



TOWARDS A JOB CHARACTERISTIC MODEL FOR EMPLOYEE RETENTION IN THE MINING SECTOR IN ZIMBABWE.

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Abstract : *The purpose of this study is to develop a characteristic model for employee retention in the mining sector in Zimbabwe. The mining sector in Zimbabwe has been extensively affected by the loss of key personnel in key areas such as engineering, metallurgy and geology among others. The loss of such vital skilled employees in the mining sector has had a negative impact on output. As a result, the Zimbabwean economy has suffered loss in terms of the much-needed revenue. It is against this background that there is need to establish the effect of leadership style on employee commitment in an endeavour to enhance job satisfaction. harness key employees. The quantitative method research was employed in this study. An interview guide was used to collect data during consultative meetings and semi-structured interview platforms. The purposive sampling technique was employed in this study. The main findings were employee motivation but poor leadership style being employed, poor health and safety standards, lack of employee involvement and participation in decision-making. This study recommends that managers in the Zimbabwe mining sector should strive to use a combination of intrinsic and extrinsic motivators such as training and development, team working, workplace leaning, conducive work environment, profit sharing as well as adequate salaries and lastly foster an environment in which there are good industrial relations through effective communication.*

IndexTerms - Employee Retention, Motivation, Job satisfaction

1.0 INTRODUCTION

The purpose of this study is to develop a job characteristic model that can be employed in the Zimbabwean mining sector in an endeavour to retain personnel. This was prompted by the realisation that the mining industry in Zimbabwe continues to lose skilled personnel and this has retarded the country's economic growth (CMZ, 2021). It is noteworthy that skilled employees are lost and this has tremendously affected productivity in the mining sector, ultimately leading to a failure to achieve organisational objectives. In spite of the mining industry in Zimbabwe being regarded as the cornerstone of economic growth, it has been hemorrhaged by skills flight. The mining sector remains the epicenter for economic recovery in Zimbabwe. For this reason, there is emphasis on the managers embracing the appropriate leadership style in an endeavour to guard against the loss of key personnel. Employees are key assets to any organisation and these employees should be effectively motivated (Votto et al., 2021). However, in spite of this emphasis on the promotion of strategies for motivating personnel by several mining companies in Zimbabwe, the sector has been hamstrung by the shortage of skilled labour force, thereby failing to meet the targeted economic growth rates. It is therefore imperative to note that the realisation of set goals and targets by the companies can be through employee retention which is an effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies should be enacted in an endeavour to address the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff. Fundamentally, managers of companies should encourage employees to remain with the organization for the maximum period of time or until the completion of the project. The managers of mining firms should come up with retention strategies thereby helping organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives (Sungmala and Verawat, 2021). It is essential to note that employees are dynamic resources of any organisation who need to be extensively motivated. It is prudent for the management of firms to identify the causes of skills flight so as to find out what really engenders employee loyalty, high performance levels as well as concerted engagement. Fundamentally, this mechanism ensures the management understand why key employees may desire to stay with an organization for a long period. It is equally important to understand why at times employees may decide to search for alternative opportunities elsewhere. According to the Chikove and Shiri (2021), effective motivation of employees leads to increased commitment and hence the potential to meet organisational objectives. It follows therefore that improved attraction as well as retention of key personnel through motivation strategies enhances productivity in the Zimbabwean mining sector and promotes economic growth. The loss of key employees who wield critical skills has negatively affected productivity and revenue generation for the Zimbabwean economy (CMZ, 2021). Considering that mining organisations have failed to guard against the loss of key and talented workforce in Zimbabwe's mining industry, it is imperative to discover the effect of the leadership styles employed by the management on employee commitment at their organisations.

1.2 RESEARCH PROBLEM

The mining sector in Zimbabwe is currently bedeviled by a scarcity of talented and experienced employees. The harsh economic climate prevailing in the country has led to the mass exodus of employees in the sector. This implies that production in the mining sector has gone down because of a failure to effectively motivate personnel. Thus, failure to effectively motivate employees triggers high labour turnover. The decline in productivity could be attributed to the failure by mining companies to retain key personnel. This clearly reveals that the Zimbabwean mining industry has been plagued by the loss of personnel, making attraction and retention strategies important facets in harnessing skilled employees. Fundamentally, if employees feel that they are not being well-remunerated they opt to leave and production falls to alarming levels hence the downward trend in terms of productivity can be attributed to the skills flight. It is noteworthy that the situation regarding the skills flight in the mining sector is dire such that the Chamber of Mines of Zimbabwe was obliged to consider in detail the impact of the brain, test the appropriateness of the current interventions dealing with the situation, and above all determine macro assistance required to halt or reverse the flight of skills. Ghani et al. (2022) admits that high employee turnover has detrimental effects to organisations in terms of productivity. Therefore, employee retention through effective motivation is vital to an organization's success.

