The undersigned certify that they have read and recommend to the Bindura University of Science Education for acceptance: A dissertation with the title, “The effect of job satisfaction on employee optimal performance. A case study of Ministry of Mines and Mining Development - Manicaland Provincial Office”, by Ennocent Murapah in partial fulfilment of the requirements for the Degree of Masters in Business Leadership (MBL).

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DECLARATION

I Ennocent Murapah, do declare that "The effect of job satisfaction on employee optimal performance. A case study of Ministry of Mines and Mining Development - Manicaland Provincial Office." is the result of my own investigation and research, except to the extent indicated in the acknowledgements, references and by comments included in the body of the report and it has not been submitted in part or in full for any other degree to any other University.

Ennocent Murapah

.................................. ..................................

SIGNATURE                  DATE
DEDICATION

I dedicate this dissertation to my lovely and supporting wife Patience Murapah (nee-Maeka), who encouraged me through the tough learning process I went through while undertaking this course.

I also dedicate this project to my three lovely daughters and my son namely; Tadisa, Tatenda, Tinotenda and Tapiwa Ennocent(Jnr). This dissertation challenges you to anticipate a future that starts where I left my studies.

To the Almighty God, I request Him continue to give me power and wisdom to adventure into areas that I know little of. The strength and guidance you gave me through the tutorship of Dr Rusike my supervisor, other B.U.S.E. lecturers, colleagues and friends, is beyond my capacity to make mention
ACKNOWLEDGEMENTS

I acknowledge to the guidance given by my various lecturers at B.U.S.E. who took me through business leadership theory. Their encouragement and information improved my appreciation of the entire business framework. Special thanks to Dr. R. Rusike for dedicating his special time to review this dissertation. Sometimes I would find your approach too tough to cope with, but indeed it mentored me into the complete person that I wanted to be. I believe I am ready to take industry forward after completing this programme.

Special thanks goes to Tendai Mataruse, Webster Mburundu, Mr Omen Dube and the entire staff at MMMD-MPO for the encouragement, responsiveness and patience shown to me as I was doing this project.
ABSTRACT

The study was undertaken under the topic, ‘The effect of job satisfaction on employee optimal performance. A case study of Ministry of Mines and Mining Development-Manicaland Provincial Office. The study found out that employees in the Ministry of Mines and Mining development were generally not satisfied with their salaries, allowances and fringe benefits. They also were not satisfied with the way the performance management system was used to reward and evaluate them in their organisation. The employees also showed low engagement levels. This in turn affected performance negatively. The study recommended that management should review salaries, allowances and fringe benefits on a regular basis to increase staff morale and subsequently increase employee service quality and output. The performance management system that is used to evaluate employees’ performance should inspire employees rather than to be a source of dissatisfaction. In order to improve engagement levels both the performance management process and rewarding process should be addressed so that employees’ commitment to work is boosted. Performing while the workforce is divided causes several challenges for management which therefore calls for immediate action to address salaries, resources and complaints about the performance management process.
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<td>MMMD-MDO</td>
<td>Ministry of Mines &amp; Mining Development Manicaland Provincial Office</td>
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<td>TSP</td>
<td>Transitional Stabilisation Programme</td>
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<td>ZIMASSET</td>
<td>Zimbabwe Agenda for Sustainable Socio- Economic Transformation</td>
</tr>
<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
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<tr>
<td>AU</td>
<td>African Union</td>
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<tr>
<td>G.O.Z</td>
<td>Government of Zimbabwe</td>
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<td>ZIMSTAT</td>
<td>Zimbabwe National Statistical Agency</td>
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<tr>
<td>FPR</td>
<td>Fidelity Printers and Refineries</td>
</tr>
<tr>
<td>RBZ</td>
<td>Reserve bank Of Zimbabwe</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>PsyCap</td>
<td>Psychological Capital</td>
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<tr>
<td>PPEI</td>
<td>Positive Personal Experience Index</td>
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<tr>
<td>PAAEI</td>
<td>Performance Against Average Employees Index</td>
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<td>RBMS</td>
<td>Result Based Management System</td>
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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This research explores the effects of job satisfaction on employee optimal performance using the case study of Ministry of Mines and Mining Development-Manicaland Provincial Office (MMMD-MPO). Employees seem not to be satisfied with their work and it seems, they are not performing at their optimal level, a problem which seems to have not been previously researched on. This chapter discusses the background of the study, statement of the research problem, purpose of the study, study objectives, research questions, propositions, significance of the study, limitations, delimitation of the study, the research assumptions, the chapter layout and chapter summary.

1.2 Background of the study

Shaju & Subhashini, (2017) believed that employees are considered as human assets in most organizations. However, most businesses neither provide a fair remuneration system, nor sufficient welfare for their employees. Therefore, the turnover, absenteeism, lack of employee innovation and failure to meet targets seem to have alarmingly increased in most companies in all the levels of employment due to dissatisfaction (Shaju & Subhashini, 2017).

Among all the factors of production, human resource always occupies pole position in organizations in terms of contribution. It is the only resource, which appreciates with time and experience (Gupta, 2013). Organisations taking more care of their human resources become dynamic, relevant, stronger, indispensable and prosperous. Hence it is required that utmost attention should be paid to this factor of production (Kreisman, 2002).

Ministry of Mines and Mining Development is a government department responsible for coordinating and supervising mining operations in Zimbabwe and was formulated through the Mines and Minerals Act Chapter 21:05. Its vision is to ‘Attain a world class mining environment by the year 2020’ through fostering transparency, efficiency, teamwork, accountability and integrity. This government department has undergone through several restructuring processes that saw the dissolution of the Mining Commission in 2013 to address the issues of corruption
and increasing pressure to open the mining sector to the indigenous black people who were traditionally excluded from the sector.

From 1980 up to early 2000 the mining portfolio was under the Ministry of Mines and Energy and Power Development. Minerals seemed not hold much potential as they do today. Most of the works of this government arm were overshadowed by coexisting portfolios like energy and tourism, from which government was deriving most of its revenue. Very few black people were employed in this sector since few mining companies, mainly owned by the foreign conglomerates were operational in Zimbabwe (Chamber of Mines-Zimbabwe, 2013). Little was known to the black majority people regarding the potential of the mining sector, since it was a preserve for a few white people and rising black elitist individuals. However institutional memory leaks gathered show that employees in this sector used to enjoy several benefits that cease to exist today.

Following the radical land reform in the year 2000 going forward, economic depression coupled with incessant droughts bit Zimbabwe and sanctions on almost all exports were imposed (Kaserera, 2015). Indigenous people flocked into the mining industry. According to the Ministry of Finance annual report (2018), most of the foreign currency in Zimbabwe is derived from the mining sector, especially with the discovery of diamonds, gold, chrome platinum and lithium deposits across Zimbabwe.

The Ministry of Mines and Mining Development, was created in 2014 to deal with all mining issues including swift handling of mining investors, swift issuance of mining titles, fair and equitable issuance of mining titles to mining investors. This resulted in all provinces being accorded provincial mining administrative offices which never existed before. Among these provincial administrative offices, is Manicaland office; which seems to have a performance problem emanating from dissatisfaction.

As a unit of analysis the provincial office is made up of nine sections. These sections include Metallurgy, Mining Engineering, Survey, Mining Promotions, Geology, Mining Administration, General Administration, Accounts and Human Resources. Despite that all these sections have authority to manage their own performance through set outputs and outcomes, set through the Result Based Management System (RBMS); the coordination function of performance is a function of Human Resources.
The provincial office has a total establishment of 54 posts and 42 two of these posts are filled posts. Among filled posts 16 are female and 26 are male. The number of filled post continues to change each year due to losses and gains of staff recorded in each year. This office has no district office reporting to it and it is the lowest level at which implementation of mining titles is done. Since its formation in 2014 up to 2018, 16 people have so far left the organisation for various reasons and this seems to be quite a big and unsustainable exodus of manpower, worth investigating.

Below is Fig 1.1, representing an organogram of the structure of Ministry of Mines and Mining Development –Manicaland Provincial Office showing the nine sections that are responsible the administration of the mining tittles in Manicaland Province of Zimbabwe.

**Figure 1.1 The Provincial Office Organogram**

![Organogram](image)

*Source: Ministry of Mines Staff Database 2018*

The Government of Zimbabwe through the Zimbabwe Agenda for Sustainable Socio-Economic Transformation, developed a plan to increase mineral output production. This was followed by the realisation that, mineral production had the capacity to resuscitate the ailing Zimbabwean economy. The major economic driver was agriculture but it was suffering from incessant droughts alongside closing down industries in the face of several years of economic sanctions
This has also been echoed in the Transitional Stabilisation Programme, where economic recovery was also anchored on revival of the mining sector (TSP, 2018). The provincial office therefore administers mining titles for at least 25 minerals which are basically classified into base, gold and precious minerals to achieve the objectives of the two mentioned government policies; (see attached Annexure 1)

Annexure 1: List of minerals in Manicaland Province and their location

The Ministry of Mines and Mining Development had an important role of providing technical expertise to small scale miners who are currently producing sixty-five percent of the gold production output (Fidelity Printers, 2018). The Ministry also monitor, advise and regulate the operations of the large scale miners in Zimbabwe (Mines and Minerals Act 21:05). The Ministry employees form an important strategic resource in the transformation of the mining sector’s protracted transformation. However, the major issues affecting the sector are mining disputes, ministry officials’ corruption, lack of funding, lack of operational resources, high mining industry operational costs and weak monitoring mechanisms. The objective of this research is to find out how these problems are related to job satisfaction levels and how that in-turn affect employee performance.

The Mining sector seems to be also affected by labour flight and shortage (Walt, Thasi, Jonck & Chipunza, 2016). Besides the acute mining personnel shortages, the hired personnel are subjected to low remuneration and long field work hours which seem to affects the work environment (Masvaure, 2015). Above all, the peers of Ministry employed mining personnel have better packages and allowances than those employed by the ministry. Such a scenario has the potential to breed corruption, discontentment and weak performance culture (Festinger, 1954, Jex, 2002). Hence, the issue of motivation and satisfaction of employees an important issue which help to retain the scarce mining labour.

Annexure 2 shows the number of registered claims that the provincial office services with three vehicles and twenty-five technical personnel. It also shows the mineral extend and the number of claims in Manicaland province of Zimbabwe (See annexure 2).

Annexure 2: Registered claims by District of registration

Organisations typically measure their performance by comparing expected and actual performance (Blanchard and James, 2007). Employee performance on the other hand is determined by the amount of employee knowledge (ability), the skill and the motivation of the
A careful comparative analysis of the provincial office Actual Organisational Performance (AOP) shows that the province missed its Expected Organisational Performance targets (EOP), as given in the strategic plan for the year 2014 up to the year 2017.

Table 1.1 and Fig 1.2 below, shows the gold targets (expected) and Actual Performance (observed) for the years 2014 to 2018 at Manicaland Provincial Office

**Table 1.1 Gold production statistics at MMMD-MP**

<table>
<thead>
<tr>
<th>Year</th>
<th>Expected</th>
<th>Observed</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>456</td>
<td>320</td>
<td>(136)</td>
</tr>
<tr>
<td>2015</td>
<td>544</td>
<td>413</td>
<td>(131)</td>
</tr>
<tr>
<td>2016</td>
<td>544</td>
<td>506</td>
<td>(38)</td>
</tr>
<tr>
<td>2017</td>
<td>697</td>
<td>524</td>
<td>(173)</td>
</tr>
</tbody>
</table>

Source: MMMD-MPO annual reports

**Figure 1.2 Gold production statistics at MMMD-MPO**

Source: Provincial performance reports (2014 to 2017)
Table 1.2 and Fig 1.3 below, shows the Diamond targets (expected) and Actual Performance (observed) for the years 2014 to 2018 at Manicaland Provincial Office. This is regardless of a downward review made on targets, they were still missed.

Table 1.2 Diamond production statistics at MMMD-MPO

<table>
<thead>
<tr>
<th>Year</th>
<th>Expected</th>
<th>Observed</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>7</td>
<td>2.1</td>
<td>(4.9)</td>
</tr>
<tr>
<td>2015</td>
<td>1.2</td>
<td>0.88</td>
<td>(0.32)</td>
</tr>
<tr>
<td>2016</td>
<td>1.4</td>
<td>0.99</td>
<td>(0.41)</td>
</tr>
<tr>
<td>2017</td>
<td>1.85</td>
<td>1.3</td>
<td>(0.55)</td>
</tr>
</tbody>
</table>

Source: MMMD-MPO annual reports

Figure 1.3 Diamond production statistics at MMMD-MPO

Source: Provincial annual performance reports (2014 to 2017)

Table 1.3 and Fig1.4 below, shows the Revenue targets (expected) and Actual Performance (observed) for the years 2014 to 2018 at Manicaland Provincial Office.
Table 1.3 Revenue statistics at MMMD-MPO

<table>
<thead>
<tr>
<th>Year</th>
<th>Expected</th>
<th>Observed</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>290</td>
<td>260</td>
<td>(30)</td>
</tr>
<tr>
<td>2015</td>
<td>319</td>
<td>306</td>
<td>(13)</td>
</tr>
<tr>
<td>2016</td>
<td>319</td>
<td>296</td>
<td>(23)</td>
</tr>
<tr>
<td>2017</td>
<td>691</td>
<td>306</td>
<td>(385)</td>
</tr>
</tbody>
</table>

Source: MMMD-MPO annual reports

Figure 1.3 Revenue statistics at MMMD-MPO

The performance targets are set in such a way that they consider previous year performance trends, stakeholders input and market forces at play. However, the performance of the province in these three outputs leaves one to wonder on what causes failure to meet targets by the province.

According to the Geological survey report, (2016), Manicaland is endowed with rich and diverse mineral resources which can be easily exploited and developed to drive the Zimbabwean economy. Large gold(greenstone belt) and diamond resources are some of the greatest strengths
that the province has over other provinces. In order to effectively exploit this broad mineral base, job satisfaction plays a pivotal role in the exploitation of minerals in Manicaland.

Furthermore, the Geological Survey report (2016), cited that Manicaland province has been neglected for a long time with most mining activities concentrating along the Great Dyke of Zimbabwe. This led to the development of only one large scale Gold producer and a few large base mineral producers. Most of the mining activity is being done by small scale miners who rely on technical expertise from Ministry staff. The existing large scale miners are closing down, due to capital constraints and high operating costs, a symptom that needs to be changed through effective performance of ministry staff. Illegal mining seems to be rampant and decisions in the Ministry are highly centralised. Equipment, plant and machinery in several mines seem be old and obsolete, against high importing cost plus unavailability of foreign currency to retool and the office being fairly new, in terms of its formation seems to have few resources with staff competing for few resources.

Environmental laws seem to be deterring small scale mining, with the land policies also seeming to be creating several land use disputes. The Mine and Minerals Act (21:05), has not been approved by the President of the Republic of Zimbabwe and has been referred back to Cabinet for further discussion yet it is a tool that guides employee’s performance of their duties. There is high bureaucracy in decision making, several disputes among miners, mineral leakages and insufficient vehicles which are not fit for the terrain in Manicaland.

Besides the above immediate business environment issues, Zimbabwe is divided into ten political and administrative districts namely Harare, Bulawayo, Masvingo, Matebeland South, Matebeland North, Midlands, Manicaland, Mashonaland Central, Mashonaland East and Mashonaland West. Each Administrative districts has a Mining administration office. All the ten province are operating in a politically stable environment where physical violence is limited. Further, Zimbabwe has several races, tribes and ethnic groups, there is a state of harmony among these diverse groups compare to other politically unstable mining countries. Coexistence of a diversity of churches, women and men, the young and the old is crucial towards the creation the necessary stable political environment given that world conflicts and disharmony in the mining sector are a function of these demographic variables. It is however important to note that, Zimbabwe has been subjected to a series of contested electoral outcomes in 2002, 2005, 2013 and 2018 (Chimonyo et al., 2013; Saunders, 2016; Masvaure, 2017). This has scared mining investors and confined the mining business to small scale artisanal mining.
Despite the political environment being generally perceived by Southern African Development Community (SADC), African Union (AU) and other western governments as generally stable, countries in Europe who form an important market of Zimbabwean minerals and which have the highest influence world over in terms of investment have refused to endorse Zimbabwe as democratic enough to be a safe investment destination. According to Masvaure (2017); western countries have therefore imposed political and economic sanctions that deter minerals and agricultural production which have intern affected political and economic performance. This seems to have affected government’s ability to maintain the welfare of its employees and provide the necessary performance framework. What is however important to note is the improved investment levels that have been provided by the political changes that happened in November 2017 when Zimbabwe governance system was passed on to a new administration which crafted a Transitional Stabilisation Programme.

On the economic front, the Zimbabwean mining sector according to the Transitional stabilisation programme (G.O.Z,2018) is contributing 70% of the country’s export earnings. However only 30% of that contribution is reallocated back into the mining sector as reinvestment (Fidelity Gold Printers, 2017). According to the Zimbabwe Investment Authority statistics on investment, more than three million worth of investment has been realised since November 2017, despite the fact that only 20% of it was received as actual investment. Ministry of Mines and Mining Development reports (2018), reflect that there has been an upward surge in mining investment both locally and internationally as evidenced in the number of applications received for claim registration and special grants at Manicaland Provincial office. Since mining is capital and labour intensive, the country is experiencing a paradox where capital is limited and labour is cheap and abundant in the interim due to absence of labour competition. Countries like South Africa however are experiencing skilled labour shortages for mining personnel such as engineers and technicians (Walt, Thasi, Jonck& Chipunza, 2016). There is stiff competition for foreign currency between mining, agriculture and service sectors (TSP,2018). The service sectors rely on the Mining and Agriculture for foreign currency and the productive industries are closed. Such a situation is leading to the Central bank financial resource allocation malpractice where certain sectors like erode resources that are generated by the mining sector yet they will be critical in improving mining sector operations. Inflation has topped 31% from 3% since the removal of President Robert Gabriel Mugabe’s government in November 2017 (ZIMSTAT 2018). This has worsened the purchasing power of civil servants’ salaries, their capacity to board commuters to
the workplace, motivation, and general welfare (APEX Council, 2018). On the other hand, miners had their production capacity also affected.

Socially, the Zimbabwean mining sector has been marred with several land use dispute mainly emanating from absence of a clear policy guiding relocation of communities in areas where minerals are discovered. ZELA (2018), noted that the continued use of the Mines and Minerals Act (21:05), which was crafted in 1961, in pre-colonial Zimbabwe and reliance on forceful unconstitutional removal of local inhabitants to pave way for mineral extraction seem to be affecting the social cohesion among government and society, one family to the other among many other social institutions. Zimbabwe seems to currently nursing the effects of absence of change initiatives that are in turn threatening social order. Examples of disputes emanating from lack of policy clarity that is threatening social order include the Chiadzwa Diamond Mining conflict, the Penhalonga alluvial gold mining conflict along Mutare River and several other disputes including farmers and miners, local authorities and miners, property owners and miners. These issues seem to have dominated the type of work being done in the Ministry and continue to threaten social order. Employees at Ministry of Mines seen to be untrained in dispute resolutions and have mainly technical skills which may trigger dissatisfaction when handling disputes (Masvaure, 2014).

Ministry of Mines is a technology centred organisation. Over the years Zimbabwe has lived in a technological wilderness that has seen most of its mining plants and machinery being rendered as obsolete. This gap seemsto be emanating from political infighting and sabotage coupled with failure to coexisting the past 20 years. The Ministry is lagging behind in terms of the Mining Cadastre system. This system computerises the application, processing and maintenance of mining tittles and helps to reduce mining disputes. Besides the mining cadastre system, the Ministry has insufficient computers, is using dilapidated maps, and is relying of cracked software versions, a situation which is not only illegal but pauses the organisation to a lot of risks. Technology has however greatly improved world over in areas such as exploration and ease of mining tittles processing. The turnover time for applying for mining rights have greatly been reduced through the use of electronic governance and Zimbabwe has not sufficiently capacitated its civil service to pursue e-government systems. Despite effort done to attach employees to various mining houses regularly, technology is dynamic and does not need one-time type of solutions yet government seems incapacitated to keep pace with meeting technological changes.
According to ZELA (2018), The Zimbabwean legal framework has been one source of investor confusion as the associated pieces of legislation are not harmonised. The discord between the Mines and Minerals Act(21:05), Rural District Councils Act(29:15), Traditional leaders Act (29:17), Water Environment and Climate Act, Environmental Management Act (20:27), Land and Rural Resettlement Act affects the investors interest and satisfaction. The lack of clarity, certainty and harmony between these pieces of legislation can be a source of employee dissatisfaction, corruption and disinvestment in the mining sector of Zimbabwe. There has also been a deliberate deviation from international and bilateral commitments and agreements at implementation level which can also be a source of mining investment dissatisfaction.

