

**FACTORS INFLUENCING JOB SATISFACTION AND LABOUR  
TURNOVER IN THE MINING INDUSTRY OF TANZANIA: THE CASE OF  
TANCAN MINING COMPANY**

**ISSA BAKARI MHANDO**

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**2013**

**CERTIFICATION**

The undersigned certifies he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation '*Factors Influencing Job Satisfaction and Labour Turnover in the Mining Industry of Tanzania: The Case of TANCAN Mining Company*' in partial fulfillment of the requirements for the masters degree in Business Administration of the Open University of Tanzania.

.....

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Date

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Date

## **DEDICATION**

This dissertation is dedicated to my late father Bakari Mohamedi and my mother Masefu Mohamedi for their lifetime love and care.

## **ACKNOWLEDGEMENTS**

The completion of this dissertation is the culmination of a long learning journey resulting in a personal achievement that could not have happened without the support, encouragement and efforts from all friends and family in my life. I would like to take this opportunity to express my sincere gratitude to the following: My supervisor Dr. Salum Soud Mohamed for his guidance to the completion of this study, Mrs Maria Itembe for her assistance whenever I got stacked during the course of my study, Ms Zena Kongoi for her advice during the preparation of my research proposal, my co-workers at Tancan Mining Company Ltd for their support, Mr Evans Kiyimba and Mr Wangwe Magabe for their assistance during the preparation of this dissertation, Dr. Kennedy Nyariki and Dr. Richard Nyangosi of St. Augustine University of Tanzania (SAUT) in Mwanza for their initial guidance during the preparation of my research proposal.

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**ABSTRACT**

The study investigated factors influencing job satisfaction and labour turnover in the mining industry of Tanzania. The study was carried at Tancan in Geita region. The study was guided by the research objectives that were, to investigate whether gross pay (salary and fringe benefits) has bearing effects on employees' job satisfaction and labour turnover; to investigate if opportunity for advancement has bearing effects on job satisfaction and labour turnover; to identify if company policies has a bearing effects on job satisfaction and labour turnover; to determine whether achievement has a bearing effects on job satisfaction and labour turnover and to assess if communication has a bearing effects on job satisfaction and labour turnover. The study was guided by the application of theories such as content theory, process theory and situational theories.

The study used an exploratory research design and employed a case study strategy conducted at Tancan. It explains the relevant methods and the suitable tools used to collect and analyze data in the study field. From the findings, the researcher found that the mining sector favors employee's satisfaction however labour turnover still exist. The report recommends improved policy formulation and improves staff relationships.

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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.2 Background to the Study**

For the past two decades Tanzania has experienced development changes in gold mining industry. Many foreign companies have acquired exploration properties and seven modern gold mines have been establishment in the country. The mines are Golden Pride Project owned by Resolute Tanzania Limited (RTL) located at Nzega, Geita Gold Mine (GGM) owned by AngloGold Ashanti located at Geita, Kahama Mining Corporation Limited owned by Barrick Gold Limited located at Bulyanhulu, Kahama, Buzwagi mine located at Kahama, Tulawaka mine located at Biharamulo, North Mara mine located at Tarime all owned by Barrick Gold Limited and the Buhemba mine closed two years ago which was owned by Meremeta.

The presence of the mines has improved social services for the surrounding community including road construction and maintenance, water supply, health services, education services by construction of schools and supply of school items and offering business opportunities. The mines also provided employment opportunities to professional and non professional Tanzanians and foreign experts. By all that opportunities means the mines provide chances for people, especially employees to fulfill their needs.

However, minerals prospecting and exploration works and the mines themselves are located in remote and village areas where it is sometimes impossible for employees to stay with their families. Hence employment setup in the mining industry is

characterized by the issues that most of mines employees are working away from home and have to stay on site or close to site. On site food and accommodation are provided free and compact work schedules are established whereby employees spend a fixed number of days working at the site, followed by a fixed number of rest days at home. Travelling between home and work place is sometimes organized by air and road often referred to as FIFO (fly-in/fly-out) and DIDO (drive-in/drive-out) respectively. FIFO enables employees to be sourced from across the country and even foreign experts depending on requirements, Dixon (2010).

It is believed that the mining industry offers competitive salary and benefits compared to other sectors, Beach *et al.* (2003). Despite the good pay and other benefits offered, but that is not satisfactory to keep employees with one employer for a long time. There is a tendency of employees' mobility or turnover in and out and within the industry. Beach *et al.* (2003) defined employee turnover as any employee movement that creates a vacancy on site. The turnover rate is simply the number of vacancies that are created by departures in a given year expressed as a proportion of the number of employees at the site

In this study the researcher believes that there must be issues which make employees be satisfied or dissatisfied with their jobs resulting into turnover. The turnover on the other side imposes cost to the companies involved. Every time an employee leaves, has to be replaced, which means a company has to incur a number of direct costs such as separation costs, vacancy costs, recruitment costs, training and start-up costs, Brereton (2003).

The literature has indicated that most factors contributing to job satisfaction and eventually to labour turnover includes gross pay (salary and benefits), company policies, achievements, communication, leadership style, advancements, home and work conflict etc, Beach et al (2003), Levy-Garboua *et al.* (2001) and Worrell (2004).

To study the causes of that turnover is important since most of the prospecting and exploration works and the mines are located in remote and village areas where most enjoyable and luxurious things are not available and employees are working away from home. Other disadvantages to remote and rural areas are professional isolation and lack of opportunity for professional development. Distance from home is another particular feature of the Tanzanian mining industry as well as of most other parts of the world. These preconditions have led to the development of long distance of travelling as an important element of natural resources exploitation in remote areas around the world. Employees experience compact work schedules whereby they spend a fixed number of days working at the sites, followed by a fixed number of rest days at home. The compact work schedules and the distance from home impose frictional effects which include social, political and economic consequences. The consequences can occur between employees and their families; employees and their employers, companies and communities and between employees themselves, Brereton (2003), Dixon (2010) and Spies (2006).

The study will enhance the understanding of mining employees' job satisfaction and their relationship to turnover. Job satisfaction can be thought as a work related positive affective reaction and can be explained as the situation at which people are

happy and stay with their jobs. Worrell, (2004) defines job satisfaction as to how well a job provides fulfillment of a need or want, or how well it serves as a source or means of enjoyment. He added that Job satisfaction is a very important attribute which contributes to organization performance.

When employees are satisfied, they tend to care more about the quality of their work, they are more committed to the organization, they have higher retention rates and they are generally more productive Lévy-Garboua, *et al.* (2001). They added that job satisfaction data is helpful in evaluating the emotional wellness and mental fitness of employees. An organization can use the information to improve departmental policies and practices where dissatisfaction can be expressed. Training programs at higher learning institutions also can use such data for evaluating their practices and addressing areas of dissatisfaction with practicing professionals in the field.

## **1.2 Statement of the Research Problem**

Since the privatization of the mining sector in 1992, mineral exploration activities especially gold has increased. Examples of few companies involved include Tancan mining company limited formed in 1992 which is still operating to date, Tanzania diamond mines limited between 1994–1996, Tanganyika gold limited 1996–1998, Ashanti from 1994 to mid 1990s which joined with Anglo American to form AngloGold Ashanti that operates the Geita Gold Mine (GGM), Sutton Resources which acquired STAMICO property of Bulyanhulu in mid 1990s and later sold the property to Barrick gold exploration ltd which currently operates the Bulyanhulu, Buzwagi, Tulawaka, and North Mara mines, Pangea which initially discovered the

Buzwagi and Tulawaka deposits later sold the properties to Barrick, Resolute which acquired the Nzega property from Samax in 1997 to develop the Golden Pride Project mine.

So far seven gold mines has been established in Tanzania, however the sector is experiencing employees turnover due to various reasons including voluntary and involuntary reasons such as company closing down business, merger or resignation (paragraph above) etc. To study the causes of that turnover is important since most of the prospecting and exploration works and the mines are located in remote and village areas where most enjoyable and luxurious things are not available and employees are working away from home. Other disadvantages to remote and rural areas are professional isolation and lack of opportunity for professional development. Distance from home is another particular feature of the Tanzanian mining industry as well as of most parts of the world. These preconditions have led to the development of long distance of travelling as an important element of natural resources exploitation in remote areas around the world. Employees experience compact work schedules whereby they spend a fixed number of days working at the sites, followed by a fixed number of rest days at home. The compact work schedules and the distance from home impose frictional effects which include family, social, political and economic consequences, Brereton (2003), Dixon (2010) and Spies (2006).

Job satisfaction and labour turnover study have been conducted in different fields such as education, health, and other public sectors, but there is no much study done on the mining industry with regards to the topic. Hence the researcher thinks that the study will enhance the understanding of mining employees' job satisfaction and their

relationship to turnover and eventually find its mitigation. The literature review will be used as the basis for identifying the facets of job satisfaction and labour turnover.

### **1.3 Objective of the Study**

#### **1.3.1 The General Objective of the Research**

The aim of the research is ‘to investigate factors influencing job satisfaction and labour turnover in the mining industry of Tanzania’.

#### **1.3.2 The Specific Objectives of the Research are:**

- (i) To investigate whether gross pay (salary and fringe benefits) has bearing effects on employees’ job satisfaction and labour turnover.
- (ii) To investigate if opportunity for advancement has bearing effects on job satisfaction and labour turnover.
- (iii) To identify if company policies has a bearing affects on job satisfaction and labour turnover.
- (iv) To determine whether achievement has a bearing effects on job satisfaction and labour turnover.
- (v) To assess if communication has a bearing effects on job satisfaction and labour turnover

### **1.4 Research Questions**

#### **1.4.1 General Research Question**

What are the factors influencing job satisfaction and labour turnover in the mining industry of Tanzania?

#### **1.4.2 The Specific Research Questions**

- (i) What are the effects of gross pay (salary and fringe benefits) on job satisfaction and labour turnover?
- (ii) What are the implications of opportunity for advancement on job satisfaction and labour turnover?
- (iii) What are the consequences of company policies on job satisfaction and labour turnover?
- (iv) What are the influences of achievement on job satisfaction and labour turnover?
- (v) What are the bearing effects of communication on job satisfaction and labour turnover?

#### **1.5 Significance of the Study**

The study will contribute towards generation of new knowledge and new insights to the existing knowledge about the effects of job satisfaction on labour turnover, especially to mining industry of Tanzania. Second, employee job satisfaction is important for an organization to achieve its goals by increasing employees work performance and productivity and reducing employee turnover and absenteeism. Hence the study is very important for governments, owners of business organizations, managers, and people with responsibilities of personnel matters, and other concerned bodies to identify possible solutions for factors affecting employees' job satisfaction resulting into labour turnover. The study will help employers to retain the right people, motivate them to contribute more to the achievement of organizational goals and reducing turnover.

### **1.7 Scope and Limitations of the Study**

The present study was limited to permanent employees of Tancan Mining Company Limited where 38 respondents were involved in the study. The study did not involve casual and specific task/contract employees because their life time at the company was not reliable and therefore they could mislead the outcome of the research. Second the study was limited to the output that the respondents provided. Such data and information was the ones coming from the questionnaires distributed as well as information from literature reviewed. However to make sure that the respondents were the permanent employees, prior to the questionnaires distribution the administration manager/human resources officer was used to indicate those employees eligible to answer the questionnaires.

### **1.8 Organization of the Study**

The research proposal had three chapters. Chapter one consists of the background to the study, statement of the research problem, research objectives, research questions, significance of the study, scope and limitation of the study and organization of the study. Chapter two consists of literature review whereby conceptual definitions, theories relevant to the study and empirical literature review of similar studies previously conducted in Tanzania, Africa and elsewhere in the world are sighted. It is also include the research gap, conceptual framework and theoretical framework. Chapter three is mainly consists of the research methodology which includes research design, area of study, population of the study, sampling procedures, methods of data collection and data collection tools. It is further includes the reliability and validity of the data, data analysis techniques, expected findings, work schedules and budget relevant to the study.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 Introduction

This chapter reviewed and summarized literature that is relevant to the understanding of job satisfaction and labour turnover. It has dealt with conceptual definitions, theoretical and empirical literature reviews; it has indicated the research gap, conceptual and theoretical framework.

#### 2.2 Conceptual Definitions

**DIDO: Drive-in / drive out:** Refers to travel to the mine is by road, and the workforce resides on site for a period of time before returning to the pickup point. Transport between the pick-up point and the mine is supplied by the company. One or both journeys are paid as work time (Beach *et al*, 2003).

**Expectancy:** Is the individual's perception of how well he or she can carry out the given task (Worrell, 2004).

**Facets of job satisfaction:** Refers to factors that influence job satisfaction (Lévy-Garboua, *et al*, 2001).

**FIFO: Fly-in / fly-out:** Refers to travel to the mine site is by air, and the workforce resides on site for a period of time before flying back to the pick-up airport. Transport between the pick-up airport and the mine is supplied by the company (Beach *et al*, 2003).

**Instrumentality:** Refers to the individual's confidence that he or she will be compensated fairly for performing the task (Worrell, 2004).

**Job Satisfaction:** Job satisfaction can be defined as an index of preference for own job against outside opportunities conditional on information available at a given time (Lévy-Garboua, *et al*, 2001).

