



**UNIVERSITY OF ZIMBABWE
FACULTY OF COMMERCE
GRADUATE SCHOOL OF MANAGEMENT**

**Impact of reward systems on employee satisfaction: A case of Freda Rebecca Mine in
Mashonaland Central Province**

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R171057E

**A research submitted in partial fulfilment of the requirements for the degree of Master of
Business Administration - Management**

2021

SUPERVISOR: Dr W. Matamande

DISSERTATION TITLE			
Impact of reward systems on employee satisfaction: A case of Freda Rebecca Gold Mine in Mashonaland Central Province			
DISSERTATION METHODOLOGY (please tick one)			
QUANTITATIVE	<input checked="" type="checkbox"/>	QUALITATIVE	<input type="checkbox"/>
INTAKE (YEAR AND MONTH)			
2019		AUGUST	
REGISTRATION NO.:		STUDENT NAME:	
R101757E		Tafadzwa Mutete	
DISSERTATION SUBMISSION DEADLINE		SUBMISSION DATE	
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Dedication

I dedicate this to my family and colleagues

Acknowledgements

My foremost gratitude goes to my supervisor Dr. W Matamande for the in-depth understanding I gained from his constructive criticisms and suggestions, which helped enrich and shape this work.

My heartfelt appreciation goes out to all my colleagues in the MBA class, staff and lecturers at the Graduate School of Management. Special mention is reserved for Messrs. Lydiah Mutamuko

To my parents, in-laws, and to my brothers and sisters, I say am extremely grateful to you for your encouragement and support throughout the years. Finally, to my colleagues, I am profoundly grateful to you for being pillars of support. I owe you a lifetime of gratitude.

Thank you

Abstract

This research on the impacts of rewards on employee satisfaction: A case of Freda Rebecca Gold Mine in Mashonaland Central Province was done to assess how reward systems impact employee satisfaction in the mining sector. The study was guided by four research objectives being: to determine the impact of bonuses on employee satisfaction at Freda Rebecca Gold Mine; to establish the influence of career development on employee satisfaction at Freda Rebecca Gold Mine; to assess the nexus between profit sharing and employee satisfaction at Freda Rebecca Gold Mine; and to evaluate the effect of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine. This study adopted a quantitative approach guided by positivism, through use of explanatory research design. Structured questionnaires were used to collect data from 54 research respondents, who were either managers or employees of Freda Rebecca Gold Mine. The study established that: an increase in employee bonuses at Freda Rebecca Gold Mine increases employee satisfaction; there is a positive relationship between career development and employee satisfaction; profit sharing has a significant influence on employee satisfaction at Freda Rebecca Gold Mine; and that, employee recognition and participation have a positive influence on employee satisfaction at Freda Rebecca gold Mine. In view of the objectives and findings it can be concluded that reward systems have a positive and significant influence on employee satisfaction at Freda Rebecca Gold mine. In view of research findings the study recommended that Freda Rebecca gold Mine could maintaining its current reward system, consider establishing a reliable system of review of bonuses, increasing the number of intrinsic rewards to complement its current offerings and lastly the possibility of considering getting important knowledge of the possible rewards the company can offer to its workforce.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

This chapter introduces the study on the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine. The chapter covered the background of the study, followed by the statement of the problem and purpose of the study. It also covered the study's research objectives, research questions, underlying assumptions and the significance of the study, delimitations and limitations of the study. The summary of the study was provided in the chapter.

1.1 Background to the study

Human resources are considered as the utmost important asset of every organization (Kibet, 2014). In the age of global competition, acquiring right workforce and retaining it becomes the most important challenge of all organizations (Chebet, 2015). In view of the impacts of globalization where business has gone beyond national boundaries and employees are protected by international laws and engagement, reward systems are fast becoming a competitive tool to many firms. As a result, rewards systems have become a significant issues in human resource management (Kathika, 2015). In light of global competition organisation are making every effort to ensure that their investment grows. This requires a highly motivated labour force which can work to ensure the aspirations of the shareholders are realised. This is only possible if an organisation has a viable reward system in place, which can both retain as well motivate employee.

It is therefore important for a company to find out what motivates and satisfies its employees so that it can work out a suitable reward system and gain better results. The right combination of immaterial and material rewards can boost up the employees' work satisfaction and enhance their commitment to the company (Nielsen, 2013). Koyeir *et al* (2016) posit that employee job satisfaction is one of the most important and significant variables in organizational behavior and in work organizations.

Reward management is a concept which has been there for decades, dating back to the 1900s. However there are changes which have been happening to the concept to ensure that the reward system remains relevant. There is an array of literature to enhance our understanding of reward systems and how they impact employee motivation and performance at work. However, presently most companies are finding difficulties to retain employees owing to lack of motivation at work. Gîlmeanu, (2015), found out that organizations are making use of reward systems as a way to motivate employees to enhance performance. Reward management has evolved from the offering of a salary to incorporate non-monetary rewards like recognition, career development opportunities and praise among others. Similarly Freda Rebeca Gold

mine has developed a number of measures to ensure it rewards its employees to stay with the organisation for as much as possible.

Freda Rebecca Gold Mine (FRGM) Limited owns and operates gold mines. The company, formerly known as Ashanti Goldfields Zimbabwe Limited and changed its name to Freda Rebecca Gold Mine Limited in May 2005. The company is Mashonaland Central province, Zimbabwe. As of April 30, 2005, Freda Rebecca Gold Mine Limited operates as a subsidiary of Mwana Africa PLC. It has proven reserves of 2.4 million tons (mt) as of March 2010 estimates. The development of the Freda Rebecca gold mine began in the 1980's by Cluff Resources through two open-pits (Freda and Rebecca). Mwana Africa acquired the mine from AngloGold Ashanti in April 2005. The company is one of the major employers in Mashonaland Central province with an employee compliment of more than 1500 both seasonal and permanent employees. For the past half-decade, the organization has been implementing various forms of employee rewards as a way to enhance employee motivation and productivity. Several organizational changes have occurred across the company in the last 5 years and these have led to major internal uncertainty within the company. It is important to note that the reward system within FRGM is dependent and driven by current market conditions that are not financially favorable in the mining industry at present. It is against this background that the study is motivated to expound on the influence of reward systems on employee satisfaction at Freda Rebecca Gold Mine.

1.2 Statement of the Problem

Freda Rebecca Gold Mine (FRGM) has experienced an unprecedented escalation in employee turnover rate for the past four years, chief reason being dissatisfaction with the company. The company has recorded employee turnover rate of 45% as of June 2017. Since turnover appears to be a major issue for many organizations, and indeed a problem of considerable importance due to the inherent costs associated with hiring and training of new personnel, there is therefore need to come up with measures which identify the causes and proffer a solution to this challenge which is hampering the development of the organisation. A number of efforts have been done to address the unprecedented rate of staff turnover but the challenge continues to exist. Chief among the interventions being the reward system, as a way to address employee satisfaction. It is against this backdrop that the study seeks to explore the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine.

1.3 Aim of the study

The main objective of the study is to explore the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine.

1.4 Objectives of the study

The study seeks to:

1. determine the impact of bonuses on employee satisfaction at Freda Rebecca Gold Mine
2. establish the influence of career development on employee satisfaction at Freda Rebecca Gold Mine
3. assess the nexus between profit sharing and employee satisfaction at Freda Rebecca Gold Mine.
4. Evaluate the effect of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine.

1.5 Main Research Questions

1. What is the impact of bonuses on employee satisfaction at Freda Rebecca Gold Mine?
2. What is the influence of career development on employee satisfaction at Freda Rebecca Gold Mine?
3. What is the nexus between profit sharing and employee satisfaction at Freda Rebecca Gold Mine?
4. What is the effect of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine?

1.6 Research Hypothesis

H₁: There is a statistically significant relationship between bonuses and employee satisfaction at Freda Rebecca Gold Mine

H₂: There is a statistically significant relationship between career development and employee satisfaction at Freda Rebecca Gold Mine

H₃: There is a statistically significant relationship between profit sharing and employee satisfaction at Freda Rebecca Gold Mine

H₄: There is a statistically significant relationship between employee recognition, participation and employee satisfaction at Freda Rebecca Gold Mine

1.7 Assumptions of the Study

The success of the study premised on the assumption that:

- The sample selected was sufficient and representative.

- Respondents were sincere in the response they gave.
- The research got access to all necessary and relevant data.

1.8 Significance of the study

This study will be of significance to a number of stakeholders. Knowledge on the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine goes a long way in assisting a number of stakeholders. This study will be of significance to:

1.8.1 Freda Rebecca Gold Mine management and other mining companies

The study will go a long way in bringing awareness to management at Freda Rebecca Gold Mine on how reward systems influence employee satisfaction and this will enable them make informed decisions. Research findings will be useful to Freda Rebecca Gold Mine and other mining entities on how they can improve their existing reward systems. It also provides benefits for human resources management in companies by considering the importance of the reward system management.

1.8.2 Freda Rebecca Gold Mine Employees

The driving force behind this study is to enable the employees of Freda Rebecca Gold Mine to give feedback on their work satisfaction and their attitudes towards the reward systems and hence perhaps increase their commitment to the company. The study will afford Freda Rebecca Gold Mine employees an opportunity to air their views on the reward system in place and its effect on employee satisfaction.

1.8.3 Institutions of higher learning and the academia

The creation of a reward system depends a lot on the external environment that influences employees need and of vital importance to integrate employees into the process of development and improvement of reward policies in an organization. This research identifies the concept and framework of the reward system, taking to account the nature and its mechanism, and showing how it works in different environments. Moreover, the findings of this study may be used as a foundation for other possible researches in the sphere of rewarding such as complexity, fairness, frequency and their impact on employee performance, motivation and job satisfaction.

1.8.4 Researcher

The study affords the researcher an opportunity to broaden her understanding of the nexus between reward systems and employee satisfaction. It also affords the researcher an opportunity to develop research skills.

1.9 Delimitation of the study

The study focused on the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine in Bindura, Mashonaland Central Province, targeting its workers and managers. Freda Rebecca Gold Mine is located 90km northeast of Harare in Zimbabwe. The study was covered between the periods 2019 to 2020. The study only concentrated on bonuses, career development, profit sharing and employee recognition as variables for reward system at Freda Rebecca Gold Mine.

1.10 Limitations of the study

In the exercise of this research, the researcher faced some challenges, and they include;

- There was limited time for carrying out the research and data collection from respondents. The researcher had to constitute a small sample to conduct the study.
- Initially some of the respondents did not take the study seriously and were reluctant to reveal vital information. The researcher emphasized to the respondents the significance of the study and how it would be beneficial to them, Freda Rebecca, the mining sector, and the nation at large.

1.11 Research Layout

The research comprised of chapters One to Five. The First chapter focuses on the introduction of the study, giving a background to the study and the rationale of undertaking the study. Areas covered include the problem, objectives of the study, limitations and organisation of the study among others. The second chapter focuses on the review of literature on reward management and employee satisfaction. Contributions of different scholars and authorities will be discussed to appreciate the state of the area under study. The third chapter discusses the research methodology. The chapter discusses the method used to gather data to answer the research at hand. The fourth chapter follows. It presents and discusses research findings gathered from the research. Finally will be the fifth chapter which gives a summary of findings, conclusions, recommendations are areas for further study.

1.12 Chapter summary

The chapter gave a perspective to the study, statement of the problem, research objectives, and research questions, assumption of the research, significance of the study and delimitations and limitations of the study. The following chapter will focus on work already done by other researchers on the subject of reward systems on employee satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section presents the literature review on the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine. The main purpose of reviewing literature is to gain an understanding and insight of relevant past researches and changes in trends that is taking place. The first section looked at the theoretical bases for the study and the Equity Theory was used to support the study. Further the chapter looked at relevant literature in sync with the study objectives.

2.1 Conceptual Review

2.1.1 Reward Systems

Reward is a broad construct which has been said to represent anything that an employee may value that an employer is willing to offer in exchange for his or her contributions to the organisation (Zhang & Bartol, 2010). To buttress, Rizwan and Ali (2010) submit that a reward system consists of all organization components including people processes rules and decision making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization. According to Wangechi, Kiragu and Sang (2018) the lack of rewards will create an unpleasant environment, thus diminishing employees' work efforts and may cause them to withdraw from their jobs. For these reasons, rewards are increasingly becoming important. The main objectives of rewards are to attract and retain employees, to motivate employees to achieve high levels of performance, and to elicit and reinforce desired behavior of the employees (Ramita *et al*, 2015). Rizwan and Ali (2010) reveal that there are two forms of rewards namely intrinsic and extrinsic reward. According to Bashir (2014) extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee. External rewards can be in terms of salary/pay, incentives, bonuses, promotions, job security, etc (Hay Group, 2015). Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from the employer, and job rotation after attaining the goal (Hoole & Bonnema, 2015). Njoroge and Kwasira (2015) argue that once pay exceeds a subsistence level, intrinsic factors are stronger motivators, and staff motivation requires intrinsic rewards such as satisfaction at doing a good job and a sense of doing something worthwhile. Rewards systems are a fundamental function of human resource management as they deal with the assessment of job values, the design and management of payments, performance management, contingent pay, employees' benefits and pensions and the management of rewards procedures (Kontoghiorghes, 2016).

2.2.2 Employee satisfaction

Employee satisfaction describes whether employees are happy, contented and fulfilling their desires and needs at work (Kumar & Mathimaran, 2017). Bayarçelik and Findikli (2016) posit that many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically employee satisfaction is a measure of how happy workers are with their job and working environment (Ashton, 2017). It is a combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives. According to Bayarçelik and Findikli (2016) employee satisfaction may be described as how pleased an employee is with his or her position of employment. Bibi et al (2013) assert that employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction in overall with the company's policies, company environment etc.

Deery and Jago (2015) averred that employee satisfaction influences employee productivity, absenteeism and retention. The success of any company is directly linked to the satisfaction of the employees who embody that company, thus retaining talented people is critical to the success of any organization (Huang *et al*, 2017). Studies by Kontoghiorghes (2016), Kumar and Mathimaran (2017) showed that businesses that excel in employee satisfaction issues reduce turnover by 50% from the norms, increase customer satisfaction to an average of 95 %, and lower labor cost by 12%. As asserted by Letchmiah and Thomas (2017) the more satisfied an employee is, the less turnover and absenteeism occurs, on the other hand, mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance (Renaud *et al*, 2015), and negatively related to absenteeism, turnover, and perceived stress and identify it as the degree to which a person feels satisfied by his/her job (Wangechi, Kiragu and Sang, 2018).

2.2.3 Impact of bonuses on employee satisfaction

Increasingly, organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee (Fuster and Meier, 2010). Establishing this balance is one of the main reasons to reward employees with forms of rewards such as bonuses to enhance employee satisfaction (Zaraket & Halawi, 2015). Rewards systems like bonuses are often implemented within organizations as a key management tool that can contribute to a firm's effectiveness by influencing individual behavior and motivating employees at work (Pouliakas, 2010). Besides, it is also one of the most preferred factors in providing satisfaction to employees (Zaraket & Halawi, 2016). As noted by Ogendo (2016) the lack of rewards will create an unpleasant environment, thus diminishing employees' work efforts and may cause them to withdraw

from their jobs. According to Obwoyere, 2016, the main objectives of rewarding employees with bonuses are to attract and retain employees, to motivate employees to achieve high levels of performance, and to elicit and reinforce desired behavior of the employees. Organizations often use financial rewards like bonuses to prevent employee dissatisfaction and to motivate employees (Sikoro *et al*, 2016), although it may not be the best motivator for the long term, it must be noted that while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator (Zaraket and Halawi, 2017).

Wubuli (2019) argues that, bonuses are significant not only in terms of their instrument value as a medium of exchange, but also a highly tangible means of recognizing an individual's worth, improving self-esteem, and symbolizing status and achievement. Therefore, organizations can best utilize bonuses in supporting organizational human resource strategy (Donata, 2011). Doyle, (2010) revealed that for instance, prosocial bonuses can have a causal impact on employee satisfaction and performance, such that providing employees with money to help others would have a greater organizational impact than providing employees with money to spend on themselves. Bonuses compensation framework assumes a vital part in deciding employee's level of employment satisfaction (Tinokla Review, 2011). Furthermore, the developing needs of families with higher standard of living have driven workers into looking for higher bonus payment which can ensure their future and life satisfaction (Obwoyere, 2016). Chebet (2015) postulated that a condition of passionate disappointment occurs when employees observe that they are not repaid well. Thus, this passionate error will develop and aggregate over circumstances along these lines which make employees become unsatisfied working for the association (Obwoyere, 2016).

Kwasira (2015) carried out an online study of 1,913 full-time employees and asked the respondents to rank in order of preference performance incentives that can result in employee satisfaction. The performance incentives included common extrinsic rewards such as cash bonuses, gift cards, award points, travel awards as well as intrinsic rewards such as having more freedom and autonomy at work, being able to choose interesting projects and being assigned to mentor other employees. Not surprisingly, cash bonuses were listed as the most preferred incentive by three-out-of-four people surveyed that can lead to employee satisfaction. Bibi *et al* (2013) in their study reported that for both workers and the self-employed, having higher bonuses help to improve the probability of being happy with the sort of work. As indicated by Bayarçelik and Findikli (2016), the view of being paid what one is worth predicts work satisfaction. Individuals who agree that they are paid bonuses "what they are worth" in the market have tendencies to have more elevated amounts of job satisfaction than the individuals who do not agree (Ramita *et al*, 2015). However, in his study Findikli (2016) found that there is a huge negative relationship between bonus payments and the satisfaction of workers with the actual job itself.

2.2.4 Influence of career development on employee satisfaction

Career development is about providing opportunities for employees to grow personally and professionally (Kumar & Mathimaran, 2017). It means that employees are able to be promoted and go to higher levels within their organizations. Career development is considered as one of the human resource practices that help in employee satisfaction and retention management issue (Deery & Jago, 2015). Employee satisfaction can be achieved by making a good career development system and giving an understanding of how important the system is, and that it is designed by the company for managerial and professional employees (Huang *et al*, 2017). Investing in professional development of employees allows differentiation and gaining competitive advantage, as it also increases the level of abilities and knowledge the organization can use to achieve organizational goals (Renaud *et al*, 2015). According to Letchmiah and Thomas (2017), employee satisfaction could be also improved by such factors as career development, good working conditions, relationship between worker and employer, opportunities for training and development, the level of job security in employees (Wangechi, Kiragu & Sang, 2018), and the policies of the management in terms of recruitment and hiring process (Fuster & Meier, 2010). Career development directly influences employees' motivation and what is more important is the impact it has on the overall employee satisfaction and performance level.

Wubuli (2019) revealed that career development is important for both employers and employees regarding attracting, retaining and motivating employees, thus improving employee satisfaction. Kumar and Mathimaran (2017) stated that career development play a major role in determining employee satisfaction. Letchmiah and Thomas (2017) reported that there are positive relationships between employees who feel secure in their jobs through career development and their level of satisfaction with the job. In addition, evidence exists suggesting that lower levels of rewards in line with career development lead to lower levels of satisfaction among employees. Bashir (2014) asserted that for the mining sector to attract, retain and satisfy their talented employees, the sector needs to have appropriate career development that encourages employees to remain longer with their organizations. Rizwan and Ali (2010) assert that, organizations that implement career development programs are more likely to have a high level of satisfaction, commitment and retention among their employees. In fact, Ogendo (2016) in his study argues that career development opportunities among other unpopular factors such as job content and work-life balance have a higher impact on employees' satisfaction and retention than performance appraisal and communication. Similarly, Chebet (2015) confirms that among all factors studied to assess their relationship to employees' satisfaction (job satisfaction, career development opportunities, organizational commitment and organizational reputation), career development is the most related to employees' satisfaction decision.

In their study, Rizwan and Ali (2010) conducted in Taiwan to examine the career needs and also to assess the gap between these needs with the provided career development program in one of research and development department, results concluded that employees have a high intention to leave if the gap between these needs and the available career development program is high. Based on their result, career development was the main contributor to employees' job satisfaction. Another study carried out by Bayarçelik and Findikli (2016) examined the impact of training and development on employee satisfaction and retention. Results reported that training and development opportunities are significantly and positively related to employees' satisfaction, loyalty, and retention. Career development has its own advantages, one of which is the fact that it reduces turnover and increases employee motivation (Zaraket & Halawi, 2015). According to Deery and Jago (2015), career development is in the interest of all generations, yet it is mostly sought after by the millennials, and thus, it plays a major factor in their job satisfaction.