The International Development Research Centre (2018) noted that, mineral exploitation is positively correlated to environmental degradation. Mineral exploitation is operating on a free for all basis, following the promulgations of the Indigenisation and Economic Empowerment Act without ascertaining the consequences on the environment. The Mines and Minerals Act requires anyone above the age of eighteen years to mine. The Act and its significant other policies however do not ascertain the practicability, sustainability and impacts of the free for all mining policy. Mining best practices world over requires one to extract mineral and take responsibility of actions thereafter (Minamata Convention, 2014). There have been increased reports on water pollution around rivers in Manicaland, land degradation, infrastructure destruction and air pollution emanating from poor mineral extraction practices which are rife in the province. Mining is capital intensive, therefore most environmental issue emanates from mining for expedience as opposed to mining for sustainability. Pressure groups are increasing their call for governments to encourage environmentally friendly mining activities for example the use of mercury in gold processing. Manicaland is generally located in a mountainous terrain, landlocked, wet and humid climate in some instances minerals are in loosely cohesive soil structure which are susceptible to structural failure.

Zimbabwe has not invested much in exploration of its minerals resources. Most of the information on the mineral databank is not based of scientific exploration. Global economies are marketing their mineral resources to potential investors by conducting explorations and confirm resource certainty to investors. Investors are mainly concerned about how they will make money and where the money is in their investments. Global governance therefore provide leadership by investing in leadership and use available electronic market places such as the Australian stock exchange to market their mineral extend.
Spector (1997), noted that there is a very close link between the internal and external business environment and employee attitudes to work. Previous researches have confirmed that employees are affected by the characteristics of the job, work environment, dispositions and organisational characteristics. Therefore, exploring the internal and external environment in which Ministry of Mines operates is necessary to link theory to practice.

According to the RBZ (2016) Annual report, mining controls four out of five top economic drivers for the Zimbabwean economy. Small scale miners account for fifty-two percent of the gold produced in 2017 and depend on technical expertise from the Ministry staff. Hence having a satisfied workforce guarantees performance of small scale miners. According to Fidelity Printers and Refiners (FPR), (2018), a total 33.2 tonnes were delivered in 2018 which is way above the set target of 24 tonnes. Out of the 33.2 tonnes, 21.7 tonnes were delivered by small scale miners and 11.5 tonnes were delivered by primary producers. However only 365 kilogrammes of this has been produced in Manicaland out of the expected 697kgs meaning there has been gross under performance in that province.

Job satisfaction is probably one of the most studied work attitudes (Spector, 1997). Various researches that were conducted have indicated the factors that cause employee satisfaction in various organisations (Aziri, 2011, Masvaure 2014, Tshivhase & Vilakazi, 2018). However, because organisations are unique and employees can be satisfied by various issues also given the lack of certainty of what is the effect of satisfaction on employee optimal performance in the Ministry of Mines, this research seeks to investigate what factors affect optimal performance and proffer tentative solutions through inquiring the employee needs that are underlying this organisational problem.

According to Grant et al, (2010), it is no longer a problem whether satisfied employees are more productive or not but the problem is to account for what satisfies employees and establish how this affects performance. Research has shown that satisfaction can be caused by employee dispositions, social cognitive processes, leadership actions, job characteristics and the work environment. Satisfaction is related to life satisfaction and job performance.

1.3 Statement of the problem
Ministry of Mines and Mining Development- Manicaland provincial office, has an employee turnover rate of 24%. There also seems to be a high absenteeism and abscondment rate of
employees mainly in decision making grades, whose absence impedes customer service delivery. It has been observed that corruption allegations among staff are increasing, both reported and unreported. The seemingly absence of trust in the performance management system’s relevance towards the determination of government employee remuneration, layoff decisions, promotions, bonuses, transfers, re-grading, motivation and satisfaction needs to be investigated. The evident symptoms of low engagement among employees’, seem to suggest that employees are dissatisfied hence requires this research to find out the cause of poor employee performance on important outputs.

There is a possibility that performance management, low engagement levels among other factors could be affecting performance management. This research found it important to investigate how job satisfaction could be affecting employee performance at the Ministry of Mines and mining development in by exploring how it relate to the performance management system and engagement levels

1.4 Purpose of the study
This research seeks to find the effect of job satisfaction on employees’ performance. The key for organisations to satisfy employees is to know what motivate them and design a satisfaction programme based on those needs. Satisfied employees are committed and willing to expend their time, knowledge, skill, expertise, and have exceptional internal drive to get results in organisations they serve(Mhando,2013). Such employees will lead the organisation to meet its expected targets and vision. Through understanding how job satisfaction affect performance; these findings will inform the human resources policy position in the Ministry of Mines and Mining Development, the Public Service Commission and Section Heads, of the relevant set of actions that will result in great individual employee and organisational performance. This research will initiate human resources policy change, improve customer service, correct operational challenges, introduce effective personnel leadership practices and stamp out human factor related costs in Ministry of Mines.

1.5 Study objectives
The study considered the following objectives;

Prime objective

1.5.1 To find out the factors that affect performance of employees in the Ministry of Mines
Other objectives

1.5.2 To analyse the performance management systems of the Ministry of Mines
1.5.3 To investigate the level of employee engagement in the Ministry of Mines
1.5.4 To recommend measures that can improve satisfaction of employee and performance

1.6 Study questions

1.6.1 What are the factors that affect employee performance?
1.6.2 How do performance management systems relate to job satisfaction and performance in the Ministry of Mines and Mining Development?
1.6.3 What is the level employee engagement in the Ministry of Mines and Mining Development?
1.6.4 What recommendations can be made on factors affecting optimal performance in the Ministry of Mines and Mining Development?

1.7 Research propositions

1.7.1 Job satisfaction increase employee optimal performance in the Ministry of Mines.
1.7.2 Dissatisfied employees perform below ministry targets.
1.7.3 Performance management systems affect performance in the Ministry of Mines.
1.7.4 Worker engagement strategies increase performance.

1.8 Significance of the study
Employee satisfaction is directly related to customer satisfaction, service quality, employee commitment, customer and employee loyalty, organisational citizenship and improved organisational performance. (Kotler, 1998) Without satisfaction organisation sinks in the face of adversity (Nyoni, Chiguvi, Mahambo and Guruwo, 2017). Discussed below are some of the benefits of conducting this research.

1.8.1 Benefits to the Government of Zimbabwe
Zimbabwe seeks to reposition itself on the global market using the Transitional Stabilisation Programme (TSP: 2018). The most important asset that Zimbabwe has is a committed, dedicated, satisfied and engaged public service employees. The government of Zimbabwe has been known for formulating some of the most fascinating, exciting policies and plans. However most of those plans failed to bear fruits at implementation level (Watungwa, 2014). This research believe that it offers one of the most important strategic insights to the government of Zimbabwe in the form of including job satisfaction to be part of its strategic packaging if it seeks to achieve mining objectives set for 2030 as inscribed in the TSP. Mining controls eighty percent of the economic drivers of Zimbabwe’s revenue income. Various clients and stakeholders look forward to get quick and efficient services within reasonably short turnover time. They also look for efficient work culture and ethic (Nyoni et al, 2017). Improving workforce attitude and performance culture will increase the government’s Gross Domestic Product (GDP). Since pre-colonial Zimbabwe, there is increasing evidence of employee dissatisfaction among civil servants that always led to political and economic destabilisation. Hence studying employees in this sector, in this volatile economic environment, will guarantee government’s political and financial position by reducing dissatisfaction which seems to be responsible for mineral leakages and corruption levels.

1.8.2 Benefits to the Reserve bank of Zimbabwe

Successful mineral exploitation will lead to re-introduction of a local stable currency for Zimbabwe anchored on gold reserves received by the country through Fidelity Printers and Refineries. Improving employee satisfaction will lead to effective monitoring and surveillance of minerals which enhances mineral accountability both during production and marketing.

1.8.3 Benefits to the Small Scale miners

Employees who are satisfied with their jobs expend greater amounts of their time at work, proffer effective solutions to clients, reduce the culture of soliciting for bribes, attend to clients in real time, appear for work timeously and improve on general performance ethics. Short changing clients, long turnover, over-pegging, double allocations and disputes, seem to be all related to employee satisfaction issues. Ensuring that these issues are unearthed through conducting this research has greater returns to the miners.
1.8.4 Benefits to the Human Resources profession

The Human Resources profession world over is under immense pressure to justify how it can effectively ensure that it can contribute to the overall organisational vision, mission and objectives (Pushkamari, 2008). There is need to link decisions on hiring, layoffs compensation, performance measurement, communication improvement and training, which have significant influence on company cost management decisions to employee attitudes.

1.8.5 Benefits to the Academic family

Human resources policies need to be kept informed by the findings of research. The academia plays the role of keeping findings relevant. Employees can continue to serve organisations even though they are not satisfied. Continued research on work attitudes will test theory against time and change of setting (Kovach, 1987).

1.8.6 Benefits to Zimbabwean community

An organisation’s success is dependent upon the employee’s creativity, innovation and commitment (Ramall, 2008). Good job performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption, etc. (Griffin et al., 1981). Griffin et al. also argue that therefore research of individual employee performance is important to society in general for it to get corporate social responsibility.

1.9 Research assumptions

In order to validate this research, the following assumptions were adopted as a guide to the research process:

1.9.1 The research participant’s responses are honest and truthful

1.9.2 The respondents are patient to the long questionnaire that has been administered.

1.9.3 Change in government policy does affect the research findings.
1.10 Delimitations of the study
The scope of the study was limited to the exploration of factors that affect employee optimal performance in the Ministry of Mines and Mining Development by interviewing Ministry of Mines employees. Special attention was paid to how all these factors create satisfaction or dissatisfaction. Several dimensions that relate to satisfaction were tapped into and an evaluation of the effect of job satisfaction on optimal performance was drawn. The findings of the research created a better understanding of the performance management systems and engagement strategies in the Ministry of Mines and Mining Development.

1.11 Limitations of the study
This research followed up on research subjects who had left the organisation and these subjects were in two categories namely; those who left the organisation but are in Zimbabwe and those who left the organisation but are not in Zimbabwe. These two groups paused a fairly low response rate compared to those who were administered the questionnaire but are still within Ministry of Mines and Mining Development provincial office. In order to circumvent the low response rate questionnaire were administered on the emails of the employees and a token of appreciation in the form of lunch fees was given to respondents to motivate them to respond to the questionnaires. In some instances, respondents were phoned and responses recorded over the phone.

1.12 Dissertation layout
The study is structured into five chapters;

Chapter 1: Introduction and background
This chapter gives the background of the study, the statement of the problem, purpose of the study, significance of the study, the research questions and objectives, limitations, definition of terms and the research chapter layout.

Chapter 2: Literature review
The chapter reviews relevant literature related to the study and draws the conceptual and theoretical frameworks in which the research was done. Issues that are explored include
definitions of job satisfaction and employee performance, factors that affect job satisfaction and employee performance, findings from previous researches and the theoretical framework.

Chapter 3: Research methodology

This chapter presents the research design, research philosophy, research strategy, population and sampling techniques, data collection methods and research procedure. In the end research limitations were also discussed.

Chapter 4: Results and discussions

The chapter reports the findings of the study and gives an analysis and inferences to the research results.

Chapter 5: Conclusions and recommendations

The chapter discusses managerial implications and provides the conclusion to this study. Towards the end of the chapter, future research will be suggested.

1.13 Chapter summary

This chapter covered the introductory part of the research study, the background to the study, statement of the research problem. Other areas included the purpose of the study, objectives that the research aimed to achieve, the research questions, propositions to be tested and the significance of the study. Research assumptions, delimitation of the study and limitations that the researcher faced were also discussed. In the following chapter, literature deemed to be in line with this research was quoted and reviewed. The next chapter reviews the literature relevant to the study on the effects of job satisfaction in the Ministry of Mines and Mining development – Manicaland Province.
2.1 Introduction
This chapter reviews literature relevant to the mining sector and the public service, on the effect of job satisfaction on employee optimal performance using case study of Ministry of Mines and Mining Development- Manicaland Provincial Office in the mining sector. The main objective of this study is to find out how job satisfaction affects employee performance at Ministry of Mines and Mining Development and the main question is to establish what factors affect job satisfaction at MMMD-MDO and how do they relate to employee performance. Three key areas covered include; theoretical literature review where the definition of literature review, its purpose, sources and review process and definitions of job satisfaction and performance. It also reviewed the classical relationship between satisfaction and employee engagement and participation, employee engagement and participation performance, factors that affect job satisfaction, employee engagement and participation, analysis of findings from previous researches, relationship of satisfaction and motivation, facets of job satisfaction, dimensions of performance, performance measurement. The second reviewed area was the empirical literature review which entailed a review of job satisfaction and employee performance in the mining sector, job satisfaction findings from previous researches in the mining sector, performance management systems used in the Ministry of Mines, job satisfaction as leadership, strategy and the human resources management. Finally, a conceptual framework was evolved and chapter summary concluded the chapter.

2.2 What is literature review?
Saunders (2009) opined that literature review entails a systematic, methodical, sequential and vigorous process of identifying published and unpublished data related to the problem under study. Through reviewing literature, the problem statement is developed, a research framework is established, variables influencing the job satisfaction and performance that are studied before they are revealed. Literature review establishes the theoretical background, research gaps and define key concepts of the research (Nakanoa and Muniz, 2018)
2.3 Purpose, importance and sources of Literature
The Western Sydney University Library (2016), asserts that the purpose of a literature review is to gain an understanding of the existing research and debates relevant to a particular topic or area of study, and to present that knowledge in the form of a written report. Literature review helps researchers to build knowledge in their field of study, inclusive of concepts, research methods, and experimental techniques. The idea concurs with the University of Melbourne (2013), which views that, the purpose of literature review is to determine what is known on the topic, how well this knowledge is established and where future research might best be directed. A literature review varies in content and structure depending on the topic under study.

Literature review is important in order to define and limit the research. It also places the research under its historical perspective and context. Besides Saunders (2009) advocated that it helps to reduce re-inventing the wheel and duplication. Promising research methods are evaluated and the researcher’s findings are judged against previous researches in order to suggest further research areas.

Primary sources such as correspondence, diaries, memoirs, autobiographies, official or research reports, patents and designs, registers and empirical research articles were reviewed. Secondary sources that include academic journal articles, conference proceedings, books and documentaries. Meta-analysis, critical analysis and systematic literature were also done as part of this dissertation (Nakanoa & Muniz, 2018).

2.4 Definition of job satisfaction
Alromaihi, Alshomaly and George, (2017) considered the contemporary business environment as competitive, which requires organisations to adopt competitive business models where they continuously review employee satisfaction levels together with performance. The human factor has become a source of business competitive advantage and new success factor. Managers have accepted that even when all the other factors of production are available the human factor is the absolute determinant of business output levels (Indermun and Bayat, 2013). Satisfying employees’ wellbeing, needs, wants, interests and desires, increases the employee’s desire to expend more effort towards achieving organisational goals, mission, vision and objectives (Bhatti&Qureshi,2007)

A motivated and satisfied workforce always performs optimally in any organisation (Heskett et al ,1997). Several researches have been done on job satisfaction and employee performance.
Most of these studies attempted to find the relationship between variables that affect employee performance. In most of these studies employee performance was taken as a dependent variable. Factors that were identified to be having an impact on employee performance relate either to employee’s behaviour, abilities and motivation (Martin and Llusar, 2018).

Locke (1976), defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. Job satisfaction is determined by intrinsic and extrinsic factors (Luthans, 1985). Intrinsic factors are factors related to the job and extrinsic factors are factors relating to the context or environment in which the job is done (Aziri, 2011).

Happock as cited by Alromaihi, Alshomaly and George (2017) perceives job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Locke’s definition differed from Saiyadain (2009), definition which classifies ‘the end state feeling’ as either positive or negative. However, the theory in sync if we add the assertion that the feelings are negative if one is not satisfied and positive if one is satisfied (Robbins and Judge, 2013). Pushpakumari (2008), agreed that job satisfaction is an affective or emotional response toward various facets of one’s job, which can be high or low; negative or positive depending on the job circumstances.

Job satisfaction can be classified into global job satisfaction, which refers to employees' overall feelings about their jobs and job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (Mueller & Kim, 2008). According to Kerber and Campbell (1987), measuring job facet satisfaction helps in identifying which specific aspects of a job require improvements.

Despite the intangibility and unobservable nature of job satisfaction, this psychological construct has the potential to determine whether an organisation swims or sinks in the face of business adversity (Cong and Van, 2013). Successful organisations ride on managing the intangible assets such as culture and job satisfaction, since these are elements of leadership acumen which are difficult to replicate (Kreisman, 2002). Competitive advantage based on finance, machinery, land, markets can all be replicated but competitive advantage that is based on the employees’ satisfaction is difficult to replicate and may be a source of sustainable competitive advantage, if the employee gets to be willing to expend more effort towards innovation.

Most successful organisations world over have proven to have a good relationship with their employees. The common adage that a happy employee is an effective employee who performs
better for the success of the organisation has refused to lose its value since the advent of the human relation theorists in the practice of human resources.

The same adage has proven to have strong links to customer satisfaction philosophies which have benefited a lot from employee satisfaction. Satisfied employees tend to follow the psychological principle of displacement where they extend their satisfaction to customers hence increasing the organisation’s growth and profitability.

2.5 Definition of employee performance

Organisations continue to make important decisions basing on their employee’s performance. Managing growth, decision whether to hold on to markets or to exit markets depend on employee efficiency. Decisions on strategy are also modelled around employee competency and efficiency. Therefore, understanding employee performance is an essential aspect in management decision making (Sonnentag, Volmer, & Spychala, 2008)

Armstrong and Taylor (2014), contends that employee performance refers to employee behaviour that accomplishes results. This concurs with Javed, Balouch, & Hassan (2014), who defined performance as whether an employee is doing well or not in his job. Performance relates to the individual set of actions and how they relate to the expectations that the organisation has for that individual (Cambell and Wiernick (2015), Griffin (2005).

Performance has two dimensions which measure the process and the other which measure the outcomes. The process dimension is concerned with behaviours or actions that leads to achievement of objectives (Sonnentag, Volmer, & Spychala, 2008). The outcome dimension is concerned with the results (products or services) of individual actions (Armstrong and Taylor, 2014). Both dimensions are important in measuring employee performance.

Performance of employees as a construct, can be measured at the organisational level and at the individual level. The industrial psychology dimension of measuring performance is that of measuring individual abilities (Lawshe, 1945). The second dimension of measuring employee performance is the dimension borrowed from social psychology, which is the measurement of performance using the motivation dimension (Wyatt, 1934).

There are basically two types of employee performance; task performance (Kappagoda, 2012) or the in-role performance (University of Minnesota Libraries Publishing, 2015). The second one is the contextual performance (Kappagoda, 2012) or the organizational citizenship behaviours (OCBs) (University of Minnesota Libraries Publishing, 2015).
Robins (2015) defined task performance as performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks. Contextual performance was defined as actions that contribute to the psychological environment of the organization, such as altruistic behaviour of helping others, supporting organizational objectives, and treating co-workers with respect.

Sonnentag et al (2008), contends that employee performance is again a dynamic construct, which goes under continuous change and recommended that organisations should continuously research and measure it.

Another interesting definition was given by Rivai (2005), who advances the view that performance is the result that a person achieves in a certain period, in a given task, compared with a range of possibilities, such as the work standards, targets or goals or criteria are predetermined and has been agreed. This view bundles the performance management process and makes it an integral part of performance.

Related to employee performance is employee efficiency which is the capacity of labour to produce more and of better quality within a given time and under given circumstances (Jain, 2006). Efficiency compares the employees’ effort against the resources employed to achieve a task.

The scientific term ‘work done’ is determined by comparing workload to the effort exerted. Effort is therefore an integral part of the performance equation. Pushkamari (2008) noted that, effort is determined by skill, ability and motivation. The highest level at which motivation can be measured at is by determining satisfaction levels of employees. The basic assumption is that satisfaction translates into performance. Despite the criticism that not all satisfaction translates into performance, there is enough evidence that satisfied employees perform better than dissatisfied employees. (Mirvis and Lawer 1977)

The Government of Zimbabwe (GOZ), through its agent, the Public Service of Zimbabwe measures employee performance using the Result Based Management System. The current Result based management system measures performance at two levels, that is process performance and outcome performance. Reijseger, Wilmar, Schaufeli, Peeters, Toon, Taris (2014:295) defined process and outcome performance as follows.

‘Process performance refers to the particular actions or behaviours which employees exhibit to achieve performance (effective outcomes) or what employees do in their work
situation. Outcome performance refers to the products or services that are produced and whether these are consistent with the overall strategic goals of the organization. As this distinction suggests, process performance precedes outcome performance by definition.’

2.6 Theoretical literature review
A theoretical framework is a ‘blueprint’ or guide for a research (Grant & Osanloo, 2014). It is a framework based on an existing theory in a field of inquiry. It reflects the hypothesis of a study and is borrowed by the researcher to build a research inquiry. It serves as the foundation upon which a research is constructed. It is a research map or travel plan used to locate how variables of the research are networked (Sinclair, 2007). Likewise, the theoretical framework, also guides the researchers so that they would not deviate from the confines of the accepted theories to make their final contribution scholarly and academic. Grant & Osanloo (2014) opined that the theoretical framework consists of theoretical principles, constructs, concepts, and tenets of a theory.

In this research, the independent variables, dependent variables, mediating variables were also identified to clarify how previous researches have discussed the relationship between job satisfaction and employee performance.