**Labour turnover:** The ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period (Beach et al, 2003).

**Valence:** Is the value of the expected reward to the employee (Worrell, 2004).

### **2.3 Theoretical Literature Reviews**

There are numerous theories which explain job satisfaction and labour turnover, but three among them seem to be more prominent in the literature. The theories are Content theory, process theory and situational theories, Worrell, (2004). Theories can best guide our understanding of the factors that determine employees' choice of their preferred employers. These theories indicate the employer-employee relationships like any other social relationships governed by cost-benefit analysis on the parties involved. On the other hand employees in the labour market have needs and expectations which drive them to search for or change their current employers as a way of fulfilling those needs. The degree of satisfaction of needs and expectations greatly influences employees' decisions on whether to remain with the current employer or quit for another employer. At this point motivation theories become relevant in understanding the determinants of job satisfaction and labour turnover. Some of the theories show that younger people's career choices are naturally more provisional, they experiment more with career choices and types of employers,

which makes biographic characteristics determinants of job satisfaction and labour mobility, Worrell, (2004).

### **2.3.1 Content Theory**

The content theory suggests that job satisfaction occurs when one's need for growth and self actualization are met by the individual's job. Examples would be Maslow's Hierarchy of Needs and Herzberg's two factor theory. According to Maslow's (1954) view of individual needs, job satisfaction exist when an individual's needs are met by the job and its environment. The hierarchy of needs focuses on five categories of needs arranged in ascending order of importance. Physiological, security, belongingness and love are the lower level needs in the hierarchy. The higher-level needs are self-esteem and self-actualization. When one need is satisfied, another higher-level need emerges and motivates the person to do something to satisfy it.

Herzberg's Motivator-Hygiene Theory. This theory focuses attention upon the work itself as a principal source of job satisfaction. To Herzberg the concept of job satisfaction has two dimensions, namely intrinsic and extrinsic factors. Intrinsic factors are also known as motivators or satisfiers, and extrinsic factors as hygienes, dissatisfiers, or maintenance factors. The motivators relate to job content or work itself and include achievement, recognition, work itself, responsibility and advancement. The hygienes relate to job context or work environment and involve, for example, company policy and administration, supervision, salary, interpersonal relations, and working conditions. Motivators are related to job satisfaction when present but not to dissatisfaction when absent. Hygienes are associated with job dissatisfaction when absent but not with satisfaction when present.

These models are believed to be highly theoretical, and there is little proof that they work in reality. However, they have provided light on ideas that were previously unheard of by industrial psychologists and are widely accepted.

### **2.3.2 Process Theories**

The process theory attempts to explain job satisfaction by looking at how well the job meets one's expectations and values. Within this framework, it is suggested that people perceive their job as a series of inputs and outcomes. Inputs are factors such as experience, ability, and effort, while outcomes include things like salary, recognition and opportunity. Examples would be Vroom's expectancy theory (1982) and Adams' equity theory (1963). Vroom's Expectancy Theory suggests that people not only are driven by needs but also make choices about what they will or will not do. The theory proposes that individuals make work-related decisions on the basis of their perceived abilities to perform tasks and receive rewards. An equation with three variables, expectancy, instrumentality, and valence was established to explain the decision process. All variables are given probability values and all three variables must have high positive values to imply motivated performance choices. If any of the variables approaches zero, the probability of motivated performance also approaches zero. When all three values are high, motivation to perform is also high. Vroom's (1982) expectancy theory suggests that both situational and personality variables produce job satisfaction.

Adams' Equity Theory proposes that workers compare their own outcome/input ratio (the ratio of the outcomes they receive from their jobs and from the organization to the inputs they contribute) to the outcome/input ratio of another person (referent).

The referent is simply another worker or group of workers perceived to be similar to oneself. Unequal ratios create job dissatisfaction and motivate the worker to restore equity. When ratios are equal, workers experience job satisfaction and are motivated to maintain their current ratio of outcomes and inputs or raise their inputs if they want their outcomes to increase. Outcomes include pay, fringe benefits, status, opportunities for advancement, job security, and anything else that workers desire and receive from an organization. Inputs include special skills, training, education, work experience, effort on the job, time, and anything else that workers perceive that they contribute to an organization. Process theories provide more reasonable explanations behind our motivations however, the models are highly complex and a lot of research is being done on these models.

### **3.2.3 Situational Theories**

The situational theory, proposes that job satisfaction is a product of how well an individual's personal characteristics interact or mesh with the organizational characteristics. The situational occurrences theory emerged in 1992, when Quarstein, McAfee, and Glassman stated that job satisfaction is determined by two factors: situational characteristics and situational occurrences. Situational characteristics are things such as pay, supervision, working conditions, promotional opportunities, and company policies that typically are considered by the employee before accepting the job. The situational occurrences are things that occur after taking a job that may be tangible or intangible, positive or negative. Positive occurrences might include, for example, giving employees some time off because of exceptional work. Negative occurrences might include, for example, confusing email

messages, rude remarks from coworkers and faulty equipment. Within this theoretical framework, job satisfaction is a product of both situational characteristics and situational occurrences

### **3.4 Empirical Literature Reviews**

This section will deal with the review and summarize literature that is relevant to the understanding of job satisfaction and labour turnover. The literature review will be used as the basis for identifying the facets of job satisfaction and labour turnover. The review indicates that job satisfaction and labour turnover studies have been conducted worldwide and continue to emerge. The results are often valued for both humanistic and financial benefits. The review shows that many variables have been investigated in their relationship to job satisfaction and labour turnover. These variables include demographic data (e.g. age, gender, and race), working sites (urban against rural areas), interpersonal relationship, intrinsic features of the job (e.g. recognition, advancement, and responsibility) and extrinsic variables (e.g. salary, supervision, and working conditions).

#### **2.4.1 General Studies**

Job satisfaction and labour turnover studies have been widely conducted in various sectors in Europe, Asia and America. Lévy-Garboua, *et al.*, (2001) when studying job satisfaction and quits in German, defined job satisfaction as an index of preference for own job against outside opportunities conditional on information available at a given time. He noted that job satisfaction indicates a preference for the experienced sequence of jobs relative to their contemporaneous outside opportunities. His interpretation implies that, under perfect foresight, individuals

would always be satisfied with a freely chosen sequence of jobs and dissatisfaction can only arise from the experience of bad surprises with the current job, good surprises with current opportunities, or unexpected binding constraints like becoming involuntarily laid off and unemployed. Hence individuals will consider quitting if the expected benefits outside the firm are greater than those inside the firm plus mobility costs.

Worrell, (2004) studied job satisfaction for school psychologists in Virginia, USA. He found that most fulltime psychologists were satisfied with their jobs. Factors studied were recognition, advancement and responsibility as intrinsic factors; salaries, supervision, and working conditions as extrinsic factors. He showed that when employees are satisfied, they tend to care more about work quality; they show higher levels of organizational commitment, they have higher retention rates, and they are generally more productive.

Ronra and Chaisawat, (2009) who was studying factors affecting employees turnover in hotels in Thailand, showed that job satisfaction is influenced by employee's appreciation of advancement, good relationship with coworkers, and understanding how the job aligns with company mission and the balance between job and family responsibilities, they further noted that employees turnover is influenced by insufficient tools and resources to do the daily job, inadequate recognition and rewards for the job done, benefits received being inadequate to meet employee needs, salary and responsibility being not compatible, and lack of career development. That was supported by Ali, (2009) and (Chatzoglou, *et al*, 2011) in Pakistan who were conducting studies on job satisfaction and turnover intentions,

they concluded that job characteristics affect both job satisfaction and labour turnover. The factors include promotions, fringe benefits, contingent rewards, operating conditions, coworkers' relation, nature of work and communication. Their idea concurs with Kiani, et al (2007) in Pakistan and Wubuli, (2009) in Malaysia.

In Australian mining sector Beach, *et al.*, (2003) conducted an exploratory study on workforce turnover in DIDO and FIFO Mining Operations, in their study they concluded that key factors that contributed to employee turnover and its corollary employee retention were first the roster structure, it is easier to retain employees on shorter roster patterns, or where the roster approximated even time; second is the level of management commitment to employee training and skills development, and 'good management' generally; third is the extent to which management had been successful in creating and maintaining a positive workplace culture; fourth whether there was parity of wages with labour market competitors (although maintaining equitable remuneration was not, by itself sufficient to ensure workforce stability) and fifth is the extent to which management perceived the present rate of employee turnover as inevitable.

#### **2.4.2 Studies in African Countries**

Job satisfaction and labour turnover studies have widely been conducted in various sectors in many African countries, just to mention few of them like Zimbabwe, South Africa, Nigeria, Kenya and Uganda. Chimanikire, *et al.* (2007) in Zimbabwe and Candle, (2010) in Uganda were studying job satisfaction factors and labour turnover in colleges, universities and secondary schools in their respective countries. They noted that lecturers and teachers were dissatisfied with promotion, pay, fringe benefit

and contingent rewards, while they are moderately satisfied with operating condition, coworkers' relationship, nature of work, communication, job security, opportunity for advancement and supervision. On turnover they concluded that factors affecting turnover intentions include promotion, inadequate contingent rewards, fringe benefits, supervision and poor working condition.

Toni, (2007) in South Africa when studying staff nurses turnover. She concluded that nurses generally were experiencing frustrations, demotivations and anger due to many factors within their work environments such as non-conducive environments to performing their role effectively; the experience of their job as impacting negatively on their social lives resulting in their spending too little time with their families and not fulfilling family responsibilities which affected family relationships; the experience of unfair treatment from the nurse managers in the form of favouritism and denial of promotional opportunities, the HIV/ AIDS pandemic also imposed severe stress on staff who already had a high work load and were emotionally drained and effective interaction with management, utilisation of learning experiences and good support among colleagues and subordinates were pillars of strength for the participants.

Ramasodi, (2010) who was studying factors influencing job satisfaction for healthcare professionals and Josias, (2005) who was studying the relationship between job satisfaction and absenteeism within electricity utility in South Africa, supported Toni by their conclusion that employees needs and motivators vary however, promotions, salaries, quality of supervision, coworkers relationship, opportunity to develop and communications were identified as main factors. Umar

(2007) who was studying non-work factors and labour turnover in Nigeria, Michael (2008) in South Africa who studied panacea for employees' retention in public and private sector organizations their findings supported Toni, Josias and other researchers mentioned above.

### **2.4.3 Empirical Studies in Tanzania**

In Tanzania job satisfaction and labour turnover studies have widely been conducted in health, education, banking and other public sectors. In the health sector for example, Leshabari, *et al.*, (2008) studied motivation of health care workers at the Muhimbili national hospital and noted that almost half of both doctors and nurses were not satisfied with their jobs, as was the case for auxiliary clinical staff and supporting staff. Amongst the contributing factors reported were low salary levels, the frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channels in different organizational units and between workers and management, lack of participation in decision-making processes, and a general lack of concern for workers welfare by the hospital management.

In 2009 The Ministry of Health and Social Welfare conducted an assessment of pharmaceutical human resources in Tanzania, one of the aim was to determine various issues related to job satisfaction of the pharmaceutical personnel and the total workforce providing pharmaceutical services in the public and private sectors. It was concluded that the pharmacy profession in Tanzania is faced by problems which are multifaceted. Low number of pharmacists in the country is contributed by few number of pharmacy schools and lack of government efforts to attract investors in

the business of pharmacy education, low motivation even after masters degree, lack of job description and poor salary motivation and lack of fringe benefits which contributed to dissatisfaction of many pharmaceutical personnel working in the public and private institution. Uneven distribution of pharmacists between urban and rural areas is high and is a reflection of lack of motivating working environments in the rural areas as the result many positions remain vacant.

Prytherch, *et al.*, (2012) when studying maternal and newborn healthcare providers in rural Tanzania, showed that some factors have encouraged Muhimbili National Hospital (MNH) healthcare providers, they include the effort invested to improve the availability of working tools, Community appreciation was also a source of encouragement and the act of learning was shown to be encouraging, as affirmed by other studies in low-resource settings. With regard to the factors that discouraged the healthcare providers, is the situation of the lower cadres which showed that they were less likely to have a job description or be familiar with appraisal processes, had a limited grasp of the importance of standards, had lower access to seminars and were frustrated that they are paid less to do what they perceived to be the same work as others. Generally factors that causes satisfaction or dissatisfaction were identified as pay (salaries and allowances), promotions, working tools, transparency, poor security, workloads, supervision and training to improve skills and status.

In the education sector, Nguni (2005) conducted a study on the effect of transformational leadership on teachers' job satisfaction, organizational commitment and organizational citizenship behavior in primary and secondary schools. He concluded that most teachers were experiencing dissatisfaction, the contributing

factors being inadequate contingent rewards, active and passive management and *laissez-faire* leadership. Bennell and Mukyaruzi, (2005) supported Nguni by their statement that although teacher in town experiences less dissatisfaction with their jobs than those in rural areas but there is generally job dissatisfaction for teachers due to low salaries, poor working environments and living condition, work load and poor management of teachers resulting into turnover.

Ingiaimo, (2012) on her study titled a phenomenological study of motivations, experiences and reflections as related to teachers training and development in Tanzania showed that findings from the survey, interview and focus group data presented that teachers in primary and secondary schools appreciated their training yet did not feel successful in the teaching profession. Factors such as lack of pay, lack of basic needs such as housing, food and water, lack of teaching supplies and overcrowding seemed to be stronger issues than their lack of training. Tanzanian teachers viewed their role as educators as of great importance in spite of the external negative circumstances. Davidson, (2007) in his publication, the pivotal role of teacher motivation in Tanzania, he showed strong evidence that majority of teachers are unhappy with their salaries, housing arrangements, benefits, workload, and status within their communities. These poor living and working conditions have, over time, seriously eroded many teachers' motivation to carry out their teaching and non-teaching roles in an acceptable manner.

According to Mboya, (2011) who was studying labour mobility in the banking industry of Tanzania, showed five latent variables which are comprised of several manifest variables as causes of labour mobility as follow: First is individual

employee determinants associated with employee attraction which are the need for further studies, the need for career advancement, the need for recognition, achievement, the need for status, utilization of competencies and corporate image; second is individual employee determinants associated with employee retention, these are the ones which make an employee to remain with his or her current employer despite the availability of other employment opportunities within the industry.

