



**Midlands State University**  
Established 2000

*Our Hands, Our Minds, Our Destiny*

**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

**AN ASSESSMENT OF THE IMPACT OF JOB SATISFACTION TOWARDS  
ATTAINMENT OF ORGANISATIONAL GOALS. A CASE STUDY OF ZIMBABWE  
NATIONAL STATISTICS AGENCY (ZIMSTAT).**

**By**

**TATENDA M. HARUZIVI**

**R147085T**

**Supervisor: Mrs Mutasa**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE BACHELOR OF SCIENCE IN POLITICS AND  
PUBLIC MANAGEMENT HONOURS DEGREE**

**Zvishavane, Zimbabwe**

**June 2018**

**Approval form**

**MIDLANDS STATE UNIVERSITY**



The undersigned certify that they have read and recommended for Midlands State University acceptance a dissertation entitled:**An assessment of the impact of job satisfaction towards attainment of organisational goals. A case study of Zimbabwe National Statistics Agency (ZIMSTAT)**by Tatenda Macdonald Haruzivi in partial fulfilment of Bachelor of Science in Politics and Public Management Honours Degree.

Mrs. Mutasa F. ....  
.....  
(Supervisor) (Signature) (Date)

Mrs Mutasa F. ....  
.....  
(Chairperson) (Signature) (Date)

**Release form**

Name: Tatenda Macdonald Haruzivi

Registration Number: R147085T

Mode of Entry: PDP

Degree Programme: Bachelor of Science in Politics and Public Management Honours  
Degree

Year Granted: 2018

**Title of the project. An assessment of the impact of job satisfaction towards attainment of organisational goals. A case study of Zimbabwe National Statistics Agency (ZIMSTAT).**

Permission is hereby granted by Midlands State University Library to produce single copies of this dissertation to lend or sell such copies for private, scholarly and scientific purposes only. The author reserves the public right and neither the dissertation nor extensive extract for it may be private or otherwise reproduced without the author's written permission

Signature .....

Permanent address: 6386 Westlea

170 Street

Harare

Email Address: tatendaharuzivi@gmail.com

Cell numbers: 0775 643 132 / 0712 505 583

## **Declarations**

I declare that “**An assessment of the impact of job satisfaction towards attainment of organisational goals. A case study of Zimbabwe National Statistics Agency (ZIMSTAT)**” is my own work. The work has not been submitted before for any degree in other university. I declare that all sources I used and quoted have been acknowledged as complete reference. I authorise Midlands State University to lend the dissertation to other institution for purposes of scholarly research only.

Tatenda Macdonald Haruzivi

Signature.....

June 2018

## **Acknowledgements**

First and foremost, I would like to thank the almighty God who have been there for me throughout my college life and made my dissertation a success. My sincere gratitude also goes to my supervisor Mrs. Mutasa, who made meticulous effort in nurturing me in the rightful direction for this research to be successful. She inspired me and motivated me throughout the project enjoyed my moment and leant a lot.

More so, I extend my profound of appreciation to Mr. and Mrs. Matsika, my mom Rufaro Haruzivi, family members and my dearest friends Wilson Muza, Moreblessing Tapfuma and Sophia Mashura for their unwavering support and encouragement throughout the course. Their upliftment and oneness contributed much to my success thereby such reinforcement is greatly valued and appreciated.

Equal thanks goes to all participants who participated on this study for it to be a successful, mostly the respondents during data collection and ZIMSTAT for granting me the permission to partake my research within their entities.

Finally yet importantly, my appreciation goes to the Politics and Public Management staff for their cooperation in equipping me to take up this journey as well on producing this sounding research document.

## **Dedication**

I dedicate this dissertation to my beloved father Mr J. Haruzivi the late. The fact that I am right on track to accomplish the mission you set up for me, which is pursuing my career makes me feel very grateful and proud. Your presence here with us could have made us strong and complete, but anywhere wherever u are I hope it makes u smile. Missing you a lot Pa.

## **Abstract**

No organisation can successfully achieve its goals and mission unless and until those who constitutes to its blooming are satisfied with their jobs. Thus, this research was primarily concerned with examining and exposing how job satisfaction is pulling back ZIMSTAT's organisational goals attainment. ZIMSTAT is a statistics based organisation, therefore its employees are the most valuable asset which ensures productivity and organisational goals attainment. Nevertheless, its primary goal is to produce timely, accurate and official statistics in order to advance economic growth, development and advice the government on policy formulation. Thus, job satisfaction is the missing central part of the puzzle for ZIMSTAT, which has a vision of being the world-class producer of national statistics in Zimbabwe to attain its goals. Considering that job, satisfaction has been widely and deeply scrutinised shown by literature review the researcher pinpointed organisational functioning (operating system) as the gap, which needs attention. Thus, a complex set of instruments was used to gather data in form of interviews, questionnaires and observations. The research findings highlighted deep frustration, bitterness and anger amongst ZIMSTAT employees due to arrogance, manipulation and exploitation by the managerial and executive body. Hence, negative job satisfaction is a major threat haunting the attainment of organisational goals of ZIMSTAT. Eventually, ZIMSTAT is being advised to fully embrace the transformation process, which will place it on a strong footing to thwart negative job satisfaction, which is a major threat towards organisational goals attainment. Moreover, organisational politics should be dealt with accordingly as it has eroded positive job satisfaction, which is a pillar of strength towards attaining organisational goals.

## Table of Contents

Approval form.....	1
Release form .....	ii
Declarations .....	iii
Acknowledgements.....	iv
Dedication .....	v
Abstract.....	vi
LIST OF ACRONYMS .....	x
CHAPTER ONE: OVERVIEW OF THE STUDY .....	1
1 Introduction.....	1
1.1 Contents of the Proposal .....	1
1.2 Background of the Problem .....	2
1.3 Statement of the Problem.....	3
1.4 Research Objectives.....	3
1.5 Research Questions .....	4
1.6 Justification of the Study .....	4
1.7 Delimitations of the Study .....	4
1.8 Methodology .....	5
1.9 Sampling .....	5
1.9.1 Sample Frame .....	5
1.9.2 Sample Size.....	5
1.9.3 Sampling Procedure .....	6
1.10 Data Analysis .....	6
1.11 Ethical Considerations .....	6
1.12 Chapter Breakdown .....	7
CHAPTER TWO: LITERATURE REVIEW .....	8
2 Introduction.....	8
2.1 Definition of Terms.....	8
2.1.1 Job Satisfaction .....	8
2.2 Theoretical Framework.....	10
2.2.1 Herzberg's Two Factors are as follows: .....	10



2.2.2 Figure 2.1 Herzberg Two Factors .....	11
2.2.3 Fig 2.2 Maslow’s and Herzberg’s Theories Comparison .....	12
2.3 Importance of Job Satisfaction at ZIMSTAT .....	12
2.4 Disadvantages of Job Satisfaction .....	14
2.5 Platforms Necessary to Ensure Job Satisfaction.....	14
2.5.1 Workers Committees and its Duties .....	14
2.5.2 Works Counsel.....	15
2.6 Organisational Goals?.....	15
2.7 ZIMSTAT’s Organisational Goals .....	16
2.8 ZIMSTAT VISION, MISSION STATEMENT AND CORE VALUES .....	16
2.8.1 Vision.....	16
To be the leading world-class producer of national statistics in Zimbabwe.....	16
2.8.3 Core Values.....	17
2.9 ZIMSTAT’s Strength to Meet its Goals .....	17
2.10 ZIMSTAT’s Weaknesses to Meet its Goals .....	18
2.11 Summary.....	19
<b>CHAPTER THREE: METHODOLOGY .....</b>	<b>20</b>
3. Introduction.....	20
3.1 Research Design.....	20
3.2 Mixed Methods Research .....	20
3.2.1 Quantitative Research Design.....	21
3.2.2 Qualitative Research Methods .....	21
3.2.3 Advantages of Mixed Methods Research .....	21
3.2.4 Weaknesses for Combined Methods.....	22
3.3 Population .....	22
3.4 Sampling .....	22
3.5 Data Collection Procedure .....	22
3.6 Ethical Considerations .....	23
3.7 Sampling Methods Used.....	23
3.7.1 Sampling Techniques.....	23
3.7.2 Stratified Sampling Technique .....	23
3.8 Research Instruments .....	24
3.8.1 Interviews.....	24

3.8.2 Advantages.....	24
3.8.3 Disadvantages .....	24
3.8.4 Self-Administered Questionnaires .....	25
3.8.5 Advantage .....	25
3.8.6 Disadvantages .....	25
3.8.7 Observations .....	25
3.8.8 Advantages of Observations .....	26
3.8.9 Disadvantages of Observations.....	26
3.9 Data Analysis.....	26
CHAPTER 4: DATA ANALYSIS, PRESENTATION AND DISCUSSION .....	28
4. Introduction.....	28
4.1 Research Findings.....	28
4.1.2 Interview Response Rate.....	30
4.2 Data Collected.....	32
4.2.1 The concept of job satisfaction. ....	32
4.2.2 Causes of negative job satisfaction. ....	32
4.2.3 Effects of negative job satisfaction on ZIMSTAT’s goals. ....	33
4.2.4 Negative job satisfaction awareness .....	33
4.2.5 Personal attributes undermined.....	34
4.3 Summary.....	35
CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....	36
5. Introduction.....	36
5.1 Summary.....	36
5.2 Conclusions.....	37
5.3 Recommendations.....	38
REFERENCE LIST .....	40
APPENDICES .....	44
MIDLANDS STATE UNIVERSITY .....	47
FACULTY OF SOCIAL SCIENCES .....	47

## **LIST OF ACRYONAMES**

CSO	Central Statistics Office
DG	Director General
HR	Human Resource
ICA	Industrial Conciliation Act
NGO	Non-Government Organisation
NSS	National Statistical System
SMART	Specific Measurable Achievable Reliable Time frame
SSB	Salary Service Bureau
Stats SA	Statistical South Africa
UNFPA	United Nations Funding for Population
WB	World Bank
WRL	Work Related Learning
ZIMSTAT	Zimbabwe National Statistics Agency

# **CHAPTER ONE: OVERVIEW OF THE STUDY**

## **1Introduction**

For years employees have been treated as means to meet managerial ends or goals which undermined their personal needs and wellbeing. As organisations tend to be more concerned with profit maximisation at the expense of employees who are the key players which determine organisational growth as well as its success. In so doing, a negative job satisfaction towards work comes out as motivation will be in vain and attitudes will be the end result. The traditional approach to human capital management rest upon the notion that employees are machines who work as per instructions rather than crucial assets who qualify to be at the heart of organisational goals. However, organisation's efficiency and effectiveness primarily rest upon employee's commitment, willingness and emotional bond towards work. As employees are part of the organisation and valued stakeholders in the system, they should have a feeling of belonging, which in turn motivates, internalise loyalty and make them committed to fulfil their duties. In short, a conducive environment should prevail for them to perform and expose their highest levels of skills and talents. Thus, the study is concerned about taking a critical analysis of impact exerted on organisational goals by negative job satisfaction at ZIMSTAT.