2.6.1 Classical relationship between satisfaction and performance
Fisher (2003), revealed the long held tradition that a happy employee is a productive employee. There has been found a weak correlation between satisfaction and performance ($r=.19$) (Fisher, 2003). Taris and Schreurs (2009), found that satisfaction was positively related to client satisfaction, but unrelated or even negatively related to productivity. Büssing (1992), opined that job satisfaction seems relatively weakly related to performance at both the individual and the organizational level. The explanation given by Bussing (1992) was that, satisfaction does not necessarily refer to an active state of mind. Only active state of mind such as engagement and burnout can determine performance through employee well-being.

What Bussing (1992), failed to realise in the opinion is that, engagement and burnout are facets of job satisfaction and no amount of discredit to job satisfaction convinced research on job satisfaction to silence. The next item discusses how the discussion on job satisfaction raged on despite the findings that job satisfaction does not affect performance or is not related to performance.
2.7 Factors affecting job satisfaction.

Masvaure (2014:3) noted that;

‘Despite the fact of it being thoroughly researched in other contexts, the review of literature has shown that job satisfaction and work engagement within the mining sector lacked attention, specifically in the diamond mining industry. The same scenario has also been detected for intrinsic motivation, thus calling for the need to explore these constructs in a mining industry context. The study hopes to make a policy-driven human resources intervention to address issues around employees’ welfare in an organisation. Investigating miners’ levels of engagement, intrinsic motivation and satisfaction is crucial, especially to the discipline of Human Resources Management, since most studies have been focusing on white collar employees.’

Before making an attempt to understand the state of job satisfaction in the mining sector it is imperative for this research to understand its state in other sectors where it has been explored. Job satisfaction is determined by several factors which Luthans (1985) classified into intrinsic and extrinsic factors. Watson (2012), concurs that job satisfaction is derived from extrinsic and intrinsic factors. Pushkamari (2008) also referred to them as intrinsic and extrinsic rewards.

Spector (1997), noted that the ancestry of this classification can be traced back to Herzberg ‘s two factor theory when he was studying motivation. Two factors identified by Herzberg were branded as motivators and hygiene factors. Motivators are the intrinsic factors, consisting of factors related to the job itself. However, hygiene factors are environmental or extrinsic factors consisting of factors which are related to the context or environment in which the job is performed. Hezberg noted that extrinsic factors prevent dissatisfaction but do not have the same power that intrinsic factors have to increase job satisfaction.

Intrinsic factors include achievement, recognition, responsibility, advancement, growth, and the work itself. Extrinsic factors are composed of supervision, working conditions, co-workers, pay, policies and procedures, job security, status, and personal life. These extrinsic factors are not necessarily satisfying, but their absence could cause dissatisfaction (Aziri, 2011; Fugar, 2007). Gupta (2014) added that individual characteristics, organisational characteristics and workgroup support and communication are part of the extrinsic factors that affect job satisfaction.
Spector (1997) stated that job satisfaction is a function of pay or fringe benefits, co-workers behaviours, nature of work itself and the organization itself. Aziri (2011), added that it is affected by factors such as the nature of work, salary, advancement opportunities, management, work groups and work conditions. Armstrong and Taylor (2014), further suggested that key factors that impact on job satisfaction are quality of supervision, success or failure and job characteristics.

Other factors identified to be having an effect on job performance are employee empowerment and employee engagement. Michailova (2002) referred to employee empowerment as the extent to which employees are having the incentive to carry responsibility and make decisions without referring to the management.

Besides empowerment and engagement, the performance management systems were also cited as another source of dissatisfaction among several workplaces (Katavich, 2013). Originally performance appraisal systems were created to evaluate employee performance but of late the use of these performance appraisals has increased to strategic issues of linking performance of individuals to organisational goals, management decision making for training, layoffs during downsizing, promotion, advancement among many other human resource decisions. These decisions cannot be reached without affecting job satisfaction (Katavich, 2013). Performance appraisals were primarily introduced to motivate employees and evaluate their performance but they are actually a source of dissatisfaction meaning they are not serving the purpose for which they were created (Sudarsan, 2009).

Chen (2015), alluded job satisfaction to flexible work arrangement which was defined as the degree of flexibility about the work timing, work location and how much one works. Research indicated that employees who enjoy greater amounts of work flexibility exhibit greater amounts of job satisfaction and show greater will to avail themselves for work when organisations run into crisis (Chen, 2015).

Squires, Hoben, Carleton and Graham (2015) pursued the argument that, dissatisfied employees may not quit their jobs, but such feeling of dissatisfaction can impact on them, their colleagues as well as their quality of performance and the service they deliver in the sense that such dissatisfied employees have tendencies of displaying hostility on other employees in the workplace. Besides hostility they can serve as a negative influence among their peers and affect performance of their colleagues.
What has been most telling from the above literature is that performance appraisals and employee empowerment and engagement have not been perceived to be important facets of job satisfaction. Only contemporary researches acknowledge that they play a significant part in determining employee levels of job satisfaction. It is therefore imperative for this research to further explore the effect that these facet have on job performance and how they affect performance through job satisfaction.

2.7.1 Employee engagement and participation.

The construct of work engagement belongs to the work done by Maslach, Jackson, & Leiter. (1997). They believed that work engagement is a construct which could be studied on its own and was better placed in terms of influencing performance than job involvement and job satisfaction. However, this study established that job satisfaction, job involvement and work engagement exist in a web and simultaneously affect performance and therefore understanding how anyone of them relates to performance solves questions related to the other. They are all related to leadership, job satisfaction and human resources management as ways of enhancing organisational strategy.

Employee participation has been established to be an important factor in decision making and enhancement of corporate direction through securing the satisfaction of employees with leadership practices. Bhatti and Qureshi (2007), quoted Locke and Schweiger, (1979), who defined participatory management as the process by which influence is shared between individuals who are hierarchically unequal in an organisation. Wagner (1994) added that it entails involvement of managers and their subordinates in decision making, information processing and problem solving. Participation in decision-making can satisfy employees ‘self-actualization needs and, by doing so, increase employees’ motivation and job performance (Likert, 1961).

What is telling in employee engagement is that it is one of the least studied constructs that affect job satisfaction in the mining industry in Zimbabwe (Masvaure: 2014). Hakanen et al, 2006; Hakanen et al, 2008; Klusmann et al, 2008 did significant empirical work on work engagement in Europe or North America. There has been limited empirical work conducted in Africa. Nguwi’s (2011) is one of the few Zimbabwean researchers who examined work engagement of Zimbabwean employees. The results of the study reflected that three quarters of the Zimbabwean, economically active population have a low level of engagement in their work yet
work engagement is a construct of positive organisational behaviour (POB) (Luthans, 2002; Bakker et al 2008).

Organizations with high performance cultures, encourages employee involvement and in such cases, employees are more willing to get involved in decision-making, goal setting or problem solving activities, which subsequently result in higher employee performance (Hellriegel, Slocum & Woodman, 1998). Participatory management, raise employee productivity and satisfaction, and even lower workers’ compensation rates. (Madison, Wisconsin, 2000).

Bakker & Demmerouti, (2008), found out that work engagement entails a positive, fulfilling, work related state of mind that is characterised by vigour, dedication and absorption. Dedication refers to “…being strongly involved in one’s work, and experiencing a sense of significance and enthusiasm” (Bakker & Leiter, 2010, p. 156). Absorption is characterised by being fully concentrated and happily immersed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work (Bakker & Demmerouti, 2008). Engaged employees therefore, feel strong and vigorous at work, enthusiastic about the work they do and are very often immersed in that work.

Richie and Miles (1970), mentioned that there are certain participation theorists who believe in involvement and engagement of employees for the sake of expediency. These participation contenders believe that once employees just get engaged they will become satisfied and will be ready to cooperate. However, Bhatti and Qureshi (2007:56) strongly believed that; ‘Participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavours’

Employee participation entails the process by which power is shared by people who are hierarchically unequal. Productivity can also be improved by encouraging shared goals of employees and managers. Workers should input into developing of the vision, mission statement, goals, objectives, ethics and core values, policies, procedures, perks, and so on. Besides improving communication can also increase morale and satisfaction (Bhatti and Qureshi, 2007).

Several studies also confirmed the link between employee engagement, job satisfaction and employee performance. (Rooney, 1987), (Rooney, 1987; Werneke and Levitan, 1994), (Cooke, 1992), (Voos, 1989) (Cooke, 1990). It was also found in the same studies that employee engagement and participation affects productivity, absenteeism and work relations. In other studies, employee engagement was seen to be a better construct for studies than job satisfaction.
since job satisfaction was producing inconsistent results. However, engagement is part of job satisfaction and therefore incorporating it into this study was found to be necessary.

2.7.2 The performance management system
Various performance management systems are used in various organisations world over. Katavich (2013), claimed that performance appraisals were in place for over one hundred years but little has been done to know how employees respond to the administration of performance appraisal. However, performance measurement has become a crucial issue in all these organisation (Katavich, 2013). This research is concerned more with the effects that arise from the process and outcomes of measuring performance and how these affect job satisfaction and performance. The Government of Zimbabwe uses the Integrated Result Based Management System (IRBMS) to measure the performance of its workforce. This system of measuring employee contribution to the organisation’s success is cantered on five pillars namely; The Personnel Performance System(PPS), Result Based Budgeting(RBB), E-governance, Performance monitoring and evaluation and the Integrated Result Based Planning(IRBP).

Rating of performance is as old as the third Chinese, Wei Dynasty. (Katavich, 2013), believed that it started with Walter D. Scott in the 20th century. Patterson (1922), traced performance rating through the war times and the United States army where it was used to monitor army officers the performance. Even during those times, the rating system were reported to be highly defective and flawed (Patterson ,1922). It is most probable that these flaws were carried over to be the source of modern day dissatisfaction that is witnessed in many contemporary employee performance measurement systems.

Far & Levy (2007) suggested that performance appraisal systems were put in place to evaluate employee performance but that has since changed to encompass many other functions. Companies now use them to make administrative decisions, such as hiring, laying off, downsizing, workforce planning, training and development among like-minded issues. They also link individual objectives to organisational strategic issues. Above all the organisation’s strengths and weaknesses are identified through feedback received from performance appraisals.

Organisations take several different personnel decisions each time they adopt new strategies. These decisions require that organisations downsize, right size, outsource and at times reassign.
Such decisions can only be reached using fair premises. The performance appraisal has played an informative role in such cases to ensure business survival (Williams, 2001).

Katavich (2013) opined that performance appraisals were not only formed to evaluate employee’s performance but also to motivate them. Researches however previously done have shown that few companies had conducted researches to find out whether these instruments were effectively achieving the purpose for which they were designed to achieve.

Sudarsan, (2009) noted that for researches done to that date there was consensus that performance assessment was responsible for employee dissatisfaction due to bias and unfairness. Fletcher (1993) pointed out that employees are disappointed with the same system designed to motivate them but human resources continue to use that same system.

It is clear that the employee reactions towards appraisal system has not gone unnoticed by research since it affected employee performance (Murphy and Cleverland, 1991). The performance appraisals used in both public and private sector firms have proved to be source of dissatisfaction because they are not linked to rewards. They also have proved to be strongly influenced to supervisor’s feelings, attitudes, opinions and perceptions towards their employees rather than work itself. This has caused many employees and managers to reject the outcomes of the process and outcomes of performance appraisal systems.

Tshivhase & Vilakazi, (2018) noted that satisfaction of employees is highly desirable for any organization that wants to be competitive in its market niche. Satisfaction of employees increases the degree to which employees become innovative. It also increases the effort that employees expend in their work. Besides it also makes employees feel that they own the outcomes of their work hence making the organisation competitive in its market.

2.8 Other factors
There are three principles that determine performance. According to Blanchard and James (2007) these factors are knowledge, skills and abilities. Saeed and Asghar (2012), added that the presence of these factors has not been sufficient in explaining why employees perform. Motivation and job satisfaction were also added to be responsible for accounting performance variances among employees.

University of Minnesota Libraries Publishing (2015) identified perceptions of organizational justice and interpersonal relationships, stress, and work attitudes, particularly job satisfaction as major determinants of job performance. Koppagoda (2012), supported this view in that
contextual performance or citizenship enhances the organization’s social network and the psychological environment that support technical task.

Campbell & Wiernik (2015), also argued that the direct determinants of performance are roles specific knowledge, skill, choice behaviour regarding the direction, intensity, and duration of effort. However, Folami et al. (2005) used a job context model that classified the determinants into four groups, the individual factors, the task characteristics, the economic factors, and the organizational context. This view augurs well with Sonnentag et al. (2008) who views performance as a dynamic construct and that performance fluctuates within individuals and changes over time.

Pushkumari (2008), contends that performance depends on perception, values and attitudes. This view advances the thinking that performance is affect by so many variables that it makes it quite difficult to make sense out of them all. However, the most accepted view is that performance is a function of individual ability and skill and effort in a given situation. According to Pushkumari (2008) ability and skill end up being stable and organisations have to influence effort in order to continue to realise increased performance levels.

Effort was defined as internal force of a person which drives one to work willingly when satisfied with their job and their needs are met. Individuals develop an attachment to work and make effort to perform better. Increased effort results in better performances.

Anitha, (2013) defined employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organisation as well as its achievement, further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance.

Performance can be measured from the point of view of the organization, the employee as well as, the job itself. It can be measured using the organizational objective, employee objective, performance development and employee satisfaction. Performance of an employee requires an employee to be innovative so that prosperous work is accomplished, (Sadikoglu & Cemal, 2010).

2.9 Job satisfaction, performance and overall business performance

Mclaggan (2013), while writing on leadership style and organisational commitment in the mining industry note that job satisfaction is the leading factor in business leadership. This is because of
its perceived relationship to leadership, strategy, corporate governance, operations, labour economics and business financial prudence. Leadership entails the exercise of influence over followers to achieve intended goals. Followers need satisfaction to drive them towards goals and objectives. This research therefore found prudence in understanding how job satisfaction as construct network with business performance.

Job satisfaction has a tendency to improve each time leadership style, management policies and supervision change. Leadership refers to skills, behaviours and actions employed by individuals who lead organisations to determine the strategic direction that an organisation should take towards the realisation of its goals and objectives. There are several leadership variables that were mentioned in literature that reviews the relationship between job satisfaction and employee satisfaction. Among these variables are motivation, leadership style, communication, empowerment, engagement, nature of supervision, justice, fairness, power strategies and ability to support subordinates. Motivation is recognized as a key business element to enable management to transform and enhance the business. However, research invested more time is studying dimensions of motivation such as engagement and the performance management system as they were better constructs related to performance.

According to Saeed & Asghar, (2012), motivation enables the management to be resourceful and responsible for their acts and performing their duties and accomplish their task. This further helps them in utilizing business resources appropriately. The end state of motivation is to achieve job satisfaction which transforms into performance. Motivation and employee satisfaction enable leaders to encourage their employees and to make them more industrious. Krietner, (2015) has described motivation as a psychological process that generates a purposeful behaviour.

Leadership style refers to the manner in which a leader interacts with subordinates. That manner has the power to inspire and satisfy subordinates and propel subordinates to pursue success and achievement. Leadership style is classified by the normative approach into autocratic leadership style, participatory, democratic leadership and laissez-faire leadership style.

Previous researches confirmed that all these leadership styles fit specific situations (Hersey and Blanchard's 1969, 1982, 1988). Leadership styles should take into account the competence and commitment of the employee for them to ensure that an employee’s satisfaction levels excite performance. Some leadership styles are emotionally empty and deter innovation, creativity and productivity among employees. Leaders who use autocratic styles do not inspire subordinates. They reduce communication to be a linear top down process, which disempowers subordinates,
which in turn may lead to dissatisfaction of employees. Hersey and Blanchard (1988), developed a model that guides leaders on when to use the telling (directing), selling (coaching), participation (supporting) and delegation leadership model. The model has the power to guide communication of leaders, empower employees at the appropriate time, engage and support subordinates according to their capabilities in an organisation hence ensuring that they are kept satisfied and ready to perform.

Meanwhile, contemporary organisations pursue their visions and missions within the realm of planned strategy. Strategy entail a set of action that an organisation needs to pursue in the face of competition (Watungwa, 2014). Contemporary companies pursue job satisfaction as a business strategy of increasing employee performance. There is increasing focus on employee happiness after research confirms that employee happiness translates into a business success and strategy (Nguwi, 2015). Where-as research in economics was researching on wellbeing economics, research in business psychology concentrated of explaining the role of job satisfaction on business success. More important in these dimensions of study is that they acknowledge that employees evaluate life (perception of life), they have an affect (feeling of experience) and eudaimonic (a perception of the meaning of life). Both well-being economics and employee happiness keep talent engaged, reduce turnover and increase productivity.

Andrew Oswald (2014:28), confirmed that job satisfaction is on a downward trend in most advanced countries.

“Companies like Google have invested more in employee support and employee satisfaction has risen as a result. For Google, it rose by 37 percent; they know what they are talking about. Under scientifically controlled conditions, making workers happier really pays off.”

“If worker morale is so important for an employer it must be in the employer’s interest to measure it.”

“Business units with highly engaged workers (in the top quartile of all business units) achieve 22 percent higher profit in comparison to those with fewer engaged workers (in the bottom quartile)”

Satisfied employees are perceived as the most important assets of successful organisations. Employees can become a huge source of competitive advantage or liability. According to Nguwi (2018), it is easy to hire employees but difficult to discharge them. This means organisations need
to perceive employees in financial terms if they need to turn them into a competitive success factor.

According to Reijsegger, Wilmar. Schaufeli, Peeters, Taris (2015: 289)

“People are the engine of each organization and constitute the foundation upon which it is built. However, unhealthy employees may cause this foundation to crumble due to high levels of absenteeism and subsequent increasing costs”

‘In order to prevent such negative effects, the organizational sciences have paid much attention to the negative aspects of work life (Wright & Cropanzano, 2004), such as job burnout (Halbesleben & Buckley, 2004). But due to this negative focus, the positive aspects of working life have largely been ignored”

Over the years there has been increasing calls to increase customer satisfaction in companies. Nyoni et al, (2017) while studying the effect of job satisfaction on company image using the case study of Chicken Inn Bulawayo, pointed out that job satisfaction has become so primary in the success of companies particularly service sectors like the one under study. What is so important about the studies of this quartet is their business background and their interest in a variable that used to be perceived in traditional business terms as an expenditure or cost centre. Today, marketers and accountants agree that human resource satisfaction has the capacity to drive company revenues and be a source of competitive advantage.

The most important objective of marketing is to achieve customer satisfaction. Marketing strategy seeks to attain customer satisfaction by pursuing a number of marketing options. Marketing strategy manipulates people, price, promotion and products to achieve customer satisfaction. There is a close link between employee satisfaction, product quality, product price and promotion effort. A satisfied employee will effectively translate into customer satisfaction by manufacturing goods and services that are of high quality and which meet customer specifications. Such products are likely to fetch a premium on the market because they hold less defects and they are likely to have less customer returns and complaints that may cause quality related costs. Gupta, Kaur, Gupta, Jain, & Sharma, (2012), commended that successful organization perceive an average worker as the root source of quality and productivity gains. Such organizations perceive employees, as the fundamental source of improvement as opposed to organisations that prioritise capital investments.
Job satisfaction affects organizational measures, such as customer satisfaction and financial measures (Saari & Judge, 2004). These measures determine organizational success and competitiveness. Kappagoda, (2012) concluded that job satisfaction and the task performance have a great impact on customer satisfaction when studying banking personnel. Paul (2016) supported this view and weighed in with the conclusion that they ultimately affect the achievement of sustainable superior performance. Paul (2016), also concluded that because employee are the ones who interact with the customers in day to day basis and carry out the whole operations, their performance surely will maintain customer satisfaction.

Nyoni et al, (2017), believed that employee satisfaction affects company image. According to Keller, (1993) Company image refers to the perceptions of customers towards the organizational activities which can influence the customers to buy the product or service from an organization. Employees represent the organization in the customers’ eyes and they present the image of the company and the service quality of that organisation. Blau, (1964), opined that the relationship between employee satisfaction and company image is supported by social exchange theory and service profit chain.

Kotler (1983) was quoted by Nyoni et al (2017) postulating that, frustrated workforces are terrorists to the organization. Because of this, the concept of internal marketing which reveal that, by satisfying the needs of the employee the organization will be in a better position to deliver quality desired satisfaction to customers, was born.

Organisations cause most of their employees to suffer from dissatisfaction through ineffective change programmes. According to Burnes (2010) organisations should go under constant change for them to achieve set goals and objectives. However, change has a net effect of causing employee anxiety, nervousness and often, it leads to employee dissatisfaction. The type of change, whether planned or unplanned is closely related to job satisfaction and performance. Organisations pursue change initiatives but may realise that the implemented change initiatives failed to yield expected results.

Kurt Lewin suggested the three phase model of pursuing change. The model requires change agents to unfreeze, administer change and to refreeze. However, all these steps are associated with stress. Aziri (2011), agreed that unhealthy, stressed employees perform less than satisfied employees.
Waterman, Peters, Pascale & Athos (1978), alluded successful change to seven factors that operate as collective agents of change. These are shared values, strategy, structure, systems, style, staff and skills. It is not by coincidence that these factors are also critical in determining job satisfaction and performance. Organisations that align these seven factors of change towards achieving job satisfaction effectively achieve superior performance.

John Kotter also provided another alternative way of effecting change through an eight step process. Again the steps are built upon ensuring that a team of satisfied employees is build.