An effective career development plan helps the organization to benefit from its internal talent by corresponding the experience and skills gained by the employees and linking them to the organization's needs, while also motivating and engaging the employees to give more effort by the compensation and succession plans given for the sake of career development (Huang *et al*, 2017). Moreover, a well-organized career development plan will allow employees to pursue improvements in their career that will actually lead to the employees' job satisfaction (Kumar & Mathimaran, 2017). Bayarçelik and Findikli (2016) elaborate that employees have different work needs at each stage of their career path and organizations should take into consideration the career needs of their employees in each stage to satisfy their career development and increase the organizational effectiveness and cope with its needs as well.

2.2.5 Nexus between profit sharing and employee satisfaction

Profit-sharing is a type of a group-based pay for performance with a long history. Very well documented cases of profit-sharing can be found e.g. in Britain from 1880, Matthews (1989, p. 439) even noted that "we know more about the extent of profit-sharing in 1880 than in 1980". Broadly defined, profit-sharing can be understood as any rewards system, which directly links profits of a company in a particular period with compensation of employees in that period (Hoole & Bonnema, 2015). The term "profit related pay" is often used as a synonym for profit-sharing (Kontoghiorghes, 2016). According to Letchmiah and Thomas (2017) study after study shows that workers belonging to profit sharing and group-based pay schemes tend to identify more strongly with the firm than those on standard fixed-pay contracts, and they tend to work harder as a result. Profit sharing has been cited as major factors affecting employee satisfaction in many institutions. Zaraket and Halawi (2015) reported that profit sharing is one of the key

institutional factors affecting employee satisfaction since they fortified a pleasure or positive emotional state.

The success of profit sharing can also be explained as an application of principal agent theory (Kontoghiorghes, 2016) since it is a performance-based form of compensation that serves to better align the interests of employees, managers, and shareholders. Nevertheless, there is general recognition that the processes by which profit sharing affects employee satisfaction are not well understood (Wubuli, 2019). More broadly, Zaraket and Halawi (2015) noted that strategic human resource management has been criticized for its lack of theoretical specification of the mediating processes through which human resource practices may influence organizational outcomes. The authors argue that organizational commitment may represent an important mediating mechanism in the relationship between HR practices (e.g., profit sharing) and employee satisfaction and subsequent organizational performance (Mwangi, 2017). Zaraket and Halawi (2015) argue that the diversity of empirical results associated with profit sharing may reflect a failure to consider employee perceptions of profit sharing. In a theoretical context, profit sharing has important advantages like attracting and retaining qualified employees (Hoole and Bonnema, 2015), improving individual and organizational performance, improving motivation and job satisfaction and linking individual to organizational objectives (Ashton, 2017).

Zaraket and Halawi (2015) indicated that two-thirds of the U.S. Fortune 1000 firms have some sort of profit sharing plan and there is good evidence to suggest that firms that adopt profit sharing experience lower absenteeism and quit rates. However, the evidence demonstrating the ability of profit sharing to have a positive impact on employee satisfaction is supportive, but not universal. In the UK, for example, Bayarçelik and Findikli (2016) found no association between profit sharing and employee satisfaction among a large sample of establishments, while Rizwan and Ali (2010), based on an analysis of 219 manufacturing firms, concluded that profit sharing was “much ado about nothing”. On the other hand, Ashton (2017) found that profit sharing increased productivity by an average of 7.4 percent and 9.1 percent respectively and employee satisfaction. Invariably, studies conducted among mining firms in Ghana have cited profit-sharing as a factor affecting job satisfaction of employees. Deery and Jago (2015) found that organizational commitment characterized by adequate compensation such as profit-sharing, recognition and promotion affected employee satisfaction among employees in the mining sector in Australia.

Ashton (2017) argues that the motive centered on using profit sharing is to increase total employee earnings, with the objective of attracting and retaining high quality human capital. In this case, employers may regard profit sharing as a less risky way to move to efficiency wages (above-market wages) than by increasing fixed wages and benefits (Mwangi, 2017). Efficiency wages may not only attract and retain

higher quality labor but might also enhance worker effort since workers may be more motivated to keep a job that pays above-market wages (Kumar & Mathimaran, 2017). This human capital argument fits into the broader, high-road approach to employee relations in which firms pay high wages and benefits, invest heavily in worker training and development, create broad and meaningful jobs, and allow a high degree of worker participation in decision making (Hoole & Bonnema, 2015).

2.2.6 Effect of employee recognition and participation on employee satisfaction

Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective (Rizwan & Ali, 2010). It can be confidential or public, causal or formal (Kumar & Mathimaran, 2017). In addition to reward, employees also need recognition. Individuals like to share their achievements with others and have it recognized and celebrated. When this need is satisfied, it works as an excellent motivator (Hoole & Bonnema, 2015). As alluded by Ashton (2017), recognition also refers to the identifications of a job well done hence representing a non-financial means of appreciation. Organizations in today's environment seek to determine the reasonable balance between employee commitment and performance of the organization (Kumar & Mathimaran, 2017). The employee recognition programs serve as the most contingent factor in keeping employees' self-esteem high and passionate (Hoole & Bonnema, 2015). Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of the employee which ultimately increases productivity of organizations (Mwangi, 2017). Huang *et al.*, (2017) posit that the state of satisfaction and happiness is achieved by the employees only when they maximally put their abilities in performing the activities and functions at work.

Rizwan and Ali (2010) argued that rewards and recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees. The basic purpose of recognition and reward program is to define a system to pay and communicate it to the employees so that they can link their reward to their performance which ultimately leads to employee's job satisfaction. Bashir (2014) argued that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Recognition today is the highest need according to most of the experts whereas a reward which includes all the monetary and compensative benefits cannot be the sole motivator for employees' motivation program (Hoole & Bonnema, 2015). Employees are motivated fully when their needs are met. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay (Mwangi, 2017). In today's dynamic environment the highly motivated employees serve as a synergy for accomplishment of company's goals, business plans, high efficiency, growth and performance (Hoole & Bonnema, 2015).

According to Kwasira (2015), fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Deery and Jago (2015) are of the view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Ashton (2017) asserts that recognition and employee participation create the opportunity for personal growth, increased levels of responsibility and an increase in social standing. Similarly, the recognition which is a central point towards employee motivation adores an employee through appreciation leading to employee satisfaction (Hoole & Bonnema, 2015). Deery and Jago (2015) revealed that employees of the lowest level are rarely motivated by payments and benefits, as money seldom has a direct and immediate effect on performance, unless it is awarded as an incentive, but it seems like employees are mostly motivated by the intangible benefits of recognition, respect and support. According to Ashton (2017), motivating low-level employees can be aided by the way they are treated as persons. It is important that they realize how important their role is in the operation as a whole, and for the supervisor to gain their respect (Hoole & Bonnema, 2015).

Deery and Jago (2015) argued that the factor in Fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system. Ashton (2017) stated that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result (Mwangi, 2017). Employees are definitely closer to their organization as their job can become the major satisfaction in their life after having a proper rewards and recognition at their job (Hoole and Bonnema, 2015).

2.2 Theoretical Framework

A number of theories have been put to explain drivers of worker motivation. These theories emphasize what motivates workers to behave in a certain way or what causes them to behave in certain ways. The theories bring to the fore states, feelings or attitudes associated with motivated workers, and help represent physiological or psychological deficiencies that an individual seeks to eliminate. They give insights into employee's needs, helping managers to appreciate what drives and sustains their behavior, and what they will and will not value as work rewards. Key contributions come from Maslow's Hierarchy of Needs, Alderfer's ERG Theory, Douglas Hall's age Theory, Herzberg's Theory, and Vroom's Expectancy Theory among others.

The study was informed by Vroom's Equity theory. According to Vroom individuals make choices based on their perceived expectation on a reward to follow. This therefore means that employees are motivated to act in a specific way if they believe that they a certain desired outcome will be obtained. In the equity theory of motivation, employee's motivation depends on their perception of how fair is the compensation

and treatment for their work input (Wangechi, Kiragu & Sang, 2018). Equity theory states that the employees perceive what they get from a job situation (outcomes) about what they put into it (inputs) and then compare their inputs- outcomes ratio with the inputs- outcomes ratios of others (Sikoro *et al*, 2016). According to Ogendo (2016) equity theory concerns the perception of (cognitive process) how they are being treated. It is based on the assessment process workers use to evaluate the fairness of justice of organizational outcomes and adjustments process used to maintain perception of fairness (Obwoyere, 2016). In organisations this means that individuals will choose to perform at a level which results in the greatest benefit to them. Employee will thus work hard if there is a perceived benefit, which will lead to a desirable benefit such as salary increase, promotion or recognition. It is therefore important to tie performance to rewards.

Chebet (2015) reveals that the Vroom’s theory focuses on the fair distribution of outcomes across employees in order to encourage high level of job satisfaction. It is known as distributive justice. Procedural decisions pertain to how the levels of performance are evaluated, how disputes are handled and how outcomes such as pay rises are distributed across employee leading to employee satisfaction. The theory is based on the following two assumptions about human behavior that is (a) Individuals make contributions (inputs) for which they expect certain outcomes (rewards). Inputs include such things as the person’s past training and experience, special knowledge, personal characteristics, etc. Outcomes include pay, recognition, promotion, prestige, fringe benefits, etc and (b) individuals decide whether or not a particular exchange is satisfactory, by comparing their inputs and outcomes to those of others, in the form of a ratio. Equity exists when an individual concludes that his/her own outcome/input ratio is equal to that of other people (Mwangi, 2017). It is from the aforementioned basis that the theory is appropriate in informing the current study on the influence of reward systems on employee satisfaction at Freda Rebecca Gold Mine.

2.3 Conceptual Framework

The study adopted the conceptual framework indicated on 2.1 below. A conceptual framework refers to a diagrammatic representation of the theorized interrelationships of the variables of a study. The conceptualization of variables in academic study is important because it forms the basis for testing hypothesis and coming up with generalizations in the findings of the study. In this study, some of the independent variables that were identified include: bonuses, career development, profit sharing and employee recognition. The dependent variable is employee satisfaction.

Independent Variables

Bonuses



Dependent Variable

Employee Satisfaction

- Level of satisfaction
- Frequency of resignations

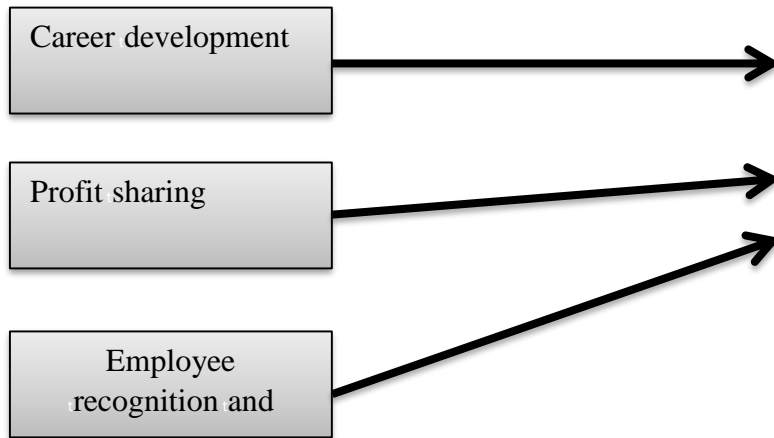


Figure 2. 1 Conceptual Framework

2.4 Empirical review

A number of studies have been conducted on reward management and employee satisfaction. Below are some of the studies conducted to date.

Nick (2010) studied the relationship between bonuses and employee satisfaction. The study focused on how different bonus pay factors influence the perceived employee rewards satisfaction and motivation and how these two perceptions relate. The study found a positive relation between employee satisfaction and bonuses pay factors. Furthermore, employee reward satisfaction and motivation were strongly related to the manner of bonus payment. In addition, a study by Mwangi (2017) examined the impact of performance related pay on employees using a case study of the performance incentive bonus scheme at the Motor Vehicle Accident Fund (MVA) in Namibia. One of the objectives was to survey the impact of the MVA Fund Performance satisfaction. The result of the study revealed that the effect of performance-related pay on employee performance is very high and the satisfaction effect of merit pay is often supported by Performance Incentive bonus Scheme. Another study by Rizwan and Ali (2010) investigated the role of employee bonus on employee's performance at a Gold Mine in Accra Ghana. The study confirmed that lack of bonus, work-life balance, lack of rewards and recognition, and salary and remuneration were more common reasons for departure among most employees.

Dehkordi (2018) carried a study on the impact of a reward system on job satisfaction: a moderation effect of age and tenure. The study sought to explore the relationship and impact of company rewards and job satisfaction with the moderating effect of age difference and tenure. It also examined which types of rewards, financial or non-financial rewards affect most on employees' job satisfaction. Direct, indirect financial reward and extrinsic and intrinsic non-financial rewards are the dimensions which were studied.

The study employed quantitative research and data was gathered from 200 respondents through the use of questionnaires. Findings revealed that financial rewards are significantly and positively related to job performance. It also established that direct financial rewards have a stronger impact on employees' job satisfaction than indirect financial rewards. This implies that employees are better satisfied by financial rewards than non-financial rewards.

Akafo and Boateng (2015) also conducted a study on the impact of reward and recognition on job satisfaction and motivation in Ghana. The objective of the study was to examine the impact of reward and recognition on job satisfaction and motivation. The study also sought to assess the relationship between reward and work motivation and job satisfaction; to identify academic staff and administrators' perceptions about reward and recognition and to explain challenges of reward implementation in private tertiary institutions. The study employed descriptive survey design to gather data from 157 academic staff, from a total of seven private tertiary institutions which were selected through stratified sampling. The study established that rewards have a positive impact on work motivation but no significant relationship existed between rewards and job satisfaction.

Wangechi, Kiragu and Sang, (2018) carried a study on the role of reward system on job satisfaction of employees in the county government of Nyeri, Kenya. The study was conducted using descriptive design, with the use of systematic sampling to constitute the sample. Self-administered questionnaires were used to gather data. The research established that there is a positive and statistically significant relationship between reward system and employee satisfaction. The study recommended that County Government should review staff rewards through comparison with their counterparts in the private sector. The study also recommended that non-monetary rewards should be adopted adequately in the reward systems of the county governments, including recognition and placement for training and personal development initiatives. These together with promotions should be done in a competitive way that entrench meritocracy and eliminate the favouritism currently characterizing such activities.

2.5 Research Gap

Due to the rising competition and demand for skilled labour force, ensuring your employees are satisfied remains critical. Practitioners do agree that companies need to ensure that its employees are kept satisfied, with rewards as one of the means to satisfy employees. Over the past decades a number of studies have been done on reward management and employee satisfaction, with a few done in Zimbabwe and the mining sector to be specific. Furthermore, most of the studies done to date have mostly focused on other areas, with a few focusing on the mining sector. Further research is therefore necessary on the impact of reward management on employee satisfaction in the mining sector, with specific focus on Freda Rebecca Gold Mine. The current study aims to assess the impact of reward management on

employee satisfaction at Freda Rebecca Gold Mine against a background of a high turnover rate due to dissatisfied workers. Furthermore, the study is being done in Zimbabwe where conditions may be different from those in other countries where research has been done.

2.6 Chapter Summary

This chapter covered literature review, introduction of the topic, conceptual and theoretical framework, global and regional issues concerning the on the impact of reward systems on employee satisfaction. The next chapter will cover research design and research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter covered the research methodology used by the researcher and involved the research design, the research population and sample size, the sampling procedures and the research instruments that was

used to collect the data. It also examined the validity and reliability of the research instruments. A research method is a logical design for conducting research. Creswell (2009) defined research methodology as the overall research plan that summaries the technique in which the research to be conducted and, among other things, establishes the approaches to be used in it. The study used quantitative research methodology.

3.1 Research philosophy

There are different research philosophies that should be acknowledged within methodology. Bazeley (2015) mentions two main philosophies, being positivism and interpretivism. The philosophy that was applied in this research is positivism. Within positivism one would work with an observable social reality and some of the generalizations that will be made are considered ‘law-like’. Furthermore, another element within positivism is that the research should be conducted in a value-free way, meaning that it should be objective. Additionally, Creswell and Creswell (2017) explain that positivism has the main focus on casual relationships and providing explanations, through discovering patterns. The positivism philosophy was also used for its ability to examine the nexus between reward systems and employee satisfaction at Freda Rebecca Gold Mine. Creswell and Creswell (2018) reveal that while positivism supports the philosophy of objectivity towards validation and falsification, this position does not consider the point that many human judgments are created during the conducting of the research, and that researchers constitutes a part of a social perspective predisposed to subjectivism, for example in determining what to research, creating research tools and interpreting the outcomes. The positivism approach was adopted to improve precision through quantitative, reliable measurement and control of data. In addition, it allowed the researcher to generalize findings to the population based on the results of a representative sample of the population.

3.2 Research design

A research design is a framework of research methods and techniques chosen by a researcher in undertaking a research study (Dudovskiy, 2018). To buttress, McKim (2015) submits that research design is the all-inclusive strategy which one adopts to put together the different components of a research, in a logical and sequential manner yet ensuring the problem at hand is addressed. According to Creswell and Poth (2018) a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

Research designs follow two classifications. These are surveys, archival analysis and case studies on one hand or exploratory, descriptive or explanatory on the other hand. Which design to select is largely a function of the problem under study (Koch et al., 2014). It should be noted that a study can employ more

than one designs. The research used a case study with specific focus on explanatory research. Explanatory research was used to answer why questions and this feature leads to involve causal explanations. Explanatory research looks for causes and reasons and provides evidence to support or refute an explanation or prediction. It is conducted to discover and report some relationships among different aspects of the phenomenon under study (Hancock & Algozzine, 2016). Explanatory or causal research design thus allowed the researcher to examine impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine.

3.3 Target population

According to Saunders, Lewis and Thornhill (2019) a population comprises of specified aggregations of study objects from which the researcher expects and wants to collect data from. Schafer (2017) defines a population as the set of all objects that possess some common set of characteristics with respect to some research problem. In this study the researcher focused on all workers at Freda Rebecca Gold Mine from Engineering department (200), SHE (20), Plant Processing (200), Mining Section (200) and Administration (50).

3.4 Sample size

According to Yin (2017), a sample is a limited number taken from a larger population. Sample size referred to the number of units in a sample selected from the total population (Duran, 2016). The study comprised a sample of 57 respondents (10% of the population from all employees at Freda Rebeca Mine). A sample size of 10% of the target population is considered large enough to be a true representative (Mugenda and Mugenda, 2009).

Table 3. 1 Sample matrix

Category	Target population	Sample size (10% of the population)
Engineering department	200	20
SHE	20	2
Plant Processing	200	20
Administration	50	5
Mining Section	100	10
Total	570	57

3.5 Sampling procedure

The study used stratified and simple random sampling. Stratified sampling was applied where respondents in the identified population were subdivided into strata as according to their departments. In this procedure, the investigator congregated the sample frame in to homogeneous assemblage often called strata before selecting the elements for inclusion into the sample taking each department as criteria to create strata. Simple random sampling was used to select the respondents from each stratum. Random selection of the sample enables the researcher to generalize results from a sample to a larger population. The use of simple random sampling implies that every member under the study will have an equal chance of being selected (Gorrard, 2016).

3.6 Research instruments

The quality of data that a research gathers is a function of the research instruments it uses for the data collection. As such, researcher should be particular on the research instruments they use to gather data. The researcher used five point Likert scale questionnaires to collect primary data. According to Gorrard (2016) a questionnaire is a data collection instrument which respondents answer a set of questions which are in a predetermined sequence. Questionnaires enabled the researcher a wider reach in a short space of time. It was also cheaper for the researcher to data gather using this it, which is one of its key advantages. The closed questions were designed to keep the questionnaire to a reasonable length and this encourages response and validity in terms of the representativeness of the returns.

3.7 Data collection Procedure

Data sources used are also a critical consideration as they have a bearing on the credibility and validity of the research findings (Koch et al, 2014; Armstrong & Overton, 2017; Bickman & Rog, 2018). Primary data was obtained by administering structured questionnaires to the sampled respondents. Structured questionnaires were distributed electronically to the research participants and were collected after five days to allow participants ample time to fill in the questionnaire. Primary data gave the researcher answers to specific questions. Primary data also offered the researcher data which was accurate and relevant to address the problem at hand.

