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COVER PAGE AND DECLARATION

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Introduction

An organization's leadership initiatives have a key role in increasing sales and income generating. To direct and lead the organization towards expansion and success, effective leadership is also necessary. A company may raise staff motivation and performance by using an effective leadership approach and style, which will boost overall productivity. A business can use a variety of leadership philosophies and tactics to enhance its plans, policies, and decision-making in order to accomplish its predetermined goals and objectives. In order to engage the workforce and persuade them to work towards a shared objective, a successful leader must be able to identify the most effective leadership practices and styles. Additionally, a company can create a safe and moral workplace culture by using effective leadership techniques. This will assist a business in establishing improved lines of communication and allocating its resources among various departments and teams.

1. Organization's leadership practices adopted by the leaders of the organization

To achieve strategic goals and objectives that will inspire the workforce to effectively complete their everyday duties and objectives, a corporation must embrace effective leadership practices. Atrizka & Pratama (2022) hold the opinion that there are several organizational leadership practices that are necessary for effective leadership and will enable them to guide the business towards growth and success. Organizational leaders must relate their business knowledge to their jobs within the organization in order to become future visionaries and be able to set goals and objectives for the future. However, it is challenging to determine which leadership techniques and approaches will best support the aims and objectives of

The business. According to Williams' theories from 2021, it is the role of the leaders to make sure that practices and strategies will enhance their capacity for decision-making and allow them

to take actions that take into account the nature of the organization. Additionally, implementing such practices and strategies calls for strong leadership qualities to guide and persuade the staff to work towards a common objective. Every employee's performance and production will increase, and the team's productivity will increase as a result.

The BHP group is renowned for using successful leadership philosophies that turn the business into a successful enterprise. According to Onyeador, Hudson, and Lewis Jr.'s research, the leadership style aims to improve the fundamental elements of the organization through strategies that relate to problem-solving and decision-making policies, creating effective communication channels, enhancing the relationship with the staff, and team-building activities. This organization's executives use democratic leadership philosophies, which has aided the business in upholding these standards. The main feature of a democratic leadership approach is to encourage participation and start the decision-making process with the department heads and managers in order to take into account all factors that may influence the organization's judgment and decision-making. According to Paais & Pattiruhu's (2020) theories, this kind of leadership style has enabled the organization to take into account the views and ideas of every department and provides the chance for participation in the company's decision-making process. A democratic leadership style also enables the leaders to create an environment that is productive and healthy for the business. As a result, the organization's production has increased while maintaining its personnel retention rate.

The goal of the democratic leadership style is to increase involvement and cooperation inside the organization. This creates a climate of collaboration inside the organization, enabling the

Management and workers should exchange knowledge. Additionally, this supports team-

building initiatives and encourages creativity in order to improve performance within the organization. Additionally, it increases employee commitment to the business and aids in boosting morale (Oreg & Berson, 2019). However, this leadership style has some drawbacks that make it a time-consuming process because it involves making decisions and following procedures based on the opinions of all the managers.