The agent has to increase the urgency, build a dedicated team, create the vision, communicate, empower staff, create short term goals, persist, make the change permanent. Central to the change model of Kotter, is the importance of employee commitment towards change. According to Aziri (2011) commitment and engagement and empowerment are functions of job performance that lead to job satisfaction.

When organisations pursue change, they do so by incorporating training and development as part of achieving change initiatives. Saeed & Asghar (2012), furthered this view when they argued that;

‘Training improves the satisfaction level of the employees and rewards them with competitive edge over other employees and transforms them into valuable employees. Training also helps to increase job knowledge and skills. It also expands the intellect on overall personality of the employee.’

What is important to note is that training often stands as an important standalone factor of performance but in this case it was highlighted that it achieves performance through satisfaction (LeGault, 1997).

Contemporary institutions are suffering from serious corporate malpractices mainly emanating from two corporate governance problems, namely the agency problem and the stakeholder problem. Serious boardroom and management conflicts have been reported in most companies and most of these problems from a human resources are related to job satisfaction and performance. It does not matter whether employees are at the highest organisational level or at the shop floor level, if employees feel that what they are getting does not match the effort that they are factoring in, the agency problem is inevitable. Job satisfaction is therefore grounded so
much in the findings of theory such that it is central to leadership behaviour. Leadership is about getting group traction towards goals. That level at which a group starts traction towards pursuing goals without causing opposition and friction with the leader of a corporate is called job satisfaction.

2.10 Are job satisfaction and employee performance related?

A lot of researches have been conducted to evaluate the effect of job satisfaction on employee performance (Robbins and Judge, 2013). These studies came under various terminologies and methodologies but what is clear in them all is that they were assessing the effect of job satisfaction on employee performance (Aziri, 2011). Baylor (2010) concluded that job satisfaction has influence on employee productivity, absenteeism, and turnover. Job satisfaction affect organizational efficiencies, increase profitability and competitive advantages (Baylor, 2010).

Alina Hyz, (2010) argues points out the lack of correlation between the demographic characteristics such as age, gender, years of experience and educational level of respondents to job satisfaction and employee performance. However, researches have not been consistent on demographic factors for the correlation was significantly positive in some researches. Position of an employee in an organisation however produces consistent results where the higher the position an employee has, the higher the job satisfaction and effort expended by the employee towards achieving the organisational objectives. Well educated employees on the other hand showed low levels of satisfaction and performance if they are in inferior positions.

At the same time, there are some recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement (Aziri, 2011) especially in the volunteer work (Pugno & Depedri, 2009). What is pertinent in the findings is that it was situation specific and did not generalise its findings. This school of thought however is like a drop of water in a desert, as several researches took turns to refute its findings.

Skibba (2002) unearthed the underlying theory of reciprocal model which stipulates that if the satisfaction is extrinsic in nature, then it leads to performance, and the performance leads to satisfaction, in case of an intrinsic quality in satisfaction. This is despite previous findings by industrial psychologists that there is no relationship between job satisfaction and job
performance; although it is revealed that a positive mood would lead to higher levels of both the features.

Rai (2004), is of the opinion that among other things, motivation is crucial for good performance and hence it is important to study what motivates employees for better performance. Norwack (2006), contends that a satisfied employee leads to customer satisfaction, makes less production errors, increases profitability and causes less staff turnover. Besides that, such an employee exhibits sound organisational commitment.

The correlation, between satisfaction-performance relationship is actually spurious and is due to common causes of both constructs (Allison Laura Cook, 2008). Both are influenced by job complexity and cognitive ability, in association with the personality traits. This means intrinsic and extrinsic factors influence job satisfaction and employee performance.

Pushkukamari (2008), noted that studies that have been conducted on job satisfaction and performance always produced mixed results with three outcomes observed; Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction (Cummings, 1970). The relationships were supported by Carroll, Keflas and Watson (1964), Porter and Lowler (1969), Smith and Cranny (1968), Mirvis and Lawer (1977).

Keijzers (2010) cited Vroom (1964) as having in earlier researches concluded that a positive correlation between motivation and performance did not exist. However subsequent researches proved Vroom otherwise. The findings of Vroom were situation specific and defeated by time. The findings are a case of decayed information that was subjected to the rigour of contemporary research hence cannot stand the test of times.

There is vast evidence that confirms a significant positive relationship between job satisfaction and employee performance. Job satisfaction impacts on the motivation of workers, which in turn impact on productivity and hence also affects performance (Aziri, 2011). Kappagoda (2012), concurred that the job satisfaction improves task performance and conceptual performance.

The strong correlation between job satisfaction and employee performance was also observed by Indermun and Bayat (2013). They mentioned that, psychological and physical rewards have significant impact on job satisfaction. They believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance.
In another observation, Indermun & Bayat (2013), discovered that employee empowerment and workplace environment have significant positive relationship to job satisfaction. In cases where employees get autonomy in business decisions and clean environment, it was noted that satisfaction and performance simultaneously increase as confirmed by Javed, Balouch, & Hassan, (2014).

Awan & Asghar (2014), confirmed that pay package, security level, and the reward system have a positive relationship to employee’s performance. Performance of employee is best, when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system.

Researches are consistent in that employees are valuable to their organizations when they are satisfied and perform better, contributing to the overall goals and success of an organization. Dissatisfied employees are considered as a burdensome to organizations as pointed out by Shmailan, (2016).

Katavich (2013) confirms that there is a strong relationship between performance appraisals and employee performance. Performance appraisal satisfaction which is a facet of job satisfaction has been identified to be a strong predictor of work performance (Roberts and Reeds, 1996; Kuvaas, 2007)

Singh and Jain (2013), identified six important ways in which job satisfaction impacts on performance. Satisfaction increases employee productivity: Satisfied workers are more productive and more productive workers are highly satisfied. Worker productivity is also higher in organizations with more satisfied workers. Satisfaction reduces unnecessary absenteeism lowers employee turnover. Satisfied employees are less likely to create a deviant behaviour at the workplace, while dissatisfied employees create an anti-social kind of behaviour at the workplace including unionization attempts, substance abuse, stealing at work, undue socializing and tardiness.

Satisfied employees exhibit better Organization Citizenship Behaviour (OCBs). Finally satisfied employees provide better customer service. Satisfied employees increase customer satisfaction and build long-term customer relationships, which ultimately transform into profits and organisational success.

Javed and Balouch (2014) contends that employee empowerment leads to employee satisfaction loyalty, commitment and reduces the intention of the intention to leave the organisation.
Engagement is also closely related to the performance management system of the organisation in that organisations when planning their performance engage employees to make them aware of where they fit in the organisations plans

Shaju and Subashini (2016), mentioned that the tenure that an employee has in an organisation determines the level of job satisfaction that employee has towards attaining organisational goals and objectives. Referring to previous studies conducted by Lim and Teo, (1998), which found that professional experience is positively correlated to job satisfaction and employee performance.

What is important in these general studies is their comparatively consistent supportive findings to research findings in the mining sector. Despite the few studies done in the mining sector the researches elsewhere found the same factors as important in influencing performance and satisfaction (Masvaure, 2014).

2.11 Empirical literature Review
2.11.1 Job satisfaction and performance in the Mining sector.
Tshivhase & Vilakaz (2018), highlighted that the mining sector is a very old industry. It has been found important that mining business today like any other contemporary business exists in a competitive space. In order to survive business has to employ competitive business strategies that outdo rival mining firms. Risks such as loss of mining personnel to competitors through labour turnover, absenteeism among many other human related risks have been mentioned by various academic authorities who studied the contemporary mining industry. Human resources remain an important function of successful organisations in increasing productivity. Mining personnel needs, continue to present challenges to organisations who continuously fail to satisfy them. This has excited lots of researches on job satisfaction in the mining industry in Zimbabwe and Southern Africa in general. Despite the fact that there is still limited literature on researches that have studied job satisfaction and its effect on employee performance in the mining industry, there is also no research conducted on the same topic in a Government Ministry responsible for mining in Southern Africa. This research therefore relied on findings from the private sector researches which may not conclusively have been used to evaluate employee behaviours in the public mining sector

Tshivhase & Vilakaz (2018), while studying job satisfaction for factors in the Coal Mining Industry that led to higher satisfaction, explored five factors that led to higher satisfaction. The study concluded that work-life balance, growth opportunities and managerial support play a
significant role in job satisfaction. The same study established that, salary and company culture did not contribute significantly towards job satisfaction. A quantitative research methodology was used and questionnaires were employed as data collection instruments. The study further analysed the correlation between the five independent variables and found it to be positive. Upon analysing the relationship between all the independent variables to the dependent variable it was discovered to be positive again.

Mhando (2013), studied factors influencing job satisfaction and labour turnover in the mining industry of Tanzania in the case of Tancan Mining Company. Mhando focused on the effect of gross pay, achievement, opportunity for advancement, company policies and communication on satisfaction and employee turnover at Tancan Mining Company of Tanzania. He used content, process and situational theories to review literature. Mhando (2013:37) acknowledged that ‘so far job satisfaction and labour turnover study have been conducted in different fields such as education, health, manufacturing industry and other public sectors, but there is no much study done on the mining industry.’ The study adopted an exploratory case study approach and the findings were that employees were not satisfied with their salaries and would in turn leave for companies that were compensating employees competitively. Most employees were satisfied with achievement, opportunity for advancement, company policies and communication.

Muwodzwa (2014) conducted a study entailing an assessment on the impacts of labour turnover on organisational productivity as a case of Zimbabwe German Graphite Mines (Pvt) Ltd. Though the study was focussing on turnover, turnover is a symptom of job satisfaction that this study mentioned in its research background which therefore contributes towards understanding job satisfaction. The second aspect that Mawodzwa studied is productivity whose equivalence in this study is performance. Mawodzwa studied the case of Zimbabwe German Graphite Mines (Pvt) Ltd using a sample of 50 employees selected through stratified random sampling. Structured interviews were conducted for executive management and questionnaires administered to junior management and operational employees and inquiries were done using qualitative techniques. Data presentation and analysis was done using the thematic approach. The research findings showed that the major causes of turnover were rewards, training and development opportunities, industrial relations and working conditions. Research also confirmed a negative inverse relationship between turnover and productivity, thus as turnover rises productivity levels decrease.
Jali (2015), researched on the impact of pay on productivity and motivation on general workers in South African Platinum Mines. Motivation is a function of job satisfaction and productivity is a function of performance. The research sought to understand if pay had an impact on motivation and productivity. The research assumed a phenomenological qualitative-exploratory research approach. The researcher conducted 29 semi structured interviews administered to general workers. Jali, (2015), found out that pay was an important motivator in South African Platinum mines and drove employee performance. However, that is when pay was increased regularly. Good supervision together with good work relationships were found to be second in importance in motivating employee performance.

Masvaure (2017), studied Zimbabwean employees of a one diamond mining company that operated in Marange diamond fields in Eastern Zimbabwe between October 2012 and January 2016 by examining employees’ well-being through exploring aspects of work engagement, psychological empowerment, job satisfaction and organisational citizenship within the socio-political environment prevailing in Zimbabwe diamond mining industry. This was a follow up research to include job context after the studies the researcher has previously done in 2014 which revealed that miners were averagely intrinsically motivated and engaged but highly satisfied in their work. (Masvaure, Ruggunun & Maharaj, 2014). The study adopted mixed methods and a sample of 200 employees were selected for the study. Despite several other findings one of the important findings worth mentioning in this study from the qualitative findings is that salary has an effect on employee wellbeing in the diamond mining company of Zimbabwe.

Nyamubarwa, Mupani & Chiduuro (2013), made an analysis of the Human Resource practices in the mining industry in Zimbabwe’s Midlands Province, relooking at the Resource Based View of managing Human Resources. The research is of significant relevance to this research in that it gives an industry wide perception of human resource practices which this researcher has highlighted as a matter of significant interest in my research objectives. It is significant in that human resource practice house management and leadership policies which have a significant effect on satisfaction and overall performance of work. The research assumed a qualitative approach where data was gathered through a non-random, convenient sample of HR managers from 8 mining entities in the Midlands Province of Zimbabwe. The study revealed that in the mining industry in Zimbabwe, employees are treated as valuable, rare and inimitable resource which they deploy in various ways to achieve organisational objectives. Mining companies have become with innovative methods of managing their human resources which includes providing job security, competitive rewards, and social welfare services amongst other methods. The
question that this research has towards the find is for this research is whether the findings can be generalised to the research setting that is of interest in this study.

Murphy (2015:5), while doing a thesis on the impact of reward systems on employee performance ‘in a period of particular financial turbulence for the mining industry, and wider global economic environment’, studied the effects of reward systems on employee performance in the modern work environment and how satisfaction with rewards can lead to higher performance and better job satisfaction. The study adopted a case study approach of Sandvik Mining company- a Swedish manufacturing company, specialising in producing and supplying machinery for the mining sector globally. The study was done using the realist research approach in which both inductive and deductive reasoning were employed to establish reality of the research issue. The study found out that although traditionally performance improvement focussed on many aspects of Human Resource Management such as learning, training, development, coaching as well as reward schemes, this research has shown how important the reward management aspect is in improving performance

Watungwa (2014:4) while studying strategic implementation at Zimbabwe Mining Development Corporation confirmed that;

‘the challenges to the strategy implementation process at the ZMDC were noted to be poor delegation, lack of training and development, poor ethical values, limited resources, low motivation of employees, poor communication and coordination, lack of control and poor teamwork. The organisation was noted to have deficient communication processes, which contributed to the challenges facing strategy implementation’

Though Watungwa (2014), was not studying job satisfaction, the research revealed important trends in one of the parastatals that MMMD plays a supervisory role. If motivation, poor communication, limited resources among other mentioned factors were impeding strategic implementation the implied meaning is that performance was infective in that parastatal and by association MMMD cannot be effective also.

Tarus (2014) conducted a study on the perceived relationship between employee engagement and employee performance at East African Portland Cement Company Limited. Engagement is one of those job satisfaction dimension that this study seeks to assess on its effect on performance at MMMD. The study found out that performance appraisal, bonus pay, medical cover and being valued by the supervisor influenced the employees’ level of engagement by a mean score
of 4.87, 4.57 and 4.88 respectively. Training and development, involvement in decision making, job security, recognition and reward, promotion opportunities, company mission statement and vision and the leadership style of the managers also greatly influenced employees level of engagement. A positive correlation between training and development and employee performance was established. A strong positive correlation between salary and wages and employee performance and a very strong positive correlation between job security and employee performance was also confirmed. Performance appraisal and employee performance also showed positive correlation of \( r = 0.675 \).

Nela & Kotzé (2017), studied the influence of psychological resources on mineworkers’ levels of burnout in a remote and isolated mining town in South Africa. Workers burnout emanate from stress and is closely related to job dissatisfaction. Nela & Kotze (2017) conducted this exploratory study on a sample of 238 mineworkers in Postmasburg, a remote location in South Africa. The mineworkers showed fairly low levels of burnout and high levels of both psychological capital (PsyCap) and mindfulness. A statistically significant negative relationship was found between burnout and all the components of PsyCap (self-efficacy, optimism, hope and resilience), and between burnout and mindfulness. High levels of hope and mindfulness were found to be statistically significant predictors of lower levels of burnout in this sample. The findings suggest that using these personal resources more effectively is likely to improve employee well-being, to the benefit of both the individual and the organisation. The study relates well to this study in that it does not limit its findings to intrinsic factors and extrinsic factors but extend its findings to human factors which are neither job nor environment related but related to the person. These factors also contribute to burnout which is a symptom of dissatisfaction.

Literature that studied the relationship between job satisfaction and performance in the mining sector remains limited. It is slim in not non-existent in Zimbabwe mainly because the MMMD is a fairly new institution. Mining in Zimbabwe was a peripheral sector whose significance only increased in the late 2000s when the agricultural sector lost momentum soon after the chaotic land reform that Zimbabwe embarked on in 2002. Therefore this research found not difference in the factors cited in researches conducted in the mining sector and that which was done in other sectors

2.12 Conceptual framework
Fig 2.1 below represents conceptual framework of the relationship between the independent variables and the dependent variables in the study on the effects of job satisfaction and employee
optimal performance in the Ministry of Mines and Mining Development at Manicaland Provincial Office.

Conceptual framework

Figure 2.1 Effects of job satisfaction on employee performance
Job satisfaction is considered as one of the main factors that affect efficiency and effectiveness of business organizations. Spector (1997) advocated that job satisfaction is under the influence of a series of factors which include: reward such as pay or fringe benefits, co-workers or supervisors, nature of work itself and the organization itself.

The factors that affect job satisfaction and employee satisfaction are closely knit and intertwined. There are both forward and backward linkages in how job satisfaction and performance relate. The linkages are a function of the factors which have a dual effect on job satisfaction and subsequent task performance. However, for simplicity purposes of study, the relationship has been taken to be either linear or circular. This study adopted an organic model with a linear bias towards explaining this relationship.
2.12.2 Intrinsic factors

Employees are satisfied by two types of factors namely intrinsic and extrinsic factors (Aziri, 2011). The theoretical framework Fig 5 above identifies seven intrinsic factors that affect job satisfaction.

Achievement

Employees have their work targets set in performance appraisals, they perform and are monitored periodically. They are given performance support whenever they work below expected standards. Their performance is evaluated at the end of the performance cycle and given a judgement or performance rating to their contributions. If their contributions surpass expected standards of performance they are rewarded and advanced if performance is consistent over a length of time agreed time. If an employee performs a given task without sufficient information about the conceptual and procedural knowledge plus the skill, that employee is bound to fail. If that employee fails to achieve, the employee tends to get frustrated and dissatisfied with work, which in turn affect overall individual performance. More so, the amount of knowledge an employee has determines whether an employee achieves or not.

Recognition

Employees need to be recognised after exhibiting good performance. Failure to recognize good performance causes employee to be dissatisfied. Therefore, there is need to separate good performance from poor performance.

Responsibility

Fair and equitable distribution of responsibilities is also important in order to improve staff satisfaction. The way supervisors assign duties and responsibilities should be based on merit and capacity of the individual.

Advancement

Employees need to continue to be mobile when at work. Recognition and advancement work hand in hand in promoting satisfaction of employees. Promoting and re-grading should be always part and parcel of the organisation in order to improve satisfaction.

Growth
Employees join the organisation with the anticipation of achieving the goals and objectives for the organisation and for themselves. This means they join the organisation with the satisfaction that has been already cultivated by the desire to achieve. If they succeed they expect to be recognised. If they fail, they expect to be trained or coached as part of personal growth. They also expect to be given work, whose load and challenge encourages performance. If these intrinsic conditions are achieved, employee performance will be optimal (Robbins & Judge, 2013). Training employees ensures that employees continue to develop their skills and knowledge. Giving employees challenging tasks also ensures that they continue to grow at work.

**Work Itself**

The design of jobs should always be done in such a way that it motivates performance. Routine tasks are emotionally empty and do not inspire performance.

**Nature of work**

Certain jobs are more interesting than others. Administrative jobs are more satisfying than technical duties. Job profiles determine job satisfaction and in turn determine job design.

**2.12.2 Extrinsic factors**

**Supervision / Management**

The nature and form of supervision has the power to inspire and motivate employees. The treatment that managers and supervisors give their subordinate affect the satisfaction level of employees. The nature and quality of supervision and the way employees are management, appeals to the satisfaction of employees. Alromaihi et al (2017), rated supervision as the most important determinant of worker attitudes together with job content and success or failure in a job. There has been considerable and extensive research on management style in leadership that increase employee productivity and performance in certain situations. Employees in contemporary organisation prefer management styles where they are involved in planning, decision making and communication (Fugar, 2007).

**Work Conditions**

Empowering employees with ideal working conditions improves the employee’s satisfaction levels and may in turn improve their level of engagement. Engaged employees perform better than disengaged employees. Employees, also prefer flexible work conditions that give them time with their families and significant others in life. Such circumstances increase their self-worth and
sense of being valued by their organisations and reciprocal behaviour will be received by their organisations.

**Co-workers behaviour**

The way employees interact with co-workers, the level of tolerance and flexibility in the interaction also affects satisfaction levels. Co-workers have the power to inhibit or excite performance depending on the value of information that they share.

**Salary, fringe benefits**

A salary is a reward that an employee receives for performing a task. In Zimbabwe salaries and contracts are governed by statutory bodies and Labour Act Chapter 28:01. Fringe benefits are benefits other than salaries and allowances that an employee gets from the company. Such benefits include things such as vouchers, airtime, cars and so on. Salary and fringe benefits inspire and motivate employees to perform. Behavioural scientist ancestors like Pavlov, Skinner all agree that rewards lead to performance especially if they are administered at the correct timing and in the correct amounts. Salaries are the most sought after factors and are the major reasons why employees go to work. According to Awan & Asghar (2014), there is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and the reward system. Employees’ performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system. Their absence leads to employee dissatisfaction and affect employee contribution to the organisation.

**Policies**

Companies are run by a set of rules which are called policies. The way policies are crafted affect the clientele that they intend to serve. Policies are crafted through consultations with employees. Employees are more likely to be satisfied if they are involved in crafting polices that affect them. Policies that an organisation put in place to control employees have also been suggested to be another source of frustration and dissatisfaction among employees. Some policies impede employee growth, achievement, recognition, advancement and above all lead to dissatisfaction. Policies work along with procedure and may prove cumbersome to employees which then affect their achievement of set tasks. Some policies may affect job security and once an employees feel lack of continuity of the employment contract, the employee may withdraw the amount of effort expended in a given task.
Procedures

Procedures are laid down set of instructions that determine how a given task need to be achieved. Procedures can affect satisfaction if they are not clear or if they are conflicting to each other. Procedures also need to be fair when being used regardless of who or where they are being used.