The variables are opportunities for further studies, career advancement, recognition of excellent performance, age, marital status, sex, length of stay with the employer, professionalism and opportunities for creativity; third is organizational constructed determinants associated with employee attraction, these are variables constructed by the organization itself through the management practices which include corporate image, job security and scarcity of skills within the banking institutions; fourth is organizational constructed determinants associated with employee retention, the manifest variables to this latent variable are management style, equitable pay packages, job security, standardized salary structures, clear salary determination criteria, job autonomy and flexibility and job content and fifth is situational determinants associated with labour mobility, these are growth rate of the industry, business competition, costs of living, labour legislations, gender relations, corporate image, culture and scarcity of skills in the industry.

The situation in Tanzania is similar to that in many other developing countries, including Uganda, South Africa, Zimbabwe Nigeria etc, where motivation is severely deteriorating.

## 2.5 Research Gap

The rapid growth of the mining industry in Tanzania with limited supply of trained staff has increased the employment opportunities for employees and hence contributed to increased rate of labour turnover. On the other hand the Tanzanian Employment and Labour Relations Act No.6 of 2004 protect workers' rights to move from one employer to another without rigid procedures. 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 of Tanzania with regards to the topic. Hence the researcher thinks it is important to carry out such a research in order to understand what makes employees get attracted to take jobs with particular employers? and, what makes employees to remain with their current employers despite the availability of other alternative employment opportunities?

## 2.6 Conceptual Framework

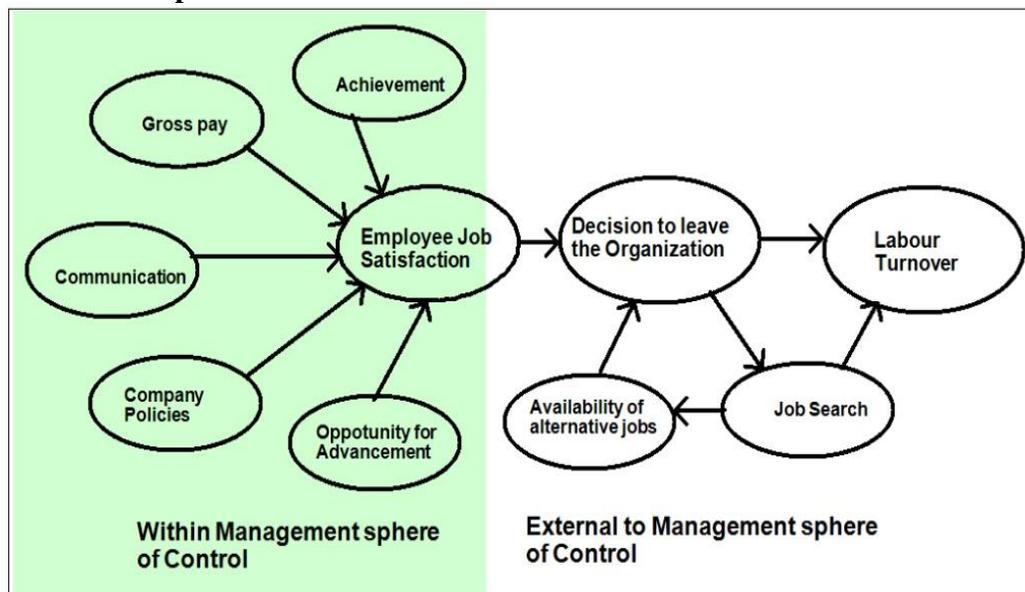


Figure 2.1: Conceptual Framework (Modified from Beach, *et al* (2003))

## **2.7 Theoretical Framework**

Based on the conceptual model, the decision of an employee to leave the organisation is the culmination of many preceding events and influences, some of which originate from outside the workplace and others arise directly from company policy and policy implementation. The left hand side of the model shows the main influences on employee retention that the employer has direct influence. These are: gross pay (eg salaries and fringe benefits); company policies (eg fairness, recognition, roaster system etc); opportunity for advancement; communication and achievement. All these directly contribute to employees' level of satisfaction with their job. For the external influences on employee satisfaction include: The availability of alternative opportunities and home-work conflict (eg partner's career opportunities, absence from home etc). The home-work conflict factor is also linked with the roaster system.

The researcher believes that Maslow's hierarchy of needs, Herzberg's motivator-hygiene factor, Vroom's expectancy, Adam's equity theories and situational theories can best guide our understanding of the factors that determine employees' choice of the preferred employers in the mining industry of Tanzania. These theories indicate the employer-employee relationships like any other social relationships governed by cost-benefit analysis on the parties concerned.

The researcher believes that employees as human being in the labour market have needs and expectations which drive them to search for or change their current employers as a way of fulfilling those needs. Also, the degree of satisfaction of needs and expectations greatly influences employees' decisions on whether to remain with

the current employer or quit for another employer. The researcher also believes that motivation theories are relevant in understanding the determinants of labour turnover. In addition, the adult life-cycle theory developed by Levinson, (1977) shows that younger people's career choices are naturally more provisional, they experiment more with career choices and types of employers. Hence, the biographic characteristics can be included as determinants of labour turnover.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The research methodology involves conducting literature review on job satisfaction and labour turnover, reading books, journals and making use of the internet; distributing questionnaires to the groups intended to be studied and undertaking a situational analysis of the answered questionnaires. This chapter has eight sub topics which are research design, area of the study, sample or population of the study, sampling procedures, method of data collection, data collection tools, reliability and validity of the data, data analysis methods, expected findings, work schedule and expected budget.

#### **3.2 Research Design**

The research was an exploratory one and employed a case study strategy conducted at Tancan Mining Company limited (Tancan). An exploratory research is a valuable means of finding out what is happening, seeks new insights, asks questions and assess phenomena in a new light. It is useful for clarifying the understanding of a problem if someone is not sure of the precise nature of the problem.

It allows the fomulation of a problem for more precise investigation and developing the working hypotheses from an operational point of view. It provides good use of time, as it may show that the research is not worth pursuing. It provide opportunity for considering different aspects of a problem under study.

### **3.2.1 Area of the Study**

The research was conducted at Buckreef project area located at Geita district in Geita region, Tanzania. The project is owned by Tancan Mining Company Ltd. Tancan is a Canadian company which deals with gold and base metal exploration in Tanzania. Reasons for selecting the company is because the researcher is a geologist and an employee of Tancan. With that regards the researcher thought it would be ease to acquire information form the mining industry, especially from Tancan. Accessibility to the area is also good hence expecting to reduce the cost of research.

### **3.2.2 Population of the Study**

Expected population of the study was permanent employees of Tancan and who was on site. Expected population was 38 respondents who were supplied with questionnaires. The size of population was selected based on the sense that Tancan has thirty eight permanent employees (38 staff) and the researcher took that number of staff as his sample size. The general manager and human resource manager was used to identify permanent staff that were willing to answer the questionnaire.

### **3.3 Sampling Procedures**

Random sampling procedure was used in this study (Table 3.1), where all approximated thirty eight (38) employees was taken as the sample size. The sample size was selected based on the sense that the larger the absolute size of a sample the more closely its distribution will be to the normal distribution (DRPPS, 2010). The sampling involved all employees, both male and female regardless of their marital, social and professional status, as long as their employees from Tancan. Age of the

sample respondents was from eighteen (18) years old and above. Eighteen (18) years old is the eligible age of an adult person by law who can be employed. Questionnaire was supplied to all employees who was present on site during the study and who were willing to answer the questionnaire.

**Table 3.1: Population and Sample Size**

Population (Staff)	Sample size (Staff)	Age (years)	Gender		Marital status		Social status	Professional status
			Male	Female	Married	Single		
38	38	≥18	All	All	All	All	All	All

**Source: Field Data**

### 3.4 Methods of Data Collection

Quatitative method was used to collect data from the population which are permanent employees from Tancan. Sources and types of data collected were primary and secondary. Questionnaire was used to collect primary data which are information from respondents who answered th

e questionnaire. The researcher also carried out documentary review of available records with regards to job satisfaction and labour turnover which provided secondary data. The secondary data provided an insight on outcome from similar researches. Secondary data also permitted examination of trends over time. In order to maintain research ethics, the researcher requested the consent of informants to fill the questionnaire, he maintained good relationship with the informants and treated the data with confidentiality.

### 3.5 Data Collection Tools

The main data collection tool was questionnaires. Prior to data collection, permission to carry out the survey was requested from TANCAN. The Open University of Tanzania provided the researcher with a letter of introduction to be submitted by the

researcher to TANCAN in order to ensure that there was no violation of information during the research. Data was collected by issuing questionnaires to the population expected to be involved in the research. The questionnaires were in English and Swahili. Swahili version questionnaires were distributed to respondent who were not capable in English. In this research variables to be used to collect the data was gross pay which had questions regarding salaries and fringe benefits; company policies which included number of working days on site (roaster), fairness, recognition etc; opportunity for advancement (education, training and promotion), communication (employees themselves and their supervisors) and achievement (employees application of skills and freedom).

The variables were collected from questionnaire (structured and unstructured) answered by the responded. Statistical Package for the Social Sciences (SPSS) version 17 tools was used. The questionnaire was used due to the fact that it displayed the results required and is suitable for the population to be surveyed. Other advantages of using questionnaire was that the order and the applicability of questions can be monitored by the researcher, the eligibility of the respondent checked prior to the process of filling the questions, it lists all the questions a researcher wished to address to each respondent, and it provided space or some mechanism for recording the responses.

### **3.6 Reliability and Validity of Data**

#### **3.6.1 Reliability**

To maintain reliability the researcher administered the collection of the questionnaire from the respondents, he hold discussion with the respondents for the pupose of

clarifying issues. Check questions was introduced carefully and all the information from the respondents was be treated with confidentiality.

### **3.6.2 Validity**

To maintain validity of data the researcher involved the general manager/human resources manager to identify all permanent employees and thereafter distribute the questionnaires. The researcher administered the collection of the questionnaire from the respondents and where necessary he hold discussion with the respondents to seek their consent of filling the questionnaire. The researcher collected as many data as possible because it is believed that the larger the absolute size of a sample the more closely its distribution will be to the normal distribution (DRPPS, 2010).

### **3.7 Methods of Data Analysis**

Statistical methods were used for the data analysis. It involved assessing the data in order to identify questionnaires answered properly and defective ones. The raw data collected was further underwent pre processing stages which included editing, coding, classifying and tabulation. Various statistical methods were used to analyze the data that was collected from respondents. In this study, descriptive statistics such as means, percentage and Frequency distributions values for independent and dependent variables was calculated. Frequency distribution was computed to analyze the respondent profile in terms of age and gender. Data obtained from the descriptive statistics of the sample collected was summarized by means of graphic representation for interpretation of the findings.

## CHAPTER FOUR

### 4.0 DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

This chapter presents the results and findings of the study from 38 respondents. The results mainly include the respondent's profiles and the variables on the conceptual framework.

#### 4.2 Respondents Profile

The study report was very crucial to determine the characteristics of the particular respondents. The characteristics of the respondents help the researcher to understand the quality of the information obtained. The study has revealed the characteristics of the respondents such as gender, age, education and employees' working experiences with Tancan.

##### 4.2.1 Gender Distribution

Table 4.1 indicates 81.6% of the (38) respondents involved in the study were males while (18.4 %) of 38 respondents were females. The result means that majority of workers at Tancan involved in the study were more male than women.

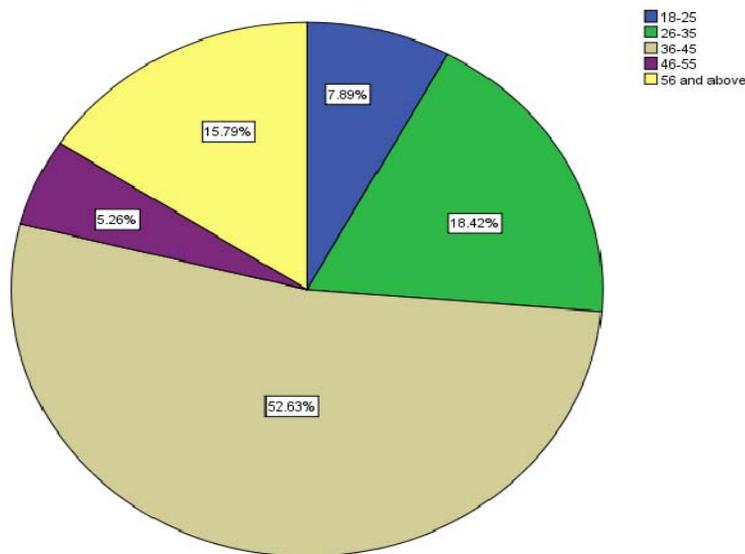
**Table 4.1: Gender Distribution of Respondents**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	31	81.6	81.6	81.6
	Female	7	18.4	18.4	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

#### 4.2.2 Age of Respondents

The age distribution in figure 4.1 indicates that, 3 out of 38 respondents have 18-25 years of age making 7.9% who still have much dreams and chances to go along for employments. 7 out of 38 respondents are between 26-35 years old making 18.4%. The other category was 20 respondents aged 36-45 making 52.6%. This age group is experienced, has already settled and hence little labour turnover. There is 2 respondents making 5.3% and the last category was of 6 respondents with 15.8% who were more than 56 years of age. The results generally suggested that among the employees at Tancan the biggest age group falls between 36-45 years who are adult and strong working force.



