BINDURA UNIVERSITY OF SCIENCE EDUCATION

DETERMINANTS OF JOB SATISFACTION AND THEIR EFFECT ON STAFF RETENTION: A CASE STUDY OF THE TURNOVER OF CURATORS IN THE DEPARTMENT OF NATIONAL MUSEUMS AND MONUMENTS OF ZIMBABWE FROM 2009 TO 2013

BY

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The undersigned certify that they have read and recommended to Bindura University of Science Education for acceptance, a research project entitled, 'Determinants of job satisfaction and their effect on staff retention: A case study of the high turnover of curators in the Department of National Museums and Monuments of Zimbabwe from 2009 to 2013.'
DEDICATION

This research project is dedicated to my beloved wife Chengeto, and sons, Tatenda and Kudzanai
ABSTRACT

The research was conducted to find out the determinants of job satisfaction and their effects on the retention of curators in the Department of National Museums and Monuments of Zimbabwe (NMMZ). The research involved 20 curators, (seven females and 13 males), from the Head Office and the organization’s five regions. The management of the organization also participated in the study by providing information on management and administrative issues of the organization, which had a bearing on the interests of the curators. Oral interviews were used to collect data from management and eight curators in Harare. Mail questionnaires and telephone interviews were used for those outside Harare. Interview questions were open ended and those for questionnaires were closed and categorized under six job satisfaction factors; the working environment, achievement, growth and possibility of growth, advancement, responsibility and the work itself. The research results indicated that the rate of turnover of curators was between 20% and 30% per year, and that research output had gone down by 50%. The curators were dissatisfied with poor salaries, allowances and benefits, and unclear promotion policies, and their level of satisfaction was low due to feelings of low recognition. 75% of the curators harboured thoughts of leaving the organization for higher paying organizations like universities. Recommendations were that the organization should reduce dissatisfaction and raise job satisfaction to retain curators by raising salaries and allowances, and offering a broad range of benefits, which should include facilitating housing and vehicle purchase loans, and creating opportunities for recognition. The organization could retool the research department through seeking donations from the public and private sectors, and by forging partnerships, alliances and mergers with business, professional and research entities. These strategies could help widen opportunities for curators’ achievement by providing resources for the conduct of research, which in turn, could enhance the recognition of the curators. Through research activities, the curators could enjoy more responsibility, growth and advancement, and this could motivate the curators and enhance their job satisfaction, retention and optimum performance for the achievement of organizational goals.

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Last, but not least, I would like to remember my wife and sons for encouraging and inspiring me throughout the project, and enduring my physical and emotional absence without counting the cost.
CERTIFICATE OF ORIGINALITY

(MASTER’S PROGRAMME)

DECLARATION

I hereby declare that the research study entitled:

Determinants of job satisfaction and their effects on staff retention: A case study of the turnover of curators in the Department of National Museums and Monuments of Zimbabwe

is my own original work carried out as a Master’s student at Bindura University of Science Education except to the extent that assistance from others in the research study’s design and conception or in style, presentation and linguistic expressions are duly acknowledged.

All sources used for the research study have been fully and properly cited. It contains no material which to a substantial extent has been accepted for the award of any other degree at Bindura University of Science Education or any other educational institution, except where due acknowledgement is made in the research study.

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Student’s name and Signature

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CHAPTER I

INTRODUCTION

1.1 Background to the study

This research was on the major determinants of job satisfaction and their effect on the retention of curators of the Department of National Museums and Monuments of Zimbabwe (NMMZ). Employee turnover is a problem which affects many organizations, and it is particularly adverse when the most skilled employees leave to join competing organizations. In the case of the Department of National Museums and Monuments of Zimbabwe, curators are attracted to universities, where they easily fit in the system as lecturers and researchers in related fields.

Curators, like all employees, leave as the result of an unfavourable job environment or undesirable job characteristics. If employees possess skills in high demand, like the curators do, they may be lured away by higher pay, better benefits or growth potential elsewhere (http://bizfilings.com) as accessed on 16/08/13. The losing organization shoulders heavy costs through advertising the vacant posts, recruitment, selection, training and induction of new staff. Turnover costs can be 50% to 60% of an employee’s annual salary, with total costs running from 90% to 200% (Allen 2008).

Turnover affects productivity, performance and quality, and in turn, the profitability and reputation of the company. As employees are the most important resources in an organization, organizations are seized with the need to retain available staff and reduce turnover. For employees to stay with their organization, the conditions under which they work should be satisfactory, or even better than those of other organizations. The high turnover of curators could be an indication of low satisfaction with the conditions obtaining in the Department of National Museums and Monuments of Zimbabwe, and this study is designed to establish the determinants of job satisfaction and their effects on the retention of curators in the Department of National Museums and Monuments of Zimbabwe.
The Department of National Museums and Monuments of Zimbabwe resulted from the amalgamation of the then Historical Monuments Commission and the Rhodesian National Museums in 1972. The department falls under the Ministry of Home Affairs, and it is mandated through the National Museums and Monuments Act 25:11 of 1996, to preserve and present to the public, the cultural and natural history of Zimbabwe. It has a total staff establishment of 470 employees but at the time of the research it had 433 employees. Its structure comprises the Head Office and five regions, namely, the Northern Region (whose headquarters is in Harare), the Western Region, with the headquarters in Bulawayo, the Central Region, with its headquarters in Gweru, the Eastern Region, with the headquarters in Mutare, and the Southern Region with its headquarters in Masvingo. Each region is administered by a regional director. The head of the organization is the Executive Director who is located at the Head Office in Harare.

The Northern Region is headquartered in the Museum of Human Sciences (formerly the Queen Victoria Museum). The museum specializes in over three million years of human development in Zimbabwe. The highlights include a model of the African Village, historic buildings, the Epworth balancing rocks, rock paintings at Domboshawa and Mutoko Ruins. In all, the northern region administers 52 monuments. The Eastern region museum displays a variety of objects on themes like archaeology, ethnography, geology and natural history, and among its collections are vintage cars, motor bikes and colonial era ox-drawn wagons and coaches, as well as historic buildings. The eastern region administers 16 monuments. The Central Region museum illustrates developments in military equipment from the sixteenth century to the Zimbabwean liberation war. It also features displays of civil and military aviation, and administers the Kwekwe Mining Museum, and 15 other monuments including Naletale and Danangombe ruins. The Southern region museum is based on the Great Zimbabwe, which is Southern Africa’s largest settlement and a centre for Shona culture. It comprises a set of imposing stone walled enclosures and terraces built between the twelfth and fifteenth centuries by about 18 000 inhabitants. The museum also displays the Zimbabwe Bird, which is the Zimbabwean national emblem. Among its 14 famous sites are the Gokomere Iron Age site and the Chemavara Rock Art site. The western region museum is the museum of natural history. It houses insects, birds, and mammals, and a variety of research departments including entomology, herpetology, geology and palaeontology, ornithology and archaeology. The region administers 47 monuments, including the scenic Matopo Hills and Khami Ruins.
Five monuments, namely, the Great Zimbabwe, Matopo National Park, Mana Pools, Khami Ruins and the Victoria Falls are World Heritage sites. The Northern Region administers four provincial heroes’ acres, the Southern Region administers three, the Head Office administers two, including the National Heroes’ Acre, and the Eastern, Central and Southern regions administer one heroes’ acre each. Each provincial heroes’ acre has provision for a site museum, which is a repository for information and objects that tell the story of the Zimbabwean liberation struggle.

The Department of National Museums and Monuments of Zimbabwe also administers heroes’ acres in Zambia and Mozambique, and curators periodically visit them for routine maintenance and the education of members of the public. Examples of these are Chimoio Nyadzonia, Tete, Doeroi, and Chibawawa in Mozambique, and Freedom Camp, Mkushi, Mulungushi and Nampundwe in Zambia.

The mission of the Department of National Museums and Monuments of Zimbabwe is to provide heritage management services that promote an understanding and an appreciation of that heritage within Zimbabwe and beyond. In fulfilment of this mission, the Department of National Museums and Monuments of Zimbabwe administers the nation’s museums and monuments, and preserves monuments, relics, specimens and other objects of historical and scientific value or interest. For the benefit of present and future generations, the department documents and presents the nation’s liberation heritage. The department declares any monument a national monument, and keeps a register of all national monuments and relics. In order to achieve the protection of monuments, it prohibits unauthorized excavations of all declared sites. Exhibitions officers present collections to the public, and promote community involvement in heritage management. Among the responsibilities of curators, one of the most important is conducting original research in human and natural sciences, the products of which are consumed by the public on visits to museums and monuments for presentations, displays and documents on national heritage.

1.2 Statement of the problem

The Department of National Museums and Monuments of Zimbabwe is experiencing a high rate of curator turnover. Between the year 2009 and 2013, there was an average turnover rate of 20%. Because of the high turnover of curators who have the relevant knowledge and skills, the department is failing to fulfil its core functions of collecting, researching, documenting, presenting, preserving and conserving objects and information. As a result, the operational
capability has been significantly compromised, and the image and reputation of the organization have been damaged. The research therefore sought to establish the determinants of job satisfaction that affected retention in curators of the Department of National Museums and Monuments of Zimbabwe.

1.3 Purpose of the study
The purpose of the study was to investigate the determinants of job satisfaction and their effect on retention of curators in the Department of National Museums and Monuments of Zimbabwe.

1.4 Main research question
The main research question was ‘What are the determinants of job satisfaction that affect the retention of curators of the Department of National Museums and Monuments of Zimbabwe?’

1.4.1 Sub questions
The sub questions were:

- What are the major determinants of job satisfaction for the curators?
- What is the level of satisfaction of current curators?
- What is the level of the curators’ engagement and morale?
- What factors push curators from the National Museums and Monuments of Zimbabwe?
- What is the likelihood of current curators leaving the organization?

1.5 Objectives of the study
The objectives of the study were:

- To explore the major determinants of job retention in the Department of National Museums and Monuments of Zimbabwe
- To establish the level of satisfaction of current curators in the Department of National Museums and Monuments of Zimbabwe
- To assess the current level of engagement of the curators in the Department of National Museums and Monuments of Zimbabwe
• To determine the likelihood of current curators leaving the organization

• To make recommendations for the reduction of turnover in the Department of National Museums and Monuments of Zimbabwe

1.6 Significance of the Study
The results of the study were to help managers identify factors that cause external turnover and work towards reducing the impact of these factors. The results were also going to influence policy and practice in hiring and retaining curators. After identifying the factors, management would acquire information about actions to take to improve the retention of curators. Retention of curators as the result of acting on information from the research would result in substantial savings to the Department of National Museums and Monuments of Zimbabwe. The results of the research would also add knowledge onto the existing body of knowledge on causes of employee voluntary turnover in general.

1.7 Assumptions of the study
In carrying out this study, it was assumed that the respondents were going to offer honest responses. It was also assumed that the authorities in the Department of National Museums and Monuments of Zimbabwe would cooperate throughout the research. As the research results were likely to help the organization improve the retention of its curators, it was assumed that top management would provide support to the researcher and influence the lower level echelons to ensure the research succeeded. The key assumption was that perceived low salary levels and the shortages of job tools had the most impact on job turnover in that order.

1.8 Delimitations of the study
The study was limited to the five regions of the Department of National Museums and Monuments of Zimbabwe and the Head Office. The research did not attempt to reach out to those curators who left the country or who were geographically dispersed in other organizations inside the country. Statistical information provided is largely descriptive.

1.9 Limitations of the study
As it was difficult to trace the curators who voluntarily left the organization between 2009 and 2013 to find out the circumstances that caused them to voluntarily leave the Department of National Museums and Monuments of Zimbabwe, inferences were made from responses given by the curators who were accessible. It may be difficult to generalize the results of this research
to situations that obtained before 2009. Some of the respondents were far out of Harare, and it was not possible for them to seek clarifications on the questionnaire. Similarly it was not possible for the researcher to observe their attitudes towards aspects of the research.

### 1.10 Definition of Terms

**Curator:** A curator is a keeper of information and objects in a museum, and he is at the centre of the core business of the Department of National Museums and Monuments. He collects information and objects, accesses them into the museum register, looks after the objects and information, documents them, prepares and sustains a suitable storage environment, preserves and conserves them, and presents them to the public. He also conducts research on the objects and information collected, and publishes the research results for the consumption of the public.

### 1.11 Organization of the study

The first chapter gave the background to the problem of turnover in the Department of National Museums and Monuments of Zimbabwe. It provided the background to issues of turnover in general and how turnover affected the Department of National Museums and Monuments of Zimbabwe. It also gave the organization’s structure and proceeded to explain the purpose of the study, the problem, delimitations and limitations of the study. Chapter II will review related literature, while Chapter III will present the research methodology. Chapter IV will discuss the findings, and Chapter V will summarize the research and draw conclusions and recommendations.

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**CHAPTER II**

**LITERATURE REVIEW**

**2.1 Introduction**
This chapter reviews related literature by other researchers and thinkers on the determinants of job satisfaction and their effect on retention. The review deepens the understanding of linkages between job satisfaction and turnover in relation to the problem under investigation, and provides insights into solving the problem of turnover of curators in the Department of National Museums and Monuments of Zimbabwe, based on what the cited authorities observed and on theoretical and conceptual perspectives presented. The review analyses the theories propounded by Maslow (1947) theory of the hierarchy of human needs and Herzberg’s (1959) theory of hygiene and motivation factors. Literature review focuses on the theory or theories from which the topic is derived, the research questions, the problem and sub problems and identifying the gap that the current research seeks to fill.

2.2 The Nature of employee turnover

According to Reh, as cited in management.about.com (as accessed on 18/01/13), turnover can be categorized as voluntary or involuntary. Voluntary turnover is when an employee leaves the organization on his/her volition, while involuntary turnover involves the employer taking the decision for the employee to leave, for example through a layoff, or when the employee is forced off employment by other unavoidable circumstances. The turnover rate is given as the number of employees leaving the organization in a certain period as compared to the total number of employees in the organization over the same period.

2.3 Causes of employee turnover

Turnover is a reflection of the discrepancy between what the employee expects and what the employer provides (Mullins: 2005). Researchers are persuaded to believe that turnover is caused by the discrepancy between the job outcomes people want and the outcomes they perceive they obtain (Johns 1996) in http://www.journalsbank.com (as accessed on 02/08/13). Allen (2008) argues that low job satisfaction and low commitment initiate a withdrawal process, which includes thoughts of quitting, job searching, comparison of alternative opportunities and the intention to leave. Mullins (2005) contends that when there is considerable job dissatisfaction, there is likely to be high turnover, but also states that job satisfaction itself does not help keep turnover low. The researcher then argues that if job satisfaction cannot keep turnover low, then there must be another factor besides job satisfaction of greater valence than job satisfaction. The question to be posed is what role job satisfaction plays where employee turnover is kept low.
While the focus is on job satisfaction, it should also be acknowledged that job dissatisfaction can be even more important in employee turnover. Job dissatisfaction is as the result of unmet basic needs, and these are hygiene factors. Dissatisfaction is a result of a discrepancy in hygiene factors, and, according to Mullins (2005) dissatisfaction is more likely to cause turnover than satisfaction can retain employees. It therefore would suggest that satisfaction is weaker than dissatisfaction and therefore employees who may experience higher order needs may leave if the basic needs are not met. If dissatisfaction is higher than satisfaction in the Department of National Museums and Monuments, curators are more likely to leave as the result of the dissatisfaction than as the result of low satisfaction. The motivation factors would have become weaker than the hygiene factors. This seems to be supported by Smith in http://www.articledashboard.com as accessed on 16/09/13 who says the main reason for leaving is that employees see better opportunities elsewhere, and that they may be pushed by financial needs, which are one cause of dissatisfaction. Other factors are given as leadership style, personality clashes and when the organization’s future appears uncertain. In short, all other things being equal, employees leave the organization when financial rewards are less than those of other organizations. Other repellents include bad matches between the employees’ skills and jobs, substandard equipment, tools or facilities, lack of opportunity for advancement and growth, feelings of not being appreciated, inadequate or lacklustre supervision, and unequal or substandard wage structures.

According to www.buzzle.com, the most common reasons why employees voluntarily leave employment, as accessed on 16/08/13, are low pay as compared to that offered by other companies, poor advancement and promotion policies, especially in the mid level executives, working environment, and poor working procedures. This observation cites hygiene factors only, to show their significance at levels up to mid executives who may not have company perks like Chief Executive Officers do. This being the case, low level employees, curators included, leave for better paying jobs, and this is supported by www.sigmaassessmentsystems.com as accessed on 16/08/13, which states that turnover is caused, among others, by the existence of higher paying jobs elsewhere, poor performance of organizations in difficulty, which, as a result, are faced with likely layoffs, inability to elicit a sense of commitment, absence of a sense of shared goals to induce job satisfaction, repetitiveness, danger, challenge, absence of perceived importance, incapacity of the job to elicit a sense of accomplishment and unrealistic expectations. Though motivation factors are
powerful, hygiene factors are also significant in the determination of causes of employee turnover.

Hom and Griffeth (1995) cited in http://www.journalsbank.com as accessed on 02/08/13, observed that in 800 turnover studies that were conducted, age and tenure had a negative relationship with turnover. Mobley et al (1979) cited in http://www.journals.com (accessed on 02/08/13) also found out that age, tenure, overall satisfaction, job content, intentions to remain on the job and commitment were all negatively related to turnover. Observations are therefore that, younger employees and those who have been in the job for relatively shorter periods are more likely to leave than older employees and those who have been in the job for relatively longer periods. These findings also indicated that the relationship between intentions to quit and turnover was consistent and generally stronger than that with satisfaction, which in other words means satisfaction is a weak causal factor of job turnover.

In a research on job satisfaction and turnover carried out by Ronra and Chaisawat in mba14.files.wordpress.com (accessed on 02/08/13) of 11 Amari hotels and resorts in 2009, in Thailand, the findings were that employees indicated that the working environment, growth and possibility of growth, and the work itself, were three factors that had a significant relationship with overall satisfaction. From the results, pay is not included as the most important factor to employees, but the working environment. Kehinde(2009) as cited in http://www.journalsbank.com (accessed on 02/08/13) presents results of rankings of a job satisfaction survey he conducted at Black Horse Industries, manufacturers of plastic products in Nigeria, in 2009. The findings give the percentage ratings of seven job factors as pay 82%, promotion 62%, work interest 88%, supervision 78%, co-workers 56%, working conditions 95% and fairness 72%. From the ratings, the socialization factor is at the end and the highest ranking is on working conditions. The working conditions account for the highest influence and are closely followed by work interest and pay, depicting the criticality of the working environment as a determinant of staff turnover.

Working conditions include the physical conditions as well, and these are low order factors, like poor ventilation and light conditions that can cause health problems and danger, and not motivation factors that cause satisfaction. Satisfaction can only reduce turnover when a certain level of hygiene factors is present. For example, employees can do with the negative attitudes of co-workers, but not a situation of poisonous gases.
The two observations show that employers should not only worry about pay levels of their employees, but also other factors as indicated in the results. Organizations which enter into heavy commitments with the objective to please employees with high salaries are surprised when the employees do not reciprocate by staying longer in their organizations.

2.4 Job satisfaction

Mullins (2005) posits that job satisfaction involves likes, dislikes, extrinsic and intrinsic needs, while Mumford as cited in Mullins (2005:732) says that job satisfaction is “a fit between what the organization requires, what the employee is seeking and what the employee is receiving.” Locke as cited in Luthans (2008:141) defines job satisfaction as “a pleasurable or positive emotional state usually from the appraisal of one’s job or job experience” Locke in Luthans (2008) states that job satisfaction is the result of the employees’ perception of how well their job provides those things that are viewed as important. In response to Luthans (2008) job satisfaction is a perception, and not an absolute condition. It is also relative to circumstances. Even when those important things are provided, the emergence of a new organization with better conditions will render the job satisfaction weaker.

Employees are concerned about fairness in pay, and most would want pay to be tied to the level of performance. Spector and Berkowith (2008) as cited in http://www.journals.com (accessed on 02/08/13), however, state that the correlation between the level of pay and job satisfaction tends to be surprisingly small. This observation is also backed by Spector (1996) in http://www.journals.com who says it is the fairness of pay that determines pay satisfaction rather than the actual level of pay. Spector (1996) in http://www.journals.com (accessed on 02/08/13) also says that even a pay raise is not enough to raise employee satisfaction. Thus, for as long as the pay inequities exist, employees remain dissatisfied with the work environment.

Luthans (2008) views the work itself as the extent to which the job provides the individual with interesting tasks, opportunities for learning and the chance to accept responsibility. Robbins (1989) in http://www.journals.com (accessed on 02/08/13) states that employees who find their work interesting are more satisfied and employees tend to prefer jobs which afford them variety and freedom as well as jobs where they get constant feedback on how they are doing. Friday and Friday (2003) as cited in http://www.journalsbank.com (accessed on 02/08/13) note that if a job is highly motivating, employees are likely to be satisfied with the job content and to deliver higher quality work, leading to lower rates of absenteeism and turnover. Myers (2003) in http://www.journalsbank.com (accessed on 02/08/13) says as workers become more
removed from the ability to make meaning through work, the opportunity to experience job satisfaction becomes more difficult.

Luthans (2008) states that chances of advancement in the organization should be based on performance, and Bajpai and Srivastava (2004) in http://www.journalsbank.com (as accessed on 02/08/13) say that promotions provide opportunities for personal growth, more responsibilities and increased social status, while Robbins (1989) in http://www.journals.com (as accessed on 02/08/13) observes that employees seek promotion policies and practices that they perceive to be fair and unambiguous, and in line with their expectations. He states that fair promotion practices enhance job satisfaction. The critical criterion is fairness. Every employee has to earn what he receives. Aamodt (2003) in http://www.journals.com (as accessed on 02/08/13) says that fairness is the extent to which employees feel they are being treated fairly, while Robbins, as quoted in http://www.journals.com (accessed on 02/08/13), contends that fair policies and procedures increase satisfaction.

Luthans (2008) posits that supervisors’ abilities to supervise must be enhanced in order for them to provide technical assistance and behavioural support to subordinates, and that they should have interest in the employees to enhance their emotional support for the employees. Aamodt (2004) in http://www.journalsbank.com (accessed on 02/08/13), notes that people who enjoy working with supervisors are more satisfied than those who do not. Bishop and Scotts (1997) as cited in http://www.journalsbank.com (as accessed on 02/08/13) observe that satisfaction of employees with supervisors is related to organizational and team commitment, which results in higher productivity, lower turnover and a greater willingness to help.

The degree to which co-workers are technically proficient and socially supportive determines the level of employees’ job satisfaction. The work group becomes a source of support, comfort, advice and assistance to the individual members. Luthans (2008), however, says that this factor is not essential to satisfaction. In support of the positive impact of co-workers on employee well being and satisfaction, Pfeffer in Aamodt (2004) in http://www.journalsbank.com (accessed on 02/08/13), recognizes that employees observe the level of satisfaction of other employees and then model their behaviours after them.

2.5 Effects of employee turnover

Allen (2008) says that turnover matters, for it is costly, it affects business performance and it becomes increasingly difficult to manage. It takes time for a new employee to adapt to the new
organization, even if he or she has the requisite training. The new employees are attached to experienced employees for mentoring, and this practice consumes a lot of the mentor’s time, and production generally suffers. The organization is also obliged to pay heavy, and sometimes unexpected, separation perks. Those employees who remain are overworked, and they claim overtime payments, which add to the already existing burden of costs to the organization. Allen (2008) observes that the morale of those employees who remain drops as they see their team members leave, and as they develop doubts about the future of the organization. This situation further causes a decrease in productivity and performance, and damages the organization’s image and reputation.

2.6 Employee retention

For an organization to retain its employees, it should create and maintain desirable job conditions. According to www.bizfilings (as accessed on 16/08/13), internal factors influencing employees to stay include desirable benefits, pleasant working conditions, opportunity for growth and advancement, pay and job security. Allen (2008) as cited in http://www.journalsbank.com (accessed on 02/08/13) provides a retention management plan which includes promotion of fairness in pay and reward decisions, amicable relations between supervisors and employees, employee engagement through job design, accommodating and socialising new employees, providing positive feedback, and exposing new employees to role models.

Mullins (2005) says there is a very weak relationship between turnover and job satisfaction, and in another research, Spector and Berkowith in http://www.journalsbank.com (accessed on 02/08/13) observe a surprisingly small correlation between the level of job satisfaction and pay, contrary to the assumption that pay is what employees desire most in a job. It is therefore, a cause for serious search to explain the low correlation between job satisfaction and pay. If there is a very weak relationship between turnover and job satisfaction, and a small correlation between job satisfaction and pay it means that turnover is neither linked to job satisfaction nor pay, but maybe, the fairness of pay, and fairness of pay can only be perceived in comparison with what others of similar qualifications doing a similar job are receiving.

Allen (2008) hints that turnover reduction can be achieved by managing turnover paths and adopting retention strategies. These strategies include monitoring workplace attitudes and managing the drivers of turnover, offering better rewards, attending to key attitudes of organizational commitment and job satisfaction, realizing the importance of healthy
relationships between the employee and his immediate superior, and role clarity. Allen (2008) proceeds to advise that role definition, communication and reinforcement of performance expectations should be included. At the same time, job design has to be considered in the light of job scope, promotion opportunities, and opportunities to participate in decision making, and work group cohesion.

2.7 Job design

Job design is the way tasks are combined to form complete jobs (Coulter and Robbins 2007:364). According to Szilagyi (1981) work can be made more interesting by job redesign, which is achieved through job rotation, job enlargement and job enrichment. Job rotation is moving from one job to another, while job enlargement involves increasing the number of different tasks required in a job and the frequency with which the tasks are repeated. Job rotation and enlargement, according to Szilagyi (1981) are not adequate to cause motivation, as the employees continue doing the same monotonous and boring tasks. Szilagyi (1981) observes that job enlargement by itself is not enough as it only broadens the range of similar skills. Szilagyi (1981) recommends job enrichment, which refers to vertical expansion and an increase in the depth of a job. Job enrichment provides employees with the opportunity to control their world. Szilagyi (1981) says that job design involves altering the employee’s job so that it is challenging and intrinsically rewarding, but he warns that managers should note that not all employees will react as desired. Managers should therefore conduct an analysis and identify the changes to be effected for appropriate changes that will make employees feel empowered and therefore feel satisfied and stay on the job. This design allows the employee to do an entire job activity with increased freedom, independence and responsibility, which increases job satisfaction.

2.8 The Job Characteristics model

Job design leads to the Job Characteristics Model, by Hackman and Oldham as accessed on 09/11/13. Hackman and Oldham’s job characteristics model proposes that high motivation is related to experiencing three psychological states which are meaningfullness of work, responsibility and knowledge of outcomes. According to Hackman and Oldham in www.yourcoach.be/en/employee, (accessed on 09/11/13) meaningfullness is derived from skill variety, task identity, that is, completing a full product, and task significance, which relates to the ability to identify the task as contributing to a worthy cause. Responsibility is derived from autonomy, as the job provides
freedom, independence and discretion to the individual in scheduling the work and determining
the procedure to be used in carrying out the work (www.yourcoach.be/en/employee as
retrieved on 09/11/13). Knowledge of outcomes is derived from feedback from others and
customers and it helps the employee to notice his mistakes and do the work correctly and
develop himself. According to Hackman and Oldham, in www.yourcoach.be/en/employee (as
accessed on 09/11/13), knowing the three psychological states makes it possible to derive the
key components of the design of a job and redesign it.

According to www.yourcoach.be/en/employee, (accessed on 09/11/13) the key components of
the design of a job to be considered for the redesign of a job are, varying work to enable skill
variety, assigning work to groups to increase the wholeness of the product and give a group to
enhance significance, delegate tasks to their lowest possible levels to create autonomy and
hence responsibility, and to connect people to the customers that receive them so as to provide
the more a job is designed around skill variety, task identity and task significance, the greater
the motivation, performance and satisfaction, and the lower the absenteeism and likelihood of
resigning.

According to www.bizfilings.com, as accessed on 16/08/13, an organization should identify
the positive aspects of the business that make employees want to stay. According to Allen
(2008) employee retention efforts must focus on leading the market on rewards that fit with
business and Human Resource strategy, tailoring rewards to individual needs and preferences,
promoting justice and fairness in pay and reward decisions, and explicitly linking rewards to
retention. Allen (2008) also indicates that supervisors and managers need to lead and develop
effective relationships with subordinates and to avoid hostile verbal and non verbal abuse, and
ridiculing employees. Employers are called upon to exude integrity and professionalism. Allen
(2008) advocates the engagement of employees through job design. Job design is the deliberate
act of increasing variety, autonomy and responsibility. Training and development helps retain
employees. It includes orientating new employees and communicating how jobs contribute to
the organization’s mission. Allen (2008) says this helps new employees to establish
compensation, which reflects fairness in the eyes of employees and addresses the issue of
satisfaction. Similarly, the organization should define challenging goals, provide positive
feedback, recognize all contributions, and open space for socialization to expose new
employees to role models and mentors as a way of retaining them.
Mullins (2005) conducted a survey and carried out a series of informal discussions at a UK supermarket in the 1990s, to undertake a company-wide review of staff attitudes. Mullins (2005) observed that the degree of fit determined the extent to which the employee was satisfied, and Mullins (2005) contended that the fit could be divided into five contractual areas. Mullins (2005) identified these areas as knowledge, psychology, efficiency, ethics and task structure. The results of the survey were analyzed, and observations were as follows:

2.8.1 The knowledge contract

Most employees felt that their skills were not being fully utilized, as there were limitations to what they could do. Employees were regarded as incapable or even a risk to the organization. The employees were not adequately informed about their careers, suggesting that they worked in ignorance about their career development. There was no communication between them and management, and so they were not motivated to work or do a good job. Employees also wanted their responsibilities to be made clear and the training to be individualized to meet their needs, rather than having the training conducted uniformly without ascertaining individual training needs. An employee who is not well informed about his/her career path or feels his/her training needs are not being met, does not see the prospects of advancement, and this leads to loss of interest and to thoughts of leaving the organization.

2.8.2 The psychological contract

Under the psychological contract, employees were concerned with higher order needs rather than lower order needs, as lower order needs were satisfied through pay and other factors. The social needs of the employees that were studied were satisfied, through supportive relationships. It was also noted that, although the employees were receiving messages of thanks for work done, they indicated that they needed achievement, more responsibility for their performance, and opportunities for checking and controlling their work. The employees needed autonomy and to demonstrate their ability and heighten their esteem and recognition.

2.8.3 The efficiency contract

The study established that financial incentives would improve performance and recommended that wage increases were to be given to those performing well. Seventy-five percent (75%) of the employees were against the restrictive controls imposed upon them, such as limitations to what they should do. On accessibility of supervisors and managers, 75% of the employees said their supervisors were not accessible, while thirty-three percent (33%) did not understand the
branch’s reporting structures and system, and who to report to. The situation presented depicts the neglect of employees’ needs for responsibility and support from supervisors, and very little information on their performance. The low technical and emotional support stifled team work, efficiency and effectiveness, and led to low productivity and low morale, which was not conducive to job satisfaction.

2.8.4 The ethical contract
Under this contract, the study revealed that employees needed to be treated fairly, particularly women. Employees also wanted to be able to express their opinions and views on the affairs of the organization, and they expressed the wish for improved communication within the company.

2.8.5 Task structure contract
In terms of task structure, the results of the study showed that there was need to provide variety, task identity and autonomy. The tasks were found to be too easy and monotonous, and employees wanted the jobs to be redesigned to present challenges. Employees also needed feedback and recognition, which they felt were essential.

2.9 Ways to enhance satisfaction
Strategies to enhance satisfaction were determined as making jobs fun, and enhancement of fair pay, benefits and promotion policies. Another strategy was to match people with jobs that fitted their interests and skills, and to redesign jobs to make them exciting and satisfying. As long as the jobs lacked skill variety, task identity and responsibility, the employees remained disengaged and entertained thoughts of leaving the organization. Curators are highly skilled employees who desire challenging research work and publishing their research results. If the jobs available in the Department of National Museums and Monuments of Zimbabwe do not provide opportunities to use their skills, or are a repetition of the same skills, the curators will decide to leave the organization. Employees who perceive inequity in pay scales or benefits, and unfair promotion practices tend to be more likely to leave the organization, and this may explain the high levels of turnover in the department. Retention, therefore, is a function of structuring jobs such that they present skills needed by the employees and suit the personalities of the employees.
2.10 Theories of motivation and satisfaction at work

Stoner (2009) presents the scientific management model by Taylor in 1910, the Human Relations Model by Mayo in 1920 and 1934, and the Human Resources Model by McGregor in 1960. An engineer by profession, and a manager, Taylor developed scientific management, and he believed in one best way of doing a job, which involved breaking a job into tasks and specific motions and timings. Employees were regarded as incapable of thinking and giving ideas. Employers motivated employees by pay. Elton Mayo’s Human Relations Model provides that employees were motivated by management’s acknowledgement of the employees’ social needs and the need to feel useful and important. Workers needed to participate in decision making. Socially satisfied employees also felt satisfaction in their jobs and stayed longer in their jobs. The Hawthorne Studies at the Western Electrical Company in America established that workers’ satisfaction and productivity were based on recognition, security and being part of a team over and above the money (www.mftrou.com as accessed on 08/11/13). The research established that the way groups of people were treated and the way that they expected to be treated affected the way they worked. The attention that work groups received during the experiments in which workers performed higher in reduced light conditions was recognition enough to spur effort.

2.10.1 Human resources model

McGregor conceived of the Human Resources Model, which comprised Theory X and Theory Y. Theory X’s assumptions were that man was lazy, and that he naturally avoided work, did not want responsibility, and that in order to work he had to be paid money. Against this theory, employees were coerced to work and enticed by money. Stoner et al (2009) indicate that Theory Y’s assumptions were that employees liked work and responsibility, and managers who viewed employees in this light gave them challenging work and opportunities to advance themselves, and derive job satisfaction.

2.10.1.1 Consequences of Theory X

According to McGregor in Stoner (2009), Theory X managers exercise strict control of the formal methods of communication, and breakdown tasks into their simplest forms, because they do not trust the intelligence and capabilities of their employees. Managers give clear directions and employees are not expected to go beyond what has been prescribed for them,
even when they can do so with ease. Managers think for the employees, coerce them to work, and only fulfil the employees’ lower order needs to prevent dissatisfaction. When employees’ higher order needs are not fulfilled, job satisfaction falters, and the employees disengage themselves from the jobs, and think of leaving the organization.

2.10.1.2 Consequences of Theory Y
Managers allow vertical and horizontal formal and informal communication. Managers delegate authority and workers are given responsibilities and a wide range of tasks. Employees are provided with training, while management practices favourable promotion policies. Managers ensure that they pay particular attention to job design and the provision of opportunities for achievement. Tools for the job are provided, and clear advancement and promotion structures are laid down. Thus, Theory Y assumptions acknowledge the engagement of employees by satisfying both their physical and psychological needs for job satisfaction and commitment to the organization. When the employees are committed to the organization, they stay on the job for long periods.

2.10.2 Maslow’s Hierarchy of Human Needs
Maslow (1947) in [www.ukessays.com](http://www.ukessays.com) postulates that motivation is a result of five different sets of human needs and desires, namely; physiological, safety, love, esteem, and self-actualization needs. Physiological needs include food, water, shelter and rest, which are the most essential for human survival. Safety needs include physical safety, job security, and retirement benefits. Love or affiliation needs include being a member of a group, club or team and being appreciated, or feeling missed when one is absent. Esteem needs are related to confidence in one’s abilities and recognition by others, while self-actualization is concerned with self-fulfilment or becoming the best that one can be.

According to Maslow (1943) these needs are arranged in a hierarchy of importance, with the most basic at the base. From the base of the hierarchy going up, the needs are arranged as physiological, safety, love, esteem and self-actualization. As one level is satisfied, it loses its motivating effect and the individual is motivated to satisfy the next need up the hierarchy.

Maslow’s theory postulates that to satisfy basic needs, employees need satisfactory pay packages. For security needs, employees need contracts of work, sickness benefits and pension schemes. With respect to social needs, employers should design jobs that involve interactive work, and provide opportunities for the formation of clubs. To fulfil esteem needs, managers
should maintain regular communication with the employees and assure them they are doing a good job, and also implement job enrichment plans. As for self-actualization, managers should provide training, promotion opportunities and allow employees to control their jobs for empowerment. Managers should focus more on those employees who are essential for the future success of the organization.

2.10.3 Herzberg’s Two-Factor Theory

In explaining the dissatisfaction and satisfaction of employees at work, Herzberg’s theory is found applicable. Herzberg (1959) as cited in en.wikipedia.org (accessed on 02/08/13) came up with the two-factor theory or the motivation-hygiene theory, which stated that certain factors in the job caused job satisfaction, while others caused dissatisfaction. According to Herzberg (1959), as cited in en.wikipedia.org (accessed on 02/08/13), dissatisfaction is caused by discrepancies in hygiene or job context factors, which include company policies, salary, interpersonal relations on the job and working conditions. According to www.ericdigests.org as accessed on 02/08/13, the other factors are referred to as motivating or job content factors, which are achievement, recognition, the work itself and responsibility. Hygiene factors are lower order needs, while motivational factors are higher order needs. The theory provides that the dissatisfaction and satisfaction sets of factors act independently of each other. Individuals are not contented with the satisfaction of lower order needs, but with the gratification of higher order needs. One set of factors leads to worker satisfaction at work, while the other set leads to dissatisfaction. Herzberg (1959), in en.wikipedia.org (accessed on 02/08/13), stresses that the satisfaction and dissatisfaction are not on a continuum, but that they are independent phenomena. The theory suggests that to improve job attitudes and productivity, administrators must attend to both sets of characteristics, and not assume that an increase in satisfaction leads to a decrease in dissatisfaction.

Herzberg (1959) in en.wikipedia.org (accessed on 02/08/13) interviewed 203 Pittsburgh engineers and accountants and found out that characteristics related to the nature of work which caused satisfaction were achievement, competency, status, personal worth and self realization. However, according to Herzberg (1959) in en.wikipedia.org (accessed on 02/08/13) the absence of such gratifying characteristics does not lead to unhappiness and dissatisfaction. Instead, dissatisfaction results from unfavourable assessment of the job context or environment made up of company policies, supervision, technical problems, salary, interpersonal relations on the job and working conditions. If management wants to increase satisfaction on the job,
therefore, it should be concerned with the nature of the work itself, and if management wants to reduce dissatisfaction, it must focus on the environment.

Herzberg (1959) as cited in en.wikipedia.org (as accessed on 02/08/13) concludes that if management is equally concerned with both, it must give attention to both sets of job factors. Hygiene factors are needed to ensure an employee is not dissatisfied, while motivation factors are needed to motivate an employee to higher performance, satisfaction and staying on the job.

2.11 Major tenets of Herzberg’s Theory

Herzberg emphasizes that job enrichment is based on the relationships among ability, opportunity and performance reinforcement. He observes that the more ability an employee possesses to do his/her job, the easier the employee can be motivated to do a good job. The job must offer an opportunity to make full use of one’s own abilities. Herzberg (1974:7) says “Managers cannot motivate a person to do a good job unless there is a good job to do.” Finally, employee readiness to grow with this work needs to be reinforced. Herzberg (1974) proceeds to say there is no sense in providing training without opportunity, no sense in offering opportunity without training, and no sense in offering both training and opportunity if the reinforcement is solely by hygiene factors. Herzberg (1974) presents features of a good job as direct feedback, a client relationship, a learning function, the opportunity for each person to schedule his/her own work, unique expertise, control over resources, direct communication and personal accountability. The implication is that employees are satisfied with jobs in which they have the freedom to plan the tasks that build up their jobs, decide what to do and how to do it, and in which they receive immediate knowledge of the quality of their work. They will feel esteemed through positive comments and own the results of their efforts. In the case of curators, it satisfies them when they autonomously carry out researches employing a variety of skills and publishing the results. Under such circumstances, the likelihood to leave remains remote.

2.12 Comparison of Maslow’s and Herzberg’s Theories

Luthans (2002), compares Maslow’s theory with Herzberg’s theory, and views hygiene factors as preventive and environmental in nature, and being the equivalents of Maslow’s lower order needs, which bring motivation to zero level, but reduce dissatisfaction. Motivators in Herzberg’s theory are equivalent to higher order needs in Maslow’s hierarchy of needs. According to Herzberg, an individual must have a job with a challenging content in order to be fully motivated. Herzberg in Luthans (2002) says that even if employees are paid more, they
will not be motivated, but that what motivates them is a challenging opportunity for achievement, recognition, responsibility, advancement and growth. Herzberg, as cited in Luthans (2002) emphasizes that factors responsible for creating satisfaction are the sense of achievement in completing work, recognition by others within the organization, responsibility assumed, varied work involving an assortment of interesting tasks, and prospects of promotion.

2.13 Critique of Maslow’s and Herzberg’s Theories

According to Luthans (2002), Herzberg’s theory oversimplifies the complexities of work motivation. Luthans (2002) cites that blue collar workers like truck drivers would actually prefer jobs with better physical conditions and convenience, and proceeds to say that Caribbean hotel workers reported more interest in wages, working conditions and appreciation of their work as key motivators, and in general this could be the situation in Zimbabwe, where employees are more concerned with basic needs like housing, transport and household effects to show for their status as employees. The educated and high profile employees need esteem and self actualization more because they value these psychological states more. Bennett (1994) argues in favour of money as a motivator. His first argument is that high wages provide access to physical goods, services and lifestyles which are greatly valued by the majority of employees, and goes further to argue that high incomes indicate occupational competence and are indeed a mark of success, which constitutes an important motivating factor. According to Bennett (1994) pay rises for excellent performance can greatly increase a worker’s commitment and general morale. Ahuja (2001) indicates that maintenance factors are good enough to be motivators, because, in developing countries, primary needs have not yet been fulfilled, and this can be the case in Zimbabwe too.

According to Bennett (1994) from Maslow’s theory, some needs may not exist in certain people, and this makes it impossible to generalize. He argues that needs may not be ranked, indicating pre-potency of some over others. According to www.ukessays.com a set of needs does not need to be entirely satisfied in order for the individual to proceed to the next level. Already, a certain degree of satisfaction can be enough for the individual to aim for another set of needs. Some people may have a stronger interest in esteem than in love and therefore want to satisfy the esteem needs earlier. Another group of persons may be satisfied with settling in one level of the hierarchy without being interested in satisfying any higher levels. This study set out to find out factors with the most impact on retention of curators and compare them with
what earlier researchers found out, such as ranking of the factors by Kehinde (2009) in his research on Black Horse Industries in Nigeria.

2.14 Summary

The review of related literature identified factors that contribute to job satisfaction, which, if not met may lead to employee turnover. The review also identified strategies that promote employee retention and cited studies by other researchers. The next section gives the methodology of the research.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter is an explanation of the methods that were used to gather data. The chapter comprises the research design, the instruments that were used to collect the data, sampling methods, issues of validity and reliability of the instruments, and data collection procedures, presentation and analysis. The sampling and data collection methods were influenced by the nature of the study population and the circumstances under which the study was conducted.
Face-to-face interviews, questionnaires and telephone interviews were used where they were convenient and for triangulation purposes.

3.2 Research Design

Seltiz et al (1959), define a research design as the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in practice. Nachmias and Nachmias (1985) describe research as the programme that guides the investigator in the process of collecting, analysing and interpreting of observations. Data collection employed face-to-face interviews, telephone interviews, and questionnaires, aimed at a systematic and comprehensive collection of information for the description and explanation of behaviours of people. Use was made of both qualitative and quantitative data, the advantages being that qualitative data provided rich information which could not be captured by quantitative methods, such as attitudes and feelings, while quantitative methods provided statistical information to measure the extent of relationships of observed data, such as the ranking of environmental factors in their impact on turnover and offer meaningful conclusions. Attitudes and feelings of employees were collected and the responses were used to establish possible causes of employee turnover in the Department of National Museums and Monuments of Zimbabwe.

3.3 Population

At the time of the research, the Department of National Museums and Monuments of Zimbabwe employed 32 curators who were distributed over the five regions and the Head Office. The 32 curators were the target population of this study. Owing to its small size, the entire population was to be studied. The population comprised 10 females and 22 males, with the Western Region and the Northern regions having more curators than the other regions.

3.4 Sampling

Fraenkel (1996:111) explains sampling as “the process of selecting the individuals that will participate...in a research study.” Wegner (1999) defines a sample as the process of selecting a representative subset of observations from a population to determine the characteristics, (that is, the population parameters) of the random variable under study. In this research, the sample size was made up of 20 curators from Harare (Northern Region and Head Office), Southern Region, Eastern Region and Central Region. The 20 curators were the final group after attempts
to include all the curators into the study failed. One was on leave, and ten did not return questionnaires.

3.5 Data Collection Instruments

3.5.1 The Questionnaire

The questionnaire was used as the dominant tool to gather data from the curators, and, since the curators were widely spaced, the e-mail was used. The questionnaires were mailed to respective regional directors who then distributed them to the curators to complete. The completed questionnaires were returned to the researcher through the regional directors. Gall Borg and Gall (1996) define questionnaires as documents that ask the same questions of all individuals under study. Questionnaires cover long distances at low cost. On sensitive issues, they have a higher response rate. They are responsive to the need for anonymity of the respondent. The instrument allows the respondent enough time to ponder over the question. Use of the questionnaire is inexpensive, as compared to the telephone and the face-to-face interview.

However, the questionnaire has a key disadvantage of a low response rate, which is in the region of 5% to 15%, (Wegner 1999). The respondent can give the questionnaire to another person to complete on his/her behalf, which invalidates the tool. The questionnaire also discriminates against those who cannot read or write. In this research however, the problem of illiteracy was forestalled by the high literacy levels of all the respondents. The issue of a low response rate was minimized by the participation of the regional directors, who agreed to distribute and collect the questionnaires on behalf of the researcher. To pre-empt the possibility of respondents being put off by a long questionnaire or by its unattractive appearance, the questionnaire was made short, and most of the questions required just ticking in boxes provided.

3.5.2 The Face-to-Face Interview

Face-to-face interviews were conducted with the Deputy Executive Director, the Human Resources Manager, the Personnel Assistant, the Regional Director of the Northern Region, the Chief Curator, and curators from the Northern region as all these were in Harare where the researcher resided, and were easy to access. Information from management provided the researcher with an understanding of the organizational structure, environment, culture and
setting, while interviews with curators offered detailed qualitative information about their job contexts and contents.

With its distinctive advantages over the mail questionnaire, the face to face interview is used to complement the mail questionnaire. Its flexibility is a major advantage, as a question can be re-worded when a respondent fails to understand it initially. Changes in the sequence of questions are also made to suit new circumstances. The interview provides verbal and non verbal language to the interviewer. Those respondents who are not able to read or write can also participate in the data gathering process as they respond in their mother tongue. The other advantage of the face-to-face interview over the questionnaire is that the researcher is certain that the answer is provided by the targeted respondent, unlike with the questionnaire, where another person can answer for the intended respondent. One outstanding advantage is that it is difficult for the interviewee to ignore an interviewer who has come to the interviewee’s doorstep.

The face-to-face interview has its own disadvantages. It is expensive, as the researcher has to travel to the location of the respondent, which could be distant, and costly. Verbal and non verbal cues may influence the responses. At the same time, the gender or status of the researcher affects the way the respondent answers the questions. Where it is necessary to enlist the help of interviewers, it is costly and bothersome to train and supervise them, and the researcher will never be totally certain of the quality of the process. Confidentiality is not guaranteed.

The researcher interviewed those curators who were stationed at the Northern Region museum, the Head Office and the National Heroes’ Acre, which is also part of the Head Office. As the researcher was of the same status as the respondents, the influence of status was minimal, while the issue of gender was of little significance as the majority of the respondents were males. Confidentiality was assured at the beginning of the interviews, and each respondent was to be interviewed separately in a secluded place.

3.5.3 The Telephone Interview

The telephone interview was used to obtain information from the Eