

## AN EVALUATION OF THE IMPACT OF JOB SATISFACTION ON EMPLOYEE RETENTION AT LONMIN ROWLAND SHAFT NORTH WEST PROVINCE

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### ABSTRACT

Job satisfaction is considered to be one of the most essential variables in the life of an employee of any organisation. Therefore, studies related to job satisfaction have increased over the past few years as many organisations realised its value. The growing interest in job satisfaction is justified by the fact that in today's business conditions, employees and their knowledge are becoming key factors in achieving competitive advantage. Employee retention and all of the elements associated with job satisfaction has become the primary focus of many organisations.

The aim of this research was to establish whether job satisfaction has an impact on employee retention at Lonmin Rowland Shaft in the North West Province. This research identified key variables that contribute to job satisfaction and employee retention.

**Key Words:** Job Satisfaction. Organizations, Business, Competitive Advantage, Employee Retention, Evaluation

### Introduction

Lonmin Rowland Shaft is situated in the North West province's Marikana area and it was founded in 1980. The company employs a total workforce of 1498 people which also comprises of contractors who are about 350 on average. Platinum production is the primary business of this company, and it uses conventional mining methods to extract these minerals from its underground operations to surface. The employees of an organisation constitute the most important asset of an organisation and without employees, an organisation cannot achieve its goals. According to Baghaei (2011:116) it is the responsibility of management to provide appropriate opportunities and environments for people at work to satisfy their needs. To ensure the achievement of set goals, an organisation needs to create an atmosphere of commitment and cooperation for its employees, through policies that can facilitate employee satisfaction (Parvin & Kabir, 2011:114).

Terranova (2008:11) defines job satisfaction as being the degree to which individuals like their job, and it consists of two components: (1) an effective component which comprises an individual's emotional feelings regarding their job, and (2) a perceptual component which evaluates whether one's job is meeting one's needs. This delineation is supported by Robbins, Judge, Odendaal and Roodt (2009:74) who suggests that Job satisfaction is the degree to which an employee feels

personally fulfilled and content in their roles at work. Robbins et al. (2009:75) further claim that Job satisfaction is also a key aspect which impacts on the employee's motivation and in turn impacts on the employee's plans to stay with an organisation. A person with a high level of job satisfaction holds positive feelings about his or her job, while dissatisfied person holds negative attitudes. According to Parvin and Kabir (2011:117) the more stress a worker is suffering from, the lower the job satisfaction and the higher the turnover intention.

### **Objectives of the Study**

- To establish the factors that influence job satisfaction
- To evaluate the impact of job satisfaction on employee retention; and
- To recommend strategies that Lonmin can use to improve job satisfaction at Rowland Shaft.

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## **LITERATURE REVIEW**

### **Introduction**

A literature review is defined by Garrard (2011:5), as an analysis of scientific materials relating to a specific topic that requires a researcher to cautiously read each of the relevant studies, evaluate the purpose of research, and appropriateness of sources before inclusion into the study. It can also be regarded as a compilation of the most significant researches that has been published on a topic by recognised scholars and researchers. According to Lodico, Spaulding and Voegtli (2010:34) one of the goals of literature review is to identify the limits to what is known about a particular topic.

### **An Overview of Job Satisfaction:**

According to Lazo (2008:2) job satisfaction has become one of the most studied concepts within organisational research. This has led to organisations trying hard to understand this concept so as to find means of enhancing it among their employees. Studies related to job satisfaction have increased over the past few years as many organisations realised its value. The actual formal studies into job satisfaction only began in the 1930s, but the study of workers' attitudes had begun in 1912 during the Hawthorne Studies (Frazier, 2009:16). The Hawthorne Studies of the late 1920s to the Hoppock studies of 1935 and various other researchers discovered that job satisfaction was compounded by the complexities of human nature (Frazier, 2009:28). Research has also exposed job satisfaction's inverse relationship with employee's intention to leave an organisation (Medina, 2012:5). Employees who are more satisfied with their jobs are less likely to contemplate leaving when compared to those who are less satisfied. According to Lazo (2008:3) service-profit chain "framework" established important linkages between employees' satisfaction levels, growth and profitability of an organisation. The importance of organisations to understand job satisfaction therefore goes without question.

Job satisfaction is considered to be one of the most essential variables in the life of an employee of any organisation. According to Tella et al. (2007:5) job satisfaction is so important that its absence often leads to lethargy and reduced organisational commitment. The lack of job satisfaction is also seen as a factor that influences people to leave their place of work. Job satisfaction is negatively related to labour turnover, absenteeism and positively related to employee productivity (Artz, 2008:5).

### **Factors that Impact on Job Satisfaction**

There are numerous factors that are responsible for employees' job satisfaction. Mokaya, Musau, Wagoki and Karanja (2013:81) state that in order to create an environment for employee satisfaction, it is extremely important to know which factors impact their satisfaction the most. Employees who are satisfied can provide good service to customers and this has an effect on organisational performance.

The factors that influence job satisfaction are discussed in the following sub-sections:

### **Human Resource Policies**

Human Resource Policies are a guide to management thinking and they help management to achieve the organisation's human resources objectives. Policies also help describe acceptable and unacceptable behavior as well as define an organisation's position on an issue. Policy statements such as mission statements, are broad guidelines for directing action (Lussier 2009:174).

Grobler et al. (2009:12-14) indicates that some of the human resources management policies that are of critical importance to employees include sick leave and accident disability insurance. Sick leave assures employees of pay when they are unable to work because of illness. Many organisations allow a specific number of days of leave with 12 days being a common figure. Others limit the accumulation of sick leave days to 4 weeks. In a case where ailment exceeds 4 weeks, long-term insurance or disability insurance takes over. Particular organisations even pay employees for the accumulation of sick leave days up to a set number-for example, up to 6 months of basic pay upon retirement. This kind of establishment is aimed at discouraging employees from abusing sick leave, and also serves as an assurance that organisational policies are there to serve both organisation and employee interests.

Employees can therefore make informed decisions on staying or leaving if they are familiar and satisfied with the organisation's human resource policies.

### **Organisational Structure**

Robbins et al. (2009:320) states that an organisation's structure is a means to assist management achieve its objectives. Since objectives are derived from the organisation's overall strategy, it is only logical that strategy and structure should be closely linked. More specifically, structure should follow strategy. If management makes significant change in its organisation's strategy, the structure will need to be modified to accommodate and support this change.

Mullins (2009:542) appears to have the same view as Robbins et al. (2009:320) when he attests that it is by the structure that the purpose and work of the organisation are conducted. Some of the benefits of organisational structure are that role ambiguity is drastically reduced as all employees know what is expected of them in terms of work input. This is made possible because, clear standards are set and there is a chain of command indicating who individuals and groups report to, as well as lodging grievances and concerns in the workplace (Robbins et al. 2009:412-415).

At Lonmin, employees coming back from leave and new recruits are familiarised with the latest organisational structures by human resources department. This is to ensure that they know which paths to follow when lodging grievances or making inquiries. Familiarisation with structures also assists workers to visualise their possible future roles in the organisation. This kind of information enables them to decide whether they are satisfied with the prevalent conditions and remain with the organisation, or leave.

### **Working Conditions**

Employees recently have a tendency to value organisations with good working conditions highly as they deem this to be an important contributor to their satisfaction (Mokaya et al.,2013:80). Research conducted by Jain and Kaur (2014:8) revealed that working conditions form the core of elements of satisfaction in the workplace. Having a refreshment and recreation facility ,as well as a health and safety facility are also mentioned.

According to Ingram (2014:1) working conditions are made up of a range of factors which include company culture, management styles, hierarchies and human resources policies. According to Goetz, Campbell, Steinhäuser, Broge, Willms and Szecsenyi (2011:1) working conditions have an important impact on job satisfaction as a high workload is often associated with reduced performance. Workers generally desire working conditions that will result in greater physical comfort and convenience (Parvin & Kabir, 2011:117). The absence of such desirable working conditions, can impact negatively on the worker's mental and physical well-being, amongst other things. Bakotic and Babic (2013:207) support this stance by stating that conditions can range from comfortable to those that are difficult and dangerous to one's life and health.

### **Management Style**

Management is defined by Brewster, Carey, Grobler, Holland and Warnich (2010:322) as a process of establishing clear goals, objectives and planning required actions to achieve them over a certain period of time. According to Swanepoel et al. (2009:25-27) management can be viewed as a dynamic intervention process that is aimed at integrating, balancing, and synchronising so that working people are content, productive and add value to the organisation. Swanepoel et al. (2009:27-29) also list the functions of management that were popularised by Fayol (1916) as planning, organising, commanding, coordinating, and control.

### **Job Security**

According to Theodossiou and Vasileiou (2014:2) one of the most consistent findings in the job satisfaction literature is that the effect of job security on job satisfaction is large and significant. Studies have also identified job security as one of the factors that assists to predict job satisfaction and motivate employees (Jang, 2008:21). According to United States of America workers survey (2010) employees record higher levels of job satisfaction in jobs they deem to be secure. European survey data (2013) also support the existence of a strong connection between the feeling of having a secure job and the reporting of higher job satisfaction (Jang, 2008:21-22). The perception of having a job, but knowing whether it is secure or not has been classified as one of the most stressful burdens that an employee can shoulder. Studies concluded by Akpan (2013:83) suggests that job security is an important factor in employee commitment.

However, other researchers have indicated that the statistical relationship between job security and job satisfaction is actually causal, running from security to satisfaction (Phelps, 2013:233-234). Phelps (2013:233-234) further postulates that low job satisfaction and job security may be a feature of economies with large numbers of low level jobs. Despite the arguments about the relationship between job satisfaction and job security, job security is still ranked as one of the top drivers of job satisfaction (Hastings, 2012:1).

### **Promotions**

Promotion is defined by Malik, Danish, and Munir (2012:6) as the movement of an employee to a job of higher significance and higher compensation. In principle, promotion offers employees the opportunity to advance in existing career ladder or even take a bridging job to a new career path. According to Naveed, Usman, and Bushra (2011:302) promotion also improves the social life of employees when they climb a promotion ladder on the basis of seniority and resultantly gets an increased wage rate. It is also argued by Naveed et al. (2011:303) that delivery failure rate is generally high when employees are hired externally than when they are promoted internally. According to Maniram (2007:24) promotion has a stronger impact on job satisfaction when compared to other factors such as recognition and achievement. This effect is due to the fact that promotion to the next level usually brings position changes such as pay, autonomy and supervision.

Malik et al. (2012:6) contend that many researchers are of the opinion that job satisfaction is strongly interrelated with promotion opportunities and there is a direct and positive association between promotional opportunities and job satisfaction. Naveed et al. (2011:303) state that employees who are dissatisfied with the opportunities that are available for promotion have a tendency show a huge intention to leave the organisation. This is partly due to the fact that individuals develop an expected timetable for advancement, and the extent to which timetables are met, influences the individuals' cognitive evaluation.

### **Communication**

All business organisations depend on communication to act as the glue that binds various elements, coordinates activities and allow people to work together (Grobler et al., 2009:14). According to Nel et al. (2011:348) communication is a social process through which all people can establish and maintain relationships. Holbeche (2009:413) defines communication as the interpersonal exchange of information and understanding. Where communication is effective there is an increased collective commitment to organisational goals as employees are engaged. According to Price (2009:26), effective communication facilitates coherence, and serious attention must be given to communicating the organisation's strategic objectives together with the parameters of acceptable behaviour, costs and time. Price (2009:26-27) further postulates that good communication is essential to the smooth running of people management system, and stress that it must be a two way system. An open culture should be encouraged and employees should feel free that they can express their opinion without fear of retribution (Devito 2009:15).

Managers at Lonmin should open the channels of communication between themselves and employees. Opening communication channels is different from informing employees about the financial status of the company, or announcing changes in management positions. Message overloading or information overload in business can be an obstacle to achieving communication efficiency and may lead to unhappy workforce (Devito, 2009:15). Inferences from the literature reviewed suggests that; for employees to be satisfied and organisations to be effective, communication must be of the highest standards and relevant among all stakeholders.

### **Organisational Culture**

According to Swanepoel et al. (2009:722) culture in an organisation is the complex body of shared values, beliefs and understanding between the members of the organisation. These elements among others consist of attitudes and mind-sets of members. According to Robbins et al. (2009:427) culture serves as a meaningful control mechanism that guides the shapes, attitudes, and behaviour of employees.

### **Upheavals in the World of Work**

Finally, changing economic and cultural circumstances can produce dramatic upheavals in the work world. A study conducted by American Bureau of Labour Statistics (2014) revealed that 15 percent of America's workforce have moved to being self-employed, free agents, and serve various clients on a temporary contract basis. According to Statistics South Africa (2015) majority of employable people in the country do not enter into formal wage employment, but rather engage in self-employment or unpaid family work such as agriculture.

### **Labour Turnover**

Staff turnover is a concern that many organisations in South African and other parts of the world are currently facing across industries. Labour turnover is defined by Basu, Sahu and Rajiv, (2012:255) as a process of change in the composition of consolidated labour force. This occurrence is also defined as the movement of employees in and out of the boundaries of an organisation

(Mdingela, 2009:13). Employee retention and turnover areas are closely related and one cannot be discussed thoroughly whilst ignoring the other. Turnover depending on its type can either be negative or positive.

According to Yee-Melichar, Boyle and Flores (2011:114) negative turnover is the loss of key qualified personnel, and positive turnover is the loss of strong employees through promotions within the organisation, or less desirable personnel leaving. Theron et al. (2014:2) argues that turnover in essence, is a measure of organisational effectiveness. Labour turnover is also said to result in the incurring of costs of replacing workers and this would include recruitment, selection and training, losses due to wastages, spoilage and defectives due to the inexperience of the employees and a decrease in the overall production due to lack of desired efficiency of new workers (Minaxi, 2010:21). According to Yee-Melichar et al. (2011:115) another consequence of high labour turnover includes lower job satisfaction.

The fact that there seems to be no definitive answers as to why people leave or stay in organisations implies that turnover and retention research continues to be an important research topic (Theron et al., 2014:2).

### **Factors that Impact Staff Retention and Turnover**

The factors that impact on staff retention and turnover will be discussed in subsections below. They include leadership style, organisational justice and work relationships among other factors.

#### **Leadership Style**

There is a wide and ever growing variety of theories to explain the concept and practice of leadership. According to Armstrong (2010:200) many theories view leadership as grounded in one or more of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to, leadership skills. In virtually all of the more dominant theories there exist the notions that, at least to some degree, leadership is a process that involves influence with a group of people toward the realization of goals.

#### **Performance Management and Appraisal**

The effective management of performance first requires a solid understanding of the performance domain. That is, identifying and knowing the duty areas and tasks that are part of the job. The performance appraisal system should be directly tied to job analysis as unjust negative feedback is likely to prompt the employee to seriously contemplate leaving the organisation (Holbeche, 2009:218-219).

#### **Organisational and Management Factors**

It has been discovered that organisations that have clearly established goals and hold managers and employees accountable for accomplishing results are viewed as better places to work, especially by individuals who aim to advance financially and career-wise (Mathis, Jackson & Valentine, 2015:68). Effective management will provide all the resources that employees need to efficiently perform their jobs. According to Meyer and Botha (2009:75) companies in which employees experience collaboration and supporting work conditions, are likely to be more profitable and experience fewer stock losses as well as lower labour turnover.

#### **Work Relationships**

According to Mathis et al. (2015:68) work relationships can influence an employee's decision of leaving or staying in an organisation. Mathis et al. (2015:68-69) further maintain that a supervisor or manager who creates a positive environment and creates positive relationships, helps organisations retain key employees. Managers and supervisors create these positive environments

and relationships through being fair and non-discriminatory, allowing work flexibility and work-family, balancing giving employees feedback and supporting career planning (Nel et al.,2011:349).

## **RESEARCH METHODOLOGY**

### **Introduction**

According to Saunders, Lewis and Thornhill (2012:4-5) research methodology is the framework for conducting a research project. It guides the researcher in selecting a plan which is appropriate to collect and analyze data. Welman, Kruger and Mitchell (2009:2) defines research as an organised, structured, and purposeful investigation, aimed at discovering, interpreting, and revising human knowledge on different aspects of the world by someone first hand. Cooper and Schindler (2009:5) indicate that in order to employ suitable remedies for a problem, researchers are expected to employ suitable methodologies. This chapter introduces the research methods adopted in this study. This chapter also provides an overview of the important areas that warranted consideration during research.

### **Target Population**

According to Johnson and Christensen (2014:249) the target population is the total group of individuals from which a sample might be drawn. The target population consisted of senior managers, managers, middle managers, supervisors, artisans and operators. At the time of the study the target population was 225.

### **Limitations of the Study**

According to Marshall and Rossman (2011:76) research limitations emanate from the conceptual and study design. This study was only concentrated on Lonmin's Rowland Shaft, however, there were also other parts of the mine that were experiencing high labour turnover which were not addressed in this particular research. The size of the sample was a limitation to the study as a bigger sample always ensures inclusivity. Workers who only have a maximum of one month service could not give objective responses as they were still undergoing induction. Another limitation that might confront the study is that some research participants might be reluctant to participate as they might be thinking that there could be penalties from senior management, if their participation reveals negative information against their employers.

## **RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS**

### **Response rate**

Hundred and thirty nine (93%) out of hundred and fifty (population sample) respondents participated in the research study. The questionnaire was hand delivered to the participants.

### **Analysis of data**

The findings are grouped and presented under the following sections:

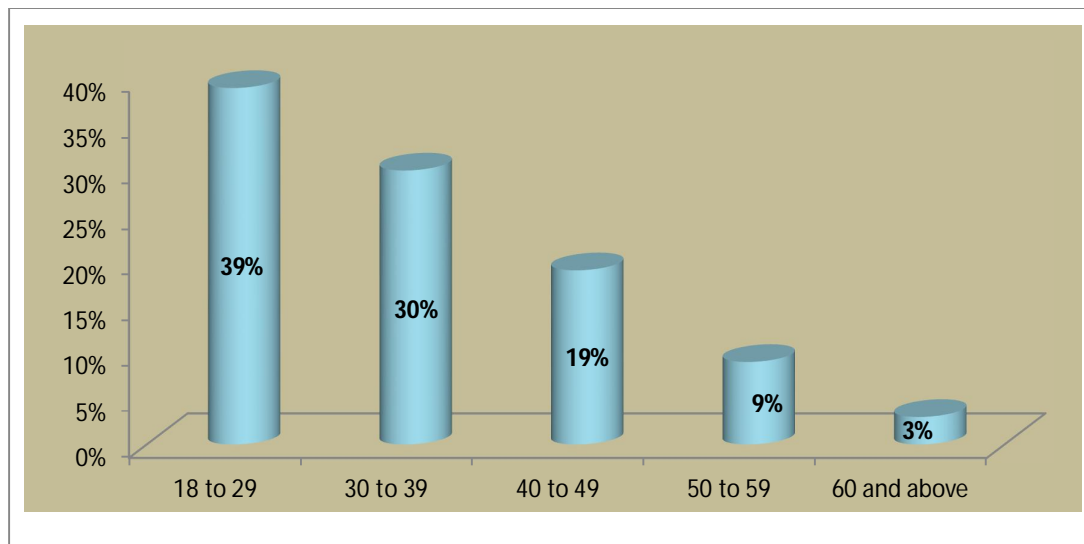
- Demographics
- Factors that influence job satisfaction
- The impact of job satisfaction on employee retention.

### **Demographic information**

This section covers areas such as age, gender, qualifications, experience and job positions of the research from Lonmin Rowland Shaft in the Northwest province.

### Age of participants

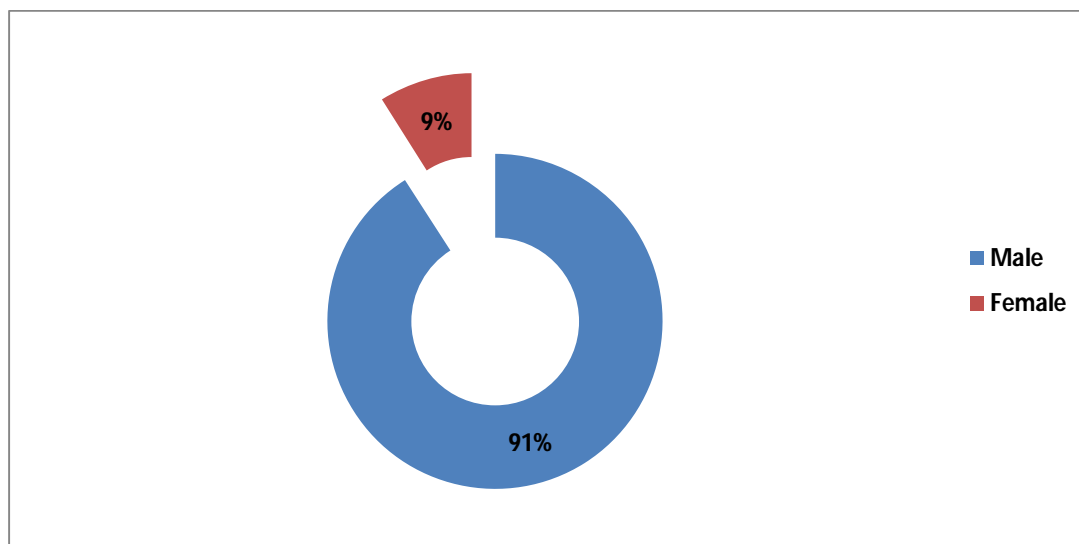
**Figure 4.1** Age profile of the respondents



Collectively 88% of the respondents are under the age of 50 years, 9% represents ages between 50 to 59 and only 3% represents 60 years and above. Majority of the respondents represent an age group called Generation Ys. Boonzaier, Conradie and Hamman (2009:12) caution that: the first wave of baby boomers is retiring and the candidate pool is beginning to shrink. Generation Ys are the ones to fill the space and we must learn to recruit, hire and retain them. Boonzaier et al. (2009:12) further state that advertisements that sell diversity, individual growth and opportunity are more likely to appeal to them. Conversely, older generations are attracted more to job content, job titles, job satisfaction and security (Holbeche, 2009:179).

### Gender

**Figure 4.2** Gender profiles of respondents

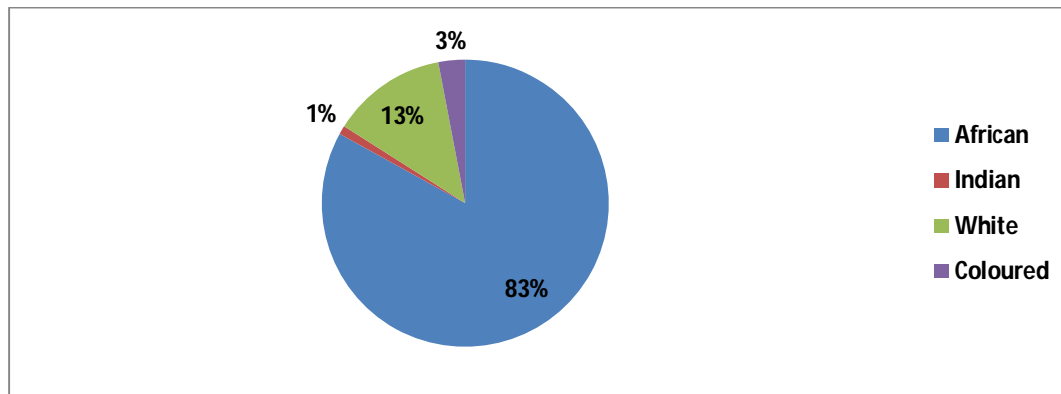




It is evident from figure 4.2 that Lonmin Rowland Shaft is dominated by male employees as indicated by the 91% that they represent and only 9% is female. According to the Mining for Talent (2013), the mining and minerals sector has predominantly been male-dominated over the years regardless of the geographical location. According to Price Water Coopers (2014) the mining industry has the lowest number of females on company boards. The Employment Equity Act, No 55 of 1998 in South Africa is an attempt by the government to eliminate unfair discrimination and create unbiased gender and race representation in the workplace.

### **Race of the participants**

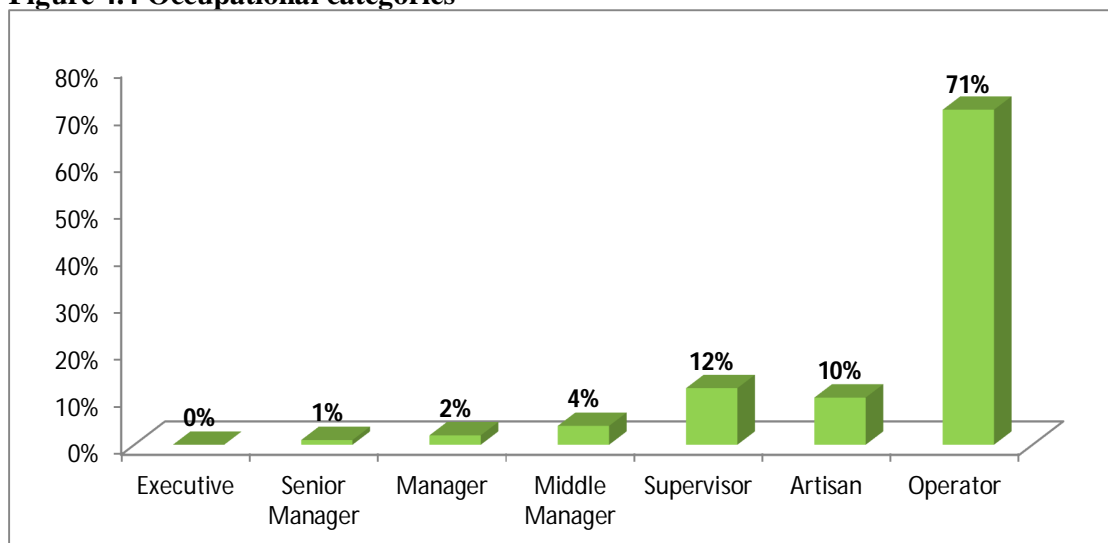
**Figure 4.3 Race**



The findings show that Africans dominate the employment race at 83%, followed by whites at 13% and Coloured employees represent 3%. Indians have the lowest representation at 1%. The race spread is a clear indication of the demographic composition of the Marikana area where Lonmin Rowland Shaft is situated. This is in line with the South African government policy on employment equity, which requires that employment ratios must reflect the true nature of the demographical composition of that particular area.

### **Occupational categories**

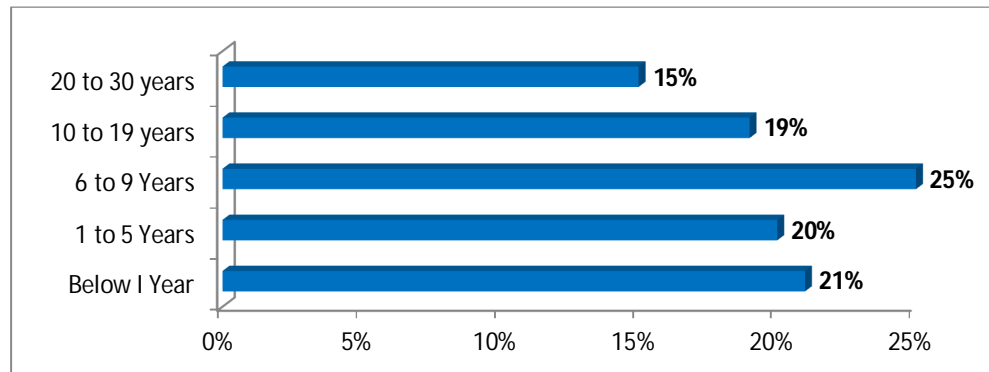
**Figure 4.4 Occupational categories**



The occupation with the highest percentage of employees is the Operators category. The conventional mining methods that Lonmin Rowland Shaft uses to extract ore from underground involve Operators and machinery. Executives are not placed at the shafts because their functions are centralised at corporate offices. Artisans who are skilled workers represent 10% of respondents. Management is represented collectively represented by 7%.

#### **Years of employment**

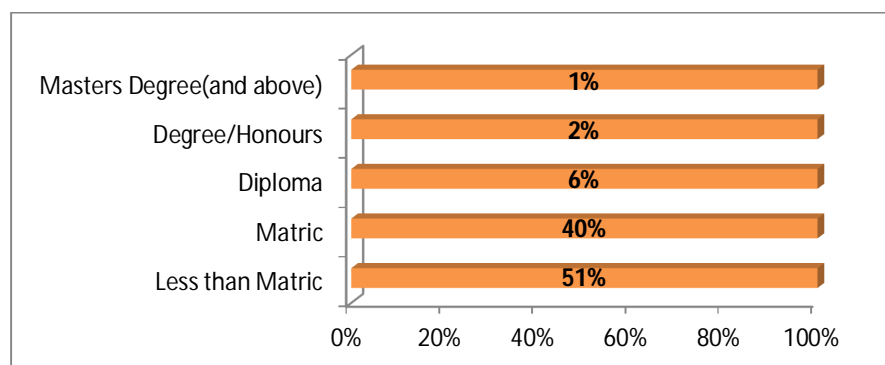
**Figure 4.5 Years of employment**



Collectively 66% of employees have worked for the company for a period of less than ten years. According to Thompson and Gamble (2009) the number of years a person works at a particular organisation determines the experience of that person. Competent experienced workforce provides quality services to the organisation. Experienced workforce can also help to reduce costs by eliminating and reducing waste.

#### **Employee Qualifications**

**Figure 4.6 Qualifications of employees**



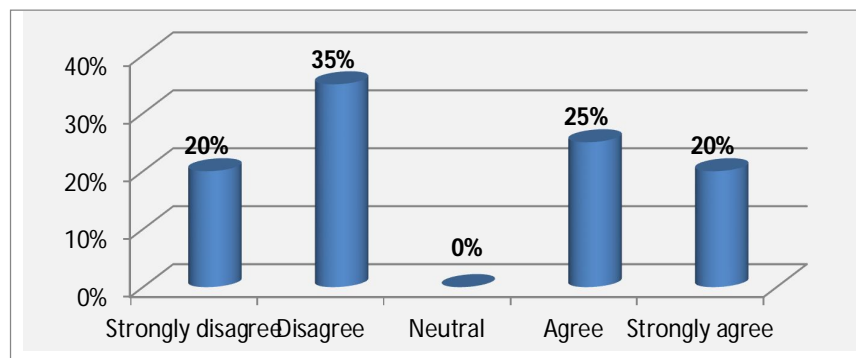
The 51% respondents who represent a qualification of less than matric should be a concern for Lonmin Rowland Shaft management. Lack of matric will prevent employees from enrolling at higher education institutions to further their studies. Management at the mine are attempting to eliminate the lack of matric qualifications condition by encouraging employees who are in this category, to enrol for the Adult Basic Education (ABET) programmes that are freely available to them.

## Factors that Influence Job Satisfaction

This section presents findings with regard to the questions on Part “B” of the research questionnaire which were aimed at investigating the factors that influence job satisfaction at Lonmin Rowland Shaft.

### Overall, I am very satisfied working in this company

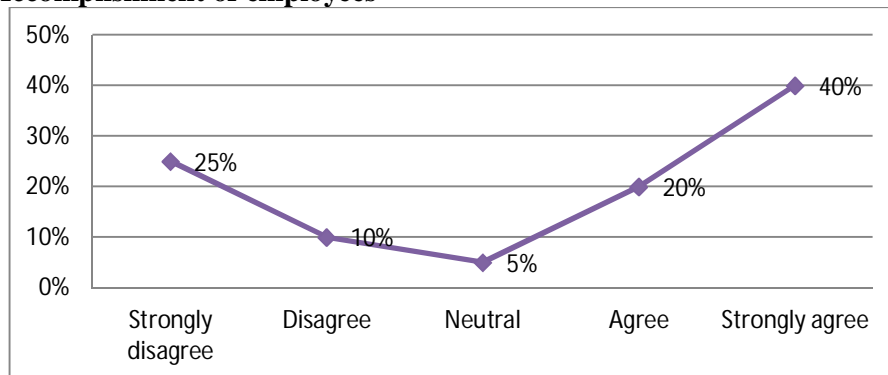
**Figure 4.7 Satisfaction**



A collective 55% of respondents disagree that, they are satisfied with working conditions at Lonmin Rowland shaft overall. Medina (2012:5) states that employees who are satisfied with their jobs are less likely to contemplate leaving when compared to those who are dissatisfied. Lonmin Rowland Shaft never had a formal and structured methodology to determine the satisfaction levels of its employees. As a result, the organisation was unable to establish the reasons behind employee’s resignations in large numbers. The lack of formal methodology to determine employee satisfaction levels of employees is in contrast to the assertion by Bakotic and Babic (2013:207), that there has been a growing interest in determining employee satisfaction from organisations around the globe. Bakotic and Babic (2013:207) attribute this growth to the fact that a satisfied workforce is likely to give the organisation a competitive advantage. Hoffman and Bateson (2007:354) state that good working environments often encourage employees not to leave organisations that they work for.

### Personal accomplishment

**Figure 4.8 Accomplishment of employees**

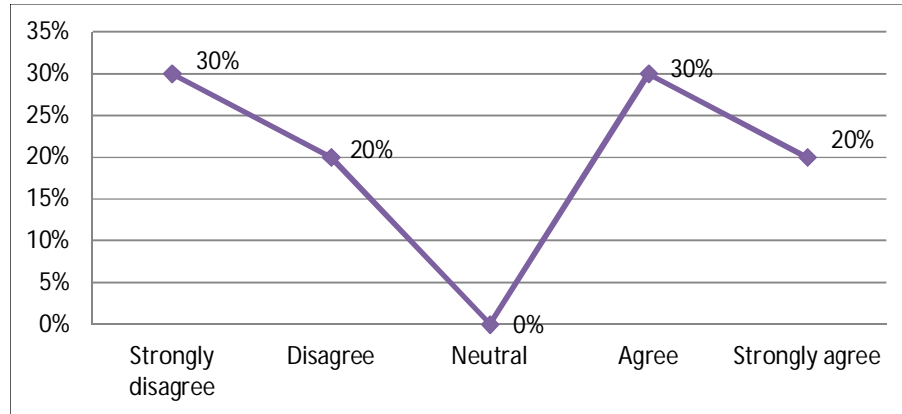


Personal accomplishment serves as a factor that influences job satisfaction. Collectively 60% of respondents agree that their work gives them a sense of accomplishment. Lovelock and Wirtz (2007:359) argues that employee accomplishment extends beyond behavior and includes preferences, liking and future intentions. Therefore, staff accomplishment means that employees are

committed to remain with the company and protect its integrity. Figure 4.8 indicates that 35% of respondents disagree that their work gives them a sense of accomplishment.

**Recommend other people**

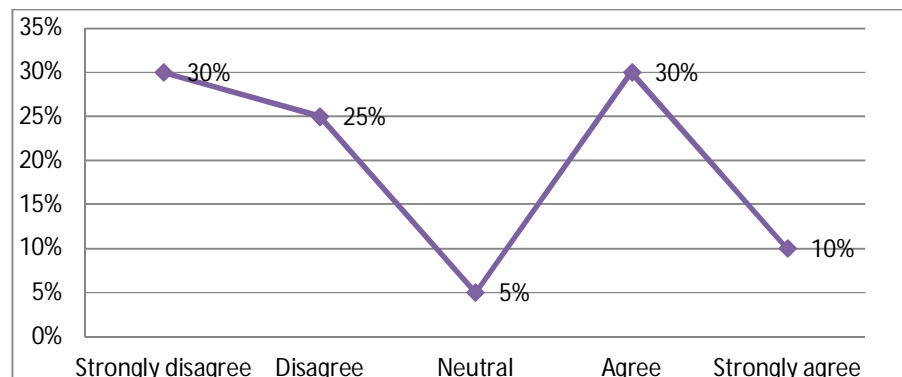
**Figure 4.9 Recommending other people to work for Lonmin**



A collective 50% of respondents agree and conversely 50% disagree that they would recommend people to come and work with them at Lonmin Rowland Shaft. Kotler and Keller (2010:223) state that a recommendation by the staff sometimes helps the company to increase trust and goodwill in the business environment. It is an indication of satisfaction and loyalty, when workers decide to become unofficial campaigners for organisations where they are employed. During administration of the questionnaire, Lonmin Rowland Shaft employees demonstrated “mixed feelings” when asked about recommending other people to come and work with them.

**I feel like I am part of this company**

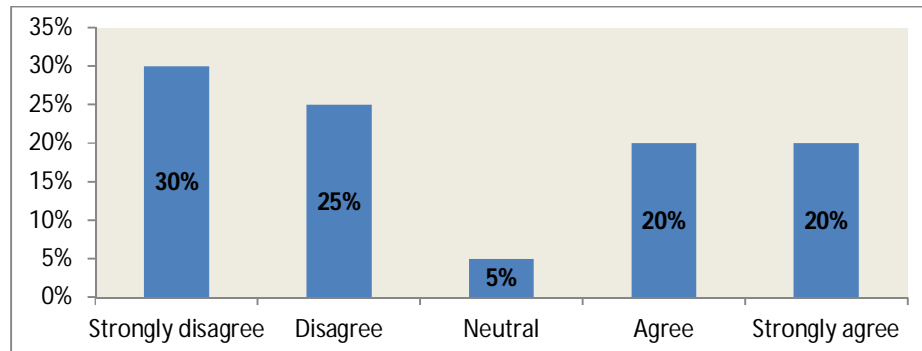
**Figure 4.10 Feeling like I am part of the company**



A collective 55% of respondents disagree that they feel like they are part of the company. The announcement by Lonmin (2015) that it intends to retrench more than three thousand employees during the calendar year has caused a lot of anxiety among workers. Majority are of the opinion that the organisation does not care about them. According to Torrington et al.( 2013:166) employees must feel that the leaders of the organisation recognise and value their contributions by encouraging them to participate in decision making processes that affect their work.

### The tools used in my job make my work easy

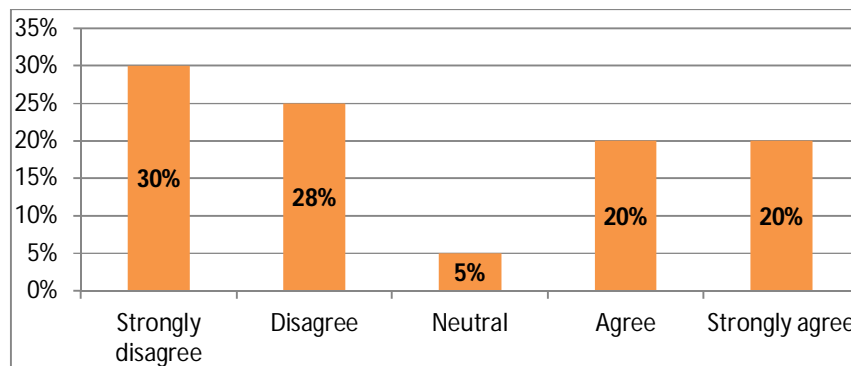
**Figure 4.11 Tools to make work easy**



Collectively 55% of the respondents disagree that the tools make their work easy, while 40% agree that employees have the right tools to do their work. Only 5% of the respondents were neutral. Goetz, Campbell, Steinhäuser, Broge, Willms and Szecsenyi (2011:1) state that correct tools have an important impact on job satisfaction and a high workload is often associated with reduced performance. Parvin & Kabir (2011:117) seem to support the view that workers generally desire working conditions that will result in better physical comfort and convenience.

### The Company clearly communicates its mission and vision

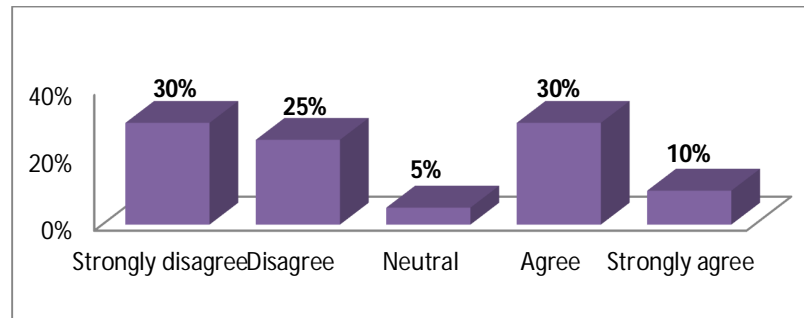
**Figure 4.12 Vision and Mission Communication**



The findings show that 58% of respondents collectively disagree with the statement that the company communicates its mission and vision to employees. Price (2009:26) postulates that effective communication facilitates coherence and serious attention must be given to communicating the organisation's strategic objectives to all stakeholders. Gronroos (2009:47) states that shareholders in most companies would like to see the mission and vision being communicated to all employees. Nel et al. (2011:348) suggests that communication is a social process through which all people can establish and maintain relationships. There are clear indications that for employees to be satisfied and Lonmin Rowland Shaft to be effective, communication must be of the highest standard and relevant among all stakeholders at the organisation.

**I agree with the company's vision and mission**

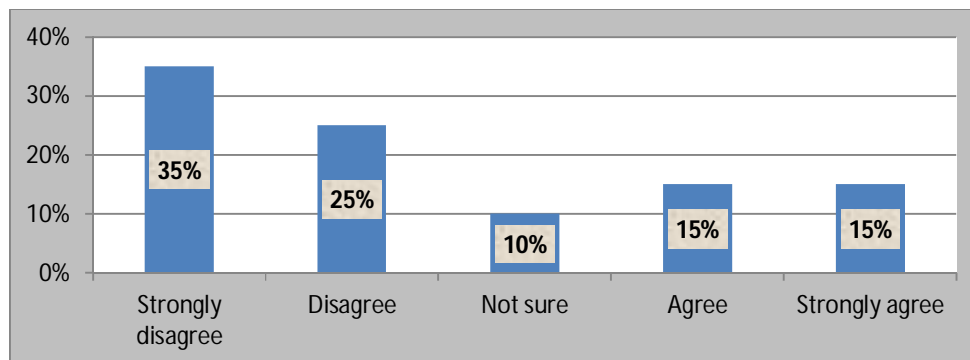
**Figure 4.13 Employees agreement with company's vision and mission**



Collectively 55% of the respondents disagree with the company's mission and vision. Lussier (2009:174) states that mission statements are a guide to management thinking and they help to achieve the organisation's HR objectives, define acceptable as well as unacceptable behavior. According to Holbeche (2009:121) a vision should induce people to act for a common course over a long period of time. This does not seem to be the case at Rowland Shaft as disagreeing with the organisation's vision and mission means that employees are unhappy and unlikely to remain with the organisation for an extended period. Holbeche (2009:121-126) further states that the organisation's vision and mission should help the company including employees grow. It will almost be impossible for Lonmin Rowland Shaft to be productive and survive market challenges if employees do not agree with the mission and vision of the organisation.

**I always look forward to the following day at work**

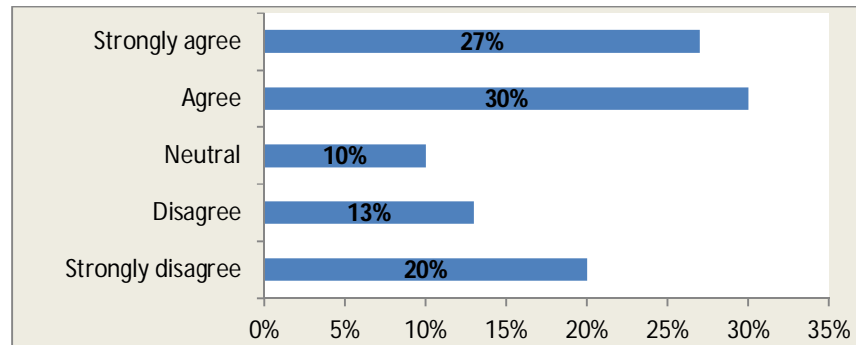
**Figure 4.14 Looking forward to the next day at work**



The research findings show that 60% of respondents collectively disagree that they always look forward to the following day at work as compared to the 30%, who agree collectively. Lussier (2009:428) states that motivation induces the willingness in people to achieve organisational objectives. According to Lonmin Human Resources report (2014) the organisation experienced an average of 20% absenteeism in that financial year. Subsequently, the organisation partly attributed the deterioration in production to employees not being at work. The 60%, who disagree on figure 4.14, echoes the 55% on figure 4.13 who collectively disagree with the company's mission and vision.

### My job makes good use of my skills and abilities

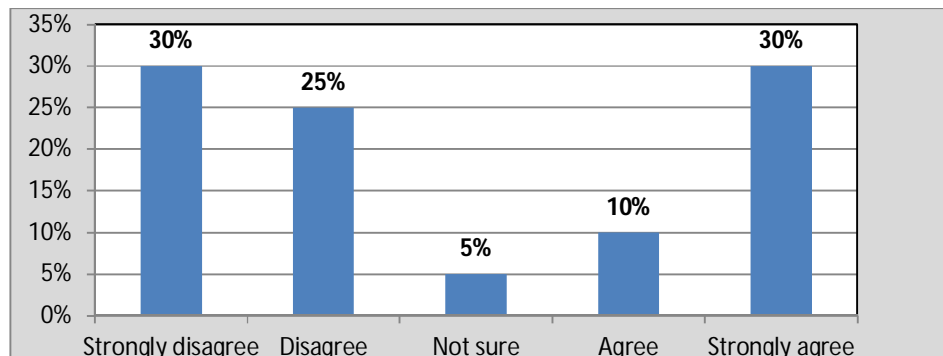
Figure 4.15 Skills and abilities usage



Collectively 57% of respondents agree that their job makes good use of their skills and abilities at Lonmin Rowland Shaft. According to Holbeche (2009:218-219) it is important for organisations to conduct Job analysis as this provides a rational basis for determining how to select workers for a job. It should also be noted that the skills that make people eligible for the job are equally important as the talent that makes them suitable for the job. The percentage of employees who feel that their skills are to proper use surpasses that of those who collectively disagree by 24%. It is therefore important for management to implement measures that will ensure that employee's knowledge and abilities are utilised optimally to give them a sense of fulfilment and motivation. Respondents who were neutral on this issue represent 10%.

### I am happy with my involvement in decision making

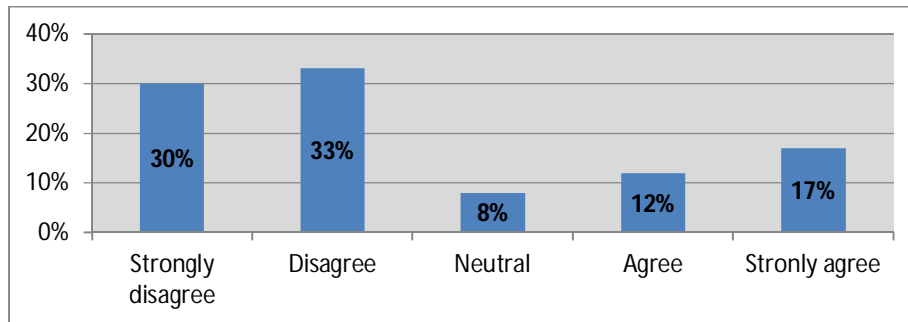
Figure 4.16 Decision making



The research findings show that a collective 55% of the respondents disagree that that they are involved in decision making. According to Price (2009:26) managers must constantly transmit messages to employees that confirm them as valued contributors to organisational success by involving them in decision making processes. Mathis et al. (2015:68) postulates that a satisfying and productive work environment is created to some extent by involving employees in the decision making processes on issues that affect their work. The existing culture at Lonmin Rowland Shaft does not allow employees to have considerable autonomy over issues that influence their operating excellence, safety, and timelines. Workers should be in a position to easily coordinate with other parts of the organisation.

**I am satisfied with how management supports my department**

**Figure 4.17 Satisfaction with management support**



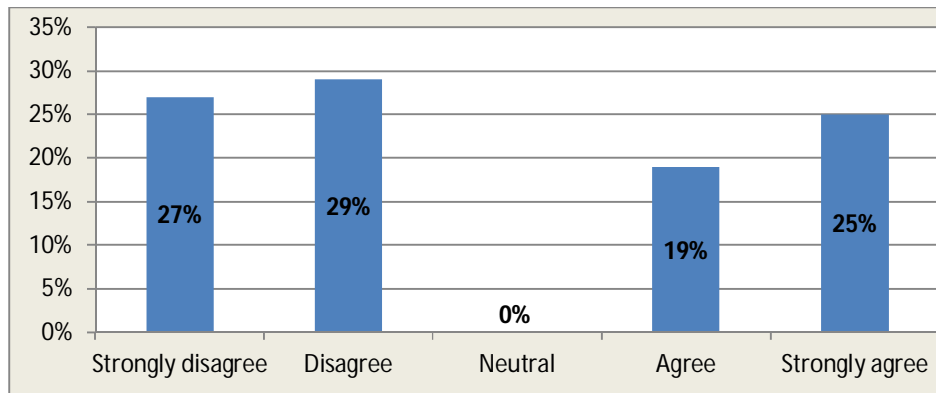
A collective 63% of respondents disagree that they are satisfied with how management supports their departments. According to Meyer and Botha, (2009:75) companies where employees are satisfied experience collaboration and excellent work conditions. They are also likely to be more profitable and experience lower stock losses and labour turnover. Swanepoel et al. (2009:27) states that the operational and strategic landscape of the organisation must be shaped by organising and supporting employees as well as departments to achieve set goals.

**The Impact of Job Satisfaction on Employee Retention**

This section presents findings with regard to the questions on Part “C” of the research questionnaire which were aimed at determining the impact of job satisfaction on employee retention at Lonmin Rowland Shaft.

**Management communicates effectively with employees**

**Figure 4.18 Management Communication with employees**

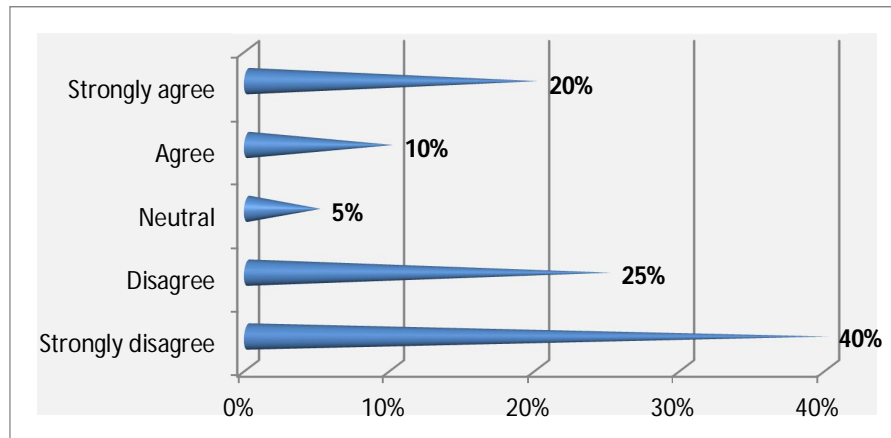


Collectively 56% of respondents disagree that management communicated effectively with employees. Effective communication implies that the organisation is using its best and appropriate means to get its points across to workers. According to Grobler et al. (2009:14) when communication is effective, there is coherence, workers are satisfied and they are likely to remain in their jobs. Price (2009:26) states that business organisations depend on effective communication to act as the glue that binds various elements, coordinates activities and allow people to work together over a long period of time.



### Management spends time listening to employees

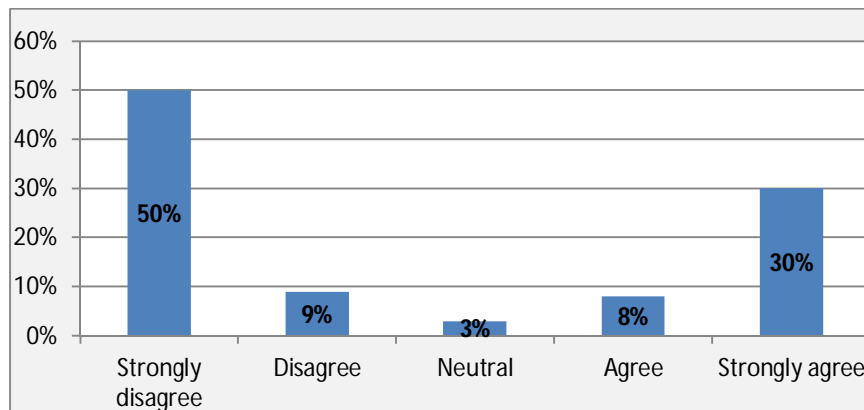
**Figure 4.19 Management listening to employees**



Collectively 65% of respondents disagree that management spends time listening to employees. Respondents who agree represent 30% and 5% were neutral. The combined 65% of respondents on figure 4.19, who disagree, echoes those in figure 4.18 who also did not agree that management communicated effectively with employees. These responses resonate with those in figure 4.17 who disagree that they are satisfied with management support. Based on all these statements, an inference can be drawn that employees at Lonmin are dissatisfied by not being listened to, ineffective communication and lack of management support. The existence of these conditions has the potential to make it extremely difficult to satisfy and retain workers at the company.

### Employees are treated with fairness at Lonmin Rowland Shaft

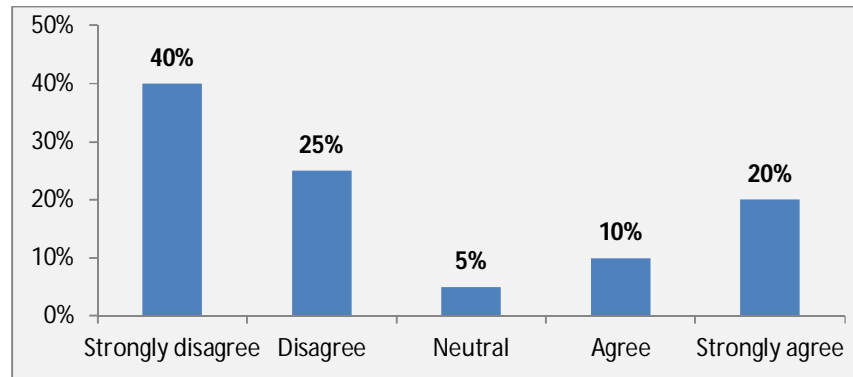
**Figure 4.20 Fairness at Lonmin Rowland Shaft**



A collective 59% of employees disagree that they are treated with fairness at Lonmin Rowland Shaft. According to Visser et al.(2013:26) , fairness refers to the judgement that people make with respect to the outcomes received relative to the outcomes received by other people with whom they identify. According to Hofmans (2012:473) treating employees fairly in organisations creates a sense of satisfaction and belonging on the worker's part, making it difficult for them to consider resigning. Sega (2005) states that an organisation is likely to raise trust and dedication of its employees by providing and protecting them from bad treatment.

**There are opportunities to grow at Rowland shaft**

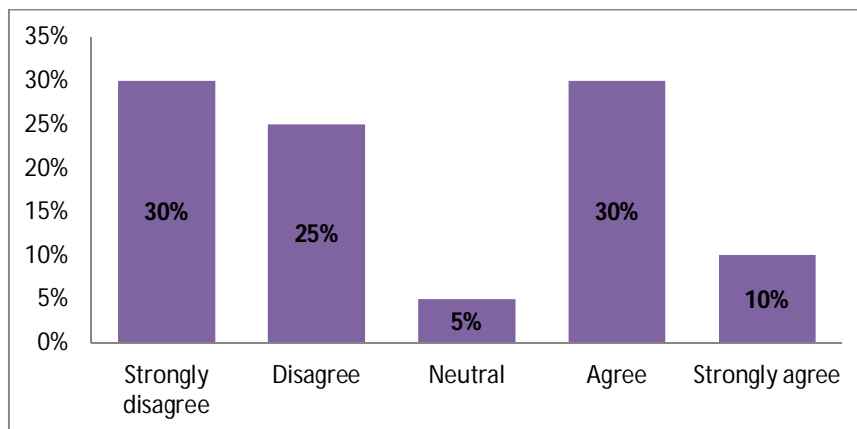
**Figure 4.21 Growth opportunities**



Collectively 65% of respondents disagree that there are opportunities to grow at Rowland Shaft, while only 30% agree and 5% were neutral. According to Holbeche (2009:121) organisations that desire to strengthen their bond with employees and retain them, must spend on their growth and development. Meyer (2009:5) states that when employees want to advance in their careers, personal growth serves as a motivating factor. Irrespective of their age, many remain in the organisation as a way to advance.

**The environment in the workplace has honesty and there is trust**

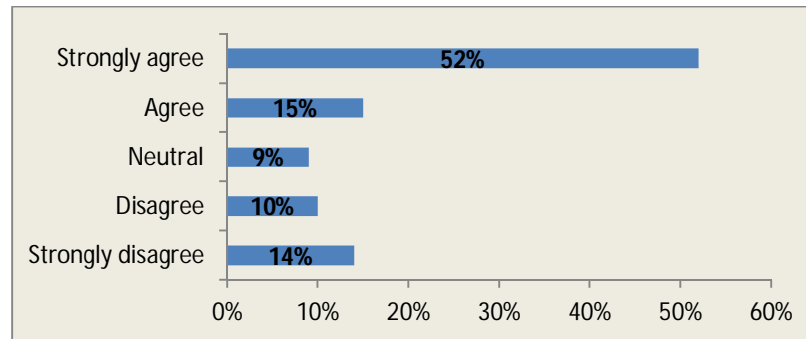
**Figure 4.22 Honesty and trust in the workplace**



A collective 55% of respondents disagree that the environment in the workplace has honesty and there is trust. A satisfactory work environment is the product of a company's distinct culture, therefore, to increase job satisfaction and retention, company cultures must fit with those of their employees (Ingram, 2014:1). According to Jain and Kaur, (2014:2) if an organisation's working environment is perceived by the employee as friendly, trust and honesty are developed resulting in employee satisfaction and lengthy employment period.

**I am satisfied with how much I am paid and other rewards**

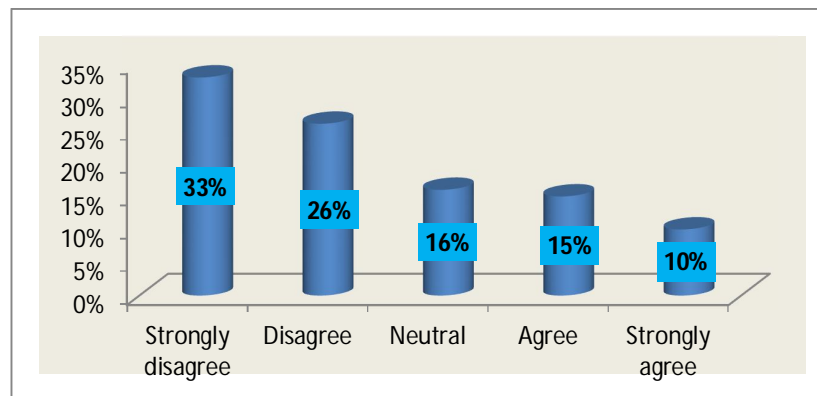
**Figure 4.23 Satisfaction with pay and rewards**



Collectively 67% of respondents agree that they are satisfied with how much they are paid and other rewards. According to Swanepoel et al. (2009:487) salary and benefits are at the heart of any employment relationship. Swanepoel et al.(2009:487-489) further state that when employees discover that they are paid less relative to their peers at work and in the industry, they become detached and start to look for employment that would put them on par. This view is supported by Ghazanfar et al. (2011:120) who postulates that employers who pay their workers less than their competitors in the industry,creates a dissatisfied workforce that can be difficult to keep because they are disengaged.

**I have access to promotion opportunities in my workplace**

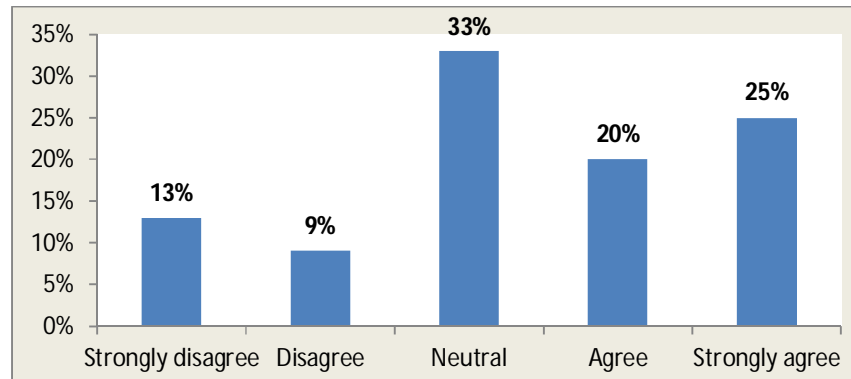
**Figure 4.24 Access to promotion opportunities**



Collectively 59% of respondents disagree that they have access to promotion opportunities at their workplaces. According to Maniram (2007:24) promotion offers employees the opportunity to advance in existing career ladder,increased remuneration or even take a bridging job to a new career path. Naveed et al. (2011:303) states that employees who are dissatisfied with the access to promotion have a tendency to show huge intentions to leave as there are no incentives to remain with that organisation.

**The amount of work expected of me is reasonable**

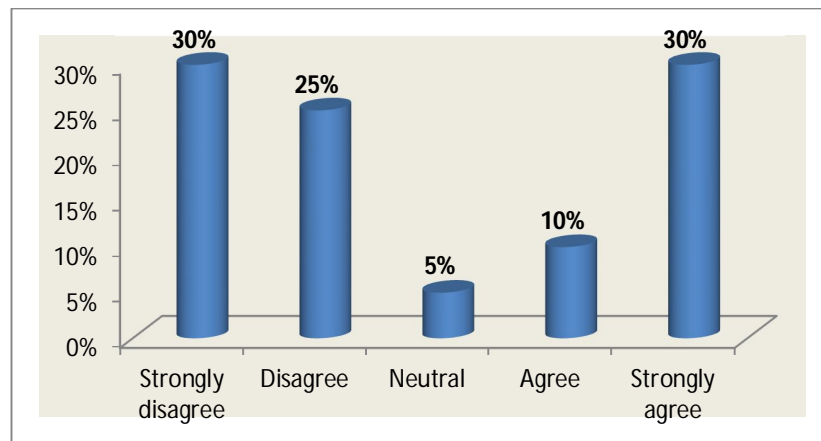
**Figure 4.25 Amount of work expected**



A collective 45% of respondents agree that the amount of work expected of them is reasonable. According to Hofmans (2012:474) workload and conditions have a considerable impact on job satisfaction and ultimately retention. This impact is as the result of a comparison of a worker's perceived outcomes and inputs to the outcomes and inputs of referent other. 23% of respondents disagree that the amount of work expected of them is reasonable and 33% is neutral.

**The morale in my department is very high, people are always happy**

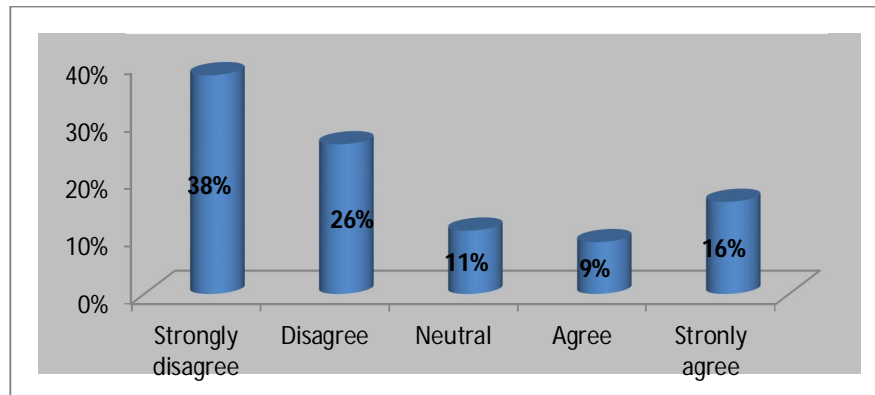
**Figure 4.26 Departmental morale**



A collective 55% of respondents disagree that the morale in their departments is high and people are always happy. According to (Spector 2006:194) motivation is generally explained as an internal state that induces a person to engage in particular behaviors, it has to do with direction, intensity, and determination over a period of time. Low morale normally leads to employees showing intentions to leave their employers. Data analysis revealed that 40% of respondents agree that the morale in their department is high and 5% are neutral.