Job security

Job security refers to the degree of trust that individuals have that they will still be in their jobs in the unforeseen long term. Most organisations manage job security issues using employee contracts that are indefinite. Appointing employees for an indefinite term ensures that an employee cease to worry about its existence at work.

Status

Certain jobs affect the status of an employee. Status is either achieved or prescribed and employees are so much concerned of achieved status than the prescribed one. Jobs that improve an employees’ socio-economic status are more likely to increase job satisfaction and their subsequent performance will improve. However, prescribed status such as gender, disability, among other physical disadvantaging statuses may impede performance. Jobs that do not enhance an employee status often cause dissatisfaction. There should be congruency between one social standing, perceived or achieved and the job that they do. An employee may feel demoralised and fail in performance if not satisfied by the status that his job gives him.

Personal life

The notion that a ‘happy employee is a satisfied employee’ and a happy employee performs better remains relevant to the study of employee satisfaction and performance (Aziri, 2011). Personal life has a significant influence on employee contribution. Employees who have several personal challenges have proven to have a high stress levels and are psychologically not fit to perform certain tasks. They make more errors, mistakes, accidents and affect product or service quality and output. A happy employee is a satisfied employee and performs better than a dissatisfied employee. The personal life of an employee determines his readiness to perform. Satisfied individuals tend to have better wellbeing and less stress which are necessary for performance.
**Individual characteristics**

Individual characteristics are determined by personalities. There is a close link between happiness, personality, rigour at task, efficiency, drive to achieve and task performance. Certain environment promote outgoing, open individuals whereas some environment require reserved individual who are particular to detail and content. Individual characteristics are therefore pertinent to the performance of tasks and satisfaction. On the other hand, employees evaluate themselves and compare their knowledge and skills to the task at hand. Despite that skill knowledge and motivation affect performance directly they are also part of the individual characteristics that affect job satisfaction. Hence the relationship is not always linear as suggested by previous studies. The relationship is like a complex and augmented matrix. Personality affects performance in several ways. Personality refers to the whole set of issues that make up the entire person. Employees can be classified as introverts or extroverts. Certain jobs are more fit to certain personalities. Certain personalities are more satisfied than others. Therefore, ensuring that the personalities that one has is consistent with the job that needs to be performed is important.

**Workgroup support**

One of the issues necessary for performance is co-worker support. Employees that perform better enjoy high level of workgroup support. Workgroup support also encompasses issues to with the help that an employee enjoys from work mates. It also covers issues to do with absence of harassment of all forms in the workplace Co-workers behaviour also has a crucial influence on the contentment of the employee. The way an employee receives support from fellow workmate during times of illness, bereavement, frustration, stress, grief, celebrations like weddings and so on has a strong effect on the employee’s attitude towards work and its subsequent performance. Employees who do not enjoy fellow worker positive altruistic behaviour evince counterproductive behaviour such as organisational delinquency which leads the organisation to expend most of it time pursuing disciplinary cases and corrective action. Tasks are best achieved when one has support from their workgroups.

**Communication**

Communication plays an important role in performance of employees. Communication between management and employees in a consistent and timely manner increases the trust, unity and
understanding between members of the organisation. The presence of effective and efficient communication makes employees satisfied with their work which in turn increase employee performance.

**Employee empowerment**

Employee empowerment refers to the degree to which employees can make decision pertaining to matters within their scope of work without management (Al-Hosam, Ahmed, Ahmed, & Joarder, 2016). When employees are allowed to make crucial decisions without the interference of management, they feel empowered and satisfied (Michailova, 2002). Their work output increases upon the realisation that their own contribution is valued by the organisation (Javed, Balouch, & Hassan, 2014).

**Employee engagement**

Engagement refers to the degree of commitment and dedication that an employee exhibits to his or her work (Masalach, 2008). Engagement determines the effort that an employee is willing to expend towards work. If engagement levels of an employee are low, performance will also be low. Engagement is associated with several other factors of satisfaction. It can be affected by intrinsic and extrinsic factors and in turn affect performance.

**Performance management systems**

Performance management systems integrate all the other facets of job satisfaction. It has the power to link intrinsic and extrinsic factors of job satisfaction and marshal performance through an integrated system. The process of setting goals and objectives of the organisation, carries a strong communication, engagement and empowerment package that allow the employee participate in determining their achievement of goals that determine their organisational growth through advancement if they exhibit effective performance (Katavich 2016). Performance management involves the planning, implementation, rating, development and rewarding of performance. It is not an event but an iterative process.

**2.12.3 Direct factors**

**Job knowledge, Skill, Motivation**

Employee performance is not only affected by job satisfaction. Among the primary factors that affect employee performance, job satisfaction was not among them (Spector, 1997). Job
knowledge, skill and motivation dominated the earlier studies. However contemporary research acknowledges that the end state on motivation which is closely related to performance is job satisfaction.

Employees with satisfactory job knowledge are likely to be satisfied with their jobs. They are unlikely to be sacred of having their performance measured evaluated. They are also likely to exhibit great courage and confidence in executing a task. Skill and knowledge increase the chances of accomplishing a given task than in individuals without skill and knowledge.

2.12.4 Indirect factors

Indirect factors that affect job satisfaction are closely related the extrinsic factors of job satisfaction. This relationship is not random, it reflects the close relationship between these two variables and how they subtend to the same roots or arc.

The theoretical framework in Fig 5 above identified ten indirect factors that affect performance as given in relevant literature cited above. These are; interpersonal relationships, stress, work attitudes, individual factors, task characteristics, economic factors, organisational context, time, resources, perception and values.

Organisational justice refers to the extent to which fairness, democracy equity and equality are pursued within an organisation. It is part of an organisation’s policy and procedures to ensure that justice prevails within an organisation for harmony to prevail. Justice influences employees to value their work and respect the leadership and in turn increase effort towards attainment of work goals. Employees also compare rewards given to their peers compared to the effort their peers also put in the same work against what they get for their input. Organisational Justice affects employee satisfaction and their willingness to perform

Interpersonal relationships, stress, work attitudes, Individual factors, task characteristics, economic factors, organisational context, time, resources, perception and values are all related to job satisfaction. However, they have also been identified to be closely to employee performance.

2.13 Definition of key terms

Satisfaction - the state of contentment that arises from an employee’s experience in his or her job.
Dissatisfaction - the state of discontentment that arises from one’s experience with their work.

Optimal - best level at which performance can be achieved.

Performance - the carrying out of one’s task determined by knowledge, skill and motivation.

Skill - ability to perform a task.

Ability - physical and mental strength to do a task.

Knowledge - information that one has gained through experience, either by association, observation and education.

Motivation - The process of stimulating individuals into actions using needs desires and wants within those individuals.

Drive - a need that catapults an individual in an action such as hunger and need for achievement.

Employee engagement - a workplace approach of creating conducive organisational climate such that employees are willing to expend most of their effort in the attainment of the organisation’s goals mission and objectives.

Commitment - the mental attachment that an employee has towards his or her organisation.

Performance management system - a continuous process where managers and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the organization.

2.14 Research gap
From the theoretical and empirical literature reviewed in this chapter, it is evident that job satisfaction in the mining sector is a fairly virgin area of study. Several researches have so far been conducted outside the mining sector. However little is known about how job satisfaction affect performance in the mining sector. Most of the information discussed in the literature review contained information for studies done in the private sector. The researches were also conducted outside the Zimbabwean setting and in other countries which may be different from experiences of the public sector mining environment in Zimbabwe. It is therefore imperative to investigate how job satisfaction affect performance in the mining sector using Manicaland as a case study for public sector mining.
2.15 Chapter summary.
In this chapter, literature on factors affecting satisfaction and performance in the mining and public service sector was reviewed. Its purpose, importance and sources were outlined. The literature was divided into theoretical and empirical literature. Job satisfaction and employee performance were also defined. Factors affecting job satisfaction and employee performance were identified and an assessment and evaluation made on them. Findings from previous researches were also discussed. The literature on performance management systems, employee engagement and participation was discussed. The relationship between job satisfaction and employee performance was included and the theoretical framework evolved.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction
This research explored the effects of job satisfaction on employee optimal performance using a case study of MMMD-MPO. This chapter outlines the activities employed by the researcher in collecting data from the field. It focused on the research design, research subjects, research instruments, data collection procedures as well as data presentation and analysis procedures used in the research. The chapter also outlines the steps taken by the researcher in undertaking the research. The researcher further supplied reasons why the data collection tools were suitable in the research study.
3.2 Research design

Parahoo (1997) describes a research design as a plan that describes how, when and where data are to be collected and analysed. Burns and Grove (2003) defined a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. Research designs according to Saunders (2009) can be classified into experimental and non-experimental or cross-sectional and longitudinal.

3.2.1 Mixed methods research design

Research is basically classified as quantitative or qualitative. It pursues a possible of four research paradigms which are positivism, realism, constructivism or interpretivism and pragmatism according to Guba and Lincoln (1994). Both qualitative and quantitative research pursue different ontological, epistemological and methodological assumptions. The ontology of a research is its world view that is how the researcher perceives reality. Guba and Lincoln (1994) noted that either the world is real or it is probably real, the truth is objective, subjective or it is a mixture of the two. The epistemology of a research answers the question how the researcher came to know what he purports to know. It is also the relationship between the researcher and what the researcher is researching. It is the epistemology and the ontology that determines the methodology.

This research explored the effects of job satisfaction on employee performance using a mixed methods approach biased towards qualitative research methodology but modelled around positivist thinking. In this study descriptive statistics that were mainly adopted from the indexing method used by Nguwi while studying employee engagement at the Parliament of Zimbabwe were used (Nguwi, 2014). This was because job satisfaction was perceived as a subjective construct in that it depends on perception of the researcher to decide whether one is satisfied or not. Also according to the situational philosophy satisfaction is depends on the situation in which it is happening. Attitudes are subjective constructs and their measurement depends on the standpoint of the researcher and the subject.

The phenomenological inductive qualitative research design is a research philosophy that Saunders (2009) defined to best fit the qualitative research designs. Philosophical assumptions or a theoretical paradigm about the nature of reality are crucial to understanding the overall perspective from which the study is designed and carried out. A theoretical paradigm is thus a loose collection of logically held together assumptions, concepts, and propositions that orientates
thinking and research (Bogdan & Biklan, 1982). A paradigm can be defined as the basic belief system or world view that guides the investigation (Guba & Lincoln, 1994).

Qualitative researchers believe that the best way to understand any phenomenon is to view it in its context. Many qualitative researchers also operate under different ontological assumptions about the world. They do not assume that there is a single unitary reality apart from our perceptions. Since each of us experiences from our own point of view, each of us experiences a different reality. As such, the phenomenon of “multiple realities” exists. (Trochim, 2000)

They also argue that the researcher is a unique individual and that all research is essentially biased by each researcher’s individual perceptions. There is no point in trying to establish validity in any external or objective sense (Trochim, 2000)

In general, qualitative research is based on a relativistic, constructivist ontology that posits that there is no objective reality. Rather, there are multiple realities constructed by human beings who experience a phenomenon of interest (Lythcott & Duschl, 1990). This research therefore saw these merits of qualitative research in studying subjective constructs like job satisfaction and how they relate to performance which is another controversial constructs whose measurement can be both subjectively and objectively assessed.

### 3.2.2 Descriptive studies

According to Burns and Grove (2003), descriptive research is designed to provide a picture of a situation as it naturally happens. It may be used to justify current practice and make judgment and also to develop theories. For the purpose of this study, descriptive research was used to obtain a picture of employees of Ministry of Mines’ opinions on how their job satisfaction levels affect their performance.

### 3.2.3 Qualitative studies

Burns and Grove (2003), defined a qualitative approach as a systematic subjective approach used to describe life experiences and situations to give them meaning”. Parahoo (1997) supported the view adding that, it focuses on the experiences of people as well as stressing uniqueness of the individual. Holloway and Wheeler (2002) further referred to qualitative research as a form of social enquiry that focuses on the way people interpret and make sense of their experience and
the world in which they live. This research used the qualitative approach to explore the behaviour, perspectives, experiences and feelings of employees in the MMMD-MPO.

The rationale for using a qualitative approach in this research was to explore and describe the opinion of employees at Ministry of Mines–Manicaland Provincial office on effect of job satisfaction on their performance. To capture the reality of the relation between job satisfaction and employee performance in greater details, the pragmatic interpretivist approach was employed in conducting this study through reaching the research objectives. This method represented a better way to cover vast amount of data and gather non-numerical data to help explain or develop a theory about a relationship (Heffner, 2016). Also, it was found to be suitable for exploring hidden reasons behind complex social processes such as inter-firm relationships or behaviour (Bhattacherjee, 2012).

3.2.4 Cross sectional study

A cross-sectional study examines the relationship between variables of interest as they exist in a defined population at a single point in time or over a short period of time. Cross-sectional studies provided a snapshot of the effect of job satisfaction on employee performance at Ministry of Mines and Mining Development. Using the cross sectional approach, employees selected from the nine sections at the provincial office were given questionnaires to respond to at the same time and return then once completed.

3.3 Research subjects

3.3.1 Target population

Population refers to the total finite group of people to be studied from which inferences will be made (Grove, 2009). Saunders (2009: 262) concurs to Groove’s definitions by defining a population as an ‘entire group people, events, or things of interest that the researcher wishes to investigate’. It also refers to any group of people or objects which are similar in one or more ways and which form the subject of study in a particular survey. Populations are made up of fundamental units known as elements (Saunders 2009). The target population affects several issues on the findings of the research. The definition of the study population and the sampling process can affect the validity of the research. If the study population suffers from sampling error, the study population will not correctly represent the target population. If researchers’
operational definitions of the target population differ, findings might differ across studies. It may also lead to apparent contradictions among results of studies (Roosevelt, 1936). The smallest unit of a population is an element. The elements of a population are drawn from a sampling frame using explicit or implicit enumeration. (Trochim, 2000)

In this study, all employees who have worked as employee for the Ministry of Mines and Mining development Manicaland Provincial office from the year 2014 to 2018 were taken as the target population for this study.

3.4 Sample and sampling procedures
Polit et al (2001), defined a sample as a proportion of a population. Saunders (2009:263), defined it as a ‘subset of the population.’ It is imperative that not all employees in the Ministry of Mines can be part of the study especially when this research was using qualitative research methodology which only took participants to as far as the questions were satisfactorily answered. Therefore, inferences were then drawn about the total population of employees from the survey conducted on this sample. The sample of 40 employees was drawn from 60 employees who worked and are working for Ministry of Mines and Mining Development, stationed at Manicaland provincial office from 2014 to 2018. A carefully selected sample provided data that was assumed to be representative of the population from which it is drawn. Samples form a subset of population and are made up of elements from which data is drawn (Kotler and Armstrong, 1999). Qualitative research is not much worried with sample size (Saunders: 2009). The researcher collected information from as many respondents until the researcher got satisfied that the information attained sufficiently answers the research questions.

3.4.1 Sampling strategy
The sample for this study was collected by finding employees in each age group, grade and educational qualifications. The number of established members in each grade were then selected for using the gender dimension.

3.4.2 Sampling frame
The members were drawn from the Detailed Establishment Tables (D.E.T) for Ministry of Mines and Mining development for Manicaland Provincial Office, covering the years 2014 to 2018. A total population of 60 employees who were drawn from the sampling frame of the provincial D.E.T s were interviewed for this study. The employees represented the demographic diversity
of the eight sections that constitute the provincial office organogram as shown in Fig 1.3 above. Members who were not eligible for this study were only those who worked at the Manicaland office but have since died or could not have their whereabouts traced. Such members were not available for selection. Saunders (2009) noted that the sampling frame can be drawn using a payroll, registry database, rosters or telephone directory. This study saw it appropriate to use Provincial Detailed Establishment Tables for Ministry of Mines for the years 2014 up to 2018 to include those members that left the organisation for various reasons, who helped in providing important insights to the findings of this study.

Below are Tables 3.1 and 3.2 giving a summary of employees in the Detailed Establishment Tables for the Ministry of Mines at present and those who left the company for various reasons. The tables suggest the composition of the sampling frame and the research’s source of subjects
Table 3.1 Sample size of employees were still working at MMMD-MPO.

<table>
<thead>
<tr>
<th>Employee Grade</th>
<th>Number in Grade</th>
<th>Gender</th>
<th>Age</th>
<th>Educational Qualifications</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Females</td>
<td>Males</td>
<td>30-</td>
<td>30-49</td>
</tr>
<tr>
<td>F</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>E1- E5</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>D3-D5</td>
<td>12</td>
<td>5</td>
<td>7</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>D1-D2</td>
<td>17</td>
<td>7</td>
<td>10</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>C1-C5</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>B1-B5</td>
<td>8</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Totals</td>
<td>42</td>
<td>16</td>
<td>26</td>
<td>4</td>
<td>32</td>
</tr>
</tbody>
</table>

Source: Provincial D.E.T- December 2018

For a sample size of 31 employees who are still serving at the Ministry of Mines Mining development, 20 of them were males representing 62% of the sample and 11 were females representing 38% of the sample. This was done in such a way that it preserved the characteristics of the population.

For a sample size of 9 employees outside the MMMD-MPO who have left the Ministry for other jobs outside the ministry, 7 of them were males constituting 83% of the sample and 2 of them were females constituting 17% of the sample. This was done in such a way that it also preserved the characteristics of the population.
Table 3.2 Sample size employees who left MMMD-MPO

<table>
<thead>
<tr>
<th>Employee grade</th>
<th>Number in grade</th>
<th>Gender</th>
<th>Age</th>
<th>Educational qualifications</th>
<th>Sample size</th>
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<tbody>
<tr>
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<td></td>
<td>Females</td>
<td>Males</td>
<td>30-</td>
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<tr>
<td>E1-E5</td>
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<tr>
<td>D3-D5</td>
<td>7</td>
<td>2</td>
<td>5</td>
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<tr>
<td>D1-D2</td>
<td>4</td>
<td>4</td>
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<td>C1-C5</td>
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<td>B1-B5</td>
<td>2</td>
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<tr>
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</tbody>
</table>

Source: Human Resources Staff Attrition File, retrieved on 12.12.2018

3.4.1 Sampling unit

Sampling unit refers to a set of elements that are available for selection. Sixty members of staff who worked at the Ministry of Mines and Mining development from 2014 to 2018 were part of the sampling unit for this study.

3.4.2 Research subjects

Research subjects are drawn from a sample. A research subject therefore is a single member of a sample. Each employee among the selected 39 employees in my sample was part of my research subjects. Ministry of Mines uses the Patterson grading pay system which is used by the Public Service of Zimbabwe in the administration of civil servant’s salaries. Employees are placed in grades ranging from the lowest grade A to the highest grade F. In each grade employees are given notches A1 up to A5 until the last grade F5. All employees in the Ministry Mines have migrated between these grades such that the first grade now starts at B1 grade up to F grade. The researcher therefore chose 40 subjects as shown in the distribution in Table 3.1 and 3.2. The
subjects were selected using the three sampling designs namely convenience, judgemental and quota sampling

3.5 Sampling design

According to Saunders (2009), there are two major types of sampling designs, namely the probability and non-probability sampling design. Probability sampling has a known probability of being selected which is a non-zero. However, in non-probability sampling design the chance of being selected of each research subject is unknown. This research opted to use non probability sampling design bearing in mind that the elements in this population belong to different grades, belong to different age groups, gender and qualifications, which are important in understanding how they relate to performance and job satisfaction. Furthermore, there is no intention to generalise the findings of this research to other setting given that the case study seeks to have an in-depth appreciation of how job satisfaction affects performance in this particular setting.

Non-probability sampling designs are designed in such a way that elements in the population do not have any probabilities attached to their being chosen as sample subjects (Saunders, 2009). This means findings obtained from this study cannot be generalised to the population.

3.5.1 Triangulation

Saunders, Lewis and Thornhill (2009) mentioned the use of mixed methods. Though they mentioned this with regards to the use of qualitative and quantitative research methods, this research employed triangulation of sampling strategies. Judgemental sampling and convenient sampling were employed in this qualitative research to cater for limited time and to eliminate challenges associated with each method as summarised in Table 3.3 below, highlighting advantages and disadvantages of convenience, judgemental and quarter sampling as major types of qualitative research.
Table 3.3 Advantages and disadvantages of sampling methods used

<table>
<thead>
<tr>
<th>Sampling design</th>
<th>Description</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience sampling</td>
<td>The most easily accessible members are chosen as subjects</td>
<td>Quick convenient and less expensive</td>
<td>Not generalisable at all</td>
</tr>
<tr>
<td>Judgemental sampling</td>
<td>Subject selected on the basis of their expertise in the subject investigated</td>
<td>Sometimes, the only meaningful way to investigate</td>
<td>Generalisability is questionable. Not generalisable to the entire population</td>
</tr>
<tr>
<td>Quota &amp; purposive sampling</td>
<td>Subjects are conveniently chosen from targeted groups according to some predetermined number or quota.</td>
<td>Very useful where minority participation in a study is critical</td>
<td>Not easily generalisable.</td>
</tr>
</tbody>
</table>

SOURCE: Saunders (2009)

The sampling methods employed by this study sought to address the different issues that were being incorporated in this study. Convenient sampling failed to include women who are a small fraction of employees at Ministry of Mines. It also failed to include the small fraction of employees above 50 years and above yet their responses were perceived as important. The researcher also considered that expert respondents or professionals needed to be selected for the study, therefore this method failed to ensure that they were available and conveniently placed to be selected. Therefore, the researcher triangulated sampling strategies by incorporating judgement and quota and eliminate sampling deficiencies realised from using one strategy.

3.5.2 Convenience sampling

According to Saunders (2009), this method entails collection of information from members of the population who are conveniently available to provide it. Employees working for Ministry of Mines who were conveniently available to provide information were interviewed or administered with the questionnaires. Not all the employees were always available for the research, for some were attached to mines, some were on vacation leave, some were pursuing lengthy business
assignment some like those in the F grades are committed with chasing the Government projects and some were away on social grounds. This did not affect the progress of this research. Convenience sampling was employed and those available were asked to provide responses and guide the findings of what is the effect of job satisfaction on employee performance.
3.5.3 Judgemental sampling

Purposive sampling involves obtaining information from specific target groups. One method of obtaining such information is through judgemental sampling. Judgemental sampling involved the choosing of subjects who were in the best position to provide the information required by the research (Saunders, 2009). The study sought to find the effect of job satisfaction among the employees in the Ministry of Mines and Mining Development Manicaland provincial office. The researcher therefore used personal judgements in sampling and selecting employees who responded in this study. Those who left the organisation but were able to be tracked, those who have raised verbal and written complaints to their supervisors or the human resources office, females against male respondents, degree holders, diploma holders and non-certificate holders were also selected as subjects for through this strategy. The main reason for using this sampling strategy in this study was that it targeted the correct respondents that satisfy the researchers judgements.

3.5.4 Quota Sampling

Is the second type of purposive sampling that took into consideration capturing information from subjects of different age groups, sex and upbringing of the elements of the population. The subjects who were selected using this method were predetermined. The MMMD, D.E T had 16 women and 26 men. Among those who left the organisations there were 15 males and 3 females. Therefore, the order in this group was observed to preserve the relationship between the sample and the population. Besides Saunders (2009:277) mentioned that quota sampling is almost the same a stratified sampling, and becomes a necessity ‘when a subset of the population is underrepresented in the organisation’. In this case there was convincing possibility that some important characteristics of the population such as the grades, the sex, the organisation deserters in their various demographic characteristics were included in the sample.

3.5.5 Sample size

Bisman (2010) posits that, the bigger the sample size the more it will be representative of the whole population. Anderson (2004) had also earlier suggested an appropriate sample size for a qualitative study is one sufficiently answers the research questions. A sample of 40 employees was administered with questionnaires and a response rate of 100 percent was realised. In order to reveal locutionary and elocutionary factors that affect performance through job satisfaction the
following data collection methods were used. The subject of satisfaction showed that it excited respondents so much such that a good response rate was realised, given that the research was conducted during a time when labour was so at contemplating to do salary negotiations with employers.

3.6 Data collection methods
This research used both primary and secondary sources of data. Some of the information was obtained as first-hand information and some was obtained from sources that primarily were not created for this study. The main data collection instruments used in conducting this research include questionnaires, unstructured interviews, review of desktop information and review of unobtrusive information.

3.6.1 Questionnaires
Saunders (2009:197) defined a questionnaire as a ‘pre-formulated written set of questions to which respondents record their answers, within closely defined alternatives’ At least 40 questionnaires were administered. The questionnaire was divided into 3 sections. The questionnaire starts with the researcher introducing himself and briefly narrated the purpose of the study in the introductory part of the questionnaire. The respondents were also informed of their right not to participate and withdraw in the event that they feel so. They were also assured that their identity remains confidential and the information being collected was only used for academic purposes.

The second section sought to find biographical data of respondents and other issues. The questionnaire asked the respondents to either agree, disagree or remain neutral to a given list of statements. The respondents were then asked to recall how their performance was affected using open questions. The scales used in the questionnaires were just nominal since there was no absolute zero starting point and were mainly interested in how many people agree or disagree to assertions.

The advantage of using the questionnaire method was that it did not interrupt the flow of work since respondents completed it during their own time. The respondents were assured of anonymity and it was less costly. The questions were clarified by pretesting the questionnaire prior to final administration. Out of 10 pilot study respondents that were given the questionnaire outside the ministry setting 90%of them managed to deduce the demands of each question and
use the questionnaire correctly. Again a personal contact of the researcher at the beginning of each questionnaire was inserted for clarification purposes. The researcher also helped by defining vocabulary that proved difficult in the introduction.

For those respondents who were no longer part of the organisation an electronic questionnaire was administered. It was sent on their emails and they were notified by a phone call to respond. A response rate of 86% of the electronic mails was received. The main advantage of this method was that it limited the cost of the research since the researcher and the respondents are all computer literate and had access to company internet in their respective workplaces. Those who failed were asked to complete questionnaires over telephone facilitated interviews. This mixing of methods made the data collection process smooth and easier.

The researcher was aware that using a questionnaire in studying job satisfaction has been previously associated with analysing the data using statistical approaches in previous researches. However, questionnaires are analysed in a two-way approach (Saunders, 2009). They allow data to be analysed statistically and qualitatively. The researcher needed partial statistical decisions to decide the percentage of employees who were satisfied by a particular job satisfaction dimension. Since the research was concerned with establishing job satisfaction trends along 20 dimensions borrowed from the Minnesota Satisfaction Questionnaire (MSQ) and the Qualtics Satisfaction Questionnaire (QSQ), it was done in the form of a descriptive index that compared each dimension trends to demographics (Nguwi, 2015)

3.6.2 Focus group discussion
This research used a focus group to find out the major reasons affecting performance in the Ministry of Mines at Manicaland provincial office. Responses elicited from the focus group helped clarifying the open questions included in the questionnaire. The focus group was conducted with a set of guiding questions drawn from research questions of this study

3.7 Data Analysis and presentation
Most of the data collected through this research was analysed using descriptive statistics. The questionnaire placed responses on a continuum that ranged from agree, neutral and disagree. The researcher calculated the job satisfaction index by adding all agreed responses and dividing them by the number of total respondents then multiply that by hundred to find a satisfaction index for each dimension. Since the questionnaire borrowed from several job satisfaction instruments such as the Minnesota satisfaction questionnaire and the Qualtics satisfaction Questionnaire more than 20 dimensions were included. The analysis was done by comparing how respondents responded
to each question and adding similar responses together before converting it into a percentage of index figure.

Responses were also analysed by counting the number of employees who agreed, disagreed and remained neutral on given dimensions. The method of calculating Employee Satisfaction Indexes (ESI) which was used by Nguwi (2014) to calculate Employee Engagement Indexes (EEI) was adopted.

**Total agreed responses**
Possible responses \( \times \) total number of questions \( \times \) 100%

After finding the job satisfaction indexes for each dimension the responses from the focus group discussion were then analysed as words and the researcher constructed reality using those words, sentences and paragraphs from respondents. The questionnaire responses qualified the position of employee satisfaction or dissatisfaction. It however was assisted by focus group responses whose responses were analysed qualitatively to qualify the effect of employee satisfaction on optimal performance. Therefore, the triangulated data collection tools presented a holistic view in the data analysis process. Qualitative data was received in the form of words. Responses received from individuals who participated in the focus group study were in the form of words. The researcher was aware of the difficulty in handling qualitative data overcame this by following prescribed guidelines on analysing qualitative data (Miles & Huberman, 1994). This research followed the three steps of analysing qualitative data namely data reduction, data display and drawing of conclusions.

Data on the questionnaire was, displayed and conclusions drawn. In data reduction, the researcher selected, coded and categorised the data. Coding According to Kassajain (1977) as cited in Saunders 2009, refers to the analytic process through which the gathered qualitative data was reduced, rearranged and integrated to form conclusions. Coding helped to draw meaningful conclusions about data. Codes are labels which were later turned into ‘categories’ and the process was done in an iterative formula to discover connections between data patterns (Saunders, 2009:373). Coding was done on words, sentences, paragraphs and themes. After coding the researcher chose the unit of analysis and categorised the data. The data was then compared with focus group discussion findings.
The data was then subjected to various presentation methods including selecting quotes, graphs, charts and tables. Finally, the resultant patterns were used to draw conclusions.

3.8 Ethical considerations
Hart (2005) mentioned that very study observes ethical considerations. Ethical considerations play a pivotal role in research by ensuring that the research has been done within the confines of law. Research can be subjected to scrutiny on the basis of ethical considerations and its findings can be invalidated on the basis of validity and reliability issues, if research ethics are not followed.

However, this research observed ethics on confidentiality and informed consent

3.8.1 Confidentiality
Saunders (2005) noted that a lot of respondents were keen to know how the research went. However, treating information given by the respondent with confidentiality is one of the responsibilities of the researcher. Once a questionnaire was completed by a respondent, or once responses had been taken from respondents that questionnaire was treated as confidential and no other person was allowed to peep into the responses.

3.8.2 Informed consent
This research ensured that all subjects were informed of the purpose, scope and process of the research. All subjects also willingly offered to participate in the study and were aware of their right to withdraw once they felt the study was over intrusive. Sufficient caution was taken by the researcher that no disguise was employed as part of the study.

3.9 Chapter Summary
The chapter has discussed the methods and strategies used to conduct this research by the researcher. It focused on the research design, research subjects, research instruments, data collection procedures as well as data presentation and analysis procedures used in the research. The researcher also gave reasons why the data collection tools were suitable in the research study. The next chapter presents the responses and analyses conducted in the research.
CHAPTER FOUR

FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter presents the results and findings of the study on the effects of job satisfaction on employee optimal performance using a case study of MMMD-MPO. The main objectives of this research were to:

- To find out the factors that affect performance of employees in the Ministry of Mines.
- To analyse the performance management systems of the Ministry of Mines.
- To investigate the level of employee engagement in the Ministry of Mines.
- To recommend measures that can improve satisfaction of employee and performance.

The study involved respondents selected across 8 sections at the provincial office. Questionnaires were administered to 40 qualitatively selected respondents. The results indicate that the overall satisfaction index for Ministry of Mines and Mining Development is 51.8% which means that per every 10 employees, 5 of the employees were satisfied with their work and 5 of the employees were not satisfied with their work. The results showed a fragmented outcome which is not ideal for effective performance.

4.2 Respondents Profile

The characteristics of respondents who participated in this study such as gender, age, education and employees’ working experiences were explored. The data was then analysed using descriptive statistics and classified according to the nature of responses that were given and analysed.

4.2.1 Gender Distribution

Table 4.1 indicates that 67.5% of the (40) respondents involved in the study were males while 32.5 % of 40 respondents were females. The result showed that majority of workers at Ministry of Mines and Mining Development involved in the study were more male than women.
Table 4.1 Gender Distribution of Respondents

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Still in the Ministry</td>
<td>20</td>
<td>11</td>
</tr>
<tr>
<td>Left the Ministry</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Aggregated totals</td>
<td>27</td>
<td>13</td>
</tr>
<tr>
<td>Percentage</td>
<td>65.5%</td>
<td>32.5%</td>
</tr>
</tbody>
</table>

Source: Researcher

As reflected in Table 4.1 above more males were leaving the MMMD –MPO than females.

Table 4.2 Gender Distribution of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>female</th>
<th>male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people</td>
<td>13</td>
<td>27</td>
</tr>
</tbody>
</table>

Figure 4.1 Gender Distribution of Respondents

Source: Researcher

4.2.2: Age of respondents

The age distribution in Figure 4.3 indicates that, 11 out of 40 respondents have 24-29 years of age making 27.5% of the respondents, 13 out of 40 of the respondents are between 30-36 years.
old making 32.5%, 5 respondents apiece; had 37-42 and 43-48 years respectively representing 12.5%. In the other category 4 respondents were aged between 49-54 making 10% and finally 1 respondent was in the 55-65 age category, making 2.5% of the respondents. Industrial Psychologists found out that employees who are below 35 years are loyal to their careers and those in the middle ages late 30s to the early 50s are loyal to their jobs. The late 50s age group are loyal to their masters, experienced, have already settled and hence less likely to leave their jobs. This is consistent with the desktop findings of this study where 16 out of 19 of the population from which the respondents of this study were selected, who left the Ministry of Mines were below 35 years. And only 3 were above 35 years.
Table 4.3 Age of respondents

<table>
<thead>
<tr>
<th>Age Range</th>
<th>19-23</th>
<th>24-29</th>
<th>30-36</th>
<th>37-42</th>
<th>43-48</th>
<th>49-54</th>
<th>55-65</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of People</td>
<td>0</td>
<td>11</td>
<td>13</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

Figure 4.2 Age of respondents

Source: Researcher

4.2.3 Employees Working Experience

In relation to length of time that respondents have worked for Ministry of Mines and Mining Development, 3 employees have served for less than one year, 1 employee served for between 1-2 years, 29 employees had served for between 3 and 5 years, 3 respondents had served for between 5-10 years of service and 4 employees had more than 10 years of service as illustrated in the pie chart below.
4.2.4 Employees current position.

Employees in the MMMD-MPO are graded on the basis of educational qualifications and experience. Among the respondents who participated in this study 2 Directors responded to the questionnaire representing 5% of the respondents, 1 deputy director (2%), 5 Engineers(12%), 12 Technicians(30%), 3 Assistant to Officers(8%), 9 Officers(23%), 6 clerks/orderlies(15%) and 2 secretaries (5%). Among these respondents, 17 out of 40 (42.5%) of them are in the decision making grades and 23 out of 40 representing 57.5 %, are in non-decision making and are responsible for implementing of decisions made by those in decision making grades.
### Table 4.4 Employee current position

<table>
<thead>
<tr>
<th>Designation</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>2</td>
</tr>
<tr>
<td>Deputy director</td>
<td>1</td>
</tr>
<tr>
<td>Engineer</td>
<td>5</td>
</tr>
<tr>
<td>Technician</td>
<td>12</td>
</tr>
<tr>
<td>Assistant Officer</td>
<td>3</td>
</tr>
<tr>
<td>Officer</td>
<td>9</td>
</tr>
<tr>
<td>Clerk/Orderly</td>
<td>6</td>
</tr>
<tr>
<td>Secretary</td>
<td>2</td>
</tr>
</tbody>
</table>

### Figure 4.4 Employee position

Source: Researcher
4.4 What factors affect optimal performance in the MMMD-MPO?

After analysing 20 dimensions that were assessed in the questionnaire; the following views were found in those 20 dimensions;

**4.4.1 Achievement**

Out of 40 respondents who took part in this survey, 20 respondents agreed that their work gives them a feeling of personal accomplishment, 14 were neutral and 6 disagreed that they were getting a feeling of accomplishment. Again in line with achievement out of 40 respondents, 29 respondents agreed that they achieved set goals and objectives in their work and 11 of them were neutral. In order to achieve set goals out of 40 respondents, 26 of the respondents were willing to expend extra effort into achieving goals and objectives, 9 were neutral and 5 disagreed that they were not ready to expend enough effort into their work. The trend is that employees felt satisfied with their levels of achievement at work.

**Figure 4.5 Dimensions on achievement**

![Chart showing agreement levels for achievement dimensions.](source: Researcher)
4.4.2 Supervision

Using the supervision dimension 40 respondents were asked to respond to whether their supervisors recognise their contribution. The responses showed that 26 of them agreed that they were being recognised, 8 of them went neutral and 6 of them disagreed that their contribution was being recognised by their supervisors. Again on supervision 12 out of 40 respondents agreed that their supervisors rewarded them for efficiency and effectiveness, 17 were neutral and 11 disagreed that they were not rewarded for efficiency and effectiveness. Finally, when exploring the same dimension of supervision, after getting responses on whether respondents were free to make decisions on customers without supervisor interference, 24 respondents agreed that they were indeed free to make decisions, 9 were neutral and 7 disagreed meaning they were some interferences by supervisors in their decision. Supervisors were not effectively rewarding subordinates which affected satisfaction and performance.

Figure 4.6 Dimensions on supervision

Source: Researcher
4.4.3 Leadership

After soliciting for responses from 40 respondents on leadership, 25 respondents agreed that they are satisfied with the nature leadership in their workplace, 12 of them were neutral and 3 disagreed with the assertion that the nature of leadership in MMMD-MPO, satisfied them. Leaders have a task of delegating tasks to subordinates. Out of 40 respondents who responded to whether duties and responsibilities were being delegated fairly and according to skill of workers, 22 of them agreed, 11 were neutral and 7 of the respondents disagreed with the assertion. However, employees were generally satisfied with their leadership at the time of study.
4.4.4 Communication

Communication among employees of various levels proved that communication did not affect satisfaction and performance. When respondents were asked whether communication from their workmates enhanced performance, 29 of them were in agreement, 10 were neutral and only 1 disagreed. This was further confirmed when the respondents were asked whether they were enjoying team support at work, 26 of them agreed, 10 were neutral and 4 disagreed.

Figure 4.7 Dimensions on leadership

Figure 4.8 Dimensions on communication
4.4.5 Performance management systems

The performance management system is a function of the use of skill, knowledge and a performance framework with the objective of achieving set goals and objectives of the organisation. Forty respondents were asked whether their job made good use of their skills and abilities. The findings showed that 24 of the respondents agreed that their skills and abilities were put to good use, 6 were neutral and 10 disagreed to the assertion. In order to find out whether these skills were there, the respondents were asked whether they had the necessary skills and training for their jobs. The responses showed that 27 respondents had the skills, 5 were neutral on whether they had skills or not and 8 disagreed that they had the skills. When asked to respond to whether they had adequate knowledge to perform, 30 respondents agreed that they had sufficient knowledge to perform, 5 were neutral and 5 disagreed meaning that they may need training. A further question was asked on whether performance management system was motivating the respondents. The results showed that 10 out of 40 respondents confirmed in agreement, 17 were neutral and 13 disagreed.
**Figure 4.9 Dimensions on performance management system**

- **I have the necessary skills and training for my job**
  - Agree: 25
  - Neutral: 5
  - Disagree: 10

- **My job makes good use of my skills and abilities.**
  - Agree: 20
  - Neutral: 10
  - Disagree: 5

- **Performance management systems in the Ministry of Mines motivate me to perform**
  - Agree: 18
  - Neutral: 12
  - Disagree: 10

- **I have sufficient knowledge to perform**
  - Agree: 30
  - Neutral: 5
  - Disagree: 5

- **I am skilled enough to do my job**
  - Agree: 35
  - Neutral: 10
  - Disagree: 5

*Source: Researcher*
4.4.6 Work policies and procedures

In order to find out how work policies and procedure affect employee satisfaction and performance levels, the respondents were asked whether work policies support them to achieve set targets. The result showed that 19 out of 40 agreed that work policies were supportive in the attainment of targets, 9 however were neutral and 12 disagreed. After asking whether work procedures were also clear and supportive to performance of given tasks, 25 of the respondents agreed, 8 were neutral and 7 disagreed.

Figure 4.10 Dimensions on work policies and procedures

Source: Researcher

4.4.7 Salary, allowances and fringe benefits

Forty respondents responded to assertions regarding salary, allowances and fringe benefits. When asked whether their salary satisfied them to perform effectively, only 1 person agreed, 10 were neutral and 29 disagreed. The same trend repeated itself when respondents were asked whether allowances motivate them to perform well in their jobs. The results indicated that 6 were in agreement, 7 were neutral and 27 were in disagreement that allowances motivate them to perform well. With regards to fringe benefits, the trend was almost similar to the salary and allowances, 8 respondents agreed that fringe benefits inspired them to surpass targets. Respondents were clear and consistent in that salaries, allowances and fringe benefits were the greatest cause of dissatisfaction.
4.4.8 Job characteristics

Respondents also indicated their satisfaction with job characteristics. In their response to whether they perform well in the existing working conditions, 17 agreed 13 were neutral and 10 disagreed that the working conditions were good enough to facilitate performance. When responding to job security as part of job characteristic 22 out of 40 respondents felt safe in their job, 14 were neutral and 4 indicated that were not safe.
Figure 4.12 Dimensions on job characteristics

Source: Researcher

4.4.9 Co-worker support

Respondents were also asked to agree or disagree whether co-workers were supporting them to perform well. The responses showed that 27 out of the 40 respondents agreed that they received co-worker support, 13 were neutral and no workers disagreed to receiving co-worker support. The findings were consistent in the repeated question where respondents confirmed that they were awarded the opportunity to interact with other employees at a formal level.
4.4.10 Work engagement

When asked on how much they are motivated to perform, respondents indicated great division on dedication and commitment to perform. Among the respondents 18 of them agreed that they are motivated to perform, 5 were neutral and 17 were in disagreement. This implies that employees at MMMD-MPO were not sufficiently engaged in their work to perform effectively.
4.4.11 Involvement and participation.
There was also a highly divided outcome when respondents were asked on whether management engages them when planning about the organisation’s future. It was found that 13 agreed to having been involved out of 40, 18 respondents were neutral and 9 respondents disagreed. When asked whether they were satisfied with the level of involvement they get from supervisors on decision that affect their work. At least 20 respondents agreed that they were getting involvement, 14 were neutral and 6 disagreed. The number of employees who were neutral and those who disagree were too big to ensure that the organisation achieves its strategic objectives. Management has to involve employees sufficiently so that they are in the picture of their strategic direction.