## **1.1Contents of the Proposal**

This chapter provides a brief introduction of the main facts behind the research undertaken on the impact of job satisfaction towards ZIMSTAT's goal. The primary goal is to examine how ZIMSTAT's dissatisfactory on employee's welfare is undermining or pulling it back from smoothly attaining its organisational goals. However, the proposal contains the Background of the Problem, Statement of the Problem, Research Objectives, Research Questions, Research Justification , Delimitation , Methodology, Sampling as well as Data Analysis

## **1.2 Background of the Problem**

The concepts origin can be traced back to beginning of the nineteenth century, when scholars started researches on grievances encountered at work as noted by Taylor (1911). The middle of eighteenth century witnessed the emergence of industrialisation in Britain which culminated in the oppression of employees by the employer so as to ensure profit making maximisation. The growth of industrialisation in Europe was the root cause for a negative job satisfaction since the workers were regarded as appendages rather than crucial contributors to organisational success. More so, the top - down approach which was stiff, rigid and detects top officials expectations only at the expense of the entire work force was made use of. In line with this general concern of job satisfaction, it was a mere dream as requires a flat type of management which create a conducive room for everyone to air their views in relation with work. Moving on, as industrialisation went viral in Europe the employer-employee relationship commenced in the cottage Industry in the early 1920s, the relationship was purely master – servant. Top management with the powers vested in them by the employer could hire and fire employees, discipline without question, pay the wages they wanted without anybody interfering with their process. On a local level, Zimbabwe experienced this during the Colonial era where the British masters could impose work without their Labour forces concern and the working conditions were harsh. The Scientific Management of Taylor gained much ground back then, as it emphasised that employees are machines, which could be hired and off hired when no longer needed, they should adhere to instructions without questions and suggestions.

The period under review was also characterised lack of Trade Unions to advocate, facilitate employee welfare and voicing in organisations. According to Maphosa (1999), the history of job satisfaction in Zimbabwe dates back to the pre-colonial era where employees were unable to determine their conditions of employment. These conditions included the nature of work, health and safety, rates of pay, working conditions amongst other burning issues which made the relationship purely master-servant. During this era as noted by Maphosa there were no trade unions to stand for the rights of employees as Unions were regarded as uprisings and were unwelcome in the way the British ruled in their work places. Later on around 1959, the Industrial Conciliation Act (ICA) was produced which legalised the formation of and freedom to join Trade Unions by employees. At this stage, employees could be part of a trade Union but without power to make decisions burning issue amongst the work force. It was only after Zimbabwe gained independence in 1980 that the plight of job satisfaction was

addressed when policies were amended including the ICA in an attempt to encompass the employee concerns. However, currently ZIMSTAT is experiencing that colonial era scenario whereby the employees' rights are looked down upon taking advantage of sky rocketing economic hardships, high unemployment rate and financial constraints faced by employees. Thus, negative job satisfaction is gaining much ground which in turn is imposing heavy stamping blocks towards organisational goals attainment.

### **1.3 Statement of the Problem**

Zimbabwe National Statistics Agency was transformed from CSO, to a semi-autonomous entity which came into being in 2012 under the Census and Statistics Act of 2007. However, failure to fully embrace the transformation process quickly has brewed negative job satisfaction especially among the grass root work force which is being cajoled to dance according to managerial tune. They do so to avert discrimination and all sorts of insults by top managerial officials at work place. As that is not enough, all the work force except the Director General (DG) are not yet benefitting from ZIMSTAT and at the same time the government ministry that they fall under prior the transition is side lining them from civil servants benefits. Hence, the grass root workers are overburdened yet they earn little as compared to the minority managerial part which benefits much during surveys. Therefore, this research is primarily concerned with shading more light on how job satisfaction at ZIMSTAT is negatively affecting its organisational goals.

### **1.4 Research Objectives**

Research objectives are:

- To understand the concept of job satisfaction.
- To trace back and expose the root cause of negative job satisfaction at ZIMSTAT.
- To examine how job satisfaction affects ZIMSTAT's organisational goals either positively or negatively.
- To assess the impact of organisational functioning towards ZIMSTAT's goals.
- To identify key factors suppressing positive job satisfaction to prevail at ZIMSTAT.

### **1.5 Research Questions**

In order to dig deep on the concept of job satisfaction as well as to understand the impact it has on organisational goals, certain questions have to be addressed:

- What is the meaning of job satisfaction?
- What is the root cause of ZIMSTAT's negative job satisfaction?
- How does job satisfaction affects ZIMSTAT's organisational goals?
- What is the impact of organisational functioning towards ZIMASTAT's goals?
- What are the key factors suppressing positive job satisfaction to prevail at ZIMSTAT

### **1.6 Justification of the Study**

Interest for this research was transpired by the eager to upheld professionalism, which is currently sinking dismally at ZIMSAT. The managerial body is taking advantage of the confusion created by the ongoing transformation process to exploit and manipulate the workers under their authority. Thus, the researcher intends to alight the executive members and the entire managerial body how negative job satisfaction is growing and pulling back organisational goals. Moreover, the study is intended to convey a crystal clear message on how negative job satisfaction was planted, the rate at which it is growing and eventually proffer solutions to swipe out the ulcer of negative job satisfaction.

### **1.7 Delimitations of the Study**

The Researcher solely focused the research to ZIMSTAT head office to which the research findings will be significantly applicable and not a reflection of the effects of job satisfaction universally. Findings might be rigid and inapplicable to other organisations taking into consideration of little insight of the issues which have contributed to either positive or negative job satisfaction of other organisations during the time of the study at ZIMSTAT. Therefore, study will be focused on assessing how negative job satisfaction has eroded the accomplishment of vibrant and sound organisational goals at ZIMSTAT

## **1.8 Methodology**

According to Kothari (2004), methodology is a scientific way of curbing challenges. However, both Qualitative and Quantitative research methods will be utilized as they complement one another in order to exhaust and produce concrete information concerning the research of job satisfaction at ZIMSTAT. Thus, a complex set of approaches will be harnessed in this research to elicit vital information. Questionnaires and interviews will be used to gather information from staff to get what employees feel about the level of job satisfaction currently occurring at ZIMSTAT. Adding on, since the study is sensitive the researcher will also make use of the observed facts during the tenure course of his Work Related Learning at ZIMSTAT in Human Resource Manager's Office. This will be done so as to add more flesh on findings provided by the above mentioned research tools.

## **1.9 Sampling**

Kumar (2011) is of the view that sampling is the course of choosing a limited quantity (a sample) from a larger cluster (the sample populace) to become the base for reckoning or foreseeing the relevance of unidentified portion of information, position or product concerning the largest. Whereas, Sakura and Bougie (2011) describe sample as the practise of picking the factual entities, items or proceedings as reps of the whole populace. During this study the researcher will use stratified sampling and random sampling technique to capture relevant data concerning job satisfaction at ZIMSTAT.

### **1.9.1 Sample Frame**

A sample frame denotes the whole figure or amount of personnel at given location, event, and in this case ZIMSTAT's head office is the targeted area. According to Saunders et al (2009) sample frame is a whole set of items within a populace, from which a likelihood sample will be taken from. The sample frame of this study is mainly focused on low level work force which plays the ground work such as provincial supervisors, statisticians, team leaders, data captures and enumerators

### **1.9.2 Sample Size**

Sample sizes are the respondents which will be approached by the researcher during data collection and their contributions will represent the entire employees. Thus, it is of paramount



importance to have a good sample, as it determines the magnitude of representation for the entire workforce. According to Hussy and Hussy (1997) define sample size is a part of the workforce which should represents major interest for a research. For this research, 50 people will be targeted, comprised of ten selected individuals from each of the following; provincial supervisors, statisticians, team leaders, data captures and enumerators.

### **1.9.3 Sampling Procedure**

A sampling procedure outlines the code of conduct as far as selecting the targets of the sample is concerned. The researcher will make use of the random sampling method to split the employees into five distinct groups. The provincial supervisors, statisticians, team leaders, data captures and enumerators at ZIMSTAT Head Office will be the targeted groups.

### **1.10 Data Analysis**

During the research an array of data analysis methods will be used, these include observatory, descriptive and explanatory amongst others analysis methods. This will create a conducive environment for the researcher to gather data, evaluate and critically examine the consolidated data. The researcher will also make use of observations made during his Work Related Learning tenure in the Human Resource office. In so doing, it will enable him to fill in gaps on sensitive issues left out by respondents for job security and other reasons.

### **1.11 Ethical Considerations**

According to Pinnington, etal (2007) ethics are moral evaluation of the good actions over bad, fairness and justice. During the course of this project ethics will be adhered to in an attempt to promote consolidate detailed information. The research will be strictly used for academic purposes only, without any intention to inflict tension or trigger conflicts at ZIMSTAT. Before commencing the study permission from the proper office will be attained so as to avert misconduct. The agenda behind the study will be offered fully to everyone honestly so as to cut off mistrust and ensure that respondents will be widely aware of the reasons behind the research. Moreover, the research will be open as no methods will be used to lure respondents will be tolerated no matter what comes around. Eventually, the entire

team will be thanked for their efforts, support as well as sparing their time for data collection process to be successful.

## **1.12 Chapter Breakdown**

### **Chapter 1: Introduction**

Chapter one will shed more light on the background of the area under research and it outlines research objectives and research questions which must be answered on why the research is being carried.

### **Chapter 2: Literature Review.**

This chapter's primary concern is to unpack and provide a clear overview of previous research findings on job satisfaction and organisational goals

### **Chapter 3: Research Methodology**

Chapter three will explore on the methodology harnessed to produce answers concerning the issue of job satisfaction at ZIMSTAT.

### **Chapter 4: Data Presentation and Analysis.**

This chapter will consist of the research findings in connection with job satisfaction at ZIMSTAT

### **Chapter 5: Summary, Recommendations and Conclusions.**

This chapter will put a lid to the study and recommendations to promote job satisfaction will be proffered.

# **CHAPTER TWO: LITERATURE REVIEW**

## **2Introduction**

The part of the study primary concern is to unpack and provide a clear overview of various definitions and previous research findings on job satisfaction and organisational goals. To start with, the researcher will scrutinise the expectations and guidelines towards producing a formidable literature review. According to Bhattacharjee (2012), literature review's purpose is three-fold: (1) surveying the status quo of information as far as the area under study is concerned, (2) identification of major scholars, facts, writings, and discoveries concerning the study (3) gap identification. Bearing that in mind the researcher will dig deep to ensure that a strong and detailed output will be produced. In the long run the findings will be related to the ZIMSTAT's case study and historical background of job satisfaction will be scrutinised. Moreover, the root cause of negative job satisfaction at ZIMSTAT and its effects towards organisational goals will be also brought to light during the course of this chapter. Eventually, the researcher will identify and examine the untouched element of job satisfaction in previous the researches.

## **2.1 Definition of Terms**

### **2.1.1 Job Satisfaction**

Academics have an array meanings attached to the term job satisfaction however, their definitions do have common key aspects. According to Locke (1976), job satisfaction is a pleasant emotive being resultant from job evaluation or experiences and the working environment. Locke's definition holds much water in line with ZIMSTAT's situation as the work force are in unpleasant and unappeasable emotional state towards their work, management and the executive. This is due to prolonged transformation process which has placed them in an Ireland or wilderness where they cannot enjoy anything neither from ZIMSTAT nor the former ministry which they fall under prior the transformation process. For instance, they cannot claim acting allowances and increments on remuneration since was frozen in 2012, as SSB is no longer responsible for their welfare but only awaiting for them to be fully self-sufficient.

To Churchill, etal (1974),job satisfaction is an internal feeling connection with satisfactory of the emotive devoutness, conferment, the working environment and the nature of work to be done. However, in this case ZIMSTAT is ignorant to take these factors into account as the checks and balances within the organisation are overridden by power hungry Directors pursuing self-interests at the expense of the organisation at large. To maximise profits the Directors are exploiting and manipulating the grass root employees taking advantage of financial constraints they are facing. Whereas, negative job satisfaction is exerting unfavourable effects towards organisational goals as the employees are under equipped to be effective and efficient in executing their duties.

Moving on, Hoppock (1935) postulates that job satisfaction is an amalgamation of psychosomatic, physical and environmental conditions, which guarantees satisfaction at work. This line of argument asserts that internal influences plays a pivotal role in determining the way the employee feels and behave. Thus, determinants and outcomes of job satisfaction are as result of both internal and external factors. Taracha (2015) asserts that organisations, which concentrate on, promoting personal potential and capabilities, are vibrant and effective to survive the highly competitive grounds. Therefore, for organisational goals to be attained at ZIMSTAT positive job satisfaction should prevail and personal attributes of the employees should not be tempered with.

Moving on, Armstrong (2006)is of the view that a firm foundation for job satisfaction is determined by advanced remuneration, an unintermitted and unbiased payment structure, promotions, attentive and effective administration, cordial relations, stimulating and diverse jobs and employee's autonomy. Therefore, ZIMSTAT is missing the central key of job satisfaction during their surveys as employees have to engage into fieldwork without allowances and the conferment structure is intermittent. Whereas, the employees will be vulnerable to harsh conditions such as weather, poor accommodation and road networks, ignorance and humiliation from respondents and breaking up of family ties. Thus, satisfiers at work should overshadow dissatisfactory factors, so that a positive impact towards organisational goals will be exerted.

Job satisfaction from another angle can be regarded as an employee's feeling of succeeding and achieving or accomplishing the task. However, on the other end it encompasses attitudes and feelings employees exert towards their duties. Concisely it has a diverse meaning depending with the choice of priorities. Job satisfaction and motivation are inseparable as

they work hand in hand in creating a pleasant environment at work place. However, job satisfaction is crucial as it guarantees efficiency and effectiveness when successfully embraced within an organization. Even though, job satisfaction has a wide range of definitions the researcher discovered a stone unturned as far as job satisfaction is concerned. The loophole being the organisational functioning (operating system) taking into consideration ZIMSTAT's organisational status quo and approach to its employee's welfare.

To put a lead on this case, employees consume most of their waking periods at work place, which is a very long stretch to be exasperated, discontented and doomed as it has a direct effect mentally, physically and emotionally as noted by Schultz and Schultz (1998). Thus, ZIMSTAT is in great needs to curb negative job satisfaction as it causes great damage towards achieving organisational goals.

## **2.2 Theoretical Framework**

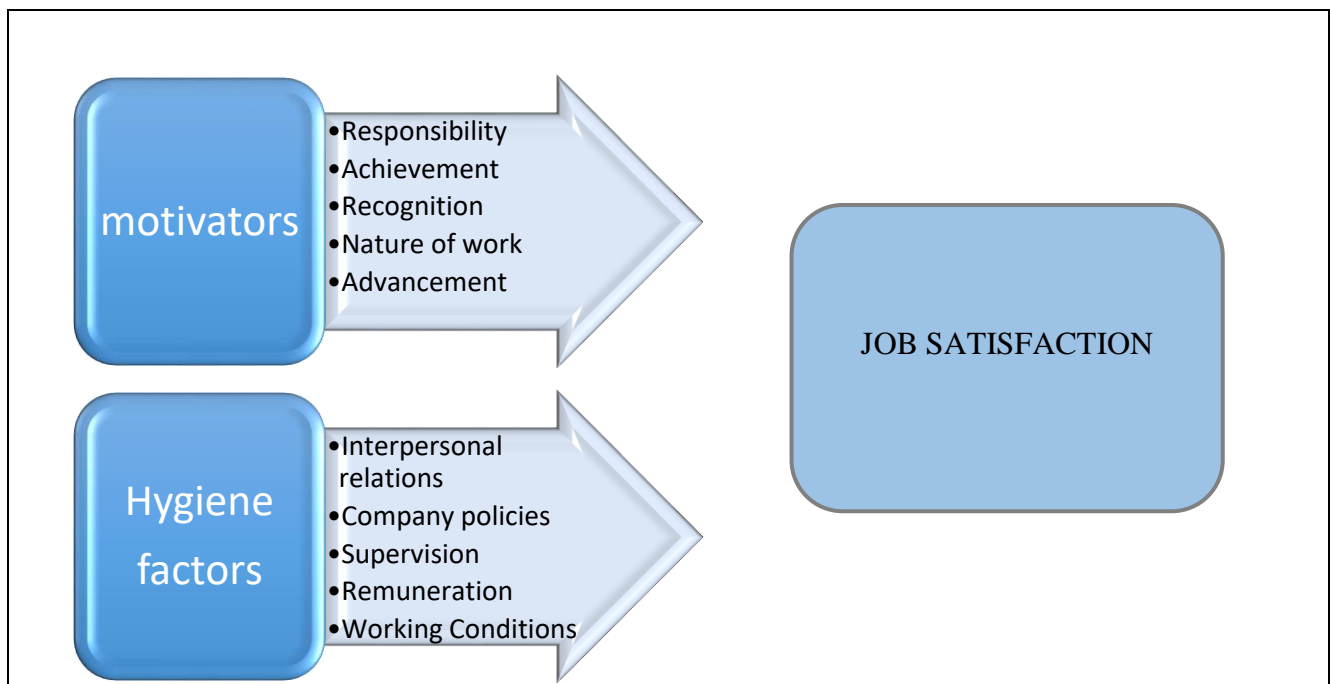
The Two Factor theory by Herzberget al (1957) befits the current situation at ZIMSTAT as it highlights the important lacking and unattended burning issues of job satisfaction, which are exerting negative effects towards organisational goals. The theory is centred on factors, which trigger negative or positive job satisfaction towards work.

### **2.2.1 Herzberg's Two Factors are as follows:**

- a) ***Motivators*** – motivators encompass a wide range of issues like a feeling of accomplishment, a chance for individual development, the intellect of doing work thoroughly, having responsibility, and attaining credit for the job done. However, in relation to ZIMSTAT personal growth and self-esteem is undermined as the managers detect and impose unrealistic and unachievable task in relation to the nature of resources available during surveys.
- b) ***Hygiene factors*** – this factor includes monetary issues, organisational policies, nature of the work environment and relationships. However, taking these issues into cognisant one can denote that the majority at ZIMSTAT are frustrated, bitter, and emotional towards the executive and managerial body as a result of suppression of the above mentioned factors. Thus, fractures within the organisation are freaking widening at a faster rate producing a huge unfavourable impact towards organisational goals.

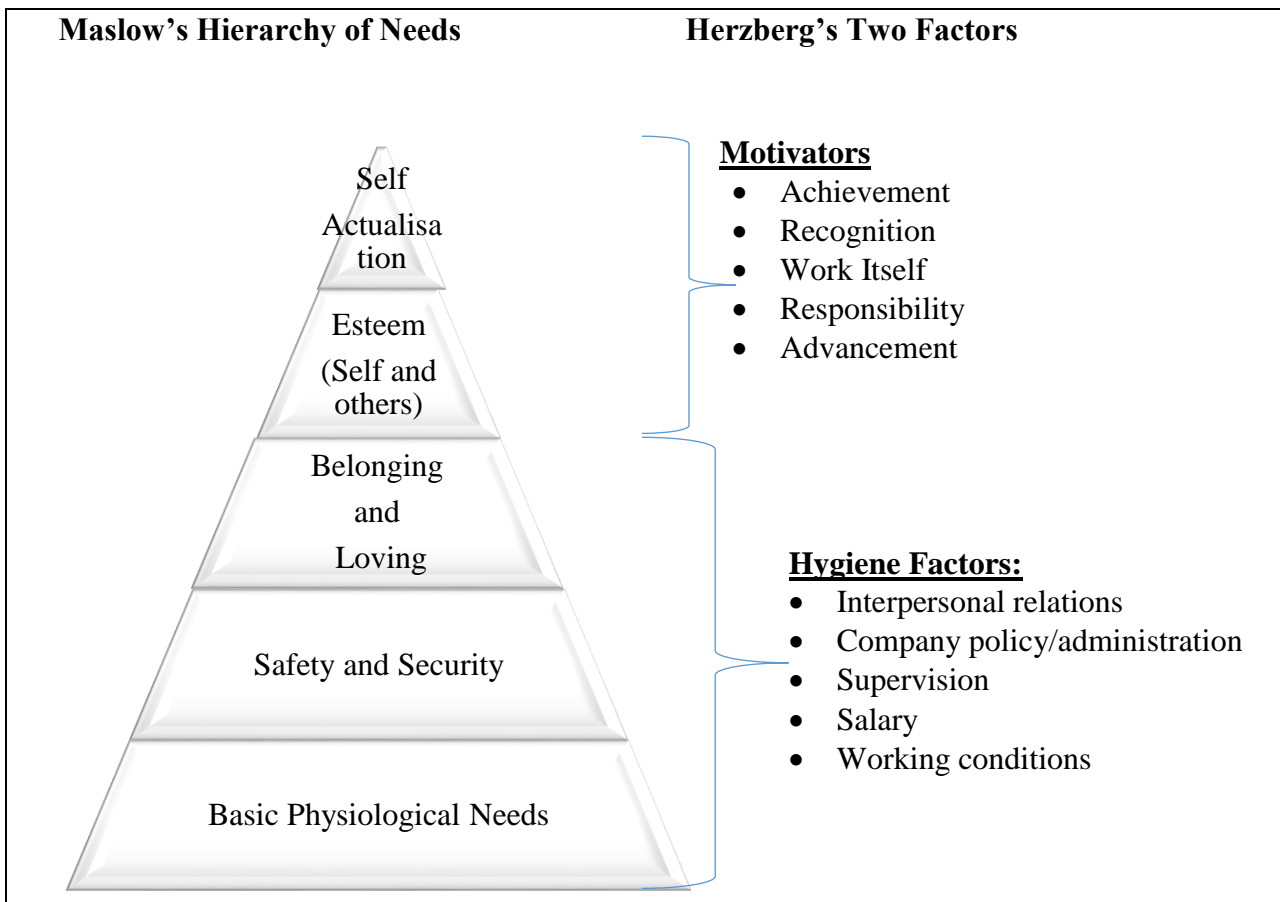
Motivators and hygiene issues are qualitatively diverse and have unfavourable impact as far as job satisfaction is concerned. For ZIMSATAT to wipe out negative job satisfaction effectively it needs to embrace hygienic matters no matter the cost. In so doing it guarantees the blooming of the organisation as attitudes towards work will be positive. However, cultivating them outside the level at which displeasure vanishes will not effect in improved contentment. The only possible approach contentment can be better more is by providing more of the motivators at work place by so doing ZIMSTAT’S organisational goals will be achieved perfectly. Figure 2.1 presents the Two Factor Theory by Herzberg.

### 2.2.2 Figure 2.1 Herzberg Two Factors



Moving on, Shodhganga (2009) noted that Herzberg’s Two Factor’s and Maslow’s Hierarchy of Needs has a lot in common. This is presented in in Figure 2.2 below

### 2.2.3 Fig 2.2 Maslow's and Herzberg's Theories Comparison



### 2.3 Importance of Job Satisfaction at ZIMSTAT

- **Increases organisational productivity-** according to Shodhganga (2009) employees are most precious asset which must be utilised to the maximum in order to promote individual and organisation's goals. Thus, job satisfaction will ensure the production and dissemination of quality, timely and accurate national statistics at ZIMSTAT which is their prime goal. Moving on, when employees are satisfied with their job they become the highest asset while dissatisfaction makes them liabilities towards the success of the organisation. Thus, fully embraced job satisfaction makes employees thrive to produce better results in return for the organisation. By so doing, productivity and the chances of meeting organisational goals of ZIMSTAT will be fattened through a positive job satisfaction.
- **Motivates the employees**—according to Armstrong (2006:252) Motivation is fretful with the issues which affect individuals to act in certain habits. Therefore,

employee motivation promotes unity to prevail and by so doing the entire organisation will be driven by a common goal. Therefore, motivation is crucial among the ZIMSTAT employees as it drive them to accomplish assigned tasks as well as organisational goals. It describes what organizations can do to encourage people to apply their

- **Withhold employees**— Job satisfaction inflict a sense belonging, thus it averts loss of experienced and skilled employees as their welfare will be taken care of. In so doing, the desire to search for greener pastures will be thwarted. Moreover, teamwork is greatly used at ZIMSTAT thus loss of experienced and skilled labour force pulls back and retards organisational goals attainment.
- **Ensures organisational commitment** - Commitment refers to attachment and loyalty as asserted by Armstrong (2009). Thus, in as much as ZIMSTAT is concerned about striking its core goal which is producing timely and accurate statistics commitment should prevail among the employees overwhelmingly. By so doing the whole organisation will be cruising in the same boat and pursuing the same agenda which will make it bloom in return.
- **Promotes good relations** - Job satisfaction creates good relations between employees and the management as it guarantees a certain level of independence to employees which thwart master servant relations. Moreover, it's a strong instrument for management to grasp grievances, effect change and correction with minimum opposition as noted by ..... In so doing a good working environment will be an end result which is also a key issue towards meeting ZIMSTAT's organisational goals. Furthermore, a good relation between employees and management creates a conducive environment for workers to work hard to impress their leaders which is healthy for ZIMSTAT's future.
- **Create a conducive environment for employees to expose their capabilities and talents** - Satisfactory job satisfaction at ZIMSTAT will motivate employees to expose their capabilities and talents unlike the current situation where the managerial body detects the code of conduct. Moreover, for instance during survey information concerning the code of conduct should come from the enumerators since they are the ones on the ground.



## **2.4 Disadvantages of Job Satisfaction**

- **Affects work standards** - Theory X by Douglas McGregor (1960) asserts that most people must be pressured, close monitored, focused, punishable for them to execute adequate efforts and energy heading for organisations demands. Therefore, autonomy granted by proper job satisfaction slows down organisational production as human beings are selfish by nature and are always ready to pursue self-interests whenever the opportunity arose as noted by Machiavelli.
- **Clashes of interests** - Although, proper job satisfaction is fruitful towards organisational success, it generates personal and organisational clashes during the course of day to day running of the organisation. In so doing, some organisational interests will be compromised in order to strike a balance between personal interests and organisational goals.
- **Time and cost inefficient** - Proper job satisfaction code of conduct is time and cost inefficient as grass roots concerns should be accommodated on all issues yet in some cases quick decision making will be required. Furthermore, due economic crisis most surveys are conducted not in the right time, which means the work forces welfare should be set aside for the sake of time and cost management.

## **2.5 Platforms Necessary to Ensure Job Satisfaction**

Employees consume most of their waking periods at work place, which is a very long stretch to be exasperated, discontented and doomed as it has a direct effect mentally, physically and emotionally as noted by Schultz and Schultz (1998). Therefore, ZIMSTAT needs firm platforms to cater for employee's grievances and frustrations in order for the organisational goals to be championed by all its members. Moreover, these platforms facilitate good relations between the executive, managerial body and the employees at large.

### **2.5.1 Workers Committees and its Duties**

The Zimbabwean Labour Act Chapter 28:01 Part VI item 24 encompass the right for employees to be part of workers committee and engage in lawful activities for the advancement or protection if his or her interests. Thus workers committees are designed by organisational employees and democratically elected workers will be the voice of the voiceless fellow work mates. The managerial body is exempted from being part and parcel

since they will be the perpetrators of employee's grievances. However, at ZIMSTAT the rule of the jungle which survival of the fittest has made the necessity of workers committee unpopular.

According to the Zimbabwe Labour Act (2006)28:01 Part VI item 24 the workers committee shall:

- a) Represent the employees in any matter affecting represent the employees concerned in any matter affecting their rights and interests; and
- b) subject to subsection (3), be entitled to negotiate with the employer concerned a collective bargaining agreement relating to the terms and conditions of employment of the employees concerned; and
- c) subject to Part XIII, be entitled to recommend collective job action to the employees concerned; and
- d) where a works council is or is to be constituted at any workplace, elect some of its members to represent employees on the works council.

### **2.5.2 Works Counsel**

The Works Counsel comprises of the workers committee (employees representatives) and management which represent the employer. The major function of the work council is to install, uplift and maintenance of cordial and conducive interactions between the head of the organisation and the employee as well to proffer recommendations towards curbing common problems encountered at work place. Thus, the Works Counsel is crucial at ZIMSTAT as the employees are bitter concerning the way business is being conducted. In other words the master servant relationship is at play as Directors are manipulating and exploiting the work force during surveys taking advantage of financial problems faced by the employees. Moreover, the council will create a conducive room for employee's grievances to flow with one voice which will ensure attention from the executive.

### **2.6 Organisational Goals?**

According to Saylor.org (2011) goals are end results, which determine what an organisation is trying to achieve or is headed towards, both programmatically and organisationally. Thus, organisational goals in other words are the key targets or main agenda, which the organisation at large is concerned about and driven to.

## **2.7 ZIMSTAT's Organisational Goals**

The major organisational goal of ZIMSTAT just like Stats S A is to produce timely, accurate and official statistics in order to advance economic growth, development and advice the government on policy formulation.

However, according to ZIMSAT (2017) it does have other goals such as

- Conduct national census or any other censuses and surveys effectively in Zimbabwe.
- Co-ordinate and supervise the National Statistical System (NSS).
- To advise the Government on all matters related to statistics.
- Develop and promote the use of statistical standards and appropriate methodologies in the NSS.
- Collect, compile, analyses, interpret, publish and disseminate statistical information alone or in co-operation with other Government Ministries or institutions.
- Develop and maintain a central business register in relation to establishments, containing such particulars as may be prescribed
- Develop and maintain a comprehensive statistic database
- Provide a focal point of contact with international agencies on statistical matters

## **2.8 ZIMSTAT VISION, MISSION STATEMENT AND CORE VALUES**

### **2.8.1 Vision**

**To be the leading world-class producer of national statistics in Zimbabwe**

### **2.8.2 Mission Statement**

To contribute to national development through the production and dissemination of timely and accurate national statistics which facilitate:

- ❖ Policy formulation
- ❖ Planning and decision making
- ❖ Evaluation and research
- ❖ Transparency and good governance

This will be achieved through the use of automated technology with highly skilled and motivated staff.

### **2.8.3 Core Values**

In pursuit of our mission, we shall be respectable, courteous, open, transparent and responsive to both users and suppliers of data. We will ensure confidentiality of information in producing a high quality statistical service with professionalism and integrity.

### **2.9 ZIMSTAT's Strength to Meet its Goals**

- **Availability of highly qualified staff**– ZIMSTAT highly qualified employees in different disciplines and relevant to the organisational core business makes it more competitive on national and international level. The technical staff comprises diploma holders and holders of other qualifications in various subjects. They perform the core duties such as data collection, data compilation, data entry, and tabulation.
- **In-service training** -ZIMSTAT has the strength of an in-house training facility which offers certificates in disciplines such as statistics, mathematics, economics and computing science. The Training section also trains staff in methods of data collection, validation, storage retrieval, display and analysis. ZIMSTAT trains its workers as well as people from other government departments to improve their work performance. The in-house training is also being successful in motivating staff to greater efficiency by creating an interest in their work and the subject matter of statistics, mathematics, economics and computing.
- **Support from NGO'S** - NGO's plays a pivotal role in ensuring smooth running of ZIMSTAT business through providing essential resources such as funding, vehicles, computer sets, fuel amongst others. In so doing the organisation has better chances of meeting their goals. However, on the other hand the failure of the organisation to self-support its core business is pulling it down as it has to adhere and comply with the NGO's terms and conditions. In so doing, it is losing its autonomous which complicates time management as far as are concerned.

## 2.10 ZIMSTAT's Weaknesses to Meet its Goals

- ❖ **Prolonged transformation process**—ZIMSTAT was transformed from Central Statistical Office in 2012 for it to be an autonomous body. The prolonged transformation has created great loopholes in relation with the organisational operating system, code of conduct, checks and balances to mention only a few. Be as it may, since 2012 only the Director General (DG) is the beneficiary as all other members still fall under Salary Service Bureau (SSB). Therefore, they are under paid as their increments on remuneration was frozen in 2012 and exempted from other benefits enjoyed by the civil servants. In this regard, Gladstone concludes, “justice delayed is justice denied” Hence, this has aggravated discontentment among the work force and as a result negative attitudes towards work is gaining much ground.
- ❖ **Lack of control over financial resources** - ZIMSTAT as a government department lacks control over financial resources which it uses for its operations. Thus, funding for it is allocated in the national budget and then released from the treasury to ZIMSTAT through the mother ministry. As a result, the long channel taken before the funds are under the organisation's control pulls back all its activities as most of them require quick responses and have permanent time frames.
- ❖ **Lack of technologically advanced equipment** - Equipment used at ZIMSTAT is outdated which is far behind the nature of work they do. For instance the latest computer sets they own were donated by UNFPA during the 2012 census but they are few. Thus, the data capturers are overburdened as the tasks allocated to them cannot be accomplished within the period given and as a result they end up working extra unpaid days. In so doing, producing timely, accurate and official statistics becomes a mere dream as other means will be used to complete the job.
- ❖ **Vehicle shortages** -According to Mr Matsika who is the Transport Officer of the organisation has a total of twenty seven cars which lastly received full service just after the 2012 Census. This means that enumerators are forced to walk long distances and some areas are not accessed during the surveys due to vehicle shortages and unreliable form of transport. Hence, a negative job satisfaction sky rockets as the work force welfare during field work is looked down upon and in turn poor survey results will be produced.

- ❖ **Lack of transparent and accountability** - Currently Directors are taking advantage of unfinished transformation process, thereby they are ignorant to proper procedures and are consolidating all powers. Moreover, the work force has no option than to comply due financial problems.

## **2.11 Summary**

This chapter has explored at job satisfaction, organisational goals and the issues surrounding them. The analysis took cognisance of the definition of terms, relevant theories and the rationale for job satisfaction at ZIMSTAT for it promote the organisational interests. Interestingly it was noted that delayed transformation process, lack of workers committee and works council is the reason why job satisfaction is sky rocketing at ZIMSTAT. Moreover, the delayed transformation process has exposed the grass roots work force to all sorts of exploitation as they lack effective protection and properly laid down code of conduct.

# **CHAPTER THREE: METHODOLOGY**

## **3. Introduction**

Basing on the research literature and theoretical background covered in Chapter 2, it was deduced that organisational goals of ZIMSTAT are being pulled back by a negative job satisfaction by enlarge. Thus, this chapter primarily explores the research methods utilised by the researcher to consolidate and grasp concrete answers in connection with the problem under study. Avison (2005) is of the view that methodologies is or are strategies of enquiry, which underlies philosophical assumption to research design and data collection. Thus, the research design, population size, sample underneath research, examination approach and data gathering techniques will be brought to light within this segment.

### **3.1 Research Design**

Bhattacharjee (2001), is of the view that research design creates a blueprint for activity to be engaged, so as to bring up concrete and sound answers to the research questions. It includes picking up a study technique; operationalize concepts of concern, and inventing a proper sampling approach. The methodology choice by the researcher was solely concerned about having a strong base to ensure that no stone will be left unturned in line with the undergoing study. Thus, the mixed method approach was used as qualitative and quantitative approaches complement each other. The desire to produce a sound and effective results made the researcher ignorant to the challenges associated with the research methods chosen. An array of scientifically verifiable techniques builds up a research design. Burns and Groove (2003) assets that research design is a firm foundation to conduct a research with total control over issues which can affect research outcomes.

### **3.2 Mixed Methods Research**

Creswell (2012) is of the view that diverse approaches study is an approach to enquiry including assembling together qualitative and quantitative data, mixing the two systems of facts, and by means of discrete projects that might contain logical norms and theoretic contexts. He further alludes that the mixture of qualitative and quantitative tactics offers a supplementary thoughtful of the study unruly than when they are used in isolation. Leech and

Onwegbuzi (2008) is of the view that diverse approaches examination signifies exploration that includes gathering, examining, and construing quantitative and qualitative facts in a lone reading or in a sequences of lessons which examine similar core circumstance. Thus, diverse approaches investigation is the fusion of qualitative and quantitative investigation approaches in a lone research. In so doing the researcher will be able to have both sides of the coin necessary for him to produce a sound and effective research.

### **3.2.1 Quantitative Research Design**

Quantitative research approach is very effective when measuring quantity, numbers or any form of statistical data. Moreover, it can be useful also when quantifying attitudes, sentiments, actions, and other distinct variables and simplify findings from an immense viewpoint. Quantitative data collection methods include various interviews, longitudinal studies, website interceptors, online polls, and systematic observations

### **3.2.2 Qualitative Research Methods**

Qualitative research method basically is an exploratory study. It is very useful to capture understanding of core motives, thoughts, and drives behind an issue. Thus, it proffers concrete visions of the problem and builds up thoughts uncovered by quantitative research during the study. Moreover, the approach can be utilized as well to expose trends in assumed and views, and dig deeper as well as wider. Qualitative data gathering approaches differ by means of non-structured or semi-designed procedures. Focus groups (group discussions), individual interviews and observations are the most popular approaches.

### **3.2.3 Advantages of Mixed Methods Research**

- They complement each other like interviews and observations add more flesh to numbers
- It covers a broad base in answering study questions and objectives since the research will be getting data from different angles.
- Biased and false data can be easily identified as a comparative measure on all the techniques used will be engaged.



### **3.2.4 Weaknesses for Combined Methods**

- It is time consuming as the researcher has to execute both qualitative and quantitative approach thoroughly so as to produce sound results. Therefore, it prolong the research which creates loopholes.
- Mixed methods approach is cumbersome as the requirements are diverse.

### **3.3 Population**

Polit and Hungler (1999) defined population as a collective or sum of all the items, issues or participants that follow to a set of conditions. Moving on, to Sekeran (2003) population of the research primarily refer to the entire figure of individuals in the system of exhaustive head calculation of all items the discoveries of the research seek out to represent according. Currently ZIMSTAT Head Office has a population of 278.

### **3.4 Sampling**

Sampling is the short selected portion or set of individuals, approached during the course of the study and their contributions represent the entire population. According to Denscombe (2010) a sample is a selected portion of a population approached and their responses represents the entire populace. However, proper sampling ensures efficiency, effectiveness, time and cost management, which in turn makes the study viable as well as vibrant. Be that as it may, findings might not be broad perspective of the entire organization as views and problems differs in relation to posts, level of education, age to mention only just a few. Thus, during the research stratified sampling technique which divides whole populace into sub groups basing on posts held was used. Therefore, provincial supervisors, statisticians, team leaders, data captures and enumerators were the targeted sub groups responding to how job satisfaction is affecting ZIMSTAT's organisational goals. Eventually, random sampling came into play after dividing the population into distinct strata.

### **3.5 Data Collection Procedure**

To Creswell (2012), data collection is a procedure whereby data is collected, measured and compiled on variables of concern in a well-known methodical style which answers research questions, test hypothesis and weigh findings. Thus, data collection refers to a process

whereby data is gathered from different sources which are primary and secondary sources. According to Kumar (2011) primary data is the first hand information.

### **3.6 Ethical Considerations**

During the research ethics were highly taken into consideration such as:

- Transparency – the research was open to both the respondents and the executive members of the organization.
- Confidentiality – the image of the respondents was protected and research findings were used for academic purpose only.
- Integrity – honest concerning research prevailed and was guaranteed.

### **3.7 Sampling Methods Used**

The researcher chose probability sampling method as it guarantees that everyone is at par to be part of the short selected team for data collection. In so doing, the research will manage to have a broad base, which in turn will guarantee attaining a pool of ideas and options. Eventually a sound, vibrant and well-informed study will be produced.

#### **3.7.1 Sampling Techniques**

Random sampling and stratified sampling techniques were used by the researcher during course of the study.

#### **3.7.2 Stratified Sampling Technique**

The technique divides the population into sub divisions and then a random sample is then utilized to select a sample from each group. Thus, the researcher made use of post allocation sub divisions, which are provincial supervisors, statisticians, team leaders; data captures and enumerators sub groups. After stratification a hat system was used for selection. Small papers written yes or no were put in a hat and ten yeses were put in as it was the required number from each group.

### **3.8 Research Instruments**

Bell postulates that research instruments are devices harnessed during data collection. During this research interviews and questionnaires were used to highlight how job satisfaction is affecting ZIMSTAT from meeting its goals.

#### **3.8.1 Interviews**

Creswell (2012), asserts that interviews are face to face discussions arranged by the researcher to collect first-hand information from respondents. Thakur (2009) asserts that interviews have two main broad types, which are structured and unstructured interviews. However, for the researcher to ensure uniformity of questions and to make it easier for comparison of data, structured interviews were used. For this study the researcher used structured interviews in which structured questions governed the discussion.

#### **3.8.2 Advantages**

- Nonverbal forms of communication like facial expressions, emotions will be captured though the respondent might try to be conservative or hide some details on the matter at hand.
- There is room for the researcher to gather more data as the respondents can brought up some issues beyond the interviewers imagination.
- Moreover, interviews are more effective the researcher to take note of bias and conservatism as compared to questionnaires. Thus, the interview will find another way round to push the respondent to expose the hidden stories.

#### **3.8.3 Disadvantages**

- The size of the sample is limited to the size of your interviewing staff, the area in which the interviews are conducted, and the number of qualified respondents within that area. It may be necessary to conduct several interviews over multiple areas, which increase costs as noted by Chokururama (2017).
- Interviews are labour intensive as the researcher have to conduct them all personally so as to gather more data verbally and nonverbal expressions.

### **3.8.4 Self-Administered Questionnaires**

During questionnaire designing the researcher took into consideration critical points noted by Richards and Schmidt that the questionnaire should be valid, reliable and unambiguous. Thus, the questionnaire was made short and precise enough to attack all angles as well as making sure that adequate information will be collected.

### **3.8.5 Advantage**

- It provides a conducive room for the respondent to express his/her thought beyond the researchers expectations. Whereas, interviews tend to drive and confine the topic towards what the researcher expects out the conversation.
- Is cheap and easy to conduct as the researcher can administer them personal or use the third person and collect them later after they are filled in.
- Questionnaires cover wide range aspects of the research at the same time.
- Due to security reasons most people prefer questionnaires as compared to interviews which do not guarantee unknownmity to a greater extent.
- They are effective as the respondents will fill in when they are free as compared to interviews which can be postponed as the respondent will be busy or unavailable.

### **3.8.6 Disadvantages**

- Participants might fail to understand the concept of the question (misinterpretation) thereby wrong data will be given. Whilst on interviews the researcher will explain further to ensure deep understanding.
- There is no room for the researcher to take note of nonverbal expressions such as facial expressions.

### **3.8.7 Observations**

Marshall and Rossman (1995) define observation as "the systematic description of events, behaviours, and artefacts in the social setting chosen for study". Observation methods are useful to researchers in different ways. It creates a conducive room for a researcher to take

note of nonverbal expressions of feelings, relations, communication methods and time management as noted by Schmuck, (1997). For this study, covert observations made during tenure of office in the HR Department during the WRL were he observed the workmates secretly was used. This action was taken to make sure that the employees would behave the natural way and act accordingly without hesitation. By so doing, their actions had a strong impact towards the success of the study as they expressed their true colours and reactions.

### **3.8.8 Advantages of Observations**

- It provides first hand and a pictorial view of the issues on the ground. Instead of basing on collected data, the researcher will grasp more details of the real issues from both ends, which are the victims, and beneficiaries of negative job satisfaction.
- Observation provides relevant untold stories by other research tools such as questionnaires and interviews.
- The researcher has an upper hand to gather contextual factors as far as the impact of job satisfaction towards organizational goals at ZIMSTAT is concerned.

### **3.8.9 Disadvantages of Observations**

- It is risk as fellow work mates might feel betrayed when they discover that you have been watching them especially on sensitive issues.

## **3.9 Data Analysis**

Judd and McClelland (1989) asserts that, this whereby data inspected, cleansed, transformed and modelled aiming to discover valuable evidence, drawing a conclusion and backup decision-making. Furthermore, it is a process whereby data findings are reduced to make a story or its interpretations a noted by Lecompte and Schensul (1999). Thus, this is the segment where research findings consolidated are deduced to produce a single coherent and meaningful item. Patton (1987) suggest that three steps can be taken during data analysis, which are data organization, data deduced to summary as well as grouping and patterns and themes in data are identified and linked. Moving on, it has a complex set of approaches such as interpretative, narrative and performance, discourse, grounded theory, cross-cultural analysis as propounded by Bernard (2000). However, during the course of this study content

analysis was used as it was regarded as the most appropriate and efficient approach for the study undertaken. Thus, the researcher analyzed the actions and behaviour of the ZIMSTAT employees as well as their operations to determine professionalism in their code of conduct.

## CHAPTER 4: DATA ANALYSIS, PRESENTATION AND DISCUSSION

### 4. Introduction

This part primarily contains the research findings on the impact of job satisfaction towards attainment of organizational goals at ZIMSTAT. The data gathered using afore mentioned research instruments was tabulated, graphed as well as charted whenever applicable. This was done so as to come up with a pictorial view of how ZIMSTAT is suffering from negative job satisfaction and vividly show how it is affecting its goals. In order to produce a sound and vibrant outcome both qualitative and quantitative approach were harnessed during the analysis, examination and discussion of the findings.

### 4.1 Research Findings

The researcher used questionnaires, interviews and observations as research tools during data collection. Provincial supervisors, statisticians, team leaders, data captures and enumerators were the targeted respondents as they are the grass root workers who determine the success of a survey.

#### Table 4.1 Questionnaire Response Rate

The following represents the response rate from ZIMSTAT's targeted respondents:

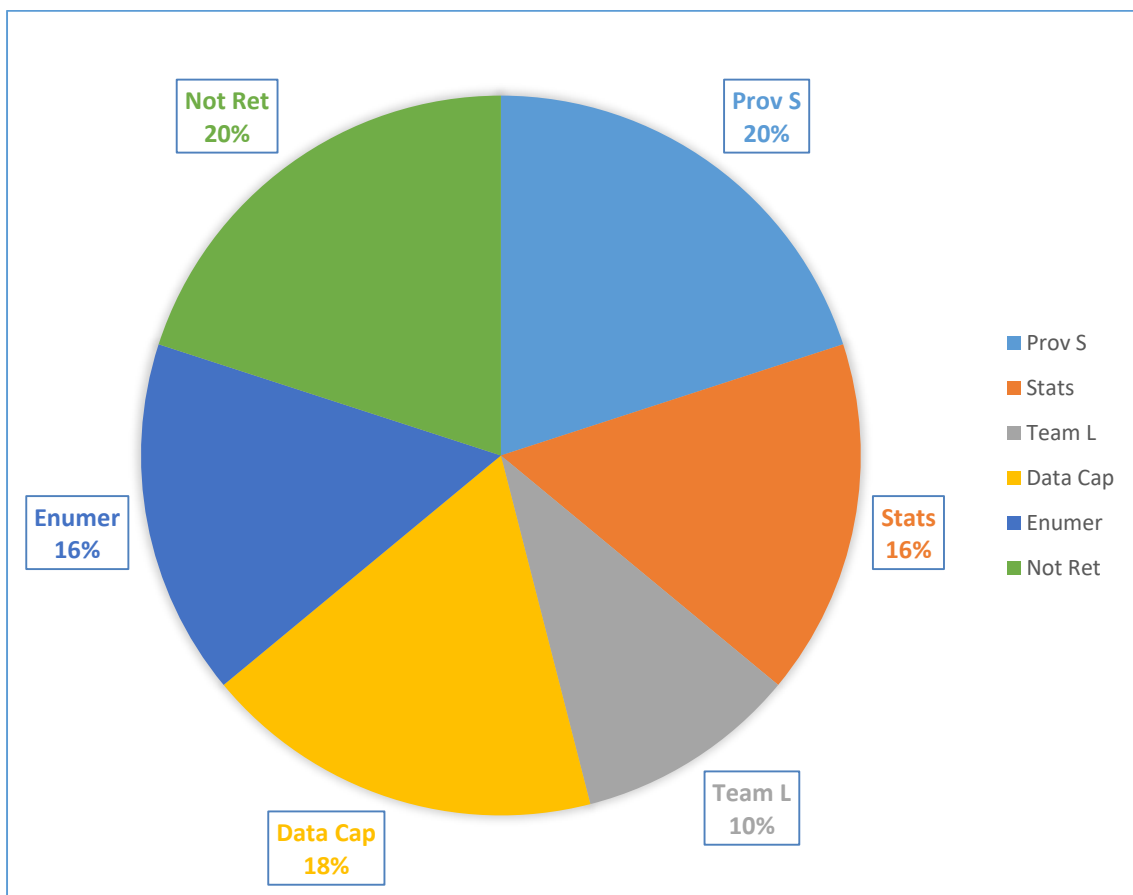
<b>Sample Groups</b>	<b>QUESTIONAIRES ADMINISTERED</b>	<b>QUESTIONAIRES RETURNED</b>	<b>RESPONSE RATE (%)</b>	<b>Not Returned</b>
<b>Provincial supervisors</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>0</b>
<b>Statisticians</b>	<b>10</b>	<b>8</b>	<b>16</b>	<b>4</b>
<b>Team leaders</b>	<b>10</b>	<b>5</b>	<b>10</b>	<b>10</b>
<b>Data captures</b>	<b>10</b>	<b>9</b>	<b>18</b>	<b>2</b>
<b>Enumerators</b>	<b>10</b>	<b>8</b>	<b>16</b>	<b>4</b>

<b>Total</b>	<b>50</b>	<b>40</b>	<b>80 %</b>	<b>20 %</b>
--------------	-----------	-----------	-------------	-------------

**Source: Primary Data**

Questionnaires were administered at ZIMSTAT through the use of stratified and random sampling techniques respectively. Moreover, they were confined to the targeted respondents. Out of a total of 50 questionnaires only 40 were successfully completed and returned making a response rate of 80 %. Moreover, there were 3 spoiled questionnaires which were added up to the not returned segment of the table as well as of the pie chart. Thus, the not returned questionnaires segment consists of 6 % spoiled and 14 % unreturned questionnaires.

**Fig 4.1**The pie chart below illustrates the findings



**Key**

Prov S – Provincial Supervisors

Stats - Statisticians

Team L –Team Leaders



Data Cap- Data captures

Enumer- Enumerators

Not Ret – Not Returned Questionnaires

#### **4.1.2 Interview Response Rate**

In an attempt to consolidate diverse and concrete views, respondents of questionnaires were left out and fresh ones were approached on this data collection tool. Interviews were conducted whilst others were filling in questionnaires so as to make sure that individual responds not collective were attained. This measure was taken so as to avert biases and to promote confidentiality which creates a conducive room for respondents to provide detailed data even on sensitive issues.

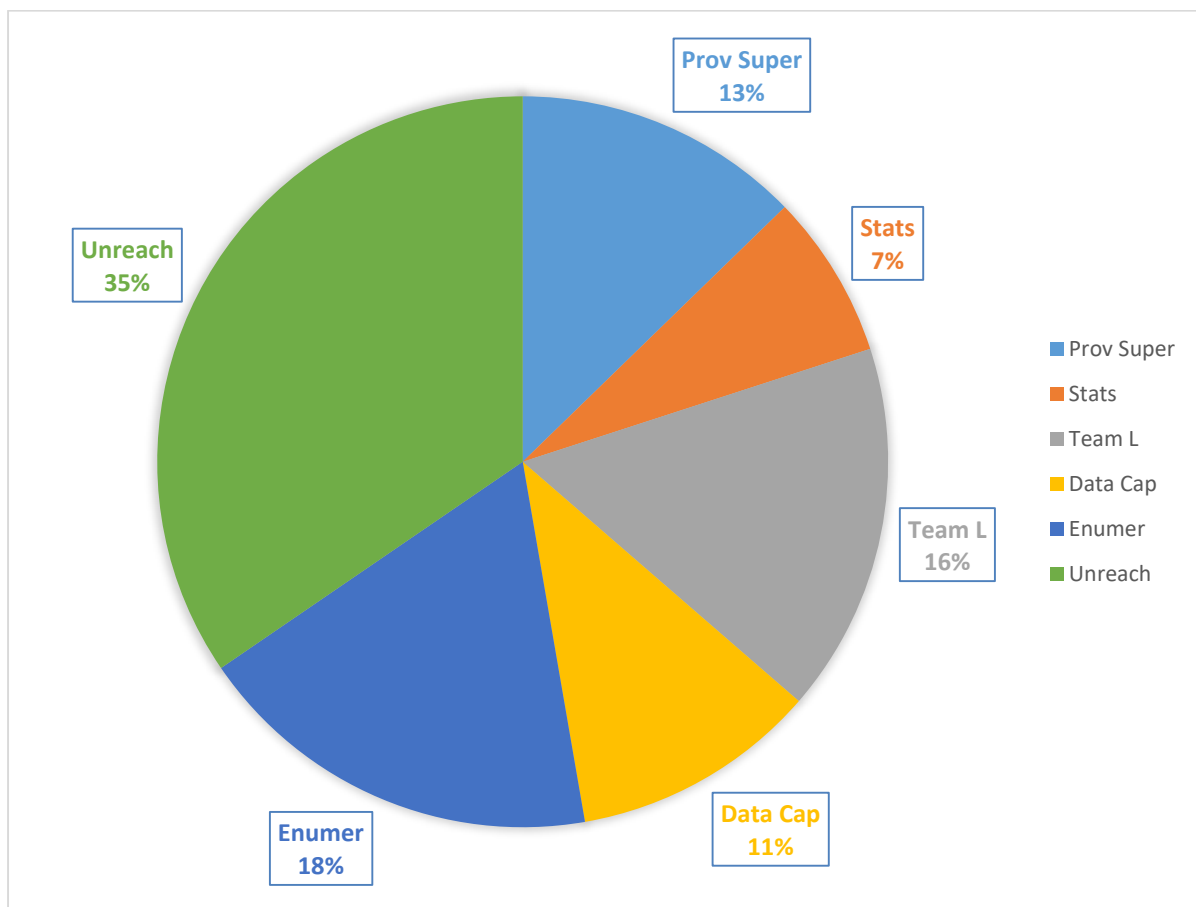
**Table 4.2 Presents the Rate**

<b>Target Group</b>	<b>Respondents Target</b>	<b>Interviewed</b>	<b>RESPONSE RATE (%)</b>
<b>Provincial supervisors</b>	<b>10</b>	<b>7</b>	<b>14</b>
<b>Statisticians</b>	<b>10</b>	<b>4</b>	<b>8</b>
<b>Team leaders</b>	<b>10</b>	<b>9</b>	<b>18</b>
<b>Data captures</b>	<b>10</b>	<b>6</b>	<b>12</b>
<b>Enumerators</b>	<b>10</b>	<b>10</b>	<b>20</b>
<b>Total</b>	<b>50</b>	<b>36</b>	<b>72 %</b>

**Source: Primary Data**

Basing on the table above it can be noted that fifty was the sample size, however only thirty six members responded as the rest were busy with day to day running of the organization.

**Fig 4.2** Illustrates the Findings



**Key**

Prov S – Provincial Supervisors

Stats - Statisticians

Team L –Team Leaders

Data Cap- Data captures

Enumer- Enumerators

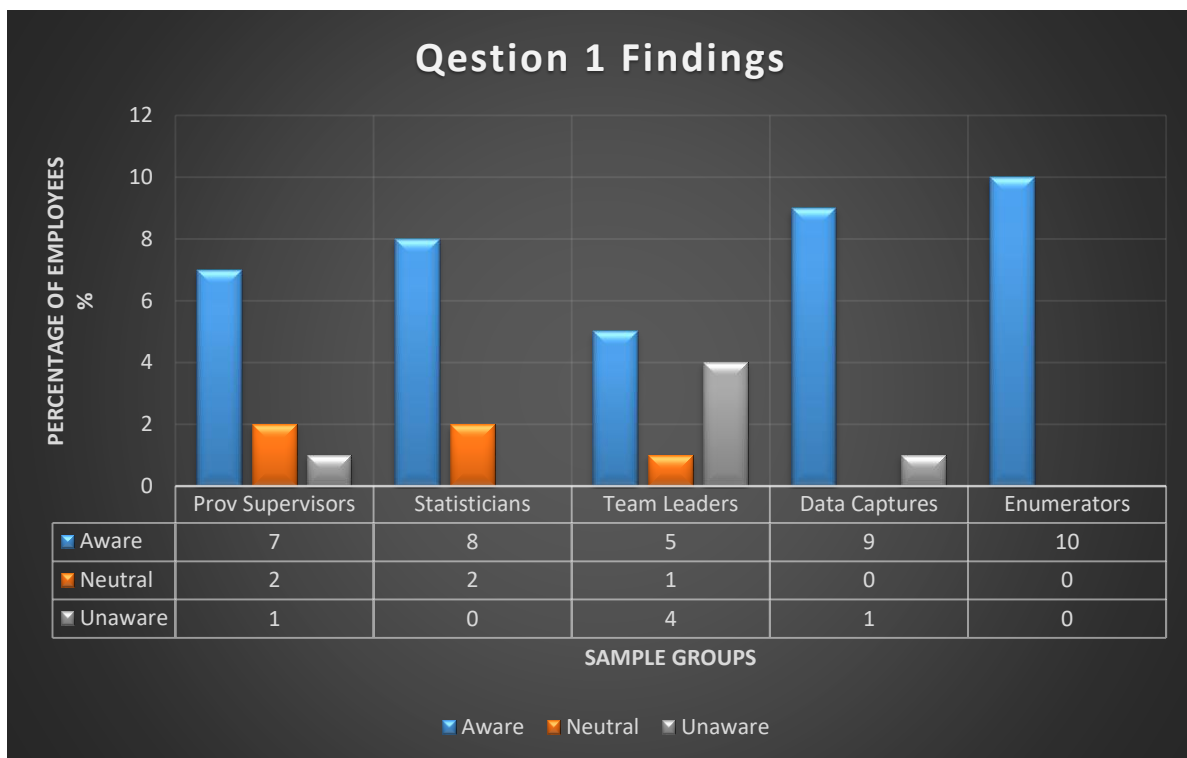
Unreach – Unreachable

## 4.2 Data Collected

### 4.2.1 The concept of job satisfaction.

It was a preliminary step by the researcher in order to depict if the respondents at ZIMSTAT really understood the term job satisfaction. The results obtained in relation to this question are presented below.

**Fig 4.3 Present the findings**



The above cluster bar graph vividly shows that the majority of the sample size clearly understands job satisfaction. Team leaders had the lowest understanding making as they produced a percentage of 10 while the provincial supervisors 14, statisticians 16, data captures 18 and enumerators 20. All together it adds up to 78%.

### 4.2.2 Causes of negative job satisfaction.

This question marked the onset of the research. Data was collected from a set of distinctive groups which the researcher regarded as the pivotal players towards meeting organizational goals though they are looked down upon. The respondents raised a pool of issues and most responses showed bitterness towards the executive and managerial body as they are ill-

treatment, manipulation and exploitation. The issues included lack of worker's committee and council, inadequate resources, exclusion in decision making, unrealistic tasks and low remuneration while it is not paid in time. Thus, SMART is lacking in the running of the organization as well as the executive body which is not vibrant enough to execute its duties in leading and navigate the ship throughout the storm and hard grooves effectively.

#### **4.2.3 Effects of negative job satisfaction on ZIMSTAT's goals.**

Findings on this question proved that the employees will be left with no option than to forge data and use improper ways to collect data or produce data during surveys and data processing. In so doing, the primary goal of ZIMSTAT which is to produce timely, accurate and quality statistics will be compromised as the foundation of producing sound results will be tempered with. In support of this, the researcher also observed that there were various cases of dismissed enumerators who collected data at beer halls and gatherings as some places were inaccessible due to road networks and poor funding especially in remote areas.

#### **4.2.4 Negative job satisfaction awareness**

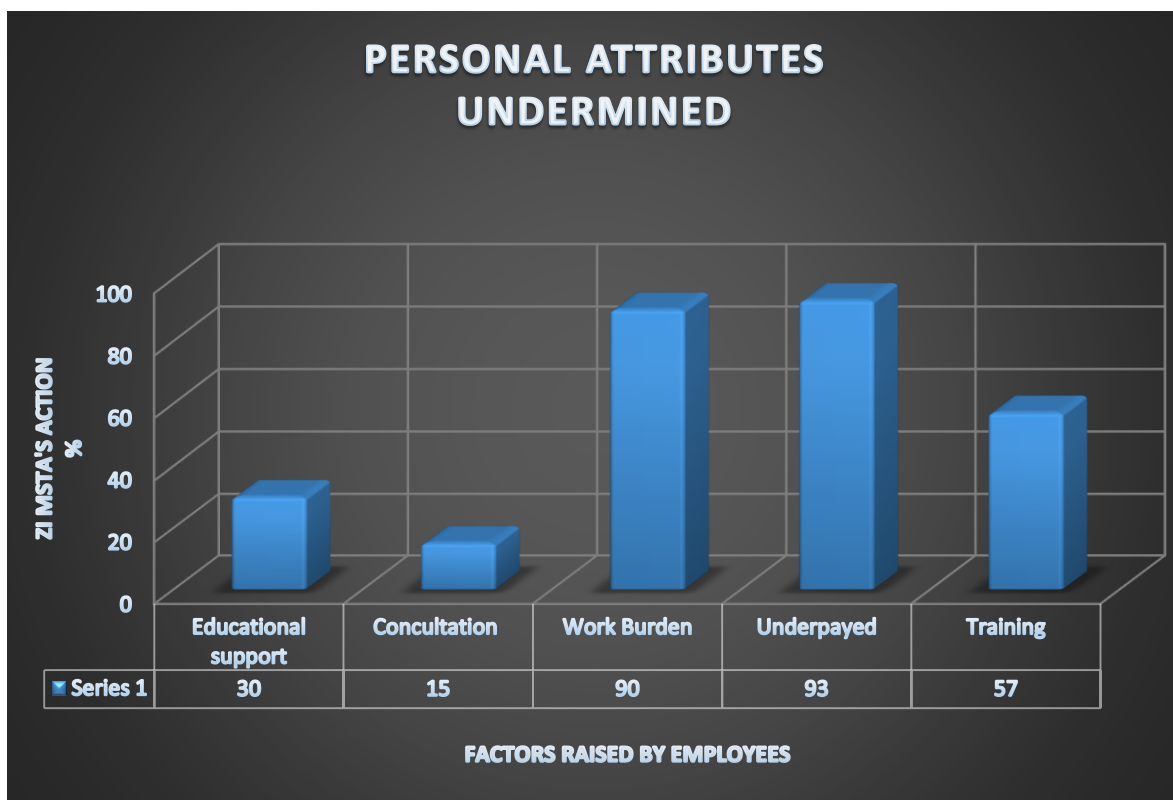
Responses on this question exposed much on the character of the top officials ignorant as far as serious matters from below are concerned. The respondents confirmed that the top officials are aware of their grievances which they brought up during assessment of surveys. However, due to failure to make credible action they are avoiding the general employees during the national assessment they are rather approaching strategically provincial offices. Instead of experiencing the challenges of field work they are only enjoying field packages and pass by. Moreover, a question was raised "how can they take action yet they are the perpetrators and beneficiaries of negative job satisfaction?" In this case it can be noted that the top officials are the root cause the problems encountered at ZIMSTAT as they are concerned about fattening their pockets at the expense of employees at large.

Moreover, the Human Resource Department was silenced long back when its autonomy was crippled and left without a Director who could represent issues to the Head of the organization. This was observed by the researcher during his tenure of WRL in the department. Thus, the lack of proper representation from the HR department exacerbated the situation of the employees as it is the watch dog of the human resource welfare.

#### 4.2.5 Personal attributes undermined.

The findings from this question made it crystal clear that the personal life for employees is at stake as they are treated like assets which can move from point A to point B without questions encountered. In other words the master-servant relations are at play by enlarge at ZIMSTAT. The following diagrams represents the findings from the triangulated research tools namely questionnaires, interviews and observation.

**Fig 4.4** Illustrates Personal Attributes Findings:



In this case it can be judged that ZIMSTAT is mostly championing the pursuit of its business while turning a blind eye on the necessity of empowering its work force. They are failing to take into consideration that through career empowerment, consultation, inside training though it's expensive but it will open new doors for producing an overwhelming positive effects towards organizational goals. With the over changing and advancement in technology, ZIMSTAT greatly needs to be flexible enough to embrace a change while leaving out conservatism and dogmatism. Moreover, a flat operating system should be installed as it

creates a conducive room for pool of ideas and opinions which will result in taking a well informed decision at the end. In so doing, firm foundation will be laid down which will curb negative job satisfaction as well as making the entire organization in one direction with the aim of achieving a common goal.

#### **4.3Summary**

To put a lead on the ongoing assessment, the chapter was characterized by data presentation obtained from a survey at ZIMSTAT Head Office in Harare. Questionnaires, observation and interviews were the research tools used by the researcher during data consolidation. In light of the research findings, it was discovered that the majority at ZIMSTAT have a negative attitude towards their work as a result of unprofessional practices, inconsistent paying methods, unrealistic tasks poor communication methods to mention only a few.

## **CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5. Introduction**

This segment goes through study undertaken at ZIMSTAT in connection with the effects of job satisfaction towards organisational goals. Furthermore, it explores the conclusion drawn as well as recommendations to curb the problems depicted within the organisation which are exacerbating negative job satisfaction. Thus, the recommendations are the possible solution to iron out negative job satisfaction and brought about a change in the ZIMSTAT operating system. Which in turn will strike a balance in promoting the work force welfare which is the most crucial resource and the organisational goals at the other end. However, the elongated transformation process was pinpointed as the root cause which eroded positive job satisfaction at ZIMSTAT as it is eradicating loyalty of the employees to a large extent. Thus, negative attitude towards work and bitterness is sky rocketing making the attainment of organisational goals face a pool of challenges and difficulties.

### **5.1 Summary**

The primary goal for the research was to examine the effect job satisfaction towards organisational goals of ZIMSTAT. The study successfully managed to pinpoint the prolonged transformation process as the poison which eroded positive job satisfaction. In the sense that since 2012 increments on remuneration was frozen yet they earned no benefits from either ZIMSTAT or the ministry which they fell under before. Moreover, checks and balances among the departments fall disarmingly as the managerial body overrides and positioned other departments as rubber stamping only.

Initially the background of the marks the beginning of the study. The background of the study is composed of a fully packed historical background of ZIMSTAT formerly known as C.S.O. Moreover, a brief overview of C.S.O and its formation was also brought as it marked the beginning of the journey. In so doing, the researcher managed to trace back how negative job satisfaction began and spread out throughout the organisation. However, internal and external stamping blocks on job satisfaction have been discovered.

Moving, on to Chapter 2 being the Literature Review which is the central key of the study as it made the gap to be filled by the research crystal clear. This part of the project marks the

mother body as all the activities to be carried out are rooted, guided and confined to the main idea brought up.

Research methodology segment contains the research tools used during data collection. Furthermore, it highlighted the population and sample size which are the respondents to be approached and their contributions will represent the entire organisation.

Eventually, Chapter 4 Data Analysis, Presentation and Discussion primarily contain the data gathered in relation to job satisfaction's impact towards attainment of organizational goals at ZIMSTAT. Data gathered through using the chosen research instruments was tabulated and charted whenever possible. This was done so as to come up with a pictorial view of how ZIMSTAT is suffering from negative job satisfaction and vividly show how it is affecting its goals.

## **5.2 Conclusions**

The study revealed that ZIMSTAT is grossly facing negative job satisfaction triggered by a complex set of factors which are intertwined. The prolonged transformation process has created serious loopholes and threats to the organisation such as eradication of checks and balances, unprofessional practices, growth of organisational politics to mention only a few. Moreover, the fact that the work force is not earning any remuneration from ZIMSTAT and increments on remuneration were frozen by SSB has exacerbated negative job satisfaction making it difficult if not impossible to smoothly meet its organisational goals. The process is also pulling back those who want to take early retirement as they are looking forward to enjoy better retirement package when the transformation is over. Thereby, they become a liability instead of being an asset to the organisation as they are no longer concerned about the success running of ZIMSTAT's day of day running but awaiting for their personal gains. Thus, the transformation process is a heavy blow which is pulling back the formation of a passionate, energetic and vibrant team ready to upkeep the good standards at ZIMSTAT.



### **5.3 Recommendations**

Post allocation basing on merit is a very crucial step missing at ZIMSTAT. Since the transformation began, posts has been allocated basing on seniority and organisational politics thus most posts are held by personnel without the capacity, energy and abilities to strike productiveness. In the end, juniors who enjoy little benefits will be over burdened with work whereas their seniors will be rubber stampers. As that is not enough on a sad note, the juniors do the dirty work whilst the seniors enjoy the benefits of the posts like attending most paying workshops and meetings. In the long run these unfair practices precipitated negative job satisfaction and it resulted in unnecessary delays on the job to be done as a sign of frustration and bitterness. Thus, the master servant relations gained much ground which cajoled the juniors to resort to a silent war against the seniors and eventually it complicated the production of timely, accurate and effective statistics.

ZIMSTAT also needs to embrace transformation process fully as it will be placed on a strong footing, which will promote positive job satisfaction and organisational goals attainment will be guaranteed. Moreover, the code of conduct will be enforceable as compared to current situation were politics of the stomach is overriding proper ways of operation. The directors have become the giants at ZIMSTAT as they control surveys which are the only source of better remuneration. In so doing, they usurped power from other organs of the organisation as they all strive to be part and parcel of the scarce surveys to earn a better living. Thus, full transformation will wipe out these issues and proper procedure will be laid down firm to ensure job satisfaction which drives employees towards organisational goals attainment.