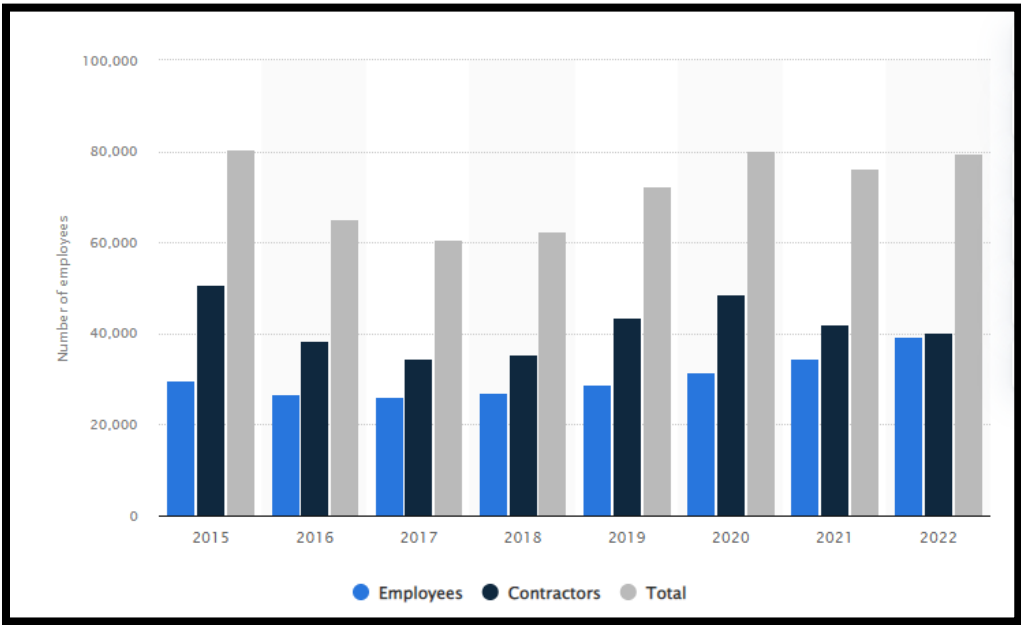


Figure 1: Number of employees in BHP

(Source: Statista.com, 2022)

The aforementioned graph shows how certain employees within the BHP group have grown as a result of the company's strong leadership practices. Over the past few years, the company's employee retention rate has been very high. It currently employs over 79,471 people worldwide. The organization's leadership style enables the executives to comprehend the fundamental

In order to create a working environment that upholds integrity and ethics inside the

organization, businesses and employees must meet certain demands. Additionally, this enhances the company's strategic plans and policies, which have assisted them in increasing sales and revenue. According to the philosophies of Kivipld, Türk, and Kivipld (2020), leadership practices should also focus on locating and incorporating cutting-edge technology into their operations that will enable the business to reduce costs and increase profits. These are some typical procedures that the business employs as part of its strong leadership techniques.

The organization's leaders also use transformational leadership techniques to enable effective leadership practices and strategies that force the organization to concentrate on its core decision-making and adopt innovative and technological approaches to meet its end goals and objectives. This helps to address the drawbacks of the democratic leadership style. According to Dhar & Mutalib (2020), the transformational leadership style aids leaders in influencing their workforce and implementing tactics to compel and inspire them to increase output and performance. It enables the organization's executives to create a vision based on the difficulties and problems encountered by various divisions within the business. Motivating and influencing staff to work towards the company's shared aims and objectives is the main purpose of transformational leadership. It encourages staff members to come up with fresh approaches and plans to meet their objectives. The transformational leadership style enables the leaders to empower and encourage their team members to adopt novel approaches to problem-solving.

2. Critical analysis of the leadership practices adopted by the leaders of the organization

Any organization's leaders should always strive to increase sales and profitability through their leadership practices. According to Newstead et al. (2020), a leader has to possess strong leadership qualities in order to embrace productive practices and winning tactics that will propel the organization to success. The BHP groups' executives use a democratic leadership approach that can have both benefits and downsides that have an impact on a company's activities and operations. The objectives and character of the company can help establish the appropriate leadership style to adopt. By implementing the democratic approach, the business has enhanced interactions with its staff and given its leaders more power to influence and direct the organization towards a shared objective. This fosters a positive workplace culture and atmosphere. Following democratic governance, the business generated an estimated \$137.97 billion in profit in 2021 (Statista.com, 2021). The corporation is now among the top mining companies in the world as a result of this.

Businesses must assure successful relationship-building with their staff while pursuing profitability. Following democratic leadership, everyone's opinions and thoughts are taken into account, which aids a business in retaining a high percentage of its customers. According to study by Sunarsi et al. (2020), it also fosters a welcoming environment inside the company. A business must make an effort to foster strong relationships among team members so that workers may collaborate and provide fresh ideas and approaches to meet their daily goals more successfully. Every organization must prioritize team development as a crucial component of good leadership. Additionally, it inspires and encourages staff members to express their thoughts and ideas, which enhances their productivity and teamwork.

