organisational agility to adapt to organisational changes within the environment and as a consequence of the changes that were introduced by the new leadership at BNC, the 2020 nickel production was 6 620 tonnes and sold nickel concentrate profit after tax was US\$13.5 million, up from 131% in 2019 and this signifies the positive impact of leadership.

Though leadership styles that are employed to handle and manage different organizational situations differ, the findings consistently relate to leadership theories such as the Contingency Theory and the Leaders Style Theory and the Transformational Leadership theory. Just like the Transformational Leadership theory’s principle that leader transforms, or changes, his/her subordinates in ways that may lead to win the trust of subordinates for leaders that can increase the output of their work and doing job activities which can help to achieve the organizational goals in better ways, this study similarly established that transformational leadership also increases the level of dedication and motivation for employees to work for the betterment of organization in spite of their personal interest. These findings are consistent with a number of studies by researchers such

as Zinyama, Nhema and Mutandwa (2015); Gesell (2010) and Belias and Koustelios (2014), who established that Leaders are particularly critical to organizational effectiveness and can impact the capacity to foster change and innovation. Gruban (2013), Abbas and Asghar (2010), in particular argued that leadership competences are strongly connected with the successful organizational change.

4.4: The Relationship between Leadership, Organisational Dynamics and Change Management

The study sought to determine whether leadership had effect on organizational dynamics and change management at Bindura Nickel Corporation Limited. This was tested using Pearson Product Moment Correlation Coefficient at 95% confidence level and the findings revealed a statistically significant positive relationship between leadership and organisational dynamics and change management ($r=0.596$; $P<0.05$). This implied that an improvement in leadership style and management strategies results in improved organisational change management. These results are similar to the findings by Northouse (2010); Antonakis, Avolio and Sivasubramaniam (2013), Mclaggan, Bezuidenhout and Botha (2013); Motsoeneng, Schultz and Bezuidenhout (2013); Mokgolo, Mokgolo and Modiba (2012) who revealed that the effectiveness of the leader determines the eventual success of the organisation and thus, inferring that there is a significant positive relationship between leadership and change management.

A McNemar’s hypothesis test was carried out to determine the impact on organizational dynamics and change management and the results showed that the test was not statistically significant at the .000 level of significance in the sense that $p>0.005$ and hence the hypothesis test rejected the null hypothesis which states that leadership has no significant impact on organizational dynamics and change management. This therefore, infers that there is sufficient evidence to accept the hypothesis that leadership has a significant positive impact on organizational dynamics and change management.

4.5: Factors Hindering Leaders to Stir Their Organisations to Prosperity in the Mining Industry

The research findings showed that the greatest challenge in many respects, is the lack of financial resources (70%;



n=35). Another challenge that was raised by respondents was lack of infrastructure (systems and facilities) allocated to a change initiative (66%; n=33); followed by employee resistance to change process (80%; n=40). From the research findings, the researcher noted that although the company has managed to successfully resolve a number of employee concerns through the regular channels, there still remained a number of disputes that arise from the Trojan Mine's care and maintenance era which are pending. This is particularly the case with a number of mining companies in Zimbabwe. The Zimbabwe Chamber of Mines of Zimbabwe (2017); Kambale (2019); the Ministry of Mines and Mining Development (2016), notes that mineral resources have potential to contribute tremendously to sustainable economic growth and development which can lead to massive poverty reduction and create a number of jobs through the forward and backward linkages across the productive sectors of the economy.

However, research findings are also consistent with the Chamber of Mines of Zimbabwe (2017); the Reserve Bank of Zimbabwe, the Minerals Marketing of Zimbabwe (2017); and Sibanda (2020), which indicates that the mining sector is affected by a plethora of challenges that include lack of financial resources and technological equipment resources and inconsistent policies. This is in line with O'Brien et al (2010), who reported the challenges of lack of will and programme disruption by some employees in complex environments. By the same token, Nadler, Thies and Nadler (2001), and Belias and Koustelios (2014), employees resist changes and especially they resist most to radical changes. On the contrary, Pandy and Huff (2018) argued that any change process often has problems because it is improperly framed by top management. This therefore tends to suggest that ineffective leadership strategies themselves affect the leaders in stirring their organisations.

5: CONCLUSION

Leaders have a significant positive impact on organisational dynamics and they can significantly reduce employee dismissals, employee turnover ratio and the number of new employee hires.

Leaders are particularly critical to organizational effectiveness and can impact the capacity to foster change and innovation. In particular leadership was found to be strongly connected with successful organizational change. It is therefore indisputable to

conclude that leaders have a significant positive impact on change management.

Research findings showed that there was a significant positive association between leadership and organizational dynamics and change management. Therefore, it can be concluded that there is a relationship between leadership and organizational dynamics and change management.

With regard to measures to factors hindering leaders to stir BNC to prosperity, it was concluded that lack of financial resources, lack of infrastructure (systems and facilities) allocated to a change initiative and employee resistance to change process were the major factors impeding leaders to stir BNC to prosperity. This tends to point to the fact that the strategies employed by BNC leadership to deal with the organizational dynamics and change management challenges at BNC are not entirely effective. This therefore tends to suggest that ineffective leadership strategies themselves affect the leaders in stirring their organisation.

6: RECOMMENDATIONS

It is essential for leaders to reduce employee turnover and balance between employee performance and improving employee morale and engagement. Leaders should identify the needs of employees such as effective monetary rewards and employee participation in decision-making and satisfy these needs. Organisational leaders should be able to organize, plan, control, budget, recruit employees and solve labour related problems.

Leadership should ensure the establishment of directions by visioning the future and developing strategies; communicating change, aligning, motivating and inspiring the employees and crafting strategies to interconnect employees working under them in order to enhance employee's confidence and awareness so they can enhance their performance, and also make them able to understand their personal outgrowth and development. Organisational leadership should create an environment where change can take place; identifying and shaping the issues that lead to innovation, defining the organization as an environment, facilitating discussions, and encouraging more participation in innovative activities.

There is need for organisational leadership to ensure the participation of all employees in the decision making process; create coalitions to support change, and provide finance and other incentives for participation in the change process; sponsor change in order to create a synergy.



7: AREA FOR FURTHER RESEARCH

Further investigations should be done on the impact of the leadership in influencing organizational dynamics and change management in the face of the Covid 19 pandemic.

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