1.3 RESEARCH QUESTIONS

- i. What is the significance of employee motivation?
- ii. What intrinsic and extrinsic factors can be employed to enhance employee retention?

1.4 RESEARCH OBJECTIVES

- i. To discuss the essence of employee motivation.
- ii. To explore the intrinsic and extrinsic factors can be employed to enhance employee retention.

2.0 REVIEW OF LITERATURE

2.1 Employee motivation

Garengo et al. (2021), is of the opinion that motivation is an employee's enthusiasm which drives to achieve accomplishments allied to job. It is an internal drive that pursues an individual to accomplish certain task. Alsafadi and Altahat (2021) defines employee motivation as it is a factor or factors that cause employees or an employee to accomplish organisational goal through performance. It is critical to note that an employee's motivation is influenced by biological, emotional, intellectual, and social aspects (Ghani et al., 2022). It is very important area in human resource management as it helps to manage the performance of employees as well as increase their job outcome and assists to achieve the organisational goal. A safe work environment should be created where an employee is enthusiastic or motivated about task which is involved by some factors (Marin, 2021). Particularly, intrinsically satisfying factors and extrinsically encouraging factors are influential for an employee in workplace. Moreover, employee motivation is the mixture of satisfying the worker's basic requirements from job. However, this mixture of many factors creates very challenging situation to motivate employees (Hajar et al., 2021). Thus, motivation is the command that reinforces and shapes human behaviour and above all prompts the propensity to continue the behaviour.

2.2 Intrinsic Motivation

Intrinsic motivation is defined as the performance of an activity for its inherent satisfactions rather than for some separable outcome, reflecting the natural disposition in humans to assimilate and learn (Al-Suraihi et al., 2021). It refers to when employees engage in an activity out of interest, for the sake of the activity, and for the satisfaction that the experience of engaging in that activity will bring to them. Behaviors that are intrinsically motivated are thus engaged in for their own sake, and not for any other outcome (Armstrong, 2021). Prior research has indicated that increased intrinsic motivation can be related to employee willingness to create a positive mood, in turn leading to increased learning and knowledge sharing. Employees are intrinsically motivated for some activities and not for others, and it has been observed that not everyone is motivated by the same activities (Chikove and Shiri, 2021). Thus, intrinsic motivators can be more effective than extrinsic ones in motivating employees. Some previous research that has suggested that intrinsic rewards are superior to extrinsic ones has done so with the reasoning that employees perceive them as a more certain outcome of performing a task than extrinsic outcomes.

Because intrinsic motivation exists in the connection between an employee and a task, some researchers have defined intrinsic motivation in terms of the task that is performed by the employee, while others have defined intrinsic motivation in terms of the satisfaction an employee gains from performing the task (Harter et al., 2021). An example of intrinsic motivation is how self-fulfilled an employee feels as a result of performing a task well. Salas-Vallina et al. (2021) are of the view that an employee who looks to learn and grow as a person while working, due to the work itself, is motivated by intrinsic rewards. Research on altruism has showed that people enjoy helping others, and that intrinsic motivators play an important role in explaining human behavior (Armstrong, 2021). It can therefore be argued that when extrinsic motives are weak or absent, intrinsic motivation will become the only functional driver of performance. It has also been suggested that an efficient staff can be obtained by recruiting proactive employees, with high self-esteem and that are intrinsically motivated.

Fundamentally, intrinsic motivation refers to the stimulation that drives an individual to adopt or change behaviour for his or her own internal satisfaction or fulfilment (Sanders, Guest and Rodrigues, 2021). It is note-worthy that in connection to the work environment an employee would be intrinsically motivated by performing a task depending on the extent that the particular task is interesting, challenging, and has personal meaning based on the satisfaction they receive from performing the activity itself. Mappamiring et al. (2021) opine that individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work. Therefore, employees who are intrinsically motivated state that their work gives them a sense of satisfaction, accomplishment, and achievement. On the other hand, Asikhia and Omojola (2021) affirm that intrinsic motivation refers to soft motivation such as challenging tasks and a genuine desire to help others, creating a friendly and enjoyable work environment that is engaging with a task because it is interesting and enjoyable. Intrinsic motivation refers to motivation derived from internal rewards (Bagus and Ilomata, 2021). These internal rewards refer to the satisfaction a person receives in the process of performing a particular action. This implies that intrinsic motivation includes a multiplicity of factors such as exciting work, success, acknowledgement challenge and self actualisation. It can therefore be noted that intrinsic motivation has become an important factor in enhancing productivity in Zimbabwe's diamond mining industry.

2.3 Extrinsic motivation

In contrast to intrinsic motivation, extrinsic motivation on the other hand pertains whenever an activity is performed in order to obtain some separable outcome (Cherry, 2019). There are varied types of extrinsic motivation, some represent active states in employees while others represent impoverished forms of motivation (Alsafadi and Altahat, 2021). Extrinsic motivation can vary depending on how autonomous it is; an employee may perform a task because of fear of being punished or fired, or the employee can perform an activity because this activity will lead to a promotion, bonus, or raise in the future (Sungmala and Verawat, 2021). Both activities include external instrumentalities but vary in autonomy; the first one involves more of an obligation to an external control, whereas the second one also involves personal endorsement and the employee's choice (Satata, 2021). From the perspective of extrinsic motivation, employee behavior is driven by the perceived benefits of the action that he or she will perform, or the anticipation of instrumental gain or loss. However, it has also been argued that extrinsic motivation varies considerably and can reflect external control or true self-regulation.

The main goal of behaviors from employees who are extrinsically motivated is thus to receive organizational rewards or benefits from the achievement of an organizational goal or task (Adrianto and Riyanto, 2020). Extrinsic outcomes are the rewards that are distributed by some external agent in the organization, where an example could be the monetary reward that an employee receives for putting in extra effort at work, job security, and promotions. This implies that organizational rewards are useful for employees who are extrinsically motivated in order for them to perform desired behaviors (Budriene and Diskiene, 2020). Extrinsic motivation refers to doing something because it leads to an outcome that an individual value. It is used by a third party, for example managers or supervisors motivate their employees by using both tangible rewards such as promotion, payment, punishment and intangible rewards such as public commendation, and praise (Huang et al., 2022). Thus, extrinsic rewards are distributed by supervisors in order to ensure that the work is done properly and rules are followed, and rewards include bonuses, salaries, benefits, perks, commissions and cash rewards. Ngwenya and Pelsler (2020) emphasize that managers cannot motivate anybody from the outside. They can only create the environment to stimulate their employees to be motivated internally in order to do better work. Extrinsic motivation, according to Ghani et al. (2022), comprises five external factors that can be affected from the outside. These include: level of concern, success, feedback and interest and feeling tone. Extrinsic motivation on the other hand is not linked to the satisfaction the employee gets from performing the task itself, but rather from the external outcomes of the task such as financial rewards or incentives (Awan et al., 2020). It can therefore be noted that extrinsically motivated employees are motivated when they get positive appraisal or reinforcers provided by other people, and they are often motivated by factors like their salary at the end of the month or a bonus, raise, or promotion. Similarly, Vu (2020) defines an extrinsically motivated employee as one who is extrinsically motivated when he/she engage in the work in order to obtain some goal that is apart from the work itself. Another characteristic of extrinsically motivated employees is that they may perform their work in order to avoid punishment, thus the work that they are doing is not being done for the sake of the work but for the sake of its immediate consequences; implying that these consequences can be used to generate extrinsically motivated behavior in employees (Nguyen and Pham, 2020). Another important aspect of intrinsic and extrinsic motivation it is that they are not mutually exclusive; employees can be intrinsically motivated, extrinsically motivated, or both intrinsically and extrinsically motivated at the same time. This means that managers of mining organisations in Zimbabwe should motivate their employees to have a sense of willingness to do the job rather than working because they have to work.

Employee retention.

Hajar et al. (2021) is of the view that employee retention refers to the ability of an organization to retain its employees. However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. Thus, in this sense, retention becomes the strategies rather than the outcome (Hermawan et al., 2020). The management of mining companies should identify determinant factors of employee retention. According to Mappamiring et al. (2021), a distinction should be drawn between low-performing employees and top performers, and efforts to retain employees should be targeted at valuable, contributing employees. Therefore, the need for organizations to retain their key personnel is crucial for their ability to remain in business depends on it. Employee turnover is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues (Alsafadi and Altahat, 2021). It is therefore imperative for the management to effectively use financial and non-financial rewards to keep employees at their organisations. A lack of satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities (Del-Castillo-Feito et al., 2022). Therefore, low employee morale manifests itself in many ways that affect the organization's bottom line. In a business setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organisational knowledge (Omidi and Dal Zotto, 2022; Liao, Cheng and Chen, 2022). This implies that keeping employees satisfied will go a long way in keeping employees at the organisation. By implementing lessons learned from key organizational behavior concepts, employers can improve retention rates and

decrease the associated costs of high turnover (Baek and Kim, 2021). The management is urged to value their employees to guard against high labour turnover. Employers can seek positive turnover whereby they aim to maintain only those employees whom they consider high performers (Cherry, 2019). Fundamentally, key employees need to be well taken care of as they can be lured by rival organisations. Employee attraction and retention are the pulse of all successful businesses and with talent at a premium and technology changing the landscape of how we do business, getting to customers is becoming more difficult particularly where the channel mix is getting more complex and fragmented the business landscape is more diverse and complex than ever before (Gahlawat and Kundu, 2021). This implies that the key to any company's success is innovation and that innovation comes from their ability to attract and retain skilled employees.

2.4 Job satisfaction:

Marin (2021) define job satisfaction as the extent to which people like or dislike their job. Thus, job satisfaction implies an affective reaction towards a job. Job satisfaction can therefore be defined as an outcome of psychological, environmental and physical circumstances combined together. The reasoning behind is that, if the expected outcomes are met, employees develop a positive emotional attachment to the organisation. This involves employees' appraisal of how well their jobs provide things that are viewed as important usually influenced by an employee's unique experiences, needs, values and expectations (Huang et al., 2021). It is important to note that, job satisfaction is a multifaceted construct that comprises both intrinsic and extrinsic job elements (Armstrong, 2021). Intrinsic elements of job satisfaction arise from rewards that are mediated internally. Extrinsic elements arise from rewards that are mediated externally. External rewards refer to aspects that have little to do with work roles and internal rewards refer to work roles themselves (Khusanova et al., 2021). The former includes working conditions and pay, and the latter refers to factors such as skill utilisation and autonomy. Intrinsic determinants of job satisfaction pertain to the nature of and activities inherent to a set of tasks such as appreciation, feeling and intellectual stimulation (Martinez et al., 2021). This is a subjective variable which is not always quantifiable but is experienced when employees fulfil the needs which they consider important in their work role. Job satisfaction, as a crucial aspect in an organisation, attracted a lot of research, with most studies being dominated by the person-environment fit paradigm (Alqudaha et al., 2021). This implies that the greater the ability of a work environment to fulfil employees needs and demands, the higher the job satisfaction levels. The main criticism in the field of job satisfaction is based on the primary motive of research, which focuses on finding ways to maximise productivity by increasing employee satisfaction (Ghani et al., 2022). In so doing, the values and personal needs of employees' can be taken for granted, leading to the exploitation of workers. Therefore, it is imperative to create a balance between the needs and values of employers' and employees' job satisfaction.

2.4.1 Antecedents of Job satisfaction:

Personal determinants and organisational factors are two broad categories in which factors affecting job satisfaction can be grouped. Personal determinants of job satisfaction include race, gender, educational level, tenure, age and marital status (Armstrong, 2021). It is therefore of essence to note that the rewards that organisations apply to both individual and team performance are therefore critical in determining how affective the reward strategy will be. Omid and Dal Zotto. (2022) describes rewards and their purpose as including systems, programmes and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. Liao Cheng and Chen (2022) affirm that the fundamental purpose is to provide positive consequences for contributions to desired performance. Defining the concept of human resource management in the mid-1980's led to a greater appreciation for the value the workforce could make to the overall business goals of the organisation and how it could be groomed and cultivated to add most value to competitive advantage. Ghani et al. (2021) argue that the main construct of performance management is that work groups and individuals see what they have to do to make their contribution to the organisations overall effectiveness. Thus, there needs to be a clear link with the organisational objectives and this involves good communication of clear objectives that everyone understands. Reward management is both complex and problematic and very susceptible to outside influences such as economic environments, culture and individual employee preferences and perceptions (Alsafadi and Altahat, 2021). What is applicable, effective and performance enhancing for one employee or team may not have the same effect on other employee's in similar circumstances (Asikhia and Omojola, 2021). Performance management and performance appraisal systems become more complex and harder to manage as organisational structures cross international boundaries and cultures (Cherry, 2019). In this context, the reward systems applied at an organisation can become vital in achieving the desired level of performance and job satisfaction hence making it easier to retain skilled employees.

Alqudaha et al. (2022) advocates that it is paramount importance for companies to retain efficient employees in their companies because their performance affects the overall performance of their companies. Fundamentally, human resources are the most important resources in any organisation. It therefore goes without saying to note that to improve the performance of the company, it is necessary for managers to motivate their own employees. This is because motivated employees push companies to be more competitive and profitable (Ghani et al., 2022). In other words, motivation affects expenditure of energy at work and will probably have a bearing on performance (Liang et al., 2022). Motivation not only enhances good work performance of employees but it also enhances creativity of employees in the mining industry for example. Therefore, motivating employees is one of the most important managerial functions.

3.0 METHODOLOGY

This article basically employed the quantitative research method. Marshal, Rossman and Blanco, (2021) affirm that it is a type of educational research in which the researcher decides what to study; asks specific, narrow questions; collects quantifiable data from participants; analyzes these numbers using statistics; and conducts the inquiry in an unbiased, objective manner. An emphasis on collecting and analyzing information in the form of numbers.

3.1 Population

Marshal, Rossman and Blanco (2021) describe population as the universe of people, places or things to be investigated. In other words, the population includes all objects of interest. The population in this study was two thousand employees in the Zimbabwean

mining sector. The target population was derived from the population. This refers to people who would directly be involved in the research. From a population of about two thousand employees in the gold mineral sector this study only targeted one hundred employees. The sample consisted of sixty employees selected across the board.

3.2 Sampling techniques

The stratified random sample was obtained by separating the population elements into non-overlapping indefinite groups of similar characteristics called strata and then selected a simple random sample from each stratum. Participants were randomly chosen ranging from low level employees to senior managers at company.

3.3 Research Instruments

The researcher used the following instruments to collect data

- Closed and open-ended questionnaires
- Structured personal interviews

3.4 Data Collection procedures

The questionnaires were administered to all the two hundred respondents in the mining sector in Zimbabwe. The researcher monitored the respondents complete the questionnaires to ensure that they did not discuss and hence influence each other's response. The need to answer questions independently was emphasized. To enhance the freedom of response the respondents were instructed not to write their names on the questionnaires. The recovered questionnaires were 51.

4.0 RESULTS

The internal consistency and reliability of measurements was tested using Cronbach's alpha coefficient. The results of the Cronbach's coefficient alpha are shown in table 1. Leedy and Ormrod (2019) suggest that a value of .874 and above is acceptable for internal consistency.

Instrument reliability

Table 1: Reliability Cronbach's Alpha

Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	Based on	N of items.
0.874	0.874		6

Table 6.3 shows that the items included in this instrument are very reliable (87, 4%).

Extrinsic and intrinsic motivation

Table 2: Extrinsic and intrinsic motivation Related Factor

Questionnaire Statements	Extrinsic and intrinsic motivation Related Factor
Conducive work environment	.833
Team working	.828
Effective communication	.798
Compensation	.775
High-employee involvement in decision making.	.754
Employee development and training	.709
Cronbach Alpha	.874
Mean & Standard deviation	4.3800 ± .39354
KMO value	0.765
Bartlett's Test value	61.444%

Factor analysis was carried out on extrinsic and intrinsic motivators by looking at a number of strategies that can be employed to enhance employee retention such as training and development, conducive work environment, team working, effective

communication and compensation. There are a number of benefits that can accrue to employee when they are well motivated such as increase in productivity, team cohesion is fostered, culture of employee innovation is created, it improves industrial relations, employees make better day-to-day decisions, employees feel a stronger bond of responsibility for making the decision, employees focus more of their energy on future-oriented problem solving, it enables employees to get more informed perspectives, increase in employee commitment to the organization, company leaders affirm the value of their employees and above all happy employees tend to stay longer at their jobs. The KMO of the identified factor was 0.765. The associated Bartlett's Test of Sphericity was statistically significant as $p \leq 0.00$ and Cronbach's alpha was 0.874.

A mean of 4.3800 and a standard deviation of 0.39354 were confirmed for the factor employee participation and involvement. This mean indicates a tendency to lean more towards higher end of the Likert scale, above 3 in Table 2 implies that all the intrinsic and extrinsic motivators were desirable, which makes it easier for the mining organisations in Zimbabwe to retain key personnel. It therefore means if employee input is recognised and valued, it engenders their motivation and hence they will be willing to stay at their organisations for as long as possible.

5.0 CONCLUSIONS

This study concludes that employees intrinsically motivated employees are willing to stay at their places of work for longer periods as they will be job satisfied. Employees generally prefer to be treated as valuable assets of an organisation hence managers ought to employ benign supervision when managing employees. The managers should guard against being autocratic when managing employees as this will demoralise employees. It can also be affirmed that employees can also be motivated by having clear goals which are measurable and above all not ambiguous which gives clear definition as to the expectations of the objective. In addition, employees are often motivated by the anticipated significance upon successful completion of the particular task. Furthermore, there is a direct correlation between employee motivation to complete an objective and their involvement in establishing the goal and its boundaries. The managers should consistently provide clarity of expectations, ability to adjust difficulty, and the opportunity to gain recognition to employees so as to motivate them.

6.0 RECOMMENDATIONS

Managers are recommended to give employees clear work goals and responsibilities. Thus, performance management system provides guidance which will develop employee strength and above all helps to detect problems and difficulties and agree on how to overcome them performance management clarifies responsibilities. Performance management sets targets and standards.

Managers are recommended to reward employees fairly for achieving enterprise goals and objectives. The management of mining firms should be well aware that the performance management system will enable them to identify and make provision for achievers and underperformers. Whilst a performance management system can do all these things, the main purpose of the system must be clearly stated and communicated within the organization.

This study recommends that employees in the mineral sector in Zimbabwe should involve employees in decision-making through the use of the democratic leadership style so as to raise the standards of efficiency and effectiveness of an organization and lastly foster an environment in which there are good industrial relations through effective communication. The democratic leadership style engenders semi-autonomous group work and teamwork as both are forms of on-line direct participation of shop-floor workers in work-related decisions.

Managers of mining companies should develop effective ways and techniques for managing change through the appropriate leadership style. Employees can be changed through sensitivity training that is changing people's behaviour through unstructured group interaction, survey feedback, team building, inter-group development and process consultation. Managers should therefore use the appropriate leadership style in order to cope with change.

The management of mining firms in Zimbabwe ought to develop its employees so as to raise the standards of efficiency and effectiveness of an organization. Development of employees is crucial because it contributes towards the achievement of an organisation's objectives. It can also be observed that development is concerned more with changes in attitude, behaviour and employee potential that with immediate skill. It can also be noted that through the acquisition of new knowledge and job skills, employees increase their market value and earning power.

The managers should create a conducive environment where employees can air their grievances openly and freely without fear of victimization. Employees feel accommodated if they perceive the environment in which they are to be conducive. A model environment is one in which employees can initiate action and above all there are clear channels of communication.

Mining organisations should train its employees so that they acquire modern skills so as not to be left out in this dynamic world. An atmosphere of learning should be established at the organisation so that employees can broaden their skills. Training is beneficial to both the employee and the organization in that it seeks to widen general knowledge pertaining to new business techniques. This would certainly go a long way in motivating employees towards the attainment of organisational goals. In addition, managers should ensure that a result-oriented relationship between employee motivation and performance is fostered through motivational variables of recognition, achievement, growth and responsibility that are internalized and operationalised.

7.0 FURTHER RESEARCH

Considering the fact that this is the first research on the mining specific factors that can be employed in a bid to enhance employee motivation and retention in the gold mining sector in Zimbabwe. It will be prudent to amass a lot of data for instance by investigating the same aspect in a number of mineral sectors such as diamond, platinum and chrome among others so as to have an in-depth

understanding of these constructs holistically. A study into the effect of the indigenization policy on employee morale in the Zimbabwean diamond mining sector is recommended.

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