**It is easy to get along with my colleagues**

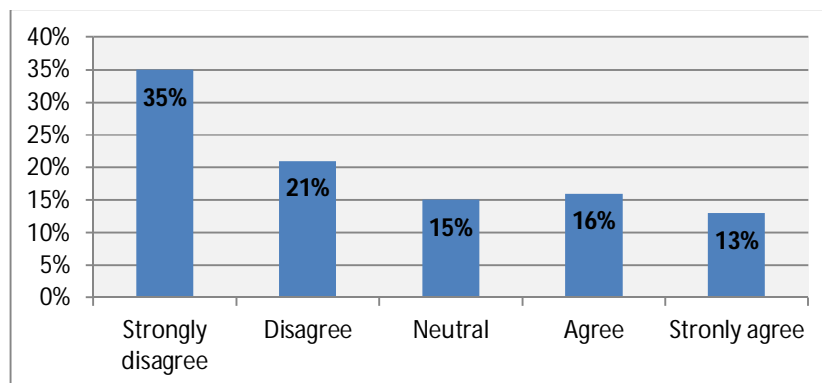
**Figure 4.27 It is easy to get along with my colleagues**



Collectively 64% of respondents disagree that it is easy to get along with their colleagues. According to Nel et al. (2011:123-125) an employee is less likely to leave an organisation if there is an emotional link between that employee, colleagues and the employer. This means that if a solid bond is established and the worker is satisfied, that person is more likely to retain the relationship with the organisation. According to Mathis et al. (2015:68) work relationships can influence an employee's decision of leaving or staying in an organisation. It was discovered during the administration of the questionnaire that the violent loss of lives during the 2012 protracted strike, as well as the emergence of a new Trade Union at the mine contributed towards poor relationships among employees at Lonmin.

**I have the training I need to do my job**

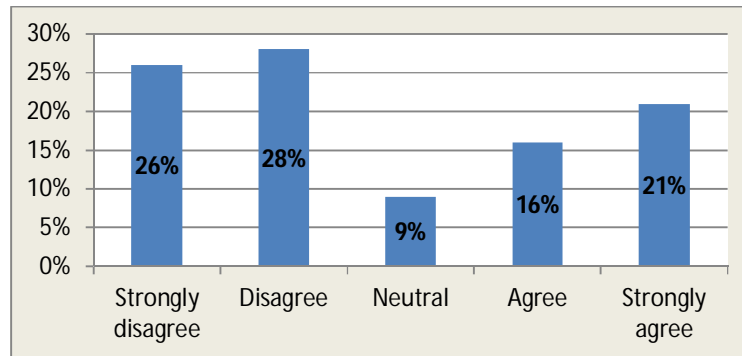
**Figure 4.28 Training**



A collective 56% of respondents disagree that they have the training they need to execute their contractual obligations. According to Pearce and Robinson (2009:199) employees value training partly because it leads to increased compensation and job security. Price (2009:49) states that to gain and maintain competitive advantage, organisations require trained, talented and productive employees. By providing opportunities to advance through continued upgrading of knowledge and skills, organisations can keep employees turnover and retention under control (Nel et al., 2011:320).

**I have access to training opportunities in my workplace**

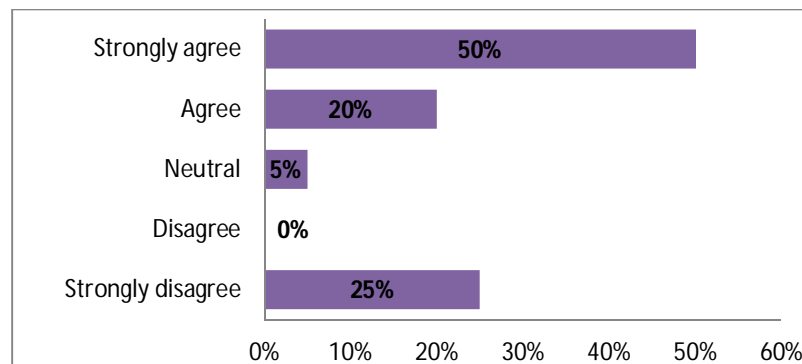
**Figure 4.29 Training opportunities in my workplace**



A collective 54% of respondents disagree that they have access to training opportunities in their workplace. According to Mathis et al. (2015:68) many employees have indicated that their decision to stay or leave an organisation to some extent, depends on organisational efforts to aid their career training and development. A considerable number of employees did not have Individual Development Plans (IDP). Whilst administering the questionnaire, it was detected that workers were not happy with management's decision to concentrate on legal training and suspend developmental interventions. The reason to discontinue developmental training was given by management as part of cost saving initiatives due to weak platinum price and rising costs. Figure 4.29 indicate that 37% of respondents collectively agree that they have access to training. It was also learned that the 37% was made up of employees who already had Individual Development Plans.

**Given an opportunity I would join another organisation**

**Figure 4.30 joining another organisation**



The findings show that 70% of the respondents collectively agree that given an opportunity they will join another organisation. Smart (2008:15) states that employee satisfaction, which is a factor of retention is an essential element in the maintenance of an organisation's competitive edge and business operations. Smart (2008:16) further states that managers must really understand each employee's goal for employment, find out how they can participate to assist them to achieve it and prevent them from leaving the organisations where they work. Medina (2012:5) states that research has exposed job satisfaction's inverse relationship with employee's intention to leave an organisation. Lonmin Rowland Shaft does not have a formal retention policy. Managers use their

own discretions when attempting to retain workers. This condition makes it difficult to facilitate job satisfaction and eventually retain employees in the organisation.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Findings from the Study**

The findings from the research study are discussed under two headings namely: key findings from the literature review and primary research.

### **Key Findings from the Literature Review**

#### **Factors that Influence Job Satisfaction**

The way an organisation remunerates its employees is one of the essential factors that influences employee's job satisfaction levels. Compensation also plays an essential role in attracting and retaining good employees, especially those who give outstanding performance or possess unique skills which are in demand. Remuneration allocation sends a message to employees about what organisations believe to be important and worth encouraging. One of the most important mechanisms to make employees feel valuable is to establish a strong reward and recognition system (Ghazanfar et al.2011:120).

The effective management of people can produce greater performance and improved job satisfaction levels, as a result of improved intrinsic rewards as discussed by Brewster et al. (2010:323). Human resource policies are an important management tool because they serve as a guide to management thinking. In addition, they also help to achieve the organisation's human resources objectives. Policy statements like mission statements are broad guidelines for directing action. Policies must support the mission for an organisation to direct employee behaviour effectively (Lussier,2009:174). Workers rejection of the Lonmin's vision and mission makes it almost impossible for the organisation to achieve set objectives,as their focus is not alligned with that of the company.

The quality of working conditions is a concern for most workers in many organisations. Working conditions are made up of a range of factors which include company culture, management styles, hierarchies and human resources policies. Working conditions have an important impact on job satisfaction and a high workload is often associated with reduced performance (Ingram, 2014:1). According to Statistics South Africa (2015) only 35 percent of the Economically Active Population (EAP) are employed. This puts a huge tax burden on their shoulders. The Employment Equity laws of South Africa also contribute inadvertently to "Job hopping" by Historically Disadvantaged Professionals (HDSA). Given their limited numbers, companies are competing for their signatures and are prepared to pay them premium salaries in order to meet their equity targets.

Promotion has a stronger impact on job satisfaction when compared to other factors such as recognition and achievement. This effect is due to the fact that promotion to the next level usually brings position changes such as pay, autonomy and supervision. Employees who are dissatisfied with the opportunities that are available for promotion have a tendency to show a huge intention to leave the organisation. Hence, an inference can be drawn that there is a direct relationship between promotional opportunities and job satisfaction (Maniram,2007:24).

#### **The impact of Job Satisfaction on Employee Retention**

Many employees have indicated that their decision to stay or leave an organisation to some extent, depends on how they are satisfied with their training and development (Mathis et al.2015:68). From

a strategic and tactical perspective, the quality and quantity of organisational output depends directly on the skill, interest and effort of the employee. Investment in employee training and development is therefore considered to be one of the most influential factors in employee satisfaction and retention (Irishad,2014:89). Employees have often highlighted that the opportunities for personal growth influence their decision to stay or leave an organisation.

Sick leave and accident disability insurance policies are of critical importance to employees because they assure them of pay when they are unable to work due to illness. Some organisations are paying employees for the accumulated sick leave days upon retirement. These kinds of establishment are aimed at keeping employees satisfied and ultimately retain them (Grobler et al., 2009:12-13). Job security is ranked as one of the top drivers of job satisfaction and employee retention. Workers record lower turnover levels of in jobs they deem to be secure. The perception of having a job, but not knowing whether it is secure or not has been classified as one of the most stressful burdens that an employee can shoulder. Job security is also seen as an important factor in employee commitment (Jang,2008: 22). Job satisfaction and retention of employees are essential components in the maintenance of an organisation's competitive edge and business operations. The challenge of retaining good employees is complicated by a number of factors including:demographic conditions,cultural expectations and upheavals in the work world. Job satisfaction is negatively related to labour turnover, absenteeism and positively related to employee productivity (Holbeche, 2009:181-182).

Job satisfaction and retention remains some of the main concerns of organisations as majority finds it generally easy to recruit people for employment than to satisfy and retain them. Employee retention and turnover areas are closely related and one cannot be discussed thoroughly whilst ignoring the other. Turnover is a measure of organisational effectiveness because a stable workforce is required to meet organisational objectives. Negative turnover is the loss of key qualified personnel and positive turnover is the loss of strong employees through promotions within the organisation or less desirable personnel leaving (Yee-Melicher et al.,2011:114).

Work relationships can influence an employee's decision of leaving or staying in an organisation (Mathis et al.,2015:68).Companies in which employees experience collaboration and supporting work conditions, are likely to be more profitable than those who do not and experience fewer stock losses as well as lower labour turnover (Nel et al.,2011:349).

## **Key Findings from the Primary Research**

### **Demographics**

Collectively 88% of the respondents are under the age of 50 years, 9% represents ages between 50 to 59 and only 3% represent 60 years and above. The age distribution among employees is fair as employees are likely to remain with the organisation for longer periods of time. Lonmin Rowland Shaft staff is dominated by males at 91% and females make up only 9%.This situation calls for management to implement Employment Equity plan that targets women.

Africans dominate the employment race at 83%, followed by whites at 13%, Coloured employees represent 3% and the least is Indians at only 1%.The race spread is a clear indication of the demographic composition of the Marikana area where Lonmin Rowland Shaft is situated. The occupation with the highest percentage of employees is the Operators category at 71%. This represents a well distributed organisational profile as Lonmin Rowland Shaft uses conventional means to extract ore from underground and involves Operators as well as machinery.



Collectively 66% of employees have worked for the company for a period of less than ten years. These particular workers have gained considerable experience over the past nine years, therefore, the company must devise strategies to retain them and not lose them to other mining houses. The 51% of the respondents who represent qualifications of less than matric should be a concern for Lonmin Rowland Shaft management, as lack of matric will prevent employees from enrolling at higher education institutions to further their studies. Therefore, the organisation must devise means to assist these workers to obtain a matric qualification.

### **Factors that Influence Job Satisfaction**

Collectively 60% of respondents agree that their work gives them a sense of accomplishment. These workers seem to be happy with the tasks that are assigned to them. Staff accomplishment implies that employees are committed to work and protect the integrity of the company. Collectively 50% of respondents agree and conversely 50% disagree that they would recommend people to come and work with them at Lonmin Rowland Shaft. Recommendation by the staff sometimes helps the company to promote its brand and goodwill in the business environment.

Collectively 55% of respondents disagree that the environment in the workplace has honesty and there is trust. The absence of honesty and trust creates anxiety among employees and team effectiveness does not exist. If an organisation's working environment is perceived by the employee as friendly, trust and honesty are automatically developed. Collectively 55% of respondents disagree that they feel like they are part of the company. The announcement by Lonmin (2015) that it intends to retrench more than three thousand employees during the calendar year has caused a lot of anxiety among workers.

Collectively 55% of the respondents disagree that the tools they have make their work easy, while 40% agree that employees have the right tools to do their work. Only 5% of the respondents are neutral. Lack of relevant tools is preventing employees from achieving production targets. Correct tools have an important impact on job satisfaction and a high workload is often associated with reduced performance. 60% of respondents collectively disagree with the statement that the company communicates its mission and vision to employees. Lack of proper communication prevents employees from knowing what management expects of them. Communication facilitates coherence and serious attention must be given to communicating the organisation's strategic objectives to all stake-holders.

Collectively 55% of the respondents disagree with the company's mission and vision. Disagreeing with the organisation's vision and mission is a vote of no confidence in the organisations future direction. This means that employees are not invigorated to perform at their best. A vision should induce people to act for a common course over a long period of time and the organisation's vision and mission should help the company and employees grow. 55% of respondents collectively disagree that they always look forward to the following day at work as compared to the 30% who agree. The organisation is not achieving set production targets as it does not have a full compliment of employees every planned shift and day at work. Motivation induces the willingness in people to achieve organisational objectives. Lonmin partly attributed the deterioration in production to employees not being at work.

Collectively 57% of respondents agree that their job makes good use of their skills and abilities at Lonmin Rowland Shaft. Making proper use of employee's competencies improves efficiencies, their self-esteem and enables the organisation to maximise its productivity. It is important for management to implement measures that will ensure that employee's knowledge and abilities are utilised optimally to give them a sense of fulfilment and motivation.

A collective 55% of the respondents disagree that they are involved in decision making while 40% agree and 5% are not sure. Failure to involve employees in decision making will result in disobedience. Employees seem to use their majority at the mine due to frustration to achieve their objectives. A positive and productive work environment is usually created by involving employees in the decision making processes on issues that affect their work and welfare.

Collectively 55% of respondents disagree that the morale in their departments is high and people are always happy. Workers will not exert themselves when the morale is low at the mine, hence low production levels are recorded at Lonmin. Motivation is generally explained as an internal state that induces a person to engage in particular behaviors, it has to do with direction, intensity and determination over a period of time.

Collectively 45% of respondents agree that the amount of work expected of them is reasonable. Overtasking employees makes them tired and weak. People consider job satisfaction as the result of a comparison of a worker's perceived outcomes and inputs to the outcomes and inputs of referent other.

Collectively 63% of respondents disagree that they are satisfied with how management support their departments. Lack of management support is creating a disengaged workforce as this seems to be the case at Lonmin. Companies where employees experience collaboration and supporting work conditions are likely to be more profitable and experience fewer stock losses as well as lower labour turnover.

### **The Impact of Job Satisfaction on Employee Retention**

Collectively 56% of respondents disagree that managements communicated effectively with employees. Effective communication implies that the organisation is using its best and appropriate means to get its points across to workers. When communication is effective, there is unity, workers are satisfied and they are likely to remain in their jobs. Collectively 55% of the respondents disagree that overall they are satisfied with working conditions at Lonmin Rowland Shaft. Dissatisfactory working conditions generally causes employee disengagement and voluntary resignations. Employees are not encouraged to stay and work for Lonmin. It is of critical importance that working conditions at the mine satisfy employees, if not, they are likely to leave and seek employment elsewhere.

Collectively 59% of respondents disagree that they are treated with fairness. Numerous work stoppages have taken place over the past year (2014), where employees alleged that certain managers are treating them poorly. This suggests that the foundation for good working relationships has been destroyed. It is worth noting that unfair treatment of workers will lead most of them to hand in notices and resign. Treating employees fairly in organisations is very important as this creates a sense of attachment and belonging on the worker's part. Collectively 67% of respondents agree that they are satisfied with how much they are paid and other rewards. Being paid well creates financial satisfaction for employees and reduces resignation possibilities. The way an organisation remunerates its employees is one of the essential factors that impacts employees to stay and not look for alternative employment.

Collectively 59% of respondents disagree that they have access to promotion opportunities at their workplaces. Employees at Lonmin Rowland Shaft are resigning in large numbers. Generally; employees who are dissatisfied with the opportunities that are available for promotion leave the organisation and look for growth opportunities at different places.

Collectively 56% of respondents disagree that they have the training they need to execute their contractual obligations. Injuries to employees, machinery and equipment damage as well as production losses occur frequently at Lonmin Rowland Shaft. Workers are resigning to join other companies and sometimes they are recruited by Lonmin's direct competitors. Training reinforces worker's sense of value, helps them achieve goals and ensures they have a proper understanding of their job requirements. Organisations can maintain safety and employees turnover under control by implementing training systems and structures that entice workers to remain in their employment.

Collectively 65% of respondents disagree that there are opportunities to grow at Rowland Shaft while only 30% agree and 5% are neutral. Lack of growth opportunities causes distress and unhappiness among employees. Personal development serves as job satisfaction and motivational factors culminating in retention of employees. Irrespective of their age, many remain in the organisation as a way to advance. Development also creates promotion opportunities for workers within the organisation and improves their employability on external labour markets.

Collectively 64% of respondents disagree that it is easy to get along with their colleagues. Team cohesiveness does not exist and trust levels are low at Lonmin. Work relationships has the potential to influence an employee's decision of leaving or staying in an organisation. It was discovered during the administration of the questionnaire that the violent loss of lives during the 2012 protracted strike as well as the emergence of a new Trade Union at the mine contributed towards poor relationships among employees. Many have since resigned for fear of their lives.

70% of the respondents collectively agree that given an opportunity they will join another organisation. Employees are resigning at a high rate at Lonmin. According to Parvin and Kabir (2011:117) job satisfaction has been put forward as a reliable predictor of employee retention. Employee retention is also Viewed as an essential element in the maintenance of an organisation's competitive edge and business operations.

## **Recommendations**

### **The recommendations include the following:**

#### **Employees Qualifications Improvement**

It is important for management to ensure that employees, who are critical to the mission of the organisation like the Operators, have the minimum qualifications required to enable them to further their studies and improve their qualifications. The findings revealed that 51% of employees do not have a matric qualification. Therefore, management should encourage employees who are in this category to enrol for the Adult Basic Education (ABET) classes that are freely available to them.

#### **Communicating with Employees**

Serious attention must be given to communicating the organisation's goals and objectives to all stake-holders particularly the employees. This is important because collectively 56% of respondents disagree that management communicated effectively with employees. The weekly production results should be posted on notice boards in all change-houses and offices on the mine. Issues that affect employee's employment contracts like retrenchment should be communicated in all languages that are spoken at the mine. Managers should also hold regular meetings with their subordinates to discuss issues of mutual concern.

### **Training of Employees**

All employees should have developmental plans that will form the foundation of their training signed by both management and workers. These plans should be reviewed annually to determine progress and address challenges.

### **Addressing Gender Disproportion**

Lonmin Rowland Shaft is dominated by male employees as indicated by the 91% and only 9% is female. The plan to address this imbalance has to be implemented in phases to avoid disrupting production processes and the departure of key employees without suitable replacements. It is recommended that discrimination during recruitment and employment processes favour women.

### **Promotion of Employee Development**

Fast-tracking should be implemented where employees do not have the required qualifications or experience, in order to accelerate their development and employment into next levels. Career paths for all disciplines must be available so that employees can plan their future and in the process remain longer with the organisation.

### **Employee Support from Management**

A materials and equipment management system should be implemented to ensure that employees have the necessary equipment to perform their duties and stocks must be maintained at correct levels. A platform must be created where employees can give feedback on the quality of materials that they use. This must be expedited because a collective 63% of employees disagree that they are satisfied with how management support their departments.

### **Fair Treatment of Employees**

Quarterly surveys should be conducted by the human resources department to find out how employees feel about management treatment. Feedback on concerns raised should be given by management at agreed intervals. A collective 59% disagree that they are treated with fairness at Lonmin Rowland Shaft. Treating employees fairly in organisations is very important as this creates a sense of attachment and belonging on the worker's part.

### **Employee Retention**

Exit interviews should be implemented and used as part of the tools that determine the problem areas and reasons for employee's resignations. The company should cooperate with other mining houses to share and gain information on retention strategies and reasons for resignations.

### **Areas for Future Research**

- This study was only concentrated on Lonmin's Rowland Shaft, however, there were also other parts of the mine that were experiencing high labour turnover which were not addressed in this particular research. Therefore, this study can be carried out in other parts of Lonmin.
- Variables like age and the "Y" generation on job satisfaction and retention are areas that warrant further investigation

### **Conclusion**

The primary findings assisted the researcher in answering the research questions that were formulated for this study. The study concluded that the majority of employees are not satisfied with the working conditions at Rowland shaft and given a chance, they will join another organisation. Communicating the organisation's mission and vision is very important as it ensures that employees know the future direction of the organisation. Both primary and secondary findings indicated that employees wish to be part of the decision making processes in the organisation as this gives them a

sense of belonging and appreciation. Employees are also motivated to remain with an organisation when their personal cultures resonate with that of the company. Lack of development and promotion opportunities are part of the reasons why employees leave the organisation. The general conclusion was that job satisfaction has an impact on employee retention.

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