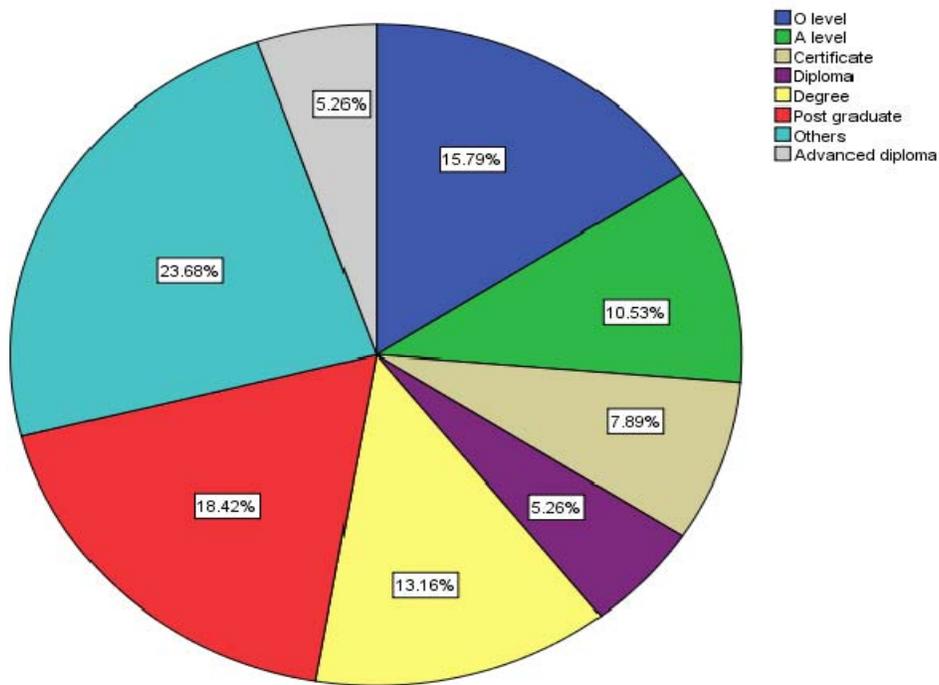
**Figure 4.1: Age of Respondents**

**Source: Field data**

#### 4.2.3 Education Levels

Since education is very vital, the findings in Figure 4.2 shows that the highest number of respondents 9 employees (23.7%) out of 38 respondents had other level of

education. Meanwhile 7 employees (18.4 %) out of 38 respondents have postgraduate level of education. However 6 respondents (15.8 %) out of the sampled 38 had ordinary secondary school level of education. The same data indicates that 5 respondents out of 38 respondents (13.2 %) have degree level of education. 3 respondents with 7.9 % have advanced secondary school level certificate of education. The least categories were 2 respondents each with 5.3 % who had diploma and advanced diploma level of education. Findings indicated that the majority of Tancan employees had other level of education which regards cheap labour bases.



**Figure 4.2: Education Levels of Respondents**

**Source: Field data**

#### **4.2.4 Employees Working Experience**

Regarding time of service the respondents indicated that, the majority 19 (50%) had worked for Tancan for a period of between 3 to 4 years and 10 (26.3 %) respondents

were in service for above 7 years. In contrast, other minority 6 (15.8 %) respondents were employed with Tancan for a period between 1-2 years, 3 (7.9 %) respondents had worked for 5-7 years. This indicates that for the past 4 years Tancan has engaged in recruitment exercise massively to fill the gap left by employees who quitted the job. It indicates that Tancan workers have enough experiences to share with the researcher.

**Table 4.2: Employees Working Experience**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	6	15.8	15.8	15.8
	3-4 years	19	50.0	50.0	65.8
	5-7 years	3	7.9	7.9	73.7
	Above 7 years	10	26.3	26.3	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

#### **4.2.5 Employees Current Position**

For the case of current position on service the selected employees for study contributed that, the majority 18 (47.4 %) had worked on the same position for a period of between 3 to 4 years and 10 (26.3 %) respondents were in service on the same position for above 7 years. In contrast, other minority 6 (15.8 %) respondents were employed with Tancan on the same position for periods between 1-2 years, 4 (10.5 %) respondents had worked on the same position for 5-7 years. This indicates that for the past 4 years Tancan has maintained same position for its employees.

**Table 4.3: Current Position of Respondents**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	6	15.8	15.8	15.8
	3-4 years	18	47.4	47.4	63.2
	5-7 years	4	10.5	10.5	73.7
	Above 7 years	10	26.3	26.3	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

#### 4.2.6 Marital Status of Respondents

Marital status of Tancan employees identifies respondent's personal characteristics. The total number of 38 employees was respondents in the study. Data reveals that 26 respondents were married with 68.4 %. The same data from the field indicates that 6 respondents were single with 15.8 %. Due to the data from the field 2 respondents with 5.3 % were widowed. The last category of 4 respondents with 10.5 % was divorced. Data from the field reveals that majority of Tancan employees were married hence have family responsibilities.

**Table 4.4: Marital Status**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	26	68.4	68.4	68.4
	Single	6	15.8	15.8	84.2
	Widowed	2	5.3	5.3	89.5
	Divorced	4	10.5	10.5	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

### **4.3 Findings Concerning the Study Objectives**

The study objectives have been categorized into the effects of gross pay (salary and fringe benefits) on job satisfaction and therefore labour turnover; the implications of opportunity for advancement on job satisfaction and thereafter labour turnover; the consequences of company policies on job satisfaction which results into labour turnover; the influences of achievement on job satisfaction and therefore labour turnover and the bearing effects of communication on job satisfaction and therefore labour turnover.

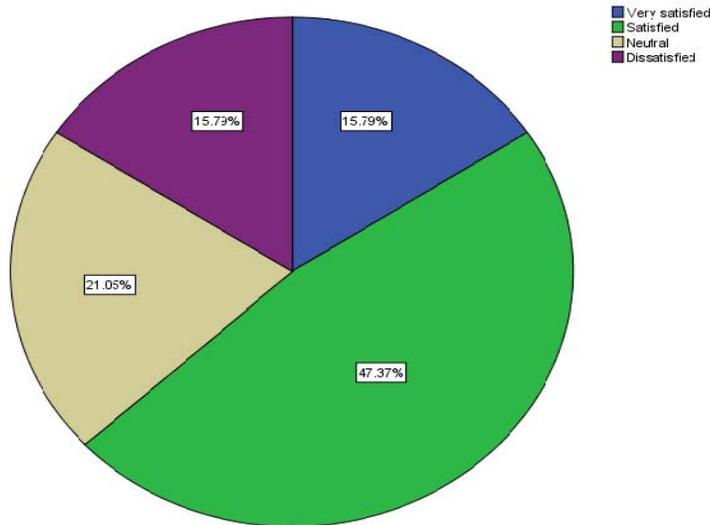
#### **4.3.1 Satisfaction with Gross Pay**

The effect of gross pay was one of study's specific objectives. The effects of gross pay (salary and fringe benefits) on job satisfaction and therefore labour turnover were categorized by the researcher in different factors. These factor are the amount of salary, competitive salary compared to other mining companies, fringe benefits, procedure for benefits provisions, understanding of company's benefit option and fringe benefits provision compared to other companies in mining industry.

##### **(i) Amount of Salary**

Different employees regard salary to be main factor causing workers satisfaction and turnover. From figure 4.3, 38 respondents' participated and 6 respondents (15.8%) each were very satisfied and dissatisfied on the amount of salary offered. The same data indicates that 18 respondents with 47.4% were satisfied on company's amount of salary. The last category of 8 respondents with 21.1 % was neutral about the amount of salary offered. Based on the field data, majority of employees from

Tancan 63.2% (15.8% + 47.4%) are satisfied with the amount of salary offered. The results suggest that there is possibility of retaining employees and reduce turnover.



**Figure 4.3: Amount of Salary**

**Source: Field data**

**(ii) Competitive Salary Compared to Other Companies in the Industry**

Competition on salary is one of the main strategies in most companies in order to satisfy employees and win the labour force market. Table 4.5, from 38 respondents who participated in the study shows Tancan offers competitive salary compared to other companies in the mining sector. 6 respondents with 15.8 % were very satisfied on the competitive salary compared to other companies in the industry. The same data indicates that 24 respondents with 63.2 % were satisfied on company's competitive amount of salary. The last category of 8 respondents with 21.1 % was neutral. Based on the field data, majority of employees from Tancan total of 78.9% are generally satisfied with Tancan salary to be competitive compared to other companies in the mining industry. Being satisfied implies that turnover can be reduced.

**Table 4.5: Competitive Salary Compared to other Companies in the Industry**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	24	63.2	63.2	78.9
	Neutral	8	21.1	21.1	100.0
	<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

### (iii) Fringe Benefits Provision

Fringe benefits provision may results at large on employee's dissatisfaction and labour turnover. Findings from the field indicate that, 1 out of 38 employees of Tancan have house allowance provision making 2.6%. 17 respondents with 44.7% affirm medical plan provision as the fringe benefit they receive from the company. The same data reveals that 5 respondents considers bonus as fringe benefit making 13.2% while 4 respondents rely on shares with 10.5 %. 11 respondents with 28.9% receive all fringe benefits.

**Table 4.6: Fringe Benefits Provision**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	House allowance	1	2.6	2.6	2.6
	Medical plan	17	44.7	44.7	47.4
	Bonuses	5	13.2	13.2	60.5
	Shares	4	10.5	10.5	71.1
	All benefits	11	28.9	28.9	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

Further with fringe benefits offered by Tancan table 4.7, 6 respondents with 15.8% each were very satisfied, 24 respondents with 63.2% were satisfied with company's fringe benefits and 8 respondents with 21.1% were neutral about the fringe benefits offered by Tancan. Based on the field data, majority of employees from Tancan are satisfied with fringe benefits. It is further reveals that majority of respondents regard medical plan as fringe benefit provision and there is inconsistency in offering fringe benefits. The inconsistency in benefits can results in stress which can cause labour turnover.

**Table 4.6: Fringe Benefits**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	24	63.2	63.2	78.9
	Neutral	8	21.1	21.1	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

**(iv) Company Providence on Benefits Needed**

Table 4.8 indicates that 38 respondents who participated in the study show that 6 respondents with 15.8% were very satisfied on the companies benefits offered. The same data indicates that 29 respondents with 76.3 % were satisfied on company's benefits. The last category of 3 respondents with 7.9 % was neutral about company's benefits offered by Tancan. Based on the field data, majority of employees from Tancan are satisfied with the companies benefits offered and that has the possibility of reducing turnover.

**Table 4.7: Company Providence on Benefits Needed**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	29	76.3	76.3	92.1
	Neutral	3	7.9	7.9	100.0
	<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(v) Procedures that Fringe Benefits are offered**

The company's procedures for provision of benefits may affect the level of satisfaction in any production sector and can result into labour turnover. Table 4.9 indicates 38 respondents who participated in the study show procedures for provision of fringe benefits offered by Tancan that 6 respondents with 15.8% were very satisfied on the company's procedures for fringe benefits provisions, 22 respondents with 57.9% were satisfied on company's procedures for benefits provisions.

**Table 4.8: Procedures for Fringe Benefits Provisions**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	22	57.9	57.9	73.7
	Neutral	3	7.9	7.9	81.6
	Dissatisfied	4	10.5	10.5	92.1
	Very dissatisfied	3	7.9	7.9	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>		

Source: Field data

The other categories of 3 respondents each with 7.9% were neutral and very dissatisfied on the procedures for fringe benefits provisions. The last 4 respondents with 10.5% were dissatisfied with the company's procedures for fringe benefits provisions offered. Based on the field data, majority of employees from Tancan are satisfied with the procedures for fringe benefit provisions which reduces stress and eventually turnover.

**(vi) Understanding the Company's Benefit Options**

The field data from table 4.10 indicates that 3 respondents with 15.8% each were very satisfied, neutral and very dissatisfied on understanding the company's benefits options. The same data indicates that 25 respondents with 65.8% were satisfied on understanding company's benefits options and 4 respondents with 10.5% was dissatisfied on understanding company's benefits options. Based on the data, majority of employees from Tancan are satisfied with their understanding of the company's benefits options which reduces stress and eventually turnover.

**Table 4.9: Understanding the Company's Benefit Options**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	3	7.9	7.9	7.9
	Satisfied	25	65.8	65.8	73.7
	Neutral	3	7.9	7.9	81.6
	Dissatisfied	4	10.5	10.5	92.1
	Very dissatisfied	3	7.9	7.9	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

**(vii) Benefits Compared to Other Companies in the Industry**

Competition on benefits provision is one of the main strategies in most companies in order to satisfy employees and reduce turnover. Table 4.11 shows that 3 respondents with 7.9% each were very satisfied on the competitive benefits provisions compared to other companies in the industry, 26 respondents with 68.4% were satisfied on company's competitive benefits provisions and 9 respondents with 23.7% remained neutral. The data from the field reveals that most or majority of employees at Tancan are satisfied with the provisions of benefits compared to other companies which is important for any organization in order to control labour turnover.

**Table 4.10: Provision of Benefits Compared to other Companies in the Industry**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	3	7.9	7.9	7.9
	Satisfied	26	68.4	68.4	76.3
	Neutral	9	23.7	23.7	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

**4.3.2 Satisfaction with Opportunity for Advancement**

Under this subsection the following factors were investigated: supervisors identification areas of strengths and areas which need development, supervisors creation of development plan, creation of carrier path, quality of training and development, mentoring received from senior peers, support from supervisors on personal improvements, satisfaction with current position and opportunity for promotion.