The researcher also reviewed a couple of secondary data sources to have an appreciation of literature around the subject matter. Desk research assisted the researcher to appreciate trends in reward management and employee satisfaction. The information was very useful in the crafting of objectives as well as part of the literature review. The researcher ensured that the information was relevant and recent for it to contribute meaningful to the study. Secondary data had advantages which were of importance to

the researcher and these include cheaper to get data, information is readily available making it faster to gather the necessary data.

3.8 Pilot study

The research questionnaires were piloted on 7 employees. Pilot testing (pre testing) refers to the testing of the research instrument on a small portion of the respondents with a view of identifying and correcting the flaws and limitations in the questionnaire (Coghlan & Brannick, 2005). According to Gliem and Gliem (2013), it is difficult to give the exact number for the pilot group, but as a rule of thumb, it is recommended that researchers pilot 5-10% of the final sample. According to Bryman and Bell (2015), conducting a pilot study might give advance warning about possible areas where the research project could fail, where the research protocols may not be followed, or whether proposed methods or instruments are appropriate or too complicated. Based on the pilot study, the questionnaires were refined by removing any questions that provided unwanted or irrelevant information.

3.9 Validity and reliability of the Research instruments

Bell (2005) states that validity is the quality criterion referring to the degree to which inferences made in a study are accurate and well founded in measurement, the degree to which an instrument measures what it is intended to measure. This study used content validity, which is the type of validity that shows the extent to which elements of research questions and objectives are represented in the study (Mugenda & Mugenda, 2009). The researcher requested the experts in the field of research to evaluate the relevance of items contained in these instruments in deriving the information sought by the study. Their input, suggestions and clarifications were incorporated to improve the instruments. The instruments were piloted with 7 employees. Adjustments were made to assess the questionnaires in relation to the objectives of the study.

Reliability refers to the extent to which an instrument would be consistent in measuring what they are expected to measure (Mugenda & Mugenda, 2009). Random errors arise from unclear instructions to the respondents and ambiguous questions. The researcher minimized random errors by cross checking the questionnaires during piloting. This study used test-re-test technique to ascertain reliability of research instruments. In this study reliability of the questionnaire was also examined through Crocbachs' Alpha value generated STATA (version14).

3.10 Data Presentation and Analysis

The researcher examined the completeness of questionnaires and performed editing, coding and cleaning of the data. Data collected was analyzed using STATA (version14) and Microsoft Excel for generation of reports. For descriptive analysis, the mean, mode, variance and standard deviation was used to determine

the respondents' agreement or otherwise with statements under each variable. Inferential statistics employed multiple regressions to study the relationship between independent (reward systems) and dependent variable (employee satisfactions).

Data was presented using tables, pie charts and bar graphs that were generated by making use of STATA. The choice of tables as data presentation tools was based from their ability to clearly classify different data. Gay (2011) asserts that descriptive survey data is commonly represented through use of frequency polygons graphs, pie charts and frequency tables.

3.11 Operationalisation of study variables

The study involved independent (reward system) and dependent variables (employee satisfaction at Freda Rebecca Gold Mine). The independent variable was sub-divided into four independent variables namely; bonuses, career development, profit sharing and employee recognition. These variables were operationalized as shown on the equation below. The study also used a multiple correlation coefficient R to test the strength of the relationship between the research variables. R² was used to test the strength of the Model. Besides, the ANOVA model was used, at a suitable level of confidence, to test the model's significance in establishing the relationship independent and dependent variables.

The multiple regression model for the study as shown:

$$EMS = \beta_0 + \beta_1 BNS + \beta_2 CDV + \beta_3 PRS + \beta_4 ERT + \epsilon_1 + \epsilon_2 + \epsilon_3$$

Where; **EMS** = Employee Satisfaction

BNS = Bonuses

CDV= Career Development

PRS= Profit Sharing

ERT = Employee Recognition

$\epsilon_1 \epsilon_2 \epsilon_3$ Standard errors

3.12 Ethical considerations

According to Bazeley (2015) ethical considerations are critical for any research to be a success. Creswell and Poth (2018), affirm that most ethical issues in research fall into four categories: protection from harm, informed consent, right to privacy and honesty with professional colleagues. In this study, ethical guidelines for conducting the research were embraced to ensure that ethical values are not violated. Permission to carry out the study was sought from Freda Rebecca Gold Mine and from the respondents. The study participants were given written informed consent forms to sign and verbal information on the

purpose of the study. The participants' voluntary freedom to participate or withdraw from participating was clarified. All study participants were treated with respect, fairness and dignity. Anonymity, confidentiality and privacy of study participants was afforded by explaining to the participants that their personal data was not going to be used to link results to them, and names were not to appear anywhere on the questionnaire so that completed questionnaires cannot be linked to the participants.

3.13 Chapter Summary

This chapter discussed the procedures and instruments that were employed by the researcher in gathering data relevant to the study. In addition, the chapter looked at the research design, population and sample size, sampling procedure, instruments used for data collection, data presentation and analysis procedures. The following chapter focuses on data presentation, analysis and discussion of findings of the study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents the results and findings collected from the field on the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine. The findings are presented in the order of the research objectives. The first section of the results and findings are based on the respondents' demographic profiles. The second, third, fourth and fifth sections of the results and findings are based on the responses to the different sections of the questionnaire. Data was analyzed using both descriptive and inferential statistics.

4.1 Response rate

A total of 57 questionnaires were administered to the respondents as research instruments, and Table 4.1 below shows the distribution of respondents.

Table 4. 1 Response rate

Questionnaires administered	57	100%
Completed and Returned	54	95%

Source: Primary data 2021

A sum of 57 questionnaires was administered and 54 of them were successfully completed and returned, translating to a 95% response rate. According to Dudovski (2018) a response rate of 80% and above is considered as excellent. This implies that a majority of the employees and management of Freda Rebeca Gold Mine participated in this study.

4.2 Demographic profiles of the research participants

The first section of the results findings focuses on the demographic profiles of the research participants, zeroing on gender, age, duration worked in the organization, and level of education of the participants.

4.2.1 Gender of the Respondents

Respondents were requested to indicate their gender, and Figure 4.1 below presents the distribution of respondents by gender.

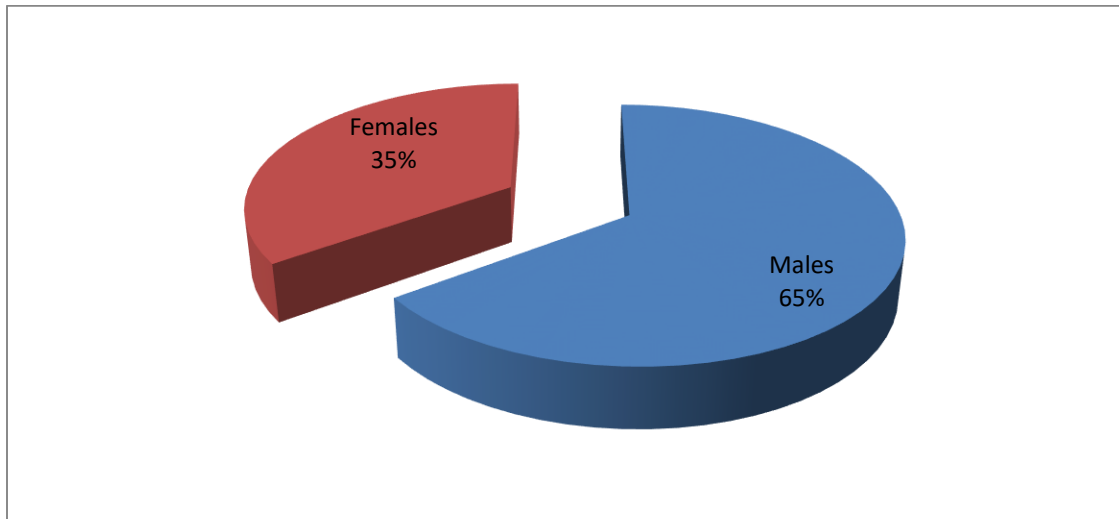


Figure 4. 1 Gender of the Respondents

Source: *Primary data 2021*

According to the data shown in Figure 4.1, out of 54 respondents who participated in the study, the majority, 65% were males while 35% were females. The findings could be an indication that the mining industry is male dominated owing much to the physic requirements. It also depicts that most of the workers at Freda Rebecca Gold Mine are males.

4.2.2 Age of Respondents

Figure 4.2 below shows the distribution of the respondents by their ages.

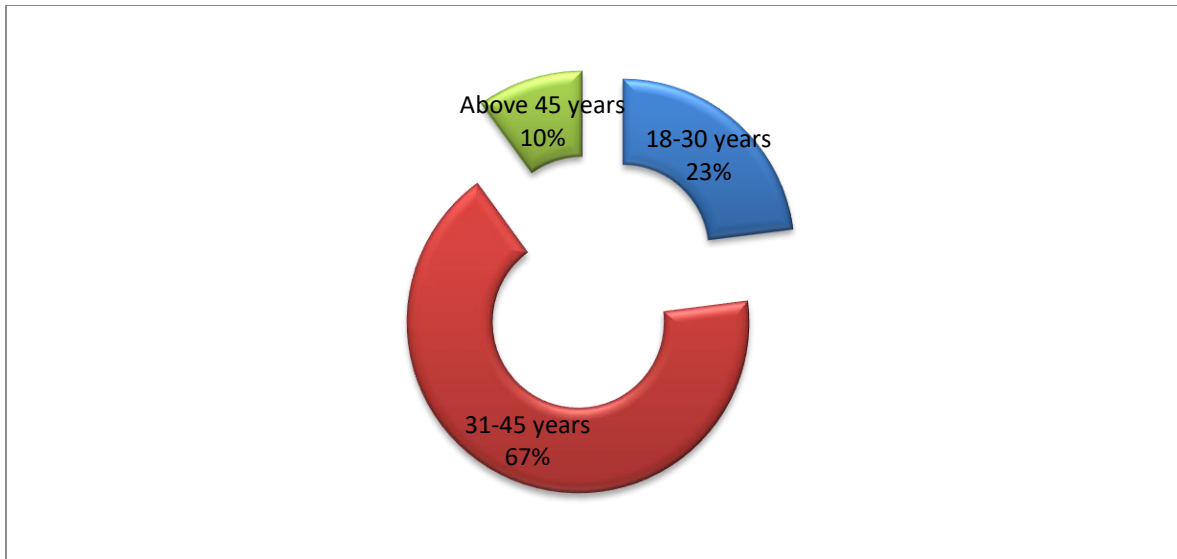


Figure 4. 2 Age of the Respondents

Source: *Primary data 2021*

Majority of the respondents, 67% are aged between 31-45 years while, 23% are of the 18-30 years age group, and those above 45 years constituted 10% as indicated on figure 4.2. This could be an indication that due to the nature of the mining industry, an organisation should have a youthful workforce.