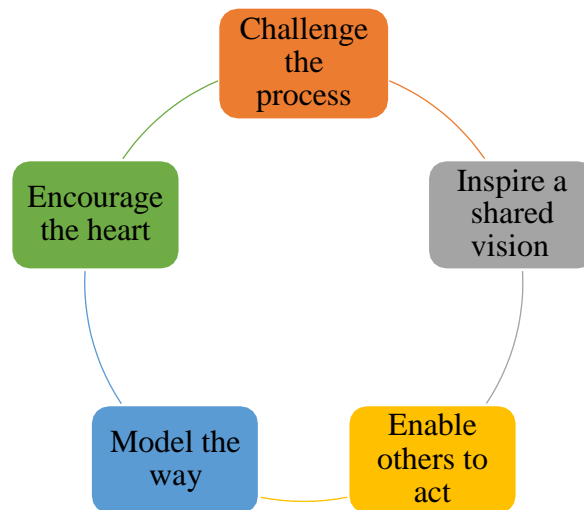


Figure 2: Leadership practices and policies

Despite the many advantages of a democratic leadership style, there are a few disadvantages that can occasionally interfere with daily operations and the company's ability to generate revenue. The decision-making process is slower in this leadership style, according to Waruwu et al. (2020), since it requires taking into account all the factors and elements depending on the leaders of various organizations. This may have an impact on actions and policies that call for rapid action. Additionally, it's possible that the employees won't be able to perform to their full potential, which could affect both their performance and productivity. The extra work that leaders must put in to analyses and assess the ideas and views of other departments may sometimes overwhelm them. The leaders of the organization must adopt the proper strategy and practices that are based on a new leadership style that make up for the shortcomings of the current leadership style in order to overcome the negatives of such a leadership style. The practices and methods used by the leaders to increase the company's sales ratio and profitability are related to their leadership style.

To get the best performance out of the workforce, the organization's leaders are also entitled to transformational leadership. This leadership approach's main goals are to encourage staff

members and change their attitudes towards performance-based incentives and punishments.

The main responsibility of the leaders in this leadership style is to inspire employees and get the best work out of them. A transformative leadership style, according to the theories of Oreg & Berson (2019), enables the leaders to carry out their responsibilities so the employees may do their best work. By practicing transformative leadership, leaders may win the respect, loyalty, and trust of their workforce. This has inspired workers to work harder, assisting BHP Groups in achieving a high client retention rate. Additionally, this leadership style provides the chance for employee performance-based promotions, bonuses, and increments. Similarly, subpar performance may have an impact on an employee's standing inside the organization. The core principle of transformational leadership is to raise employee performance to its highest level.

In order to accomplish the company's shared objectives, transformational leadership also strives to inspire the workforce to follow the leaders. The organization's leaders were able to successfully define goals and objectives for the organization as a result of this leadership. Other practices and methods entail motivating the company's workers to deliver the highest level of performance and productivity, which will boost sales and increase profits. By influencing and directing the organization to achieve the company's common objectives, the leaders are able to propel the business forward. Additionally, it motivates them to go above and beyond their call of duty in order to gain more success and recognition within the company. This type of leadership is renowned for encouraging any organization to act in its own best interests in order to advance greater good and prosperity. But there are also some negative aspects of this leadership.

Approach that emphasizes paying attention to the wider picture. This indicates that the leadership style adopts conceptual policies and practices that frequently disregard objectives

that motivate staff to fulfil their tasks and obligations. Additionally, when workers are asked to perform beyond their capabilities, it frequently causes them to feel overworked. The business must take into account these negative aspects of this leadership style and implement tactics to address them.

3. New Leadership Style Proposal

An Australian mining firm called BHP is based in Melbourne. Due to the dual listing system structure that BHP is now using, they have a greater insight of the management changes, staff behaviors, and customer base. BHP is currently a joint venture³ between two well-known corporations from the UK and Australia. The British firm "London Stock Exchange (LSE)" and the Australian company "Australian Securities Exchange (ASX)" have announced their intention to merge into a new entity known as BHP, the Australian mining corporation. Due to the novel idea of joining such large businesses from two distinct organizations, there are a number of challenges with either the client base or the employees. BHP is a mining-related business that operates by using a variety of resources to procure various metals, ores, and minerals from the market. According to Da Veiga et al. (2020), this approach was chosen when the corporation underwent its most recent merger.

Although it has hampered the majority of the current policies, the company's new strategy allows it to make enormous profits. The preceding organizations employed these policies to gather a variety of market resources. However, the current regulations have a number of

The present policies' flaws and backlogs were posing obstacles in the way of generating a sizable amount of earnings. BHP has to make certain adjustments to the current policy in order to increase earnings. As a result, they have put into place a few new policies aimed at increasing

market growth and client attraction. These developments were also necessary since the business was entering a new phase that involved the merger of two sizable, unrelated organizations that shared the same objective. Numerous aspects of the adopted policies are discussed in this study, as well as the new leadership approach and how it will affect the business. The organization's current policies have been assessed. The importance of the selected leadership style is examined in relation to the current policies at the conclusion of the research (Kory & Kanne, 2020). Additionally, the impact of the leadership style on the business's overall profit is thoroughly discussed.

a. Evaluation of the existing leadership style and its importance on the future aspects of the company

Before, BHP was a privately held business. However, the leadership demonstrated a significant change in the quality of leadership after the merger of the two large companies from Australia and the UK. The corporation currently employs a democratic part of the leadership style, in contrast to the prior culture. Despite having many differences in their respective managerial approaches to allocating the company's resources, the two big giants of Australia and the UK have teamed up to achieve a common goal. Regardless of personal opinions, they take a number of implementations in an effort to harmonies divergent points of view in favor of a shared objective of achieving steady growth in the firm. According to Alzoubi & Ahmed (2019), these structural modifications provide the organization more freedom and have led to the adoption of a new idea for a democratic vision of leadership. This method of management has made it possible for the business to

There are a number of management systems that have improved the company's overall performance in terms of forging a big position in the mining business.

The management system has been made more adaptable thanks to this new leadership characteristic. The company's ability to be flexible has allowed it to match its goals with consumer needs, which has proven to be a profitable approach and increased the company's market capitalization worth. In 2001, the two enormous titans from two distinct corporations merged. Following this merger, the market's revenue was being collected at an exponential rate of growth. According to statistics obtained from Statista.com, BHP's income collection in 2021 surpassed the previous record set in 2008 by a combined amount of 60.8 US dollars. 2008's previous high was 59 US dollars. According to Schiuma et al. (2022), the "democratic leadership style" aids in fostering a positive work environment and preserving excellent connections inside the organization. A great work environment fosters employee morale, and BHP has been successful in receiving favorable comments from its workforce. This boosts the business's employee segment trustworthiness and helps it build a solid reputation in the marketplace. A strong reputation is essential for securing a sizable portion of the market and generating enormous profits.

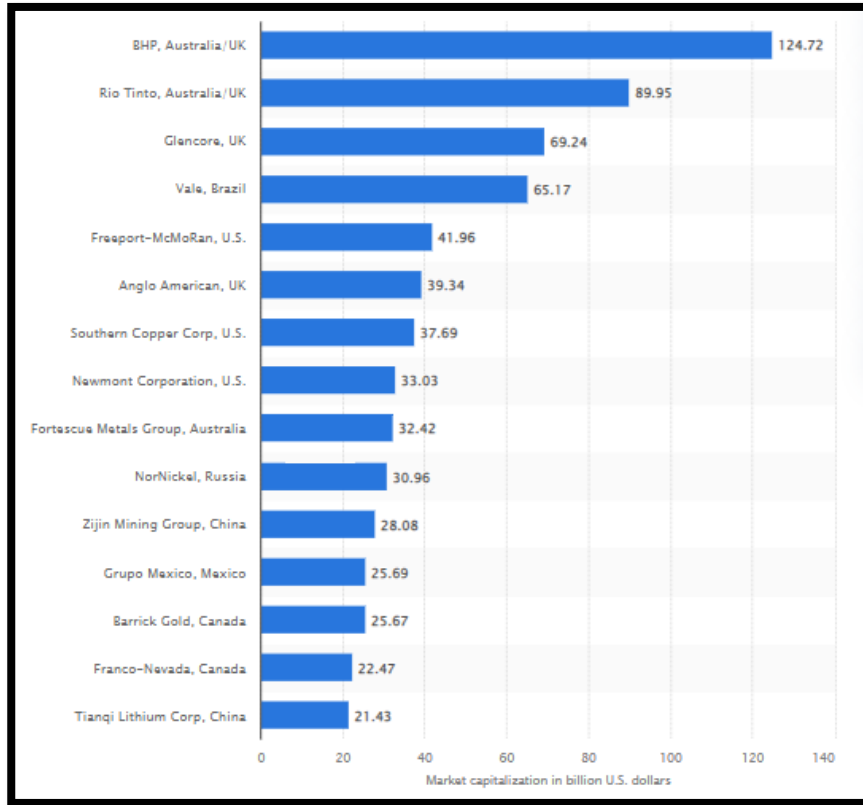


Figure 3: Worldwide leading mining companies

(Source: Statista.com, 2022)

It is abundantly obvious from the aforementioned facts that the company's management system is excellent and contributes to its success in the global mining sector. In order to rise to the top of the global mining industry, this democratic approach is crucial. A strong working connection between the hierarchy and the staff base is essential for establishing a major presence in the market, according to Kory & Kanne (2020). To achieve future success in the particular industry, the organization needs this leadership style more than anything else. The business is currently experiencing some slight losses, nevertheless, as a result of some technical improvements. When it comes to ensuring consistent growth, this lost margin has to be examined.

b. Influence of the chosen leadership

The corporation has to modify some adjustments to the current policies as a result of some technical advancements. Because of technology improvements, some implementations in the present policies need to be altered. The new leadership approach must consider technology as a key component. According to Lloyd & Payne (2019), technology should be included into management behavior under the new leadership style. The organizational behavior of the corporation is also somewhat influenced by these inclinations to accept new technology. In the current global mining industry rankings, BHP is the leading mining corporation. An Australian and a British firm merged in 2001, and because the companies are from different nations, the management of the business must be adaptable. The "transformational leadership style" is the one that this organization is recommending. For this organization, the transformational leadership strategy is advised for a number of reasons.