**(i) Identification Areas of Strengths and Areas which Need Development**

Table 4.11 indicates that 9 respondents with 23.7% were very satisfied with supervisor's identification on employee's strength and areas which need development, 17 (44.7%) respondents were satisfied, 6 (15.8%) respondents were neutral, 3 (7.9%) respondents each were dissatisfied and strongly dissatisfied. The data reveals that majority of employees from Tancan are satisfied with supervisors identification on areas of strength and those which need development which is vital to keep employees and reduce turnover.

**Table 4.11: Areas of Strengths and Areas which Need Development**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	9	23.7	23.7	23.7
Satisfied	17	44.7	44.7	68.4
Neutral	6	15.8	15.8	84.2
Dissatisfied	3	7.9	7.9	92.1
Very dissatisfied	3	7.9	7.9	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(ii) Supervisor Creating Development Plan**

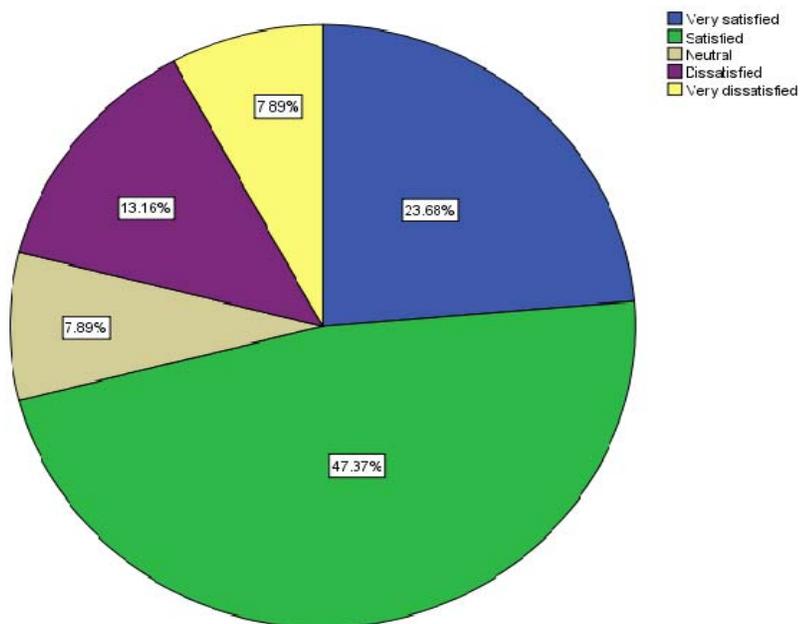
Table 4.12 indicates the way supervisors work on creating development plans for employees. The Data shows that 6 respondents with 15.8 % were very satisfied on supervisors work on development plan creation, 12 respondents with 31.6 % was satisfied, 14 (36.8%) respondents were neutral and 7.9% respondents each were dissatisfied and strongly dissatisfied. The data reveals that under half of respondents

were satisfied with the creation of development plan. That can create labour turnover in the sense that employees will not be able to predict their future with regards to professional advancement.

**Table 4.12: Supervisor Creating Development Plan**

	Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	12	31.6	31.6	47.4
	Neutral	14	36.8	36.8	84.2
	Dissatisfied	3	7.9	7.9	92.1
	Very dissatisfied	3	7.9	7.9	100.0
	<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data



**Figure 4.4: Supervisor Creating Career Path**

Source: Field data

**(iii) Supervisor Creating Career path**

Figure 4.4 reveals that 9 respondents with 23.68 % was very satisfied, 18 (47.37%) respondents were satisfied, 3 (7.89%) respondents each were neutral and strongly dissatisfied and 5 (13.16%) respondents were dissatisfied. The data reveals that majority of employees from Tancan are satisfied with supervisors work on career path creation which makes employees be able to predict their future with regards to professional advancement, therefore controlling labour turnover.

**(iv) Quality of Training and Development Received**

Training and development are important for workers to upgrade their skill and for the organization to increase efficiency and effectiveness of its workforce for better performances. Data in Table 4.13 indicates that 6 (15.8 %) were very satisfied and dissatisfied with the quality of training and development received, 22 (57.9 %) respondents were satisfied, and 4 (10.5 %) of workers were neutral. The data reveals that most of respondents at Tancan are satisfied with quality of training and development received which is good for controlling labour turnover.

**Table 4.13: Quality of Training and Development Received**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	22	57.9	57.9	73.7
	Neutral	4	10.5	10.5	84.2
	Dissatisfied	6	15.8	15.8	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(iv) Mentoring Received from Senior Peers**

Mentoring from senior peers is one of the processes of skill upgrading and teamwork building. Data in Table 4.14 indicates that 9 (23.7%) were very satisfied with mentoring from senior peers, 24 (63.2%) respondents were satisfied, and 5 (13.2%) of workers were neutral. The data reveals that most of respondents at Tancan are satisfied with mentoring from senior peers which is good for maintaining good relationships and controlling labour turnover.

**Table 4.14: Mentoring from Senior Peers**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	9	23.7	23.7	23.7
	Satisfied	24	63.2	63.2	86.8
	Neutral	5	13.2	13.2	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

**(v) Support from Supervisors on Personal Improvement Efforts**

The support from supervisors on personal improvement efforts may affect job satisfaction resulting into turnover. Table 4.16 indicates that 9 (23.7%) respondents were very satisfied with support from supervisors on personal improvement efforts, 26 (68.4 %) respondents being satisfied, and 3 (7.9%) respondents were neutral. Therefore data from the field reveals that majority of employees from Tancan were satisfied with supervisors support on personal improvement efforts which widens the possibility of personal and professional advancement and reduce turnover.

**Table 4.15: Support from Supervisors on Personal Improvement Efforts**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	9	23.7	23.7	23.7
	Satisfied	26	68.4	68.4	92.1
	Neutral	3	7.9	7.9	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field data

**(vi) Satisfaction on Current Company Position**

Employees' current positions may lead to their satisfactions and reduce turnover. Table 4.16 indicates that 9 respondents (27.3%) were very satisfied with their current positions, 21 respondents (55.3%) were satisfied, 3 respondents each with (7.9%) were neutral and very dissatisfied and 2 respondents with 5.3% were dissatisfied. Thus the majority of respondents who represents Tancan are satisfied with their current position. The results indicate that there is no stress for promotion which also reduces turnover.

**Table 4.16: Satisfaction on Current Company Position**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	9	23.7	23.7	23.7
	Satisfied	21	55.3	55.3	78.9
	Neutral	3	7.9	7.9	86.8
	Dissatisfied	2	5.3	5.3	92.1
	Very dissatisfied	3	7.9	7.9	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source:** Field data

**(vii) Opportunity for Promotion**

Employee's promotion opportunities lead to job satisfactions hence increases work performance and reduce turnover. The data from 38 respondents indicated in Table 4.17 shows that 10 respondents (26.3%) were very satisfied with promotion opportunities, 15 respondents (39.5%) were satisfied, 2 respondents with 5.3% were neutral, 4 respondents with 13.2% was dissatisfied and 6 respondents was strongly dissatisfied (15.8%) on promotion opportunities. Thus the majority of respondents who represents Tancan are satisfied with promotion opportunities. The results indicate that there is no stress for promotion which also reduces turnover.

**Table 4.17: Promotion Opportunities**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	10	26.3	26.3	26.3
Satisfied	15	39.5	39.5	65.8
Neutral	2	5.3	5.3	71.1
Dissatisfied	5	13.2	13.2	84.2
Very dissatisfied	6	15.8	15.8	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

**4.3.3 Satisfaction with Company Policy**

The researcher categories variety of factors under company policy such as income as a reflection of work done, appropriate recognition for work contributions, fair and honest performance evaluation, work hours flexibilities, overall job security, company flexibility with family responsibility, workload and company as a place to work.

**(i) Income as a Reflection of Work Done**

With regards to income as a reflection of work done. Table 4.18 indicates that 6 (15.8%) respondents were very satisfied on income as a reflection of work done, 29 (76.3%) respondents were satisfied, 3 (7.9%) respondents were neutral. The data reveals that majority of employees from Tancan are satisfied with the company policy since income reflects the work done which implies administration fairness and can results into reduced turnover.

**Table 4.18: Income as a Reflection of Work Done**

Variable		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	29	76.3	76.3	92.1
	Neutral	3	7.9	7.9	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**Table 4.19: Appropriate Recognition for Work Contributions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	3	7.9	7.9	7.9
	Satisfied	30	78.9	78.9	86.8
	Neutral	5	13.2	13.2	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(ii) Appropriate Recognition for Work Contributions**

Table 4.19 shows that 3 respondents with 7.9 % were very satisfied that there is appropriate recognition for work contributed by employees, 30 (78.9%) respondents were satisfied, and 13.2% were neutral. The data reveals that majority of Tancan

employees are satisfied with appropriate recognition for work contributions which implies administration fairness and can results into reduced turnover.

**(iii) Fair and Honest Performance Evaluation**

Table 4.20 indicates how respondents were recorded on fair and honest performance evaluation. 5 respondents with 13.2 % were both very satisfied and neutral on fair and honest performance evaluation policy, 25 (65.8%) respondents were satisfied, and 3 (7.9%) respondents were dissatisfied. That reveals majority of Tancan employees are satisfied with the policy of fair and honest performance evaluation which can results into reduced turnover.

**Table 4.20: Performance Evaluation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	5	13.2	13.2	13.2
	Satisfied	25	65.8	65.8	78.9
	Neutral	5	13.2	13.2	92.1
	Dissatisfied	3	7.9	7.9	100.0
Total		38	100.0	100.0	

**Source: Field data**

**(iv) Flexibility of Work Hours**

Table 4.21 indicates that 9 (23.7%) respondents out of 38 were very satisfied with flexibility of working hours, 29 (76.3%) respondents were satisfied, The data indicates majority of employees from Tancan are satisfied with the policy that there reasonable flexibility of working hours which provides enough time for employees to deal and solve personal and family matters and control turnover related to personal and family matters.

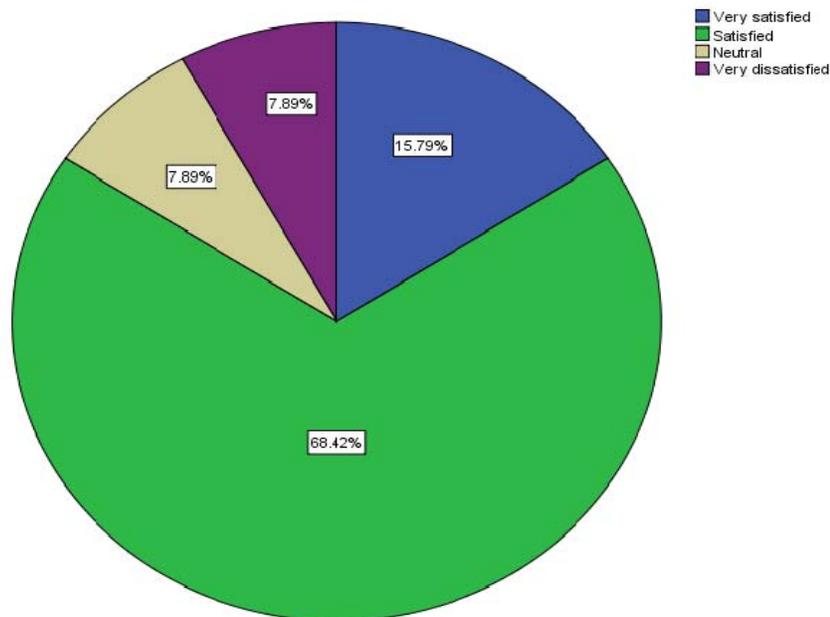
**Table 4.21: Flexibility of Work Hours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	9	23.7	23.7	23.7
	Satisfied	29	76.3	76.3	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

(v) **Workload**

Workload determines tiredness and lightness of duty performed. With that regards figure 4.5 reveals that 6 (15.79%) respondents were very satisfied with the workload, 26 (68.42%) respondents were satisfied with 68.42%, 3(7.89%) respondents each were neutral and dissatisfied with the workload. Therefore data from the field reveals that majority of employees at Tancan are satisfied with workload distribution policy which implies administration fairness and can results into reduced turnover.

**Figure 4.5: Workload**

Source: Field data

**(vi) Overall Job Security**

Assurance of job security is one of the situations which create either dissatisfaction or satisfaction which can result into turnover or retention. Data from the field indicates that 12 respondents (31.6%) were very satisfied with the overall job security, 23 (60.5%) respondents were satisfied and 3 (7.9%) respondents were neutral on overall job security. Under that base the majority of Tancan employees are satisfied with the overall job security which assures employees to continue fulfilling their needs which results into reduced turnover.

**Table 4.22: Overall Job Security**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	12	31.6	31.6	31.6
	Satisfied	23	60.5	60.5	92.1
	Neutral	3	7.9	7.9	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

**(vii) Company Flexibility with Family Matters**

The company flexibility with family matters is one of the good policies to make employees be satisfied with their job and possibly reduce turnover. Table 4.23 indicates that 12 (31.6%) respondents were very satisfied with the company flexibility on family matters, 21 (55.3%) respondents were satisfied, 5.3% respondents were neutral and 7.9% were dissatisfied. Based on field data the majority of employees at Tancan are satisfied with the company flexibility with family matters. That implies whenever employees have personal and family matters the company can provide reasonable time to solve the problem which is a big step in controlling labour turnover caused by family matters.