4.2.3 Duration worked at the organization

Respondents were requested to indicate the duration of years they have worked for the organisation, and their responses are as captured below in Figure 4.3.

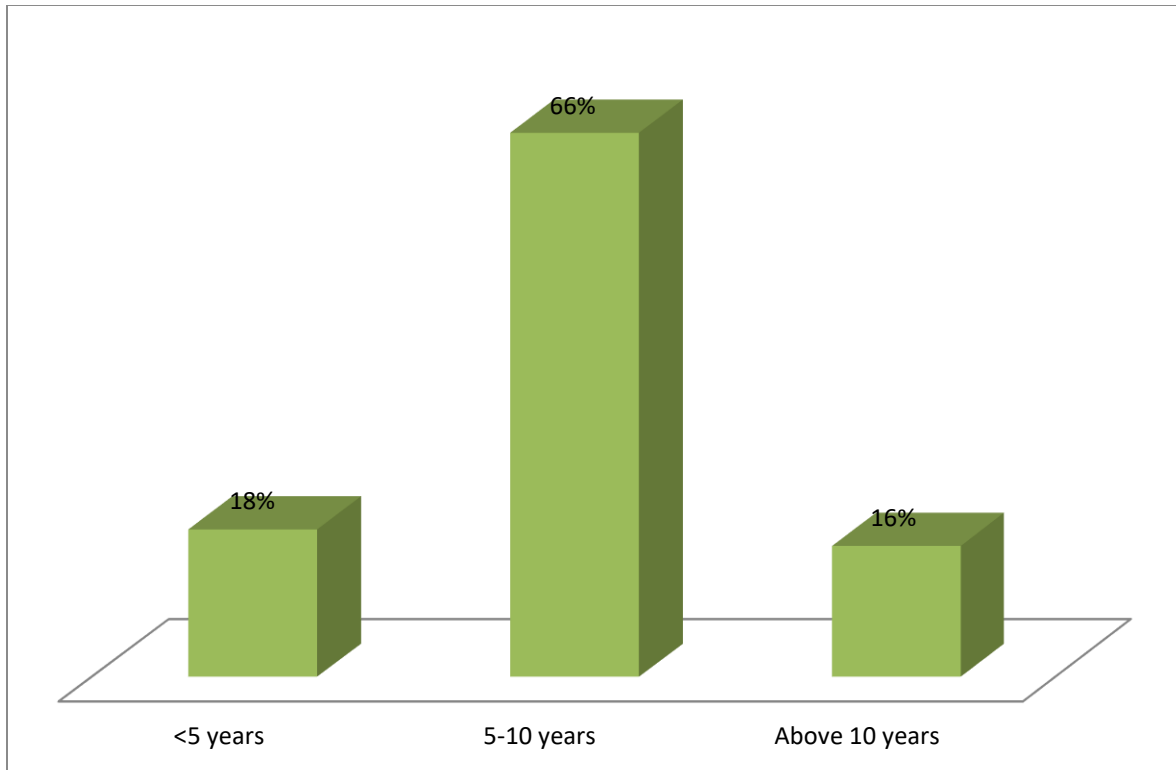


Figure 4. 3 Duration worked at organization

Source: *Primary data 2021*

From the data shown on 4.3, majority of the respondents (66%) have worked in the organization for 5-10 years, less than 5 years (18%), and above 10 years (16 %). The findings reveal that most of the respondents have worked in the organization for some time and are therefore conversant with the organization.

4.4.4 Level of education

Figure 4.4 below shows the highest level of education obtained by the respondents.

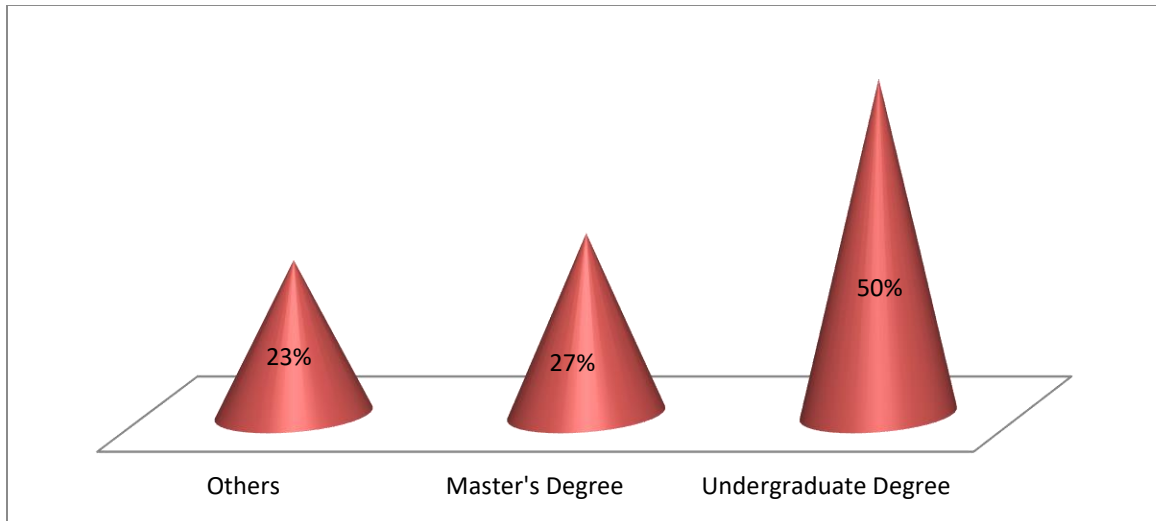


Figure 4. 4 Level of education

Source: Primary data 2021

The graph presented on Figure 4.4 above indicated that the highest level of academic qualifications attained by the majority of the respondents (50%) was an undergraduate degree, accounting for 50% of the respondents, followed by a master’s degree and others (diploma holders, doctorate and certificate) with 27% and 23% respectively. Research findings show that the majority of the respondents were educated, which be a sign that the mining industry requires personnel with the relevant qualification. In addition the level of learned would mean that the researcher dealt with respondents who would add value to the research study/ therefore can contribute valid information pertaining to the study.

4.3 Reliability Analysis

Table 4.2 presents the reliability of the constructs used in the study

Table 4. 2 Reliability Statistics

Dimension	Reliability coefficients (Alphas)	Number of items
Bonuses	0.85	5
Career development	0.82	5
Profit sharing	0.80	5
Employee recognition and participation	0.79	5
Employee Satisfaction	0.86	4

The reliability test for the questionnaire that was administered showed Cronbach alpha values of 0. 85, 0.82, 0.82, 0.80, 0.79 and 0.86 for bonuses, career development, profit sharing, employee recognition and

employee satisfaction respectively. According to George and Mallery (2013) a generally accepted rule is that α of 0.6-0.7 indicates an acceptable level of reliability, and 0.8 or better indicates a very good level of reliability. The reliability analysis shows that the constructs used in the study were reliable as constructs were above 0.60. Findings show that answers received are reliable and unbiased.

4.4 The impact of bonuses on employee satisfaction at Freda Rebecca Gold Mine

The research probed on the impact of bonuses on employee satisfaction at Freda Rebecca Gold Mine and the responses were computed using mean values as indicated on Table 4.3 below.

Table 4.3 Bonuses

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
The bonus system is fair	54	4.7354	.06745	.66086
Employees are rewarded bonuses without delay	54	4.6854	.03471	.34012
Frequency of bonus reviews is satisfactory	54	4.5792	.01465	.14358
The bonus system is adequate	54	2.1438	.08155	.79905
I am satisfied with the size of my bonus	54	2.0417	.02050	.20088
Valid N (listwise)	54			

The study findings indicated that to a very great extent the bonus system is fair ($mean=4.7$; $SD=0.2$), employees are rewarded bonuses without delay ($mean=4.7$; $SD=0.3$) and frequency of bonus reviews is satisfactory ($mean=4.6$; $SD=0.1$) at Freda Rebecca Gold Mine. However, the study findings further revealed that to a little extent the bonus system is adequate ($mean=2.1$; $SD=0.8$) and the employees are satisfied with the size of my bonus ($mean=2.0$; $SD=0.2$).

4.5 Influence of career development on employee satisfaction at Freda Rebecca Gold Mine

The study examined the influence of career development on employee satisfaction at Freda Rebecca Gold Mine and the findings are represented as descriptive statistics on table 4.4.

Table 4. 4 Career development

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
My employer gives me the opportunity to gain wider experience	54	4.6667	.04837	.47388
My supervisor encourages me to seek new educational opportunities	54	4.6500	.04837	.10311
Employees receive information on training and development opportunities	54	4.5125	.04756	.46595
I receive adequate support on my training and development needs form my employer	54	4.1979	.04088	.40052
Employees are provided with equal opportunities to fulfil their career potential in my organization	54	3.9375	.11643	.14075
Valid N (listwise)	54			

The study outcomes on table 4.4 revealed that to a very great extent the employer provide its employees with opportunity to gain wider experience ($mean=4.7$; $SD=0.5$), the supervisors at the mine encourage their employees to seek new educational opportunities ($mean=4.7$; $SD=0.1$) and employees receive information on training and development opportunities ($mean=4.5$; $SD=0.5$). It was also indicated that to great extent employees receive adequate support on training and development needs form the employer ($mean=4.2$; $SD=0.4$) and employees are provided with equal opportunities to fulfill their career potential in my organization ($mean=3.9$; $SD=0.1$).

4.6 Nexus between profit sharing and employee satisfaction at Freda Rebecca Gold Mine

The study assessed the nexus between profit sharing and employee satisfaction at Freda Rebecca Gold Mine.

Table 4. 5 Profit sharing

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Profit sharing shows that management is looking after employee interests	54	4.4250	.04547	.48666
The problem with profit sharing is that we never know how much we are going to make out of it	54	4.3479	.05102	.49989
Profit sharing does not fairly reward employees for their contribution to work	95	4.2526	.08328	.81173
Under profit sharing, there is no point in me making more effort if other people do not do the same	54	2.2438	.08155	.79905
Profits –sharing are a bad basis for pay because they are affected by factors outside the control of the workforce	54	2.0625	.12104	.18599
Valid N (listwise)	95			

The research results indicated that to a great extent profit sharing shows that management is looking after employee interests ($mean=4.2$; $SD=0.5$), the problem with profit sharing is that we never know how much we are going to make out of it ($mean=4.3$; $SD=0.5$), profit sharing does not fairly reward employees for their contribution to work ($mean=4.3$; $SD=0.8$). However, the study also showed that to a little extent under profit sharing, there is no point in me making more effort if other people do not do the same ($mean=2.2$; $SD=0.8$) and profits –sharing are a bad basis for pay because they are affected by factors outside the control of the workforce ($mean=2.1$; $SD=0.2$).

4.7 Effect of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine

The study examined the effect of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine and the results are presented on table 4.6.

Table 4. 6 Employee recognition and participation

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
I am satisfied with the amount and frequency of recognition from my supervisor	54	4.4375	.05090	.19868
Those who do well on the job stand a fair chance of being promoted	54	4.3442	.04907	.38077
The degree of support, respect and fair treatment I receive from my manager	54	4.2354	.06745	.66086
When I perform “above and beyond”, I receive informal praise directly from my supervisor (well done)	54	3.7854	.03471	.34012
When I perform “above and beyond”, I receive formal praise from my supervisor (certificate).	54	2.0417	.02050	.20088
Valid N (listwise)	54			

The study outcomes on table 4.6 showed that to a great extent employees are satisfied with the amount and frequency of recognition their supervisors ($mean=4.4$; $SD=0.2$), those who do well on the job stand a fair chance of being promoted ($mean=4.3$; $SD=0.4$), the degree of support, respect and fair treatment they receive from their manager is great ($mean=4.2$; $SD=0.5$) and also when employees perform “above and beyond”, they receive informal praise directly from their supervisor ($mean=3.8$; $SD=0.3$). However, the findings indicated that to a little extent when employees perform “above and beyond”, they receive formal praise directly from their supervisor ($mean=2.0$; $SD=0.2$).

4.8 Relationship between reward systems and employee satisfaction at Freda Rebecca Gold Mine

Regression Analysis

It includes Model Summary, ANOVA and Coefficients. A multivariate regression model was used to determine the relative importance of each of the four variables (bonuses, career development, profit sharing and employee recognition) with respect to employee satisfaction. Employee satisfaction was used as a dependable.

The multiple regression model for the study is as shown:

$$EMS = \beta_0 + \beta_1 BNS + \beta_2 CDV + \beta_3 PRS + \beta_4 ERT + \epsilon$$

Where; **EMS** = Employee Satisfaction

BNS = Bonuses

CDV= Career Development

PRS= Profit Sharing

ERT = Employee Recognition

ϵ = Standard errors

Table 4. 7 Model summary of Reward systems and employee satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.861	.8639	.31466

a. Predictors: (Constant), **BNS, CDV, PRS,ERT**

According to the multivariate linear regression analysis results in table 4.7 the co-efficient of determination (R) value was found to be 0.988. This implies that there was a very strong relationship between the independent variables (bonuses, career development, profit sharing and employee recognition) and the dependent valuable (employee satisfaction). The significance value of $p=0.002 < 0.05$ indicated that the relationship between independent variables and the dependent variable was positive and statistically significant. Value of R Square was 0.861 showed that 86% variation in employee satisfaction was due to the independent variables ((bonuses, career development, profit sharing and employee recognition).

Table 4. 8 ANOVA of Reward systems and employee satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.823	1	1.823	40.107	.002 ^a
	Residual	10.279	52	.180		
	Total	12.102	53			

a. Predictors: (Constant), **BNS, CDV, PRS,ERT**

b. Dependent Variable: **EMS**

The computed F-statistic of 40.107 ($p=0.002<0.05$) indicated that the model was highly significant, thus the model was statistically significance in predicting how rewards influence employee satisfaction at Freda Rebecca Gold Mine.

Table 4. 9 Beta coefficients of rewards systems and employee satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.856	6.552		9.436	.668
BSN	.847	.290	.788	6.368	.001
CVD	.742	.604	.713	7.566	.000
PRS	.509	.816	.404	2.011	.003
ERT	.844	.675	.778	4.003	.000

a. Dependent Variable: EMS

On the basis of the beta coefficients, the model showed that, holding all other independent variables constant, every unit change on bonus shall increase employee satisfaction by 0.788 and also t-value (6.368) was significant ($p=0.001<0.005$), so there was a positive relationship between bonus (BSN) and employee satisfaction (EMS). The relationship between career development (CDV) and employee satisfaction was also positive and statistically significant ($p=0.000<0.005$). The study findings indicated that every unit change in profit sharing (PRS) shall affect employee satisfaction by 0.404 ($t=2.011$; $p=0.003<0.005$). The findings revealed that holding all other independent variables constant, every unit change on employee recognition (ERT) shall increase employee satisfaction by 0.778 and also t-value (4.003) was significant ($p=0.000<0.005$), so there was a positive relationship between employee recognition (ERT) and employee satisfaction (EMS).

4.9 Discussion of findings

The overall results indicated there is a statistically significant and positive relationship between reward systems and employee satisfaction at Freda Rebecca Gold Mine. The current research findings are in sync with those (Hoole & Bonnema, 2015; Mwangi, 2017; Kumar & Mathimaran, 2017) among others.

4.9.1 Impact of bonuses on employee satisfaction at Freda Rebecca Gold mine

The study indicated that an increase in employee bonuses at Freda Rebecca Gold Mine will result in an increase in employee satisfaction. These results collaborated with findings of Huang *et al.*, (2017) and Ashton (2017) studies, which concluded that bonuses, has a significant impact on employee satisfaction in the mining sector. The current study findings confirm and extend empirical research (Kumar & Mathimaran, 2017) supporting the importance of employee perceptions of bonuses in achieving desired attitudinal outcomes. Against the backdrop of a paucity of research on employee's reactions in the mining sector to innovative bonus plans (Ogendo, 2016), the current study results confirm that bonus plans that engender positive perceptions lead to higher levels of trust and organizational commitment, thus employee satisfaction. The results of the study demonstrated that the presence or absence of bonus significantly affected employee satisfaction in the mining sector. This positive relationship is in line with other researcher's findings, Bayarçelik and Findikli (2016) and Wangechi, Kiragu and Sang (2018). People who are happy fully with their bonuses will have a higher level of satisfaction and they are who have more self-confidence and are more willing to face challenges (Ramita *et al.*, 2015). However the current study findings are not in agreement with the findings of Wubuli (2019) found that there is no significant relationship between employee bonuses and employee satisfaction.

4.9.2 Influence of career development on employee satisfaction at Freda Rebecca Gold mine

The study findings revealed that there was a positive relationship between career development and employee satisfaction. This implies that career development is an important aspect to be considered in the mining sector, as Wubuli (2019) and Ogendo (2016) in their research on influence of career development on employee satisfaction concluded that career development is important for both employers and employees regarding attracting, retaining and motivating employees, thus improving employee satisfaction. The current study findings are in sync with Deery and Jago (2015) who reported that even with poor remuneration; career development opportunities plus a conducive work environment were adequate institutional cushions that guaranteed employee satisfaction. Letchmiah and Thomas (2017) found that the key institutional factors affecting satisfaction of employees of county governments of Kenya were career development, leadership, training and working conditions. However the current research findings are not in line with Kontoghiorghes (2016) position that showed that employee satisfaction are more positive influenced financial rewards than non-financial rewards like career development. Consequently, rewards like career development has a little importance, thus it does not influence much on employees' job satisfaction (Hoole and Bonnema, 2015). Previous researchers Njoroge and Kwasira (2015) have also came up with the same finding that financial rewards have higher impact on employees' job satisfaction than non-financial rewards like career development and recognition.

4.9.3 Nexus between profit sharing and employee satisfaction at Freda Rebecca Gold Mine

The current researched findings revealed profit sharing has a significant influence on employee satisfaction at Freda Rebecca Gold Mine. This is in line with Rizwan and Ali (2010), Bashir (2014) and Njoroge and Kwasira (2015) who concluded that profit sharing positively affects employee satisfaction. Perhaps more importantly, this research sheds light on the underlying mechanisms through which profit sharing can affect employee attitudes. The current study findings suggested that perceptions of profit sharing have a differential effect on our attitudinal outcomes. First, capacity to contribute is significantly related to organizational commitment but is unrelated to trust in management as dissected on the by descriptive statistics on table 4.5. Secondly, if employees view profit sharing as an act of reciprocity, their trust in management and employee satisfaction will both be enhanced. In other words, a profit sharing perception in the mining sector grounded in organizational reciprocity is a powerful antecedent because it affects employee satisfaction and organizational commitment independently and/or through its ability to enhance trust (i.e., the impact of organizational reciprocity on employee satisfaction is not simply an artifact of its ability to increase trust). The current study findings are parallel to those of Bibi et al (2013) in that human resource practices (in this case, profit sharing) can enhance employee's satisfaction and organizational commitment. The results of this study help explain why profit sharing, a compensation-related human resource practice, generates favorable outcomes. Moreover, the study findings are consistent with several well-established management theories. Drawing on the tenets of principal-agent theory, profit sharing can be seen as a way to align the goals of management and employees. When employees perceive profit sharing favorably, commitment and trust increase, encouraging employees to exert maximum effort, share information and invest in firm-specific training that may not be valued outside of the firm. Turning to the specific components of profit sharing studied here, the results further explain why profit sharing can be vital in boosting employee satisfaction by drawing on core ideas from equity theory perception of cognitive process.

4.9.4 Effect of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine

The current study results also indicated that employee recognition and participation have a positive influence on employee satisfaction at Freda Rebecca Gold Mine. The results are consistent with those of Zaraket and Halawi (2015) who points out that employee recognition programs serve as the most contingent factor in keeping employees' self-esteem high and passionate. Similarly, Wubuli (2019) argues that the recognition which is a central point towards employee motivation adores an employee through appreciation and assigns leading to employee satisfaction. These findings are supported by Doyle, (2010) who posits that organizations shouldn't focus on financial rewards itself, moreover, they shouldn't ignore non-financials like employee recognition and participation in order to increase the

employees' satisfaction. So one of the strategic approaches of organizations is to make a balance between financial and non-financial rewards system as the best strategy to understand the employees' needs as well as promoting performance and efficiency of the employees (Ramita *et al*, 2015). Nick (2010) found that employee recognition and participation fueled employees' satisfaction with work at the county government of Nairobi.