Figure 4.15 : Dimensions on involvement and participation

Source: Researcher

4.4.12 Resources
Resource availability is a very important a factor of performance. Nomatter how much satisfaction the respondents could have without resource availability it will be of little significance. After asking the respondents whether they have tools and resources to accomplish their jobs, only 5 indicated that they have the resources to accomplish their jobs, 5 respondents
were neutral and 30 of the respondents disagreed that they had the necessary resources to accomplish tasks

Figure 4.16 Dimensions on supervision resources

Source: Researcher

4.4.13 Company value for workers
Respondents were asked whether they feel they were recognised as important assets of the company and 28 of the respondents agreed that the company valued them, 12 disagreed that they were viewed as important assets of the organisation.

Table 4.5 Company value for workers

<table>
<thead>
<tr>
<th>Question</th>
<th>Dimensions</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees recognised as assets of the organisation</td>
<td>12</td>
<td>28</td>
</tr>
</tbody>
</table>
Source: Researcher

4.5 Company Performance

When asked whether they were keen to see their organisation succeed, most of the respondents (25/40), were very motivated, 12 of the respondents were somewhat motivated and 3 of them were not motivated at all.

Table 4.6 Company performance

<table>
<thead>
<tr>
<th>Question</th>
<th>Dimensions</th>
<th>Very Motivated</th>
<th>Somewhat Motivated</th>
<th>Not At All Motivated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Are you motivated to see your company succeed?</td>
<td>25</td>
<td>12</td>
<td>3</td>
</tr>
</tbody>
</table>
Figure 4.18 Company Performance

Source: Researcher

4.5.1 Company flexibility

Fig below shows the responses elicited from respondents after asking respondents whether they were allocated time to attend to their family responsibilities. The findings showed that 15 respondents were very inflexible and 13 were very inflexible out of the 40 respondents. Again 5 believed that they were somewhat flexibly allocated, with another 5 believing that the company was somewhat inflexible. Only 2 people hanged in the balance, believing that the company was neither flexible nor inflexible.

Table 4.7 Company Flexibility

<table>
<thead>
<tr>
<th>Question</th>
<th>Dimensions</th>
<th>Very Inflexible</th>
<th>Somewhat Inflexible</th>
<th>Somewhat Flexible</th>
<th>Very Flexible</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How flexible is the company in allocating you time to attend to you time to attend to your family responsibilities?</td>
<td>15</td>
<td>5</td>
<td>5</td>
<td>13</td>
</tr>
</tbody>
</table>
Figure 4.19 Company Flexibility

Source: Researcher

4.5.2 Company image against competitor brands

The company still has a bright future in that 23 of the respondents showed that they would definitely recommend a friend to apply for job in the MMMD-MPO, 5 would probably recommend, 7 were not sure, 2 would probably not and 3 were certain that they will definitely not recommend a friend to join the Ministry.

Table 4.71 Company image against competitor brands

<table>
<thead>
<tr>
<th>Question</th>
<th>Dimensions</th>
<th>Definitely</th>
<th>Probably</th>
<th>Not sure</th>
<th>Probably Not</th>
<th>Definitely Not</th>
</tr>
</thead>
</table>

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4.5.3 Discrimination and harassment

An important milestone in the findings on discrimination and harassment is that 25 out of 40 of the respondents did not observe any form of discrimination or harassment. However, any form of discrimination or harassment has the power to tarnish the organisation’s image. With regard to racial discrimination, 2 respondents indicated that they experienced it, 5 respondents were victims of sexual harassment, and 8 respondents were victims of gender based violence.

Table 4.8 Discrimination and harassment

<table>
<thead>
<tr>
<th>Question</th>
<th>Dimensions</th>
<th>Racial</th>
<th>Sexual</th>
<th>Gender</th>
<th>Sexual Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would you advise a friend to apply for a job in your company</td>
<td></td>
<td>23</td>
<td>5</td>
<td>7</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Researcher
Discrimination and harassment

Figure 4.21 Discrimination and harassment

Source: Researcher

4.6 Positive Personal Experience Index (PPEI)

After asking 40 respondents to indicate their positive personal experiences in their jobs, 55% of the respondents agreed that they have positive personal experiences in their job. However, 33.8% were neutral and 11.3% disagreed that there were any positive personal experiences in their job. Positive Personal Experience is a measure of the degree to which employees experience positive satisfying events while working in the Ministry.
4.6.1 Performance Against Average Employees Index (PAAEI)

The research also indicated that 67.8% respondents agreed that they performed better than an average employee in their organisation, 29.7% of the employees were neutral and not sure of their performance against an average employee in their organisation. Finally, 2.5% of the respondents disagreed that they perform better than an average employee in the ministry. PAAEI is a measure of the level of satisfaction among employee derived from comparing oneself performance to significant other worker around them.

Source: Researcher
The employees in the MMMD can be segmented into three segments according to how they perceived satisfaction and performance in their organisation. Those who showed overall satisfaction with in various dimensions by agreeing constitute 51.8 percent of the organisation and are dedicated and committed contributors to the organisation’s success. Those who showed neutral responses are the hesitant group, who require the organisation to intervene and help them reach critical excitatory levels for them to start contributing to the organisation. These constitute 26.3% of the Ministry. The last group are the disillusioned employees, constituting 21.9% of the employees, who feel aggrieved by the betrayal experienced somewhere along their life in the organisation. This group will not perform much in the Ministry and require the company to adopt a number of strategies to ensure that it performs tin the same way or better than the contributors. However, each and every group need to be given its own form of special attention if effective performance is to be attained and sustained.

Table 4.10 below shows the employee satisfaction segments measured using an employee satisfaction index. An Employee Satisfaction Index is the sum of all agreed respondents which is then divided by the total number of possible agreed responses multiplied by 100 percent to give the average satisfaction level of employees in the Ministry.
Table 4.10 Employee segments

<table>
<thead>
<tr>
<th>Employee category</th>
<th>Employee satisfaction Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributors</td>
<td>51.8</td>
</tr>
<tr>
<td>Hesitant</td>
<td>26.3</td>
</tr>
<tr>
<td>Disillusioned</td>
<td>21.9</td>
</tr>
</tbody>
</table>

Figure 4.24 Employee segments

Source: Researcher

4.8 Further analysis of results

4.8.1 Employee satisfaction index by gender

There was consensus between males and females about how satisfaction affected performance at MMMD- MDO. Though females had a slightly higher satisfaction index than their male counterparts the difference between their satisfaction index was insignificant. Approximately 4 in every 10 employees among both males and females were satisfied with their work. This means when addressing factors affecting satisfaction and performance, management should be gender blind and treat the issue as cross cutting. An average number of both males and female were equally satisfied with their jobs at MMMD -MPO
4.8.2 Employee satisfaction index by age

Among the 24 to 29 age group, employees had an average satisfaction index of 46 %. This means approximately 4 employees per every 10 employees in the MMMD-MDO in this age group were satisfied with their work and show higher engagement levels in pursuit of their performance.
Figure 4 Employee satisfaction index among 24-29 age group

Source: Researcher

Fig 4.26 reveals that among the 30 to 36 age group, employees had an average satisfaction index of again 46 %. This means approximately 4 employees per every 10 employees in the MMMD-MDO in this age group were satisfied with their work and show higher engagement levels in pursuit of their performance

Figure 4.26 Employee satisfaction index among 30-36 age group
Employees who are in the 37 to 42 age group, had an average satisfaction index of 60%. This means approximately 6 employees per every 10 employees in the MMMD-MDO in this age group were satisfied with their work and show higher engagement levels in pursuit of their performance.

**Figure 4.27 Employee satisfaction index among 37-42 age group**

In regard to employees in the 43 to 48 age group in Fig 4.30 below, employees had an average satisfaction index of 40%. This means approximately 4 employees per every 10 employees in

**Source: Researcher**
the MMMD-MDO in this age group were satisfied with their work and show higher engagement levels in pursuit of their performance.

**Figure 4.28 Employee satisfaction index among 43-48 age group**

![Employee satisfaction index among 43-48 age group](image)

**Source: Researcher**

Among the 49 to 54 age group in Fig 4.31 below, employees had an average satisfaction index of 25% meaning approximately 2 employees per every 10 employees in the MMMD-MDO in this age group were satisfied with their work and show higher engagement levels in pursuit of their performance.

**Figure 4.29 Employee satisfaction index among 49-54 age group**
For employees in the 55 to 65 age group in Fig 4.32 below, employees had an average satisfaction index of 100%. This means approximately 10 employees per every 10 employees in the MMMD-MDO in this age group were satisfied with their work and show higher engagement levels in pursuit of their performance.

Source: Researcher
4.8.3 Employee satisfaction index by grade and position at work
Employees in the Directorate grades generally showed a very high employee satisfaction index of 100%, as shown in Fig 4.31 below. Employees in this grade seem to exhibit high satisfaction levels and are willing to perform to the best of their effort.

Source: Researcher
Engineers in Fig 4.32 below, exhibited a 17% satisfaction index. This means less than 2 in every 10 Engineers were happy in the MMMD–MPO. The performance of this group is likely so much compromised due to dissatisfaction.

**Figure 4.32 Employee satisfaction index among Directors**

![Pie chart showing employee satisfaction index among Directors](image)

**Source: Researcher**

Fig 4.33 show that, among Technicians, there is a satisfaction index of 33% which implies that 3 in every 10 Technicians were happy and ready to perform well in the MMMD-MPO.
Figure 4.33 Employee satisfaction index among Technicians

Source: Researcher

Fig 4.34 shows that, Assistant Officers had a satisfaction Index of 100% which implies that 10 out of 10 among the employees in this category were satisfied with their work. Most of these people would perform effectively in their respective jobs.

Figure 4.34 Employee satisfaction index among Assistant Officers
Fig 4.35 revealed that among the Officers’ category, employee satisfaction index is below average. This category had a satisfaction index of about 44%, implying that 4 in every 10 employees were satisfied with their work.

**Figure 4.35 Employee satisfaction index among Officers**

Source: Created by researcher from data collected

Fig 4.36 revealed that, among clerks there is a balance of probabilities in terms of performance. The satisfaction index is 50%. This implies that per every 10 employees in this category, 5 of them are satisfied and will perform efficiently.

Source: Created by researcher from data collected
Figure 4.36 Employee satisfaction index among Clerks

Source: Created by researcher from data collected

Fig 4.37 shows that secretaries are a satisfied group. They reported an employee satisfaction index of 100%. Therefore, there is likely to be effective performance among secretaries such that per every 10 of them all of them will be effective.

Figure 4.37 Employee satisfaction index among Secretaries

Source: Researcher
4.9 Focus group responses

In order to buttress the findings obtained from the questionnaire, a focus group discussion consisting of 8 employees, from eight sections. was conducted. The participants in the focus groups were asked the following question;

‘What are the major reasons affecting performance in the Ministry of Mines at Manicaland provincial office?’

The responses that dominated the focus group which were captured in verbatim as follows;

Participant 1 (P01) said that;

‘All the other things seem to be good with me. What makes me unhappy most is my salary. I get money that is not even enough to take care of my welfare. I at times think of a time when I will be married, whether I will be able to take care of my needs. I cannot even buy proper clothes for work.’

Participant 2 (P02) said that;

‘I believe I am not the first one to tell you that everyone comes to work for a reward. Our children expect to be taken care of. I am sure even yourself you need money to feed your family, to transport your kids to school and to eat. It is common knowledge that government is ill-treating us. There is no way you expect us to perform to the best of my ability when I am aggrieved.’

Participant 3 (P03) said that;

‘It is common knowledge why we are not meeting targets here. We put a lot of effort, but effort is nothing without being sufficiently resourced. When we meet some of the targets like we did this year, let that effort be appreciated. Instead you see someone sitting in a high office enjoying your sweat when you continue to languish in poverty. There is the issue of a voucher that used to thank employees it simply disappeared without an explanation. Basically we are not recognised as employees. We contribute million but we don’t even get a thank you’

Participant 4 (P04) said that;

‘I want to thank you for bringing this brilliant idea of researching on this thorny issue. Two major causes why we are not meeting targets are that we do not have resources to use and we are not given money to motivate us. Field work is about travelling and subsistence costs. If you do not have those you cannot guarantee that I am going to produce a meaningful result. As an employee
I see that my dignity is mocked by the salary I get. I cannot guarantee results as long as I am not motivated to get that result.’

Participant 5 (P05) said that;

‘I joined the ministry some 12 years ago. My salary that I get never changed. I have continuously improved my qualifications with the expectation that my salary will improve and meet my growing needs. However, I don’t see that happening. Then what is the basis for me to meet the targets. A relationship of an employee and his organisation is mutual. If there happens to be opportunities elsewhere, I will not hesitate to hand over my resignation. Honestly I am justified to leave your company for another when you are as irresponsible as you are today’

Participant 6 (P06) said that;

‘I think there are a few positive things I comment the ministry for doing to its employees. We get a lot of support from fellow colleagues and friends without hindrances. If it were not that, I tell you we would all have left this place. Leadership was too proud and not kind to staff since we opened this office. This is made worse when we consider decisions being made today by our Head Office, which is made up of selfish individuals who do not support work. Coupled with all this is my salary which had been totally eroded by the ongoing inflation. I am sure you understand this’

Participant 7 (P07) said that;

‘Agreed or not agreed the central issue to our performance is the peanuts we are earning. We complement the employer’s effort not that we use labour which we should reserve to see the next day to complement an irresponsible employer. I believe everyone agrees that production is complemented by a reward.’

Participant 8 (P08) said that;

‘I want to compare with those working at ZCDC if a guard is getting $800 and all the other low ranking staff gets that. I am an Officer, an Engineer for that matter, or Geologist and you give me a salary equivalent to $100US dollars. Do you think I will perform? Do you think I will stand in front of a ZCDC boss and ask him why he is not performing when his lowest paid worker can pay me for 8 months? The problem is government bundles up all its sectors and treat them in the same way yet some sectors are not producing anything.’
The dominant theme in these responses were categorised as follows,

<table>
<thead>
<tr>
<th>Dominant theme</th>
<th>Number of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>8</td>
</tr>
<tr>
<td>Resources</td>
<td>4</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
</tr>
<tr>
<td>Co-worker support</td>
<td>1</td>
</tr>
</tbody>
</table>

**Analysis of findings**

The general agreement among participants in this focus group discussion is that employees are not dedicated and committed to their work because they are not rewarded in the way they expect. Participant 1 said that what makes him sad is the way he is compensated. The implication is that happiness is an important aspect of the participant’s performance. Compensation on the other hand determines the participant’s happiness. This employee confirms that as an employee satisfaction levels are low and cannot transform into performance. Participant 5 indicated that since the participant joined the ministry some 12 years ago he has not received an increment or change in grade despite the effort the participant placed on self-growth. Participant 7 also confirmed that ‘the central issue towards our performance is ‘the peanuts we are earning’ Meaning salaries were not enough to excite performance.

Advancement while at work is part of the performance management framework that a company is using. If an employee does not receive appraisal for the reasons why the employee is not being recognised, the implication is that the performance management process needs attention so that it links employee experience, contribution and self-growth to rewards.

Another participant indicated that ‘I cannot perform to the best of my ability when I am aggrieved’ The gist of his response was that the participants needed enough income to meet his expenditures therefore the participant was not in a position to expend much of his effort to achieve organisational outcomes when his welfare was not being satisfactorily met. The implication of this response is that the employee was not committed and dedicated to perform. Therefore, his engagement level was low because of the perceived difference between the participant’s input into his work and the rewards that he got.

Another important insight from participant 3 indicated that employees put a lot of effort but they were not receiving even ‘a thank you.’ The participant cited things like vouchers as being
withheld without it being communicated to employees. Three important things were cited in this response. Rewards were not effectively being utilised to thank the effort of the employee. Secondly, benefits play a significant part in motivating employees. The third theme is that communication systems between management and staff were also weak. Even if management could be having important reasons to withdraw a particular employee benefit, it is necessary to communicate when withdrawing benefits that are enjoyed by employees.

The fourth respondent cited the shortage of resources as the reason why performance was poor. Shortage of resources may lead to conflict emanating from sections competing from the resource shortage. Bakker and Damerouti (2007) developed a Job Demands-Resources model that propounded the importance of resources to performance and in this research the theme repeated itself hence confirming model.

Participant 6 confessed that, co-workers support played a significant satisfaction role in their work life to the extent that it overshadowed their choice leave the organisation. Despite the effects of poor salaries, they continued to cling onto their work.

Another emergent theme from the response of the 5th participant was the issue of the performance management process ‘the RBM’. The respondent cited the role of the performance management process as having a net effect on satisfaction and performance. The participant cited the process as ‘boring’ meaning it was not exciting performance. The finding was consistent with Rivai (2015), who found out that performance appraisal systems were created to motivate employees but they have since lost value because they are otherwise demotivating employees.

Participant 6 cited that leadership pride was part of dissatisfying issues at MMMD-MDO. It was previously established in the literature that leadership style has an important bearing on employee satisfaction. It also affects employee performance. The amount of work output that an employee generates is a function of the leadership style.

Participant 8 compared itself to other employees in the mining sector. Ministry of Mines was losing some of its efficient employees to competitors as established in the background. The responses from participant 8 could be the best explanation of this staff attrition trend. Evidence showed that most of the losses of employee could be a result of the dominant theme of poor remuneration.

It is evident from the responses that salaries and resources dominated as the main causes of employee poor performance. The focus groups responses revealed that employees were not
happy about their low salaries. They were also not satisfied with doing work while they do not have the resources to do the work. Another finding is that the employees expressed concerns about their leadership which was not supporting work. However, there were indications that co-worker support was good at Ministry of Mines and Mining Development.

4.10 Implications of findings
The findings for this study require that specific human resource management interventions be adopted so that performance at the provincial office is put to a check and improved. This research found out that the major challenges at the provincial office are resources to perform jobs, salaries, allowances and fringes benefits. However, over and above all the employees show a divided institution that requires excellent leadership skills to achieve its vision, mission, goals and objectives. In most of the measured dimensions, there is clear evidence that there is no unity of purpose as reflected in the diverse opinions. It is possible that employees are motivated to pursue performance objectives and 50% are either sitting on the fence or not ready to perform.

4.11 Implications in relation to problems at MMMD –MPO
In order to address observed challenges of absenteeism, staff turnover, corruption, late coming, staff dishonesty; there is need to adopt systematic interventions on various employees’ categories using a segmented mode and according to findings.

4.12 Conclusion
This chapter presented the responses and analyses conducted in the research using graphical and descriptive statistical representations. The next chapter summarised the entire research, drawn conclusions from results related to the research questions, made recommendations from results related to research questions and made recommendations on areas for further study.

CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS
5.1 Introduction

After presenting responses and drawing an analysis on the research that sought to find the effect of job satisfaction on employee optimal performance using a case study of the Ministry of Mines and Mining Development – Manicaland Provincial Office, this chapter summarises this research from chapter one to chapter four, taking into account the conclusions drawn on each research question raised in chapter one. Finally, recommendations were then made against the research propositions and areas of future study identified.

5.2: Research Summary

This research was conducted to find the effect of job satisfaction on employee optimal performance using a case study of Ministry of Mines and Mining Development. Chapter one discussed the background of the study, statement of the research problem, purpose of the study, study objectives, research questions, propositions, significance of the study, limitations, delimitation of the study, the research assumptions, the chapter layout, and a summary of the assumptions under which the research study was done.

Chapter two covered issues on the definition of literature review, its purpose, sources and review process, definitions of job satisfaction and performance, classical relationship between satisfaction and employee engagement and participation, effects of employee engagement and participation on performance, factors that affect job satisfaction, job satisfaction and employee performance in the mining sector, findings from previous researches, analysis of findings from previous researches, relationship of satisfaction and motivation, facets of job satisfaction, dimensions of performance, performance measurement, performance management systems used in the Ministry of Mines, job satisfaction as leadership, strategy and the human resources management, the theoretical framework and chapter summary.

Chapter three outlines the activities employed by the researcher in collecting data from the field. It also focused on the research design, research subjects, research instruments, data collection procedures as well as data presentation and analysis procedures used in the research. The chapter also outlined the steps taken by the researcher in undertaking the research. The researcher also supplied reasons why the data collection tools were suitable in the research study.

Chapter four focused on data presentation and analysis. The data was collected and presented in graphical, tubular and narrative forms (descriptive statistics). The data was then analysed in a bid to solve the research problem.
Chapter five summarises this research from chapter one to chapter four taking into account the conclusions drawn on each research question raised in chapter one. Finally, recommendations were then made against the research propositions and areas of future study identified.

5.3: Summary of research findings.

5.3.1 Objective 1: Salaries, allowances and fringe benefits
The first objective of this research was to find out which factors affect job satisfaction and employee optimal performance. After analysing the results of this study, the research identified the major cause of poor performance at MMMD –MPO as salaries, allowances, fringe benefits, resources, the performance management process, poor value for workers by the ministry and a weak involvement and participation policy. These problems are the major causes of job dissatisfaction which in turn led to poor performance at Ministry of Mines and Mining Development. Previous researches (Xu & Goedegebuure, 2005), had suggested mixed findings on the effect of salaries as benefits on job satisfaction. However, this study confirmed that salaries affect job satisfaction and in-turn affected employee performance on set targets.

According to Jali (2015), the findings from this study were consistent with findings from studies in the South African Platinum Mines, who established that pay drove workers productivity in the platinum mining sector. Factors that seem to be less important in other sectors such as pay and resources proved to very important in the mining sector. They are believed to be factors extrinsic to the job but are a significant satisfier in the mining sector.

5.3.2 Objective 2: Performance management system
The second objective was to find out how the performance appraisal process affect job satisfaction and employee performance. It was found out that in-order to perform well resources need also to be increased for most of the employees so that they have the means to attain their goals and objectives. Employees contemplated that work should be matched with resources supply so that the work is performed. Managers and supervisor were also making important and strategic decision without involving their subordinates.

Besides resources, the United States Performance Management Framework should be used for benchmarking reward management in the Public Service. Rewards were singled out as the major reason in both focus group responses and questionnaire responses as the most important problem in performance management.
5.3.3 Objective 3: Employees engagement levels
The third objective entails finding out how employee engagement affected performance at MMMD-MDO. The findings showed that employee engagement levels in MMMD-MDO are low. Only 51.8% of the employees are satisfied with their work. Salaries, Fringe benefits, allowances, resources and a weak performance management system have been identified to be the major issues affecting dedication and commitment to performance. Masalach (2008) defined this degree of dedication and commitment to one’s work as employee engagement.

It was also found that absenteeism, staff turnover, corruption, late coming and staff dishonesty were all functions of job dissatisfaction. These can be improved if the ministry improves its performance management process, salaries, allowances, fringe benefits packages, value for workers and increasing participation and involvement of its workers.

5.4 Research conclusions
5.4.1 Objective 1: Salaries, allowances and fringe benefits
This research concluded that employees were generally dissatisfied with their salaries fringe benefits and allowances which in-turn affected performance at MMMD-MPO. Salaries for civil servants are static and are not reviewed on a regular basis to address changes in the economic environment. Performance was not rewarded basing on efficiency and effectiveness of individual employees. Rather employees were rewarded through unclear circumstances which are not related to the job. Non performers and performers were getting uniform rewards and this was inhibiting effective performance.

Objective 5.4.2 Objective 2: Performance management system
It was also concluded that the performance management system contributed towards worker dissatisfaction because of its failure to differentiate effective employees from ineffective employees. Furthermore it was not linked to the payment of rewards, promotions, regarding and form of upward and horizontal movements of people. This affected the morale of staff and caused worker dissatisfaction which in turn led to poor performance.

Objective 5.4.3 Objective 3: Employee engagement levels
The research unearthed that 51.8% employees were dedicated and committed to their work. This implies that 48% of the employees were not willing to expend extra effort towards their work due to the
issues of poor rewarding system and performance management system that was not linked towards their mobility at work.

5.5: Recommendations
In order to improve worker satisfaction, salaries, fringe benefits and allowances for civil servants should be constantly reviewed to meet the economic climate and social pressure that the employees will be meeting. Not only should they reflect external environmental needs but the rewards should reflect the employees’ input into his or her work. Remuneration systems should reward performers well and discriminate them from poor performers.

Ministry of Mines and Mining Development needs to come up with a competitive remuneration policy that complement the Public Service Commission of Zimbabwe wages, which are highly uncompetitive and causing public servants dissatisfaction in Zimbabwe. According to Nguwi (2015:1), most companies in Zimbabwe are retrenching their workers and many companies are failing to remunerate their employees. The Economy of Zimbabwe is anchored on a competitive mining sector as espoused in the Transitional Stabilisation Programme which is a government blueprint for the 2030 vision. Without addressing salaries, allowances and benefits that workers get, performance may not reach expected levels. While in the face of higher labour turnover, competition for Mining technical labour is very high in the SADC region. This conclusion and recommendation is consistent with ChimaniKire (2007) and Sur et al (2004), who found out that job satisfaction and performance increase with increase in satisfactory salaries.

The ministry also need to allocate a strategic amount of its resources towards its employees as a way of empowering employees to perform their duties. Performance therefore should be redefined to include skill, ability, motivation and resources for effective performance to take place. From the findings, it is evident that Manicaland Provincial Office has a highly divided system. Though it may not be evident in the sight of management but in terms of job satisfaction employees are not united to pursue the same goals and objectives. There is need for leadership that can come into the picture and utilise salaries, allowances, fringe benefits, resources, effective performance management framework to bring together employees and chase the same goals and objectives.

There is need to investigate rewarding systems at Ministry of Mines. Rewarding is part of the performance management process. Outcomes of this study showed that employees are not
satisfied because of the performance management process and the rewarding process. The United States Performance (2017) management framework stipulates that performance management process starts with planning, monitoring, development, rating and rewarding. This entire management process need to be adopted by MMMD as part of its Human resources management policy in order for the performance management process to stimulate performance.

Whereas the above issues were viewed as pertinent, it is imperative for management in Ministry of Mines to note that they are leading a highly divided workforce which have no common ground to perform and therefore they need to direct their effort at all the dimensions that were mentioned in this study in-order to increase worker performance through fostering unity of purpose. Gwavuya, (2010) once recommended for provision of salaries that are above the poverty datum line, adequate allowances, non-monetary incentives such as housing and car loans and creation of an environment that encourages teamwork and reduce the work burden among staff. This recommendation should be upheld and a three tier strategic intervention need to be crafted for the three types of employees identified in this research to improve performance at MMMD-MDO. A strong performance management policy coupled with a competitive remuneration policy will be an ideal recommendation to combat worker burnout in this setup.

5.6: Further studies
Performance remains a challenge in most public and private organisations in Zimbabwe and Southern Africa in general. The mining sector is growing world over however, in the Southern African Region it has attracted so much attention of international and local investors. Performance in this sector is however important in sustaining countries such as Zimbabwe, Malawi and Tanzania which have adopted resources based models of developing their economies. Ensuring that satisfaction levels of employees are checked regularly to in order to eliminate labour related challenges such as industrial job action, turn over and under performance is more important. Research should continue to occupy this space of monitoring satisfaction trends and performance trends in critical public service environments that continue to underperform.

5.7 Chapter conclusion
This chapter concluded this study by giving a summary of all the chapters. It also gives a summary of research findings, drawn up conclusions, makes recommendations and identified areas for further study.
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Annexure 1: Table 1: List of minerals in Manicaland and their location

<table>
<thead>
<tr>
<th>MINERAL</th>
<th>USES</th>
<th>DISTRICT</th>
<th>MINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold</td>
<td>Jewellery, coinage and bullion backing, electronics (cell phones, calculators, GPS manufacture), computer manufacture, dentistry, aerospace, glassmaking.</td>
<td>Chimanimani, Makoni, Mutare, Mutasa, Inyanga</td>
<td>Redwing mine, Small Scale mining</td>
</tr>
<tr>
<td>Phosphate</td>
<td>Manufacture of fertilizer and preservatives and phosphoric acid</td>
<td>Buhera</td>
<td>Dorowa mine</td>
</tr>
<tr>
<td>Vermiculite</td>
<td>Horticulture, additive to fireproof wallboard, explosives storage as a blast mitigant, slow cooling of hot piece, glassblowing, lampwork, steelwork, and glass bead making</td>
<td>Buhera</td>
<td>Shawa Mine Wickberry Mine</td>
</tr>
<tr>
<td>Copper</td>
<td>Coating, manufacture of electric equipment, alloying.</td>
<td>Makoni</td>
<td>Inyati Mine Headlands</td>
</tr>
<tr>
<td>Tantalite</td>
<td>Capacitors and other electric components, carbide and refractory super alloy for the aerospace industry, production of vacuum furnace parts and in manufacture of surgical instruments.</td>
<td>Mutare, Buhera</td>
<td>Small scale mining</td>
</tr>
<tr>
<td>Magnetite</td>
<td>Ore of iron, heavy media (specific gravity separation of coal), abrasive, pigment in paints, aggregates in high density coal,</td>
<td>Buhera, Inyanga</td>
<td>Dorowa mine</td>
</tr>
<tr>
<td>Mineral</td>
<td>Uses</td>
<td>Location(s)</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------</td>
<td></td>
</tr>
<tr>
<td>Tourmaline</td>
<td>micro nutrients in fertilizers, catalyst in industrial synthesis of ammonia.</td>
<td>Mutare, Inyanga</td>
<td></td>
</tr>
<tr>
<td>Scheelite</td>
<td>Fertilizers, cement, flux in iron, steel and ferrochrome, ornamental, tiles and road making as a stabilization agent.</td>
<td>Mutare, Buhera, Small scale mining</td>
<td></td>
</tr>
<tr>
<td>Silver</td>
<td>Coins, coating medicines and as a catalyst in chemical production.</td>
<td>Makoni</td>
<td></td>
</tr>
<tr>
<td>Limestone</td>
<td>Fertilizers, cement, flux in iron, steel and ferrochrome, ornamental, tiles and road making as a stabilization agent.</td>
<td>Mutare, Buhera</td>
<td></td>
</tr>
<tr>
<td>Dolomite</td>
<td>Used as agricultural lime, copper smelting, building and construction stone, road aggregates and terrazzo chips when crushed.</td>
<td>Mutare, Buhera</td>
<td></td>
</tr>
<tr>
<td>Arsenic</td>
<td>Glass making, pesticides, herbicides, animal dips, plant desiccants, wood preservatives and defoliants.</td>
<td>Mutare</td>
<td></td>
</tr>
<tr>
<td>Pyrite</td>
<td>Source of industrial Sulphur</td>
<td>Mutare</td>
<td></td>
</tr>
<tr>
<td>Beryl</td>
<td>Contains beryllium used in the production of wire, space shuttles, jewellery</td>
<td>Nyanga, Mutare</td>
<td></td>
</tr>
<tr>
<td>Garnet</td>
<td>Used as gemstone, abrasive blasting, water jet cutting, water filtration, abrasive powders</td>
<td>Nyanga</td>
<td></td>
</tr>
<tr>
<td>Kyanite</td>
<td>Used to manufacture of refractory products such as bricks, mortars and high temperature furnaces. Used to manufacture grinding wheels and cutting wheels, used as gemstone.</td>
<td>Nyanga</td>
<td></td>
</tr>
<tr>
<td>Epidote</td>
<td>Used as a gemstone</td>
<td>Nyanga</td>
<td></td>
</tr>
<tr>
<td>Lead</td>
<td>Manufacture of lead-acid storage batteries (see battery, electric). It is also used in</td>
<td>Mutare</td>
<td></td>
</tr>
</tbody>
</table>
alloys such as fusible metals, antifriction metals, solder, and type metal.

<table>
<thead>
<tr>
<th>Mineral</th>
<th>Number of Claims</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amethyst</td>
<td>Used as a gemstone</td>
<td>Chaminimani, Nyanga</td>
</tr>
<tr>
<td>Black granite</td>
<td>Used in buildings, bridges, paving, monuments, and many other exterior projects. Indoors, polished granite slabs and tiles are used in countertops, tile floors, stair treads and many other design elements.</td>
<td>Makoni</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mineral</th>
<th>Number of Claims</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold</td>
<td>1361</td>
<td>Mutasa, Makoni, Nyanga, Chimanimani</td>
</tr>
<tr>
<td>Arsenic</td>
<td>3</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Bauxite</td>
<td>3</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Bentonite</td>
<td>1</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Beryl</td>
<td>6</td>
<td>Buhera</td>
</tr>
<tr>
<td>Carbonatites</td>
<td>6</td>
<td>Buhera</td>
</tr>
<tr>
<td>Chrysoprase</td>
<td>1</td>
<td>Mutare</td>
</tr>
<tr>
<td>Copper</td>
<td>375</td>
<td>Makoni (Headlands)</td>
</tr>
<tr>
<td>Granite</td>
<td>44</td>
<td>Makoni (Headlands)</td>
</tr>
<tr>
<td>Iron ore (Oxides and Sulphides)</td>
<td>62</td>
<td>Mutasa, Makoni</td>
</tr>
<tr>
<td>Kyanite</td>
<td>1</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Lead</td>
<td>22</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Lepidolite</td>
<td>2</td>
<td>Buhera</td>
</tr>
<tr>
<td>Limestone</td>
<td>20</td>
<td>Buhera, Chimanimani</td>
</tr>
<tr>
<td>Marble</td>
<td>16</td>
<td>Buhera, Chimanimani</td>
</tr>
<tr>
<td>Nickel</td>
<td>7</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Olivine</td>
<td>3</td>
<td>Buhera</td>
</tr>
<tr>
<td>Phosphates</td>
<td>12</td>
<td>Buhera</td>
</tr>
<tr>
<td>Quartz</td>
<td>4</td>
<td>Buhera, Chimanimani</td>
</tr>
<tr>
<td>Scheelite</td>
<td>4</td>
<td>Buhera (Odzi)</td>
</tr>
<tr>
<td>Tantalite</td>
<td>430</td>
<td>Buhera (Odzi)</td>
</tr>
<tr>
<td>Tungsten</td>
<td>7</td>
<td>Buhera (Odzi)</td>
</tr>
<tr>
<td>Vanadium</td>
<td>7</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Verdite</td>
<td>12</td>
<td>Mutasa</td>
</tr>
<tr>
<td>Vermiculite</td>
<td>15</td>
<td>Buhera</td>
</tr>
</tbody>
</table>

Annexure 2: Table 2: Registered claims by District of registration
Annexure 3 : Focus group Interview guide questions

Main question

What are the major reasons affecting performance in the Ministry of Mines at Manicaland provincial office?"’

Subsequent questions (Only asked to verify points)

1. Can you explain how job satisfaction in your organisation affect your performance at work?

2. How does performance appraisal process affect your performance at MMMD?

3. How does work engagement and involvement by management in the running of the ministry affect your performance?

4. What suggestions do you think will improve job satisfaction at Ministry of Mines and Mining Development Manicaland Provincial office?

5. What other things do you think contribute to your dissatisfaction at work?
Annexure 4: Summary of questionnaire findings

EMPLOYEE QUESTIONNAIRE

Dear Participant

This questionnaire is designed to study employee satisfaction at work and how it affects your performance as an employee of the Ministry of Mines and Mining Development. The objective is to help us understand what impact satisfaction has on employee optimal performance. Our understanding can only be enhanced if you respond to this questionnaire truthfully and sincerely.

Your responses will be kept confidential. Information from this study will strictly be accessed by the research team only. Utmost privacy is also guaranteed by assigning a number to your questionnaire. The number will be used for following up your responses. The identity of participants will also not be disclosed.

We shall also make sure that you are aware of the results of this research.

Thank you very much for taking your time and cooperation. I greatly appreciate the help of your organisation and yourself in undertaking this research.
Yours faithfully

Ennocent Murapah
MBL Student at Bindura University of Science Education
Email: ennocentmurapah@yahoo.com
Cell: 0775916279

BIOGRAPHICAL QUESTIONS

1. Please tick the appropriate age range that you fall into.

<table>
<thead>
<tr>
<th>AGE RANGE</th>
<th>19-23</th>
<th>24-29</th>
<th>30-36</th>
<th>37-42</th>
<th>43-48</th>
<th>49-54</th>
<th>55-65</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>11</td>
<td>13</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

2. Please tick your appropriate gender

<table>
<thead>
<tr>
<th>FEMALE</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>27</td>
</tr>
</tbody>
</table>

3. Which title best describes your position in the organisation {TICK}

<table>
<thead>
<tr>
<th>POSITION</th>
<th>COUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECTOR</td>
<td>2</td>
</tr>
<tr>
<td>DEPUTY DIRECTOR</td>
<td>1</td>
</tr>
<tr>
<td>ENGINEER</td>
<td>5</td>
</tr>
<tr>
<td>TECHNICIAN</td>
<td>12</td>
</tr>
<tr>
<td>------------</td>
<td>----</td>
</tr>
<tr>
<td>ASSISTANT OFFICER</td>
<td>3</td>
</tr>
<tr>
<td>OFFICER</td>
<td>9</td>
</tr>
<tr>
<td>CLERK/ORDERLY</td>
<td>6</td>
</tr>
<tr>
<td>SECRETARY</td>
<td>2</td>
</tr>
</tbody>
</table>

4. How long have you worked for the company (tick the appropriate box)

<table>
<thead>
<tr>
<th>Below 1 year</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2 years</td>
<td>1</td>
</tr>
<tr>
<td>3-5 years</td>
<td>29</td>
</tr>
<tr>
<td>5-10 years</td>
<td>3</td>
</tr>
<tr>
<td>10 years or more</td>
<td>4</td>
</tr>
</tbody>
</table>

5. Please tick the box that best suits you below.

<table>
<thead>
<tr>
<th>Question Number</th>
<th>Dimensions</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
</tr>
</thead>
</table>

135
<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>20</th>
<th>14</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My work gives me a feeling of personal accomplishment.</td>
<td>20</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>I achieve set goals and objectives in my work.</td>
<td>29</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Am willing to expend extra effort into it.</td>
<td>26</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My supervisor and colleagues recognise my contribution</td>
<td>26</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>My supervisor rewards me for effectiveness and efficiency.</td>
<td>12</td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>When solving customer problems, I am free to make decisions without interference from my supervisor.</td>
<td>14</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>I am satisfied with the information I get from my supervisors about what is going on in the company.</td>
<td>24</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>I am satisfied with the nature of leadership at my workplace.</td>
<td>25</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>Communication from my workmates enhances my performance.</td>
<td>29</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Duties and responsibilities are delegated fairly and according to skills of workers.</td>
<td>22</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>11</td>
<td>My job makes good use of my skills and abilities.</td>
<td>24</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>12</td>
<td>I can perform well in the existing working conditions.</td>
<td>17</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>13</td>
<td>I enjoy co-workers support to perform well.</td>
<td>27</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>14</td>
<td>My salary satisfy me to perform effectively.</td>
<td>1</td>
<td>10</td>
<td>29</td>
</tr>
<tr>
<td>15</td>
<td>Allowances I get motivate me to perform well in my job.</td>
<td>6</td>
<td>7</td>
<td>27</td>
</tr>
<tr>
<td>16</td>
<td>Fringe benefits inspire me to surpass my targets.</td>
<td>8</td>
<td>8</td>
<td>24</td>
</tr>
<tr>
<td>17</td>
<td>Work policies support me to achieve set targets.</td>
<td>19</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>18</td>
<td>Work procedures are clear and support performance of given tasks.</td>
<td>25</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>19</td>
<td>My job enhances my status</td>
<td>24</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td>20</td>
<td>I have a clear path for career advancement</td>
<td>30</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>21</td>
<td>I am satisfied with my position in the company</td>
<td>25</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>22</td>
<td>I am personally happy with my life and that enhances my performance</td>
<td>26</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Question Number</td>
<td>Question</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------</td>
<td>---------</td>
<td>----------</td>
</tr>
<tr>
<td>1</td>
<td>I experience personal growth such as updating skills and learning different jobs</td>
<td>25</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Management looks to me for suggestions and leadership</td>
<td>20</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Supervisors encourage me to be my best</td>
<td>27</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>I am rewarded for the quality of my efforts</td>
<td>13</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>5</td>
<td>The company has a positive image to my friends and family.</td>
<td>20</td>
<td>16</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>I am valued by my supervisor</td>
<td>24</td>
<td>10</td>
<td>6</td>
</tr>
</tbody>
</table>

6. What are the positive personal experiences in your job?
<table>
<thead>
<tr>
<th>Question Number</th>
<th>Dimensions</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I spent most of my productive time working on the tasks assigned to me.</td>
<td>27</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>I meet targets and goals</td>
<td>29</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>I exceed targets and goals</td>
<td>25</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>I get the job done</td>
<td>25</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>I go beyond what is expected of me to make customers happy</td>
<td>25</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>I respond quickly and courteously to fulfil customers’ needs</td>
<td>26</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>I produce high quality service</td>
<td>35</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>8</td>
<td>Customers are highly satisfied with my service</td>
<td>25</td>
<td>14</td>
<td>1</td>
</tr>
</tbody>
</table>

Please provide answers to the following questions by selecting the appropriate box using a tick.

8. Employees recognized as important assets of the organisation’s success

- [ ] Disagree 12
- [ ] Agree 28
9. Are you motivated to see your company succeed?
- Very motivated 25
- Somewhat motivated 12
- Not at all motivated 3

10. How flexible is the company in allocating you time to attend to your family responsibilities?
- Very inflexible 15
- Somewhat inflexible 5
- Neither 2
- Somewhat flexible 5
- Very flexible 13

11. Would you advise a friend to apply for a job in your company?
- Definitely 23
- Probably 5
- Not Sure 7
- Probably not 2
- Definitely not 3
12. Have you ever observed or experienced any of the following forms of discrimination or harassment at this company?

☐ Racial discrimination 2

☐ Sexual Harassment 5

☐ Gender Discrimination 8

☐ Sexual orientation discrimination 0

☐ None Observed 25

SALUTATIONS

I would like to thank you for responding truthfully to this questionnaire. I hope the findings of this questionnaire will help in informing management in your organisation about the state of affairs in your organisation about the effect of job satisfaction on employee optimal performance.