**Table 4.23: Company Flexibility with Family Matters**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	12	31.6	31.6	31.6
	Satisfied	21	55.3	55.3	86.8
	Neutral	2	5.3	5.3	92.1
	Dissatisfied	3	7.9	7.9	100.0
	<b>Total</b>	<b>38</b>	<b>100</b>	<b>100</b>	

Source: Field data

**(viii) Company as a Place to Work**

With regards to company as a good place to work, Table 4.24 indicates that 9 (23.7%) respondents were very satisfied with the company as a place to work, 23 respondents with 60.5% was satisfied, and 3 (7.9%) respondents each were neutral and dissatisfied. On that regard majority of employees from Tancan are satisfied with the company as a place to work. As a good place to work attract employees to stay hence reducing labour turnover.

**Table 4.24: Company as a Place to Work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	9	23.7	23.7	23.7
	Satisfied	23	60.5	60.5	84.2
	Neutral	3	7.9	7.9	92.1
	Dissatisfied	3	7.9	7.9	100.0
	<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(ix) Roster System (6 Weeks on Duty and 2Weeks on Break)**

The data from the field indicates that all 38 employees of Tancan who participated on the study work under roaster system (see Table 4.25a - Table 4.25c).

**Table 4. 25(a): Roster System**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	38	100.0	100.0	100.0

Source: Field data

**Table 4.25(b): Time Spent on Site doing Company Work**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 6 weeks	38	100.0	100.0	100.0

**Table 4.26(c): Time Spent as Leave/Break**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2 weeks	38	100	100	100
Total	38	100.0	100.0	

Source: Field data

**(x) Increased Responsibility and Pressure on Spouse**

Increased responsibilities and pressure on spouse due to long work period away has a vital force on job satisfaction and labour turnover. The study (Table 4.26) reveals that 52.58% of respondents either agree or strongly agree that there is increased responsibility and pressure on spouse due to long work period away from their family, 31.58 % were neutral and 7.9% of respondents each were disagree and strongly disagree. Thus the majority of respondents from Tancan generally agree that being away from home for a long time increases responsibilities and pressure on spouse. That can create stresses which can results into turnover.

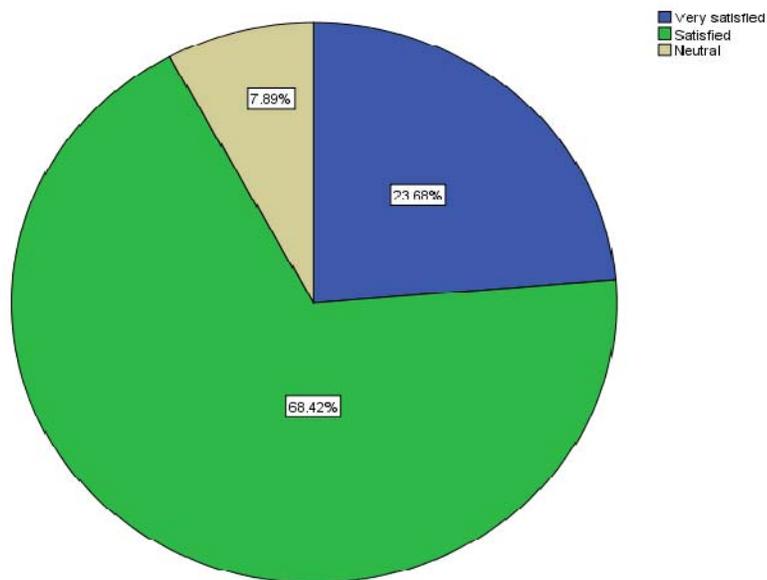
**Table 4.26: Responsibilities and Pressure on Long Work Period Increment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong agree	8	21.1	21.1	21.1
	Agree	12	31.58	31.58	52.58
	Neutral	12	31.58	31.58	84.2
	Disagree	3	7.9	7.9	92.1
	Strong disagree	3	7.9	7.9	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

#### 4.3.4 Satisfaction with Achievements

The researcher categorized achievement in the following units: freedom to take independent action when needed, ability to influence decisions that affect yourself, ability to do the job without supervisor interfering, and ability to influence day to day company success.



**Figure 4.6: Freedom to Take Independent Action**

Source: Field data

**(i) Freedom to Take Independent Action When Needed**

Figure 4.6 shows that 9 respondents with 23.7% were very satisfied on freedom to take independent action when needed, 26 respondents making 68.4% were satisfied, and 3 respondents making 7.9% were neutral. Based on the field data, majority of employees from Tancan are satisfied with the freedom to take independent action when needed which has the possibility to reduce turnover.

**(ii) Ability to Influence Decisions**

With regards to ability to influence decisions affecting yourself as an employee, Table 4.27 indicates that 15.8% of respondents were very satisfied, 47.4% were satisfied, and 18.4% of the respondents each were neutral and dissatisfied. Based on the results employees at Tancan were generally satisfied with ability to influence decisions which affect them. That is important because it creates confidence and happiness within the workplace which reduce turnover.

**Table 4.27: Ability to Influence Decisions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	6	15.8	15.8	15.8
	Satisfied	18	47.4	47.4	63.2
	Neutral	7	18.4	18.4	81.6
	Dissatisfied	7	18.4	18.4	100.0
<b>Total</b>		<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(iii) Ability to do the Job without Supervisor Interfering**

Table 4.29 indicates that 12 respondents making 31.6% were very satisfied that they can do their job without supervisors interfering, 55.3% were satisfied and 13.2%

were neutral. Based on the field data, majority of Tancan employees are satisfied with the independence in doing their jobs. That is important because it creates confidence and happiness within the workplace which reduce turnover.

**Table 4.28: Ability to Perform Job without Supervisor Interfering**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	12	31.6	31.6	31.6
Satisfied	21	55.3	55.3	86.8
Dissatisfied	5	13.2	13.2	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(iv) Ability to Influence Day-to-Day Company Success**

Data in Table 4.30 shows that 7.9 % respondents each were very satisfied and dissatisfied on their ability to influence day-to-day company success, 30 respondents with 78.9% were satisfied, and 5.3% respondents were neutral. Based on the field data, majority of Tancan employees are satisfied with their daily influence on company success. That is important because it creates confidence and happiness within the workplace which reduce turnover.

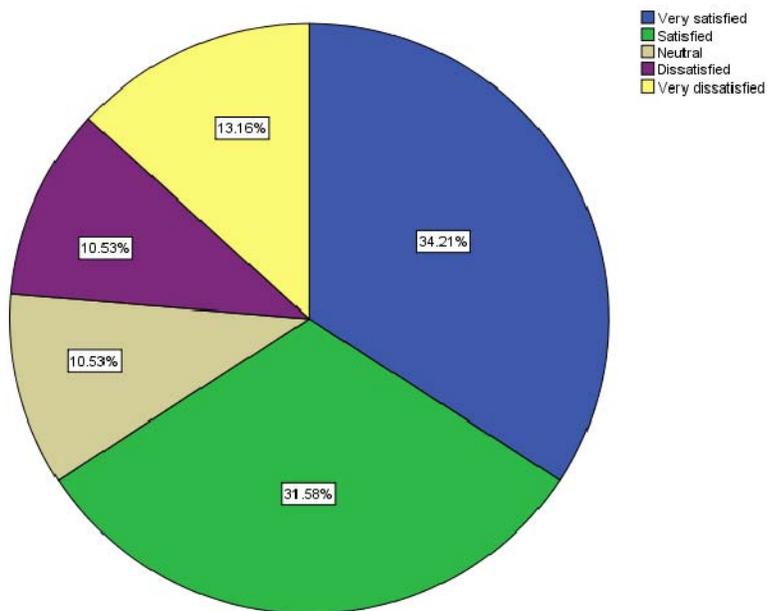
**Table 4.29: Daily Influence on Company Success**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	3	7.9	7.9	7.9
Satisfied	30	78.9	78.9	86.8
Neutral	2	5.3	5.3	92.1
Dissatisfied	3	7.9	7.9	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

#### 4.3.5 Communication within the Company

Communication within the company was one of the specific objectives in the study. Items studied in this section are supervisor accessibility when needed; supervisor responsive to employees concerns, supervisor keeping employees informed of things they are supposed to know, clear directives on work assignments, clear, effective and timely feedback on performance, adequate opportunity to interact with other employees on a formal level, and enough opportunity to interact with other employees on an informal level.



**Figure 4.7: Supervisors Accessibility**

**Source: Field data**

##### (i) Supervisor Accessibility when Needed

Figure 4.7 shows that 13 respondents making 34.2% were very satisfied with supervisor accessibility when needed, 31.58% respondents were satisfied, 10.53% respondents were each neutral and dissatisfied, while 13.16 were very dissatisfied. The data reveals that majority of employees at Tancan are strongly satisfied with the

accessibility of supervisors when needed. That creates good relationships which is vital for reducing turnover.

**(ii) Supervisor Responsive to Employees Concerns**

Data in Table 4.30 indicates that 34.2% respondents were very satisfied with supervisors' responsiveness to their concerns, 42.1 % respondents were satisfied, and 23.7% respondents were neutral. That means the study shows majority of employees at Tancan are satisfied with supervisor's responsiveness on employees concerns. That creates good relationships which is vital for reducing turnover.

**Table 4.30: Supervisor's Responsiveness on Employees Concerns**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	13	34.2	34.2	34.2
Satisfied	16	42.1	42.1	76.3
Neutral	9	23.7	23.7	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(iii) Supervisor Keeping Employees Informed of things they are supposed to Know**

Information is vital at any working place. The provision of clear information from supervisors increases job satisfaction, improves performance and reduce turnover. Table 4.31 shows 52.6% respondents who participated in the study were very satisfied with supervisors keeping them informed of thing which are supposed to know, 34.2% respondents were satisfied, and 13.2% were neutral. Based on the field data, majority of employees from Tancan are very satisfied with supervisors keeping

them informed of things they are supposed to know. That creates good relationships which is vital for reducing turnover.

**Table 4.31: Supervisor Keeping Employees Informed of things they are supposed to Know**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	20	52.6	52.6	52.6
Satisfied	13	34.2	34.2	86.8
Neutral	5	13.2	13.2	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(iv) Supervisor Giving Clear Direction on Work Assignments**

Data from Table 4.32 shows that 9 respondents making 23.7% were very satisfied with clear direction on work assignments from supervisors, 42.1% were satisfied, 21.1% were neutral and 13.2% were dissatisfied. Based on that data, majority of employees from Tancan are satisfied with clear direction on work assignments from supervisors. That creates good relationships and confidence in performing work assignments which is vital for reducing turnover.

**Table 4.32: Supervisor Giving Clear Direction on Work Assignments**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	9	23.7	23.7	23.7
Satisfied	16	42.1	42.1	65.8
Neutral	8	21.1	21.1	86.8
Dissatisfied	5	13.2	13.2	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data

**(v) Clear Effective and Timely Feedback on Performance**

Data from Table 4.33 shows that 9 respondents making 23.7% were very satisfied on clear effective and timely feedback from supervisors on performance, 68.4 % were satisfied and 7.9% were neutral. Based on that data, majority of employees from Tancan are satisfied with the clear, effective and timely feedback on job performance. That creates good relationships and confidence in performing work assignments which is vital for reducing turnover.

**Table 4.33: Clear, Effective and Timely Feedback on Job Performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	9	23.7	23.7	23.7
Satisfied	26	68.4	68.4	92.1
Neutral	3	7.9	7.9	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

**(vi) Adequate Opportunity to Interact with other Employees on a Formal Level**

Table 4.34 indicates that 12 (31.6%) respondents were very satisfied with adequate opportunity to interact with other workers on a formal level. 21 (55.3%) were satisfied and 13.2% remained neutral. The data shows that majority of Tancan employees are satisfied with the opportunity to interact in a formal level. That creates good relationships and support in performing work assignments which is vital for reducing turnover.

**(vii) Enough Opportunity to Interact with other Employees on an Informal Level**

Table 4.35 summarized the results that 23.7% respondents were very satisfied with the opportunities available to interact with other employees in an informal level,

71.1% were satisfied and 5.3% were dissatisfied. Based on the field data, majority of employees from Tancan are satisfied with the opportunity for interaction in informal level. That creates good relationships and support in performing work assignments which is vital for reducing turnover.

**Table 4.34: Adequate Opportunity to Interact with other Employees on a Formal Level**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	12	31.6	31.6	31.6
Satisfied	21	55.3	55.3	86.8
Neutral	5	13.2	13.2	100.0
Total	38	100.0	100.0	

**Source: Field data**

**Table 4.35: Enough Opportunity to Interact with Employees in an Informal Level**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very satisfied	9	23.7	23.7	23.7
Satisfied	27	71.1	71.1	94.7
Dissatisfied	2	5.3	5.3	100.0
Total	38	100.0	100.0	

**Source: Field data**

**(viii) Reasons for Joining Current Employer (Tancan)**

The researcher investigated some factors that forced employees to move from one company to another. Based on the questionnaires the study revealed that (Table 4.36(a) 9 (23.7 %) out of 38 respondents were not employed and needed a job, Other

13 (34.2 %) out of 38 respondents joined current employer due to fringe benefits, 4 (10.5 %) of respondent each were referred by friends and career advancement, 2 respondents considers Tancan reputation as a place to work and 5.3 % was due to other reasons. 7.9% joined current employer through seeing advertisement, and (2.6 %) was due to salary advancement.

**Table 4. 36(a): Reasons for joining current employer/Tancan**

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Unemployed and needed a job	9	23.7	23.7	23.7
Fringe benefits	13	34.2	34.2	57.9
Refereed by a friend	4	10.5	10.5	68.4
Tancan reputation as a place to work	2	5.3	5.3	73.7
Carrier advancement	4	10.5	10.5	84.2
Advertisement	3	7.9	7.9	92.1
Salary advancement	1	2.6	2.6	94.7
Others	2	5.3	5.3	100.0
<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field data**

With regards to reasons for leaving previous employer Table 4.36(b) summarizes the results. 6 (15.8%) out of 38 respondents left their previous employer due to low salary pay, 4 (10.5%) out of 38 respondents left previous employer due to fringe benefits, 7 (18.4%) of the respondents were due to being offered better job opportunity, 5.3% respondents each were due to family and personal reasons, relocation and move and carrier change. A total of 31.6% (10.5% + 7.9% 13.2%)

were due to either company instability, had no employment/first employment and due to company closed down business.