The company's major objective is to match market trends with its commercial objectives. According to Kirchner, Ipsen & Hansen's (2021) argument, transformational leadership is a very beneficial area for any business. Any management can create policies in accordance with the demands of the market thanks to this leadership strategy. The new technological era calls for a wide range of items that will be scientifically infused with technologies. This leadership style's flexible approach will be highly beneficial for the organization in terms of suggesting any adjustments needed in any area to meet customer needs. A mining corporation is BHP. Therefore, it is crucial for them to extract various minerals, ores, and metals from the market. Technologies must be used to regularly check the overall status of the raw materials, the products, and the shipments in order to reduce the production chain-related concerns. It will assist the business in taking the necessary steps. Better

Additionally, communication is necessary because it will aid in resolving any issues that

may arise within the company's managerial structure.

Integrity is a key component of the transformational leadership style. Integrity is absolutely essential for any business. Any company, and BHP is no exception, benefits greatly from its employees' integrity. According to Alzoubi & Ahmed (2019), a company's managerial system can benefit from the transformational approach by being both partially stiff and partially flexible. This strategy is advantageous since any improvement may be put into practice at any moment.

c. Better communication to utilize technologies

Any organization must prioritize communication. To enhance the communication system, implementation is required. The improvements for improved communication will open up the path to success. Whysall, Owtram, and Brittain (2019) contend that communication is the best method for quickly and easily resolving any concerns. In the case of BHP, communication should be improved throughout the whole organizational level of the business. Additionally, departmental communication improvement must be implemented because it will concentrate the problems in a microscopic mode and offer a better solution. When the suggested policies are put into practice on a departmental basis, the observation of the difficulties and problems will be quite detailed. Better and more appropriate communication between BHP's departments is required. The company's supply chain is hampered by any communication barriers that exist between any two divisions.

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materials, the products, and the exports in order to reduce the production chain-related concerns (Lin et al. 2020). It will assist the business in taking the necessary steps. Better communication is also necessary since it will aid in resolving any issues that may arise within the organization's administrative structure. The best mining firm in the entire globe is BHP. The organization has to improve its communication since it will provide employees better insights into their propensities for problem-solving. Because logistics is the primary process, BHP must maintain a stable communication system within the company.

d. Summary of the existing network and its outcome on the future aspects

The corporation BHP's current strategies are beneficial since they have allowed them to dominate the global mining sector. However, in order to increase the profitability, multiple implementations are needed. To meet market expectations, certain methodologies and methods must be established. The technology parts must be implemented in full. According to Kory & Kanne (2020), these technological applications will aid in providing various insights into industry trends. In recent years, both the number of employees and income have increased.

Following this merger, the market's revenue was being collected at an exponential rate of growth. According to statistics obtained from Statista.com, BHP's income collection in 2021 surpassed the previous record set in 2008 by a combined amount of 60.8 US dollars. The

2008's previous high was 59 US dollars. Due to an effective management system, these enormous accomplishments are feasible. According to Whysall, Owtram, and Brittain's (2019) research, BHP has to make several changes to its current practices in order to keep its top spot in the mining business globally. Although very minor, these upgrades are crucial and very specific. The company's management must adopt these implementation measures.

The business must update its current logistical systems with new technology. The tracking of the items and their shipping will be enhanced by this solution.

The product distribution procedure will go more smoothly. The communication system also needs to undergo a number of modifications. The use of new technology will aid in improving the communication between the company's many departments. More effective communication will improve the logistic system, give more detailed information about the tracking system, and increase customer satisfaction.

Conclusion

In summary, effective leadership techniques are an essential component of every organization. Adopting the best practices and strategies can assist the company's leaders in guiding the organization towards achieving both short- and long-term goals and objectives. The organization's executives practice democratic and transformational leadership, which has helped the business raise employee happiness and lessen issues and difficulties that prevent it from increasing sales and generating more income. The selected organization will be able to establish effective leadership practices and create an effective communication network by using the suggested leadership style plan, which will aid the company in progress and success.

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