Installing professionalism is another pillar of strength necessary as it promote checks and balance between the departments within ZIMSTAT. By so doing, the organisation will be rest assured that all its activities will never go off rail. Distinct boundaries should be laid down and working according to the job descriptions should be emphasised so as to cut off manipulation and exploitation of other organs of the organisation. In so doing it stimulates positive job satisfaction which makes employees exert their efforts towards a common agenda being organisational goals attainment.

Moreover, curbing organisational politics is another issue which is pulling back the production of quality, timely and accurate statistics as the most appropriate employees are left out to avert clash of interests. The right personnel for the job will be aware of the consequences attached of misconduct thus they deny being used and in so doing the Directors

hate being challenged. That's why they are being left out by directors who are concerned about their personal gains therefore they opt for juniors who will be their servants. However, at the end biased data and difficulties during the survey will be experienced to a greater extend, making the project poor.

## REFERENCE LIST

- Armstrong, M. (2006). A Handbook of Human Resource Management Practice. Tenth Edition. London, Kogan Page Publishing.
- Aziri, B. (2008). Organizational Behaviour, Solutions for Management. . New York, McGraw-Hill.
- Bernard, H.R (2000). Social Research Methods. Qualitative and Quantitative Approach. Thousand Oaks, CA: SAGE Publications.
- Burns and Groove, S.K. (2004). The practise of Research Philadelphia W.B. Saundus Company
- Creswell, J.W. (2012). Designing and Conducting Mixed Methods Research. Sage publication
- Davis, K. and Nestrom, J.W. (1985). Human Behaviour at work: Organizational Behaviour, 7nth edition. New York. McGraw Hill.
- Ford, A. C. (2000). Academic Credit for Statistical Analysis of the Effectiveness of Health and Safety Programs. (UMI No. 1400438). Ann Arbor, MI: Bell and Howell Information and Learning Centre.
- George, J.M. and Jones, G.R. (2008). Understanding and Managing Organizational Behaviour. Fifth Edition. New York, Prentice Hall.
- Hoppock, R. (1935). Job Satisfaction. New York. Harper and Brothers.
- Judd, C. and McClelland G. (1989). Data Analysis. Harcourt Brace Jovanovich.
- Kaliski, B.S. (2007). Encyclopaedia of Business and Finance. Second edition. Thompson Gale, Detroit.
- LeCompte, M.D and Schensul, J.J. (1999). Analyzing and Interpreting Ethnographic Data. Walnut Creek, CA: AltaMira Press.
- Locke, E.A. (1976). The Nature and Causes of Job Satisfaction. *In Handbook of Industrial and Organizational Psychology*. ED by M.P. Dunnette. Chicago. Rand McNally.

Marshall, P. and Rossman, L. (1995). The Researcher, New York: Harvard University Press.

McGregor, D (1960). The Human Side of Enterprise. New York, McGraw-Hill.

Corbetta, P. (2003) Research design, London: Sage Publication.

Mullins, J.L. (2005). Management and Organizational Behaviour. 7th Edition, Pearson Education Limited,

Patton, M.Q. (1987). How to use Qualitative Methods in Evaluation. London. SAGE.

Polit, D.F.and Hungler, B.P. (1999).Nursing Research. Principles and Methods,sixth ed. J.B. Philadelphia. Lippincott Company.

Rao, P. Subba, R.P. (2000). Essentials of Human Resource Management and Industrial Relations. Mumbai, Himalaya Publishing House

Richards, J. C. and Schmidt, R. (2002). Longman Dictionary of Language Teaching and Applied Linguistics. Third ed. London. Longman

Robbins, S. P. (2003). Essentials of Organizational Behaviour (7th ed.). *Upper Saddle River, New Jersey: Pearson Education, Inc.*

Robbins, S. P. (2003). Essentials of Organizational Behaviour. (7th ed.). *Upper Saddle River, New Jersey: Pearson Education, Inc.*

Schultz, D. & Schultz, S.E. (1998). Psychology and work today: An introduction to industrial and organizational psychology (7th ed.). New Jersey: Prentice Hall.

Statt, D. (2004). The Routledge Dictionary of Business Management. 3rd edition. Detroit. Routledge Publishing.

Vroom, V.H. (1964). Work and motivation.. New York .John Wiley and Sons.

Vroom, V.H. (1964). Work and motivation. New York: John Wiley.

Walker, J.W. (1980). Human resource planning. New York: McGraw-Hill Book Company.

## **Journals**

Aziri B. (2011). Job Satisfaction: A Literature Review Management Research and Practice Vol. 3 Issue 4 (2011) PP: 77-86

Churchill, G. A, Ford, N. M, Walker, O. C. (1974). *Measuring the Job Satisfaction of Industrial Salesmen*, Journal of Marketing Research. Vol. 11, No. 3

Kalleberg, A.L. (1977). "Work values and job rewards: A theory of job satisfaction", Am. Sociol. Rev.

Kumar, S.A. (1990). Job satisfaction in cooperative organization. An empirical study. Co-operative training college, Kharguli Gauhati-4 Assam. P.6.

### **Internet sources**

Bhattacharjee, A (2001). "Social Science Research: Principles, Methods, and Practices".

<http://scholarcommons.usf.edu/oa-textbooks/3>

[Accessed on 10 April 2018]

Onwuegbuzie, A. J. (2008). Qualitative Data Analysis: A compendium of techniques and a framework for selection for school psychology research and beyond. *School Psychology Quarterly*, 23(4), 587-604.

<http://dx.doi.org/10.1037/1045-3830.23.4.587>

[Accessed on 8 Jan 2018]

Shodhganga. I. (2009). Introduction to Human Resources. Gandhinagar. Inlibnet Centre

[http://shodhganga.inlibnet.ac.in/bitstream/10603/2009/12/12\\_chapter%20iv.pdf](http://shodhganga.inlibnet.ac.in/bitstream/10603/2009/12/12_chapter%20iv.pdf)

[Accessed on 17 May 2018]

Taylor, F. W. (1911), *Principles of Scientific Management*. New York and London, Harper & brothers Co, Textbooks Collection. 3.

[http://scholarcommons.usf.edu/oa\\_textbooks/3](http://scholarcommons.usf.edu/oa_textbooks/3)

[Accessed on 8 Jan 2018]

### **Legal frameworks**

Constitution of Zimbabwe (2013), Harare. Government Printers.

Labour Act (28:01). Harare. Government printers.

### **Student Papers**

Chokururama, Y. (2017). An analysis on the application of the labour laws in the informal sector. A case study of Murewa growth point from 2015 up to date. Dissertation, Zvishavane. MSU.

## APPENDICES

### 1: QUESTIONNAIRE

My name is Tatenda Haruzivi a fourth year student at Midlands State University (MSU) doing a BSc Honours Degree in Politics and Public Management. In partial fulfilment of my programme I am carrying out a research on; **the impact of job satisfaction towards organisational goals. A case study of ZIMSTAT.** The research is solely for academic purpose and research findings will be treated with utmost confidentiality. Your cooperation is greatly appreciated for this research to be successful.

### INSTRUCTION

- i. Tick [ ] where applicable.
- ii. Do not write names on the questionnaire.
- iii. Ask for help or assistance whenever it is needed.
- iv. Write your answers on the spaces provided below.

### SECTION A

#### Background Information

Tick [ ] the appropriate responds.

1) Gender

Female [ ]

Male [ ]

2) Academic

ZJC [ ]

‘O’ Level [ ]

‘A’ Level [ ]

3) Professional Qualifications

Certificate [ ]

Diploma [ ]

Degree [ ]

4) Post Held

Provincial supervisor [ ]

Statistician [ ]

Team Leader [ ]

Data capture [ ]

Enumerator [ ]

5) Working Experience

0-5 years [ ]

5-10 years [ ]

11-15 years [ ] 15 and above

[ ]

### SECTION B

**Write your answers on the spaces provided below and additional blank paper at the back whenever necessary.**

6) What do u understand about job satisfaction?

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

7) What are the general causes of negative job satisfaction at ZIMSTAT?

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

8) How does job satisfaction affect organisational goals at ZIMSTAT?

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

9) Is the executive and executive body aware of the prevailing negative job satisfaction and what action are they taking to curb it? Explain your answer.

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

10) Are personal attributes of employees taken into consideration and promoted at ZIMSTAT. Explain your answer.

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

**Thank you for your participation.**



## **APPENDIX 2: INTERVIEW GUIDE**

My name is Tatenda Haruzivi a fourth year student at Midlands State University (MSU) doing a BSc Honours Degree in Politics and Public Management. In partial fulfilment of my programme I am carrying out a research on; **the impact of job satisfaction towards organisational goals. A case study of ZIMSTAT**. The research is solely for academic purpose and research findings will be treated with utmost confidentiality. Your cooperation is greatly appreciated for this research to be successful.

1. What do you understand about job satisfaction?
2. According to your understanding what are the causes of negative job satisfaction at ZIMSTAT?
3. What is really exacerbating negative job satisfaction between internal and external issues? Explain your answer.
4. There are rumours that ZIMSTAT's negative job satisfaction is as a result of top official's actions. What is your view?
5. Working class spend most of their time at work. How do you feel every morning when you will be coming to work? Explain your feelings.
6. Your stay at ZIMSTAT is it for the love of your job or is because you do not have an option? Explain.
7. Who do you blame for the problems you facing at work place?
8. What action have you taken as an individual to curb negative job satisfaction at ZIMSTAT?
9. What measures can be put in place to thwart negative job satisfaction ZIMSTAT employees are encountering?

**Thank you for your cooperation**

**MIDLANDS STATE UNIVERSITY**

**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

**GUIDELINE FOR MARKING DISSERTATION**

<b>ITEM UNDER OBSERVATION</b>	<i>COMMENTS</i>	<i>SCORE</i>
<b>Title [10 marks]</b> <ul style="list-style-type: none"><li>• Is the title clear and precise?</li><li>• Does the title expose the problem under investigation?</li></ul>		
<b>Abstract/Introduction [10 marks]</b> <ul style="list-style-type: none"><li>• Does the abstract successfully bridge the gap between the title and subject?</li><li>• Does the student demonstrate knowledgibility about the nature, problem and purpose of study?</li><li>• Have the objectives of the study been clearly stated?</li><li>• How relevant is the literature reviewed and theories used?</li></ul>		
<b>Content [50 marks]</b> <ul style="list-style-type: none"><li>• Are the chapters well laid out and coherent?</li><li>• Does the work show the use of relevant research methods?</li><li>• Is the evidence authentic?</li><li>• Is there evidence of</li></ul>		

research?		
<b>Conclusion/ Recommendation [10 marks]</b> <ul style="list-style-type: none"> <li>• Has the work been resented?</li> <li>• Does the conclusion answer the objectives?</li> </ul>		
<b>Reference [10 marks]</b> <ul style="list-style-type: none"> <li>• Have the references been accurately presented?</li> <li>• Has the referencing style been consistent?</li> </ul>		
<b>Layout, Presentation and Editorial Assessment [10 marks]</b> <ul style="list-style-type: none"> <li>• Is there continuity in the style of writing?</li> <li>• Is there correct use of English in terms of consistency?</li> </ul>		
<b>TOTAL SCORE (100 MARKS)</b>		

Signature of the Supervisor.....Comment on Submission.....

Signature of the Marker.....Date.....

Signature of the Moderator.....Date.....