**Table 4.36(b): Reasons for leaving Previous Employer**

	<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Salary payment	6	15.8	15.8	15.8
	Fringe benefits	4	10.5	10.5	26.3
	Better job opportunity	7	18.4	18.4	44.7
	Commute	3	7.9	7.9	52.6
	Family and personal matters	2	5.3	5.3	57.9
	Relocation/move	2	5.3	5.3	63.2
	carrier change	2	5.3	5.3	68.5
	Company instability	4	10.5	10.5	79
	First employer	3	7.9	7.9	86.9
	Company closed down business	5	13.2	13.2	100.0
	<b>Total</b>	<b>38</b>	<b>100.0</b>	<b>100.0</b>	

#### **4.4 Discussion of Findings**

The findings of this study have limited generalizability and may need to be confirmed by further research in other mining companies in Tanzania. However many studies in different parts of the world such as USA, Australia, and South Africa allow for direct comparison with the current study. With this limitation in mind, the study evaluated factors influencing job satisfaction and labour turnover in the mining industry of Tanzania and the results highlighted overall satisfaction. However labour turnover still exist as identified in the current study, Table 4.2 indicates that under half of respondents (26.3%) have worked for the company for over 7 years and the

rest have worked for the same company between 1-7 years. In this study, variables such as company policy, opportunity for advancement, communication within the company, achievements, and gross pay were seen to have a significant influence on job satisfaction resulting into labour turnover.

## **CHAPTER FIVE**

### **5.0 SUMMARY OF FINDINGS, IMPLICATION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary of the Findings**

This section will discuss the findings obtained from the study objectives and be compared to similar studies conducted elsewhere in the world.

##### **5.1.1 Gross Pay (Salary and Fringe Benefits)**

This section examined the following elements: Amount of salary, provision of competitive salary compared to other companies in the industry, fringe benefits (medical plan, housing allowance, bonuses, etc), company provision with the type of benefits needed, procedures that fringe benefits are provided, understanding the company's benefit options, and if the company provides benefits that compare favorably with other companies in the industry. The finding from this study indicates that generally majority of the respondents were satisfied with gross pay. The finding was opposite to what Lehong and Hongguang (2007) found when studying turnover intention and countermeasures in China coal mining. They noted that key staff's salary level were too low and were not satisfied. In order to keep them a competitive salary must be paid, competitive means the compensation provided must be competitive to competitors and make the key staff feel fair in the company. Worrell, (2004) argues that the relationship between pay and job satisfaction seems to be dynamic and the existing literature is inconsistent.

In the current study Table 4.36a indicates that 23.7% respondents joined current employer because they were unemployed and needed a job, 34.2 % were attracted by

fringe benefits, and 2.6 % joined current employer due to salary advancement. On the other hand table 4.36b shows that total of 31.6% left their previous employer because of either company instability, had no employment/first employment and/or due to company been closed down business, 15.8% left due to low salary pay, 10.5% left previous employer due to fringe benefits, while 18.4% of respondent left due to being offered better job opportunity,

This finding is in support of Hissom (2009) who said the most common reason for labour turnover is the salary scale because employees are normally in search for well paying jobs. He noted that “Those who are desperate for a job may take the first one that comes along to carry them through while searching for better paying employment”. The situation is supported by Maslow’s Hierarchy of Needs and Herzberg’s two factor theory. According to Maslow’s (1954) view of individual needs, job satisfaction exist when an individual’s needs are met by the job and its environment. When one need is satisfied, another higher-level need emerges and motivates the person to do something to satisfy it. Low pay, unequal and substandard wage structures may lead to an employee under performing. When two or more employees perform similar work and have similar responsibilities but differ in pay, the lower paid employees may quit due to stress.

The finding is further supported by Ongori (2007) who indicated that organisational instability has a high degree of turnover. Employees are more likely to stay where there is a predictable work environment and vice versa. In organizations where there is high level of inefficiency there is also a high level of labour turnover. Therefore, in situations where organizations are not stable employees tend to quit and look for

stable organisations because with stable organisations they would be able to predict their career advancement too.

### **5.1.2 Opportunity for Advancement**

Regarding to opportunity for advancement, the findings have indicated a general satisfaction with the opportunity for advancement which conquer with Ramasodi (2010) in South Africa who was studying job satisfaction among mental health professionals, her findings indicated respondents were satisfied with their opportunity to develop. In this study respondents were satisfied with their supervisors work to identify their strengths and areas which need development, quality of training and development, mentoring received from senior peers, the way personal efforts to improve themselves are supported by supervisors, satisfaction with their current position at the company and the opportunity for promotion.

However under half of respondents were satisfied by supervisors' work to create a development plan. The weakness in creating development plan is worth to note as it can result into turnover. Expectancy Theory suggests that people not only are driven by needs but also make choices about what they will or will not do. The theory proposes that individuals make work-related decisions on the basis of their perceived abilities to perform tasks and receive rewards.

Opportunity for advancement (development plan and carrier path) provides employees the prospect of developing their carrier further. In this study Table 4.36(a) shows that 10.5% of respondents joined current employer due to carrier advancement, while table 4.36(b) shows that 18.4% of the respondents left their

previous employer in order to acquire better job opportunity. Ramasodi (2010) noted that “A number of studies have shown that career development significantly reduces turnover, and effective strategies for motivation and retention ought to be based on creating a stimulating and challenging environment”, the idea is also supported by Hissom (2009) in USA.

### **5.1.3 Company Policy**

With regards to company policy respondents reported high satisfaction with company policy in the sense that the income reflects work done, they get appropriate recognition for their contributions, there is fair and honest performance evaluations, there is flexibility of work hours, the distribution of workload is reasonable, there is overall job security, the company provide flexibility with family responsibilities and generally the company stands as a good place to work. However employees’ needs and motivators vary and therefore it is important to understand what motivates them to stay, as the case of roster system which is common in the mining industry.

In this research however, (Table 4.25) shows more than half of respondents, 52.68% (21.1% + 31.58%) indicated that their absence from home due to long work period away increases responsibility and pressure on spouses. Table 4.36(b) indicates that 5.3% of respondents (worth to note) left their previous employer due to family and personal reasons. The two points above suggests that employees working far from their family once they obtain an employment elsewhere close to their family they can go resulting into turnover. This findings are in line with Beach (2003), Peetz and Murray (2011) and AMMA (2013) in Australia. Beach (2003), said “it was easier to retain employees on shorter roster patterns, or where the roster approximated even

time”, while Peetz and Murray (2011) argued long hours working roasters by saying “This has adverse implications for employees’ personal lives, including their relations with family members and their ability to undertake their responsibilities in the family and community”.

#### **5.1.4 Achievement**

With regards to achievement more than three quarter of respondents reported satisfaction with enough freedom in their position to take independent action when needed, ability to influence decisions that affect them, ability to do their job without supervisors interfering, and ability to influence day-to-day company success.

The finding again is supported by Ramasodi (2010) in South Africa where she noted in her study that almost three quarter of respondent were significantly satisfied with their responsibilities. Many studies have indicated that work environments which provide more autonomy and less monotony are likely to enhance job satisfaction. Employees participation can increase motivation through power sharing while increased responsibility and achievement are perceived as predictor of positive responses.

Employee participation can afford individuals an opportunity to make key managerial decision that have an impact on other employees and the organization, thus increasing job satisfaction and reduce stress which can results in turnover. Employees who have a greater sense of involvement in the workplace, and innovation on how to approach their work may have less job strain and thus greater job satisfaction and low turnover.

### **5.1.5 Communication within the Company**

Communication within the company assessed supervisor accessibility when needed, supervisor responsive to staff concerns, supervisor providing information about things staff are supposed to know, supervisor giving clear direction on work assignments, supervisor giving clear, effective and timely feedback on performance, adequate opportunity to interact with other employees on a formal level and enough opportunity to interact with other employees on an informal level. This study indicates general satisfaction with communication within the company. The finding is in line with Toni, (2007) in South Africa who was studying staff turnover among professional nurses. She found communication and interaction between nurses and some of their supervisors being good. Effective communication acts as an asset to any organisation because it provides management process of planning, organizing, leading and controlling. Worrell, (2004) in USA indicated that workers who have friendships on the job tend to be more satisfied and those who lack social support at work experience more stress, have less coping techniques, and are generally less satisfied, he further noted that employees who have positive interactions with supervisors are generally more satisfied at work. With good communication within a company turnover intention can be reduced.

### **5.2 Implication of the Findings**

The following are the main findings from this study:

The study generally indicated high level of job satisfaction among Tancan employees surveyed. However labour turnover still exist as large number of employees surveyed (73.7%) have worked with the company between 1 -7 years.

Factors such as inconsistency in offering fringe benefits, roster system and poor development plans can be a source of stresses which can result into turnover once a better opportunity is available.

The study has indicated that no single objective studied can control labour turnover even if employees are satisfied with it but it depends on how other factors are favourable against outside available opportunities.

### **5.3 Conclusion**

The chapter provides the conclusion based on the study results, whose objective was to investigate the factors influencing job satisfaction and labour turnover in the mining industry of Tanzania. The study is not conclusive and more research should be conducted in other mining company in Tanzania.

In this study respondents have indicated high satisfaction with the parameters studied which are gross pay, opportunity for advancement, company policy, achievement and communication within the company. However job satisfaction itself cannot guarantee the absence of labour turnover because personal issues can also result into labour turnover.

The study has further indicated that employees working in a profession that is extremely demanding and sometimes unpredictable can be susceptible to feelings of uncertainty and reduced job satisfaction as a result they quit looking for more stable jobs.

Persons desperate for a job may take the first one that comes along to carry them through and satisfy their needs but once a better paying employment is found they quit

Although there is job satisfaction of workers in the mining industry, but family and personal matters can result in dissatisfaction where employees once they obtain an employment elsewhere close to their family they can go resulting into turnover.

#### **5.4 Recommendation**

Although the results themselves cannot be taken as conclusive but the results of this study suggest that policy makers should increase efforts to encourage more policies/ human resources policies, improving working conditions and compensation that enhance levels of job satisfaction among mining workers that will further reduce labour turnover.

Need to further improve relationships between management and employees, among employees themselves and increasing decision-making attitude among employees. That can increase job satisfaction and reduce turnover.

Continuous fair and honest performance evaluations and monitoring of job satisfaction can be useful to determine aspects of the services that need improvement so as to reduce turnover.

This study may serve as a base for future studies in the mining industry of Tanzania and others.

### **5.5 Limitation of the Study**

The study involved 38 permanent employees from Tancan Mining Company Limited. The study did not involve casual and specific task/contract employees because their lifetime at the company was not reliable and therefore they could mislead the outcome of the research.

Second the study was limited to the output that the respondents provided. Those are the information from answered questionnaires distributed to the respondents.

### **5.6 Suggested Areas for Further Study**

The Author suggests that further research be conducted in areas concerned with improving policies which can increase job satisfaction, reducing turnover, empowering employees to be involved in decision making process which can improve performances.

Further studies should also be directed to evaluations and monitoring of job satisfaction which are useful to determine aspects of services that need improvement so as to control turnover.

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## APPENDICES

### Appendix I: Research Questionnaire

**Please answer all questions by ticking the applicable answer or as directed otherwise.**

#### **Personal particulars**

1. (a) State where the interview was carried out

Region... ..

District.....

(b) Sex

(i) Male (M) ( )

(ii) Female (F) ( )

2. Indicate which of the following age group represents your age:

(i) 18-25 ( )

(ii) 25-35 ( )

(iii) 36-45 ( )

(iv) 45-55 ( )

(v) 56 and above ( )

3. Indicate your job title.....

4. Marital Status

(i) Married ( )

(ii) Unmarried ( )

## 5. What is your highest academic qualification

- (i) Certificate of Secondary Education ( )
- (ii) Advanced Certificate of Secondary Education ( )
- (iii) Ordinary Diploma ( )
- (iv) Advanced Diploma ( )
- (v) First Degree ( )
- (vi) Post Graduate Degree ( )
- (vii) Other please specify .....

## 6. How long have you been with the organization?

- (i) 1-2 yrs ( )
- (ii) 3-4 yrs ( )
- (iii) 5-7 yrs ( )
- (iv) Above 7 ( )

## 7. How many years have you worked in your present position

- (i) 1-2 yrs ( )
- (ii) 3-4 yrs ( )
- (iii) 5-7 yrs ( )
- (iv) Above 7 ( )

## 8. Please tick (V) all types of fringe benefits which the company provides you (you can tick more than one benefit)

- (i) Housing Allowance ( )
- (ii) Medical Plan ( )
- (iii) Bonuses ( )

(iv) Shares ( )

(v) Other benefits, please specify.....

9. Do you work in a roaster system? (That is to say you spend a fixed number of days on site doing company work and another fixed number of days at home as a break or leave)

(i) Yes ( )

(ii) No ( )

IF YES please answer question 10 and 11 below

10. How many weeks do you spend on site doing company work?

(i) 3 ( )

(ii) 4 ( )

(iii) 6 ( )

(iv) 8 ( )

(v) Others please specify.....

11. How many weeks do you spend at home with your family as a break or leave?

(i) 1 ( )

(ii) 2 ( )

(iii) 3 ( )

(iv) 4 ( )

(v) Others please specify.....