4.10 Chapter Summary

The chapter presented and analysed research findings. Data was presented in view of research objectives are literature reviewed earlier. The chapter presented both inferential and descriptive statistics. Findings were presented in different forms which include graphs, charts and tables. Comparison was done of research findings with earlier studies. The next chapter will focus on summary, conclusions and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Chapter four focused on presentation of research findings, this chapter focuses on concluding the study on the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine .This chapter gives conclusions and recommendations on the researcher topic based on a critical analysis of the research findings. In view of research findings and research objectives, conclusions and recommendations will be proffered.

5.1 Summary of the study

The research scrutinized the impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine. The research objectives of the study were; to determine the impact of bonuses on employee satisfaction at Freda Rebecca Gold Mine; to establish the influence of career development on employee satisfaction at Freda Rebecca Gold Mine; to assess the nexus between profit sharing and employee satisfaction at Freda Rebecca Gold Mine; and to evaluate the effect of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine. The study used explanatory research design. Data collection was done through use of structured questionnaires; a sample size of 57 respondents was used obtained by stratified and simple random sampling. Data was analyzed using descriptive and inferential statistics.

5.2 Summary of findings

Findings show that the sample was fairly constituted on a number of variables. The study was constituted with 65% males and 35% females. Ages of participants ranged 18 years to above 45 years, with a majority of the participants in the 31-45 years age group. Most of the workers are seasoned workers having worked for the organisation for 5 years or more. It is also important to note that majority of the respondents are in the 5-10 years with the organisation category. Freda Rebeca has a learned workforce, with 77% of the respondents with at least an undergraduate degree of better.

The study established that an increase in employee bonuses at Freda Rebecca Gold Mine will result in an increase in employee satisfaction. Bonuses have a significant impact on employee satisfaction in the mining sector. In addition bonus plans which engender positive perceptions lead to a higher levels of trust and organisational commitment, thus employee satisfaction. The absence of presence of a bonus significantly affects employee satisfaction in the mining sector. Employees with bonuses are more willing to face challenges and feel more confident.

There is a positive relationship between career development and employee satisfaction. This implies that career development is an important aspect in the mining industry. Even with a poor remuneration, career development opportunities plus a conducive work environment are adequate institutional cushions that guarantee employee satisfaction.

Profit sharing has a significant influence on employee satisfaction at Freda Rebecca Mine. Findings suggest that perceptions of profit sharing have a differential effect on employees' attitudinal outcomes. If employees view profit sharing as an act of reciprocity, their trust in management and employee satisfaction will be both enhanced. Outcomes of this study help explain why profit sharing, a compensation-related human resource practice generates favourable outcomes. Drawing from the tenants of the principal –agent theory, profit sharing can be seen as a way to align the goals of management and employees.

Employee recognition and participation have a positive influence on employee satisfaction at Freda Rebecca Gold mine. The study established that employee recognition programs serve as the most contingent factor in keeping employees' self-esteem high and passionate. Organisations should strike a balance between financial and non-financial rewards.

5.3 Conclusions

In view of the objectives and findings, it can be concluded that reward systems have a positive and significant influence on employee satisfaction at Freda Rebecca Gold Mine. Based on the analysis in the findings as supported by literature, the study can conclude that the most fundamental benefit that employees seek in the workplace is satisfaction, while employers seek maximum work performance. However, for complementary results, the enforcement of a proper reward system with proper evaluation measures must be put in place to achieve employee satisfaction. Interest in profit sharing and other forms of compensation such as career development and recognition continue to draw considerable attention from employees and deserve more consideration from academic scholars. Employees and managers persist in reporting enhanced satisfaction with these forms of compensation systems yet, empirical evidence of the impact about them is relatively scarce and mixed in the mining sector. Managers that design the reward system on the basis of employee's needs and wants, ensure employee satisfaction and as a result improving employees' performance. At Freda Rebecca Gold Mine the employees indicated that there is a minor chance of formal appreciation from their bosses after having done a good job. These deficiencies can be worked out if the superiors motivate their juniors with proper recognition and appreciation. Employee's participation in the decision making process will make them more courageous and enthusiastic towards working in the organization. On the other side the periodic bonuses and other

compensations on regular and specific periods keeps employees' morale high and make them more motivated.

5.4 Recommendations

In the view of the study findings and conclusion reached, the study recommends that;

1. Freda Rebecca Gold Mine could consider maintaining its current reward system since it was indicated that it can enhance employee satisfaction.
2. Managers at Freda Rebecca Gold Mine could consider the possibility of establishing a reliable system of review of bonuses particularly its size which will help eliminate the lack of contentment from employees.
3. Freda Rebecca Gold Mine managers could also consider increasing the number of intrinsic rewards to complement its current offering, as even such a small thing as verbal appraisals and appreciation make a big change for employees. As it was conducted from the data gathered, some employees lack recognition of their work being done even if they exceed expectations of the management.
4. Employees at Freda Rebecca Gold Mine could consider getting the important knowledge of the possible rewards in the company, while managers should be trained to manage rewards more effectively and therefore, increase employees' performance level.

5.5 Areas for further study

The current study focused on impact of rewards management on employee satisfaction, with specific focus on Freda Rebecca Gold Mine. Future research of the same study could be done in other organizations in the mining sector and compare the results with this research. Further research exploring potential antecedents of employee reactions to reward plans may provide insight into the manageability of perceptions of organizational change. These types of antecedents may include specific features of the plan, contextual factors, and individual differences. Lastly the current study used a quantitative approach, future research could make use of a qualitative or mixed approach to allow for explanations for certain behaviours from both the employers and the employees.

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APPENDICES



University of Zimbabwe

My name is Tafadzwa Mutete; I am a postgraduate student at University of Zimbabwe pursuing a Master's degree in Business Administration. I am required to carry out a research project in partial fulfillment of the requirements for the degree. As such, the student is carrying out a research on *“Impact of reward systems on employee satisfaction at Freda Rebecca Gold Mine”*. The researcher is kindly asking for your assistance as respondents to the research under study by filling in the questionnaire. The responses will be treated with utmost confidentiality and solely for academic purposes.

Should you have any further questions, please don't hesitate to contact the researcher on 0772 423 214 or **tafadzwamutete@gmail.com**

INSTRUCTIONS:

- Please answer all the questions honestly.
- Please kindly indicate your answers by ticking where appropriate in the boxes and writing in the spaces provided.
- Your name or identity is not required.

SECTION A: GENERAL INFORMATION

1.1. Gender Male Female

1.2. Age < 29 30 – 39 40 – 50 above 50

1.3 Period of service < 5years 5-10years >10years

1.4 Academic Qualifications Doctoral Degree Undergraduate Degree Masters Degree Others

1.5 Kindly indicate your department

.....
SECTION B: IMPACT OF BONUSES ON EMPLOYEE SATISFACTION AT FREDA REBECCA GOLD MINE

Indicate the extent to which you agree or disagree about the statements on the impact of bonuses on employee satisfaction at Freda Rebecca Gold Mine

No extent=1; Little extent =2; Uncertain =3; Great extent =4; Very great extent= 5

		1	2	3	4	5
1	The bonus system is fair					
2	The bonus system is adequate					
3	Employees are rewarded bonuses without delay					
4	Frequency of bonus reviews is satisfactory					

5	I am satisfied with the size of my bonus					
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SECTION C: IMPACT OF CAREER DEVELOPMENT ON EMPLOYEE SATISFACTION AT FREDA REBECCA GOLD MINE

Indicate the extent to which you agree or disagree about the statements on the impact of career development on employee satisfaction at Freda Rebecca Gold Mine

No extent=1; Little extent =2; Uncertain =3; Great extent =4; Very great extent = 5

		1	2	3	4	5
1	My employer gives me the opportunity to gain wider experience					
2	I receive adequate support on my training and development needs form my employer					
3	Employees are provided with equal opportunities to fulfill their career potential in my organization					
4	My supervisor encourages me to seek new educational opportunities					
5	Employees receive information on training and development opportunities					

SECTION D: IMPACT OF PROFIT SHARING ON EMPLOYEE SATISFACTION AT FREDA REBECCA GOLD MINE

Indicate the extent to which you agree or disagree about the statements on the impact of profit sharing on employee satisfaction at Freda Rebecca Gold Mine

No extent=1; Little extent =2; Uncertain =3; Great extent =4; Very great extent= 5

		1	2	3	4	5
1	The problem with profit sharing is that we never know how much we are going to make out of it					
2	Profits –sharing are a bad basis for pay because they are affected by factors outside the control of the workforce					
3	Under profit sharing, there is no point in me making more effort if other people do not do the same					
4	Profit sharing shows that management is looking after employee interests					
5	Profit sharing does not fairly reward employees for their contribution to the profits of					

SECTION E: IMPACT OF EMPLOYEE RECOGNITION AND PARTICIPATION ON EMPLOYEE SATISFACTION AT FREDA REBECCA GOLD MINE

Indicate the extent to which you agree or disagree about the statements on the impact of employee recognition and participation on employee satisfaction at Freda Rebecca Gold Mine.

No extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5

		1	2	3	4	5
1	When I perform “above and beyond”, I receive informal praise directly from my supervisor (well done)					
2	When I perform “above and beyond”, I receive formal praise from my supervisor (certificate).					
3	I am satisfied with the amount and frequency of recognition from my supervisor					
4	Those who do well on the job stand a fair chance of being promoted					
5	The degree of support, respect and fair treatment I receive from my manager					

SECTION F: EMPLOYEE SATISFACTION

Indicate the extent to which you agree or disagree about the statements on employee satisfaction at Freda Rebecca Gold Mine

No extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5

		1	2	3	4	5
	My job satisfaction level has been rising in the last three years					
	Many are the times I feel satisfied by my work					
	The numbers of staff unrest/strikes have been increasing in the last three years					
	The numbers of my colleagues who have resigned have been increasing in the last three years					

The End. Thank you