12. Your long work period increases responsibility and pressure on spouse

(i) Strongly agree ( )

(ii) Agree ( )

- (iii) Neutral ( )
- (iv) Disagree ( )
- (v) Strongly disagree ( )

13. What are your reasons for joining your current employer? (Tick all that apply)

- (i) Unemployed and needed a job ( )
- (ii) Referred by a friend ( )
- (iii) Fringe benefits ( )
- (iv) Tancan reputation as a place to work ( )
- (v) Career advancement ( )
- (vi) Advertisement ( )
- (vii) Salary advancement ( )
- (viii) Others, please specify.....

14. What are your reasons for leaving your previous employer? (Tick all that apply)

- (i) Salary pay ( )
- (ii) Fringe benefits ( )
- (iii) Better job opportunity ( )
- (iv) Commute ( )
- (v) Conflict with other employees ( )
- (vi) Conflict with supervisors/managers ( )
- (vii) Family and personal reasons ( )
- (viii) Relocation/Move ( )
- (ix) Career change ( )
- (x) Company instability ( )
- (xi) Others, please specify.....

**Please indicate your level of agreement with each of the following statements:**

	<b>How Satisfied are you with the following regarding Company Policies?</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>
	Your income is a reflection of the work you do					
	Receiving appropriate recognition for your contributions					
	Receiving fair and honest performance evaluations.					
	Flexibility of work hours					
	Workload					
	With your overall job security					
	Company flexibility with your family responsibilities					
	With the company as a place to work					
	<b>How Satisfied are you with Opportunity for Advancement?</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>
	The way your supervisor works with you to identify your strengths and areas which need development					
	The way your supervisor has worked with you to create a development plan					
	The way your supervisor has worked with you to create a career path					
	With the quality of training and development that you receive					
	With the mentoring you are currently receiving from senior					

	peers					
	Your efforts to improve yourself are supported by your supervisor					
	How are you satisfied with your current position at the company?					
	Opportunity for promotion					
	<b>How are you satisfied with Communication within your Company?</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>
	Your supervisor is accessible when needed					
	Your supervisor is responsive to your concerns					
	Your supervisor keeps you informed of things you are supposed to know					
	Your supervisor gives you clear direction on work assignments					
	Your supervisor gives you clear, effective and timely feedback on your performance					
	Receiving adequate opportunity to interact with other employees on a formal level.					
	Receiving enough opportunity to interact with other employees on an informal level.					
	<b>How are you satisfied with Achievement?</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>
	Enough freedom in your position to take independent action when needed					
	Ability to influence decisions that					

	affect you					
	Ability to do your job without your supervisor interfering					
	Ability to influence day to day company success					
	<b>How are you satisfied with Gross pay (salary and fringe benefits)?</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>
	Amount of salary					
	The company provides competitive salary compared to other companies in the industry					
	Fringe benefits (medical plan, housing allowance, bonuses etc)					
	The company provides you with the type of benefits you need					
	The procedure that fringe benefits are provided					
	Understanding the company's benefit options					
	The company provides benefits that compare favorably with other companies in the industry					

**Appendix II: Maswali ya Utafiti (Swahili Version)**

**Tafadhali jibu maswali yafuatayo kwa kuweka alama ya tiki kwenye jibu sahihi  
au kama ilivyoelekezwa**

**Maelezo binafsi**

1. Taja sehemu yalipo fanyika mahojiano haya

Mkoa... ..

Wilaya.....

(b) Jinsia

(iii) Mwanaume (M) ( )

(iv) Mwanamke (F) ( )

2. Onyesha umri wako upo kwenye kundi gani kati ya yafuatayo:

(vi) 18-25 ( )

(vii) 25-35 ( )

(viii) 36-45 ( )

(ix) 45-55 ( )

(x) 56 na kuendelea ( )

3. Taja cheo chako... ..

4. Onyesha mahusiano yako kati ya yafuatayo:

(iii) Umeoa/Umeolewa ( )

(iv) Hujaoa/Hujaolewa ( )

5. Onyesha kiwango cha elimu yako kati ya yafuatayo:

- (viii) Cheti cha elimu ya secondary kidato cha mne (     )
- (ix) Cheti cha elimu ya secondary kidato cha sita (     )
- (x) Stashahada (     )
- (xi) Stashahada ya juu (     )
- (xii) Shahada (     )
- (xiii) Shahada ya uzamili (     )
- (xiv) Nyingineyo, taja .....

6. Una muda gani tangu ulipoajiriwa na kampuni hii?

- (i) Miaka 1-2 (     )
- (ii) Miaka 3-4 (     )
- (iii) Miaka 5-7 (     )
- (iv) Zaidi ya miaka 7 (     )

7. Una muda gani tangu ulipopata cheo ulicho nacho?

- (v) Miaka 1-2 (     )
- (vi) Miaka 3-4 (     )
- (vii) Miaka 5-7 (     )
- (viii) Zaidi ya miaka 7 (     )

8. Weka alama ya tiki (V) aina zote za huduma ambazo kampuni inakupatia

(unaweza kuchagua zaidi ya moja) kati ya zifuatazo:

- (i) Malipo ya nyumba (     )
- (ii) Huduma za matibabu (     )
- (iii) Bonasi (Bonus) (     )
- (iv) Hisa (     )

(v) Nyinginezo, zitaje.....

9. Je unafanyakazi katika mfumo wa rosta (roaster system)? - (Kwa maana kwamba kuna idadi kamili ya siku ambazo unapaswa kukaa eneo la kazi au karibu na eneo la kazi kwasababu ya kutekeleza majukumu ya kazi, halafu unapata idadi ya siku kadhaa kwaajili ya mapumziko au likizo)

(i) Ndio ( )

(ii) Hapana ( )

Kama NDIYO jibu swali la 10 na 11 yafuatayo:

10. Je ni majuma mangapi unatakiwa kuwa kazini kabla hujapata mapumziko?

(i) 3 ( )

(ii) 4 ( )

(iii) 6 ( )

(iv) 8 ( )

(v) Mengineyo, taja.....

11. Je ni majuma mangapi unayatumia kama sehemu ya mapumziko ukiwa na familia?

(i) 1 ( )

(ii) 2 ( )

(iii) 3 ( )

(iv) 4 ( )

(v) Mengineyo, taja.....

12. Kukosekana nyumani kwako na familia yako kwa muda mrefu kwasababu ya majukumu ya kikazi huwa kunamuongeza mwenza wako (Mke/Mme) majukumu kupita kiasi

- (i) Nakubali sana ( )
- (ii) Nakubali ( )
- (iii) Sikubali/Sikatai ( )
- (iv) Sikubali ( )
- (v) Sikubali sana ( )

13. Ni sababu gani zimekufanya umeajiriwa na mwajiri wako wa sasa? (Weka alama ya tiki majibu yote ambayo ni sahihi)

- (i) Hukuwa na ajira hivyo ulihitaji kazi ( )
- (ii) Ulielekezwa na rafiki yako ( )
- (iii) Huduma na marupurupu ( )
- (iv) Heshima ya kampuni ya Tancan kuwa ni sehemu nzuri ya kufanya kazi() ( )
- (v) Kupata maendeleo kikazi/cheo ( )
- (vi) Kuona matangazo ya nafasi za kazi ( )
- (vii) Kupanda mshashara ( )
- (viii) Mengineyo, Elezea/Taja.....

14. Ni sababu gani zimekufanya uachane na mwajiri wako wa awali? (Weka alama ya tiki majibu yote ambayo ni sahihi)

- (i) Malipo ya mshahara ( )

- (ii) Huduma na marupurupu ( )
- (iii) Kwasababu ya kupata ajira nzuri zaidi ( )
- (iv) Kwasababu ya aina/taratibu za usafiri ( )
- (v) Kutokuelewana na wafanyakazi wenzako ( )
- (vi) Kutokuelewana na viongozi wako ( )
- (vii) Kwa sabaabu za kifamilia na za binafsi ( )
- (viii) Kwasababu za uhamisho ( )
- (ix) Kubadlisha aina ya kazi ( )
- (x) Kampuni kulegalega ( )
- (xi) Mengineyo, Elezea/Taja.....

**Tafadhali onyesha ni kwa kiwango gani unakubaliana na maelezo yaliyomo kwenye jedwali hapo chini:**

Ni kwa jinsi gani unaridhika na sera pamoja na taratibu za utendaji kazi katika kampuni?	Inaridhi sha sana	Inaridhi sha kwa wastani	Hairidhi hi na siyo Mbaya (Neutral)	Hairidhi shi kwa wastani	Hairidhi i sana
Mapato unayolipwa yanalingana na thamani halisi ya kazi unazozifanya					
Mchango wa kazi yako kazini unathaminiwa ipasavyo?					
Kuhusiana na usawa katika kutathimini utendaji kazi kwa wafanyakazi?					
Kuhusu mabadiliko ya saa za kazi kutoa unafuu kulingana					

na hali iliyopo/majukumu yanayokukabili					
Kuhusu mgawanyo wa majukumu/kazi					
Kuhusu usalama wa ajira yako					
Kuhusu kampuni kujali/kukupa muda wa kukidhi majukumu ya familia yako					
Je unaridhikaje na kampuni hii kama mahali pa kufanyakazi?					
<b>Unaridhikaje na hali ya upatikanaji nafasi za kujiendeleza na kupanda vyeo katika kampuni?</b>	<b>Inaridhi sha sana</b>	<b>Inaridhi sha kwa wastani</b>	<b>Hairidhi hi na siyo Mbaya (Neutral)</b>	<b>Hairidhi shi kwa wastani</b>	<b>Hairidhihi i sana</b>
Kuhusu kiongozi/bosi wako anavyoweza kukufahamisha maeneo unayofanya kazi vizuri na yale yanayohitaji kuongeza juhudi/ kujiendeleza zaidi					
Kuhusu kiongozi/bosi wako anavyoandaa mipango ya wafanyakazi kujiendeleza					
Kuhusu kiongozi/bosi wako anavyoandaa taratibu/hatua kwa hatua kwa ajili yako kupitia ili kujiendeleza					
Kuhusu ubora wa mafunzo unayopata ukiwa kazini					
Unaridhikaje na maelekezo/mafunzo ya kazi unayopata kutoka kwa watu wanaokuzidi madaraka?					

Juhudi zako binafsi za kujiendeleza zinavyoingwa mkono na kiongozi/bosi wako					
Je unaridhikaje na cheo/nafasi ulichonacho kwa sasa?					
Je unaridhikaje na taratibu za upandaji vyeo katika kampuni?					
<b>Unaridhikaje na hali ya mawasiliano katika kampuni?</b>	<b>Inaridhi sha sana</b>	<b>Inaridhi sha kwa wastani</b>	<b>Hairidhi hi na siyo Mbaya (Neutral)</b>	<b>Hairidhi shi kwa wastani</b>	<b>Hairidhihi i sana</b>
Mawasiliano na kiongozi/bosi wako muda wowote anapohitajika					
Mawasiliano na kiongozi/bosi wako kuhusu matatizo yako anavyoyajali					
Jinsi kiongozi/bosi wako anavyokupa taarifa ya mambo ambayo unapaswa kuyafahamu					
Jinsi kiongozi/bosi wako anavyokupa maelekezo sahihi ya kazi unazopaswa kufanya					
Jinsi kiongozi/bosi wako anavyokupa taarifa za marejesho kuhusu utendaji wako wa kazi					
Upatikanaji nafasi ya kutosha kuwasiliana na wafanyakazi wenzako kwa taratibu za kikazi					

Upatikanaji nafasi ya kutosha kuwasiliana na wafanyakazi wenzako nje ya taratibu za kikazi						
<b>Ni kwa jinsi gani unaridhika na mafanikio yako katika kampuni hii?</b>	<b>Inaridhi sha sana</b>	<b>Inaridhi sha kwa wastani</b>	<b>Hairidhi hi na siyo Mbaya (Neutral)</b>	<b>Hairidhi shi kwa wastani</b>	<b>Hairidhihi i sana</b>	
Kuwa na uhuru wa kutosha kulingana na cheo chako wa kutoa maamuzi pale inapohitajika kufanya hivyo bila kuingiliwa						
Kuwa na ushawishi wa maamuzi kwa mambo yanayokuhusu						
Utekelezaji wa majukumu yako ya kazi bila kuingiliwa na kiongozi/bosi wako						
Kuwa na uwezo wa kuchangia mafanikio ya kila siku ya kampuni						
<b>Ni kwa jinsi gani unaridhika na Malipo kwa ujumla (Mshahara, huduma na marupurupu)?</b>	<b>Inaridhi sha sana</b>	<b>Inaridhi sha kwa wastani</b>	<b>Hairidhi hi na siyo Mbaya (Neutral)</b>	<b>Hairidhi shi kwa wastani</b>	<b>Hairidhihi i sana</b>	
Kuhusu kiwango cha mshahara						
Kiwango cha mshahara ambacho kampuni inatoa kinakidhi kiwango kinachohitajika kwenye sekta husika						
Unaridhikaje na marupurupu yatolewayo na kampuni						

(huduma za afya, malipo ya nyumba, bonasi n.k.)?					
Je aina ya marupurupu na huduma zinazotolewa na kampuni ni zile unazozihitaji?					
Unaridhikaje na taratibu zinazotumika kutoa huduma na marupurupu					
Kuhusiana na uelewa wako wa aina zote za huduma na marupurupu ambayo kampuni inatoa kwa wafanyakazi					
Huduma na marupurupu yanayotolewa na kampuni ni mazuri ukilingasha na kampuni nyingine kwenye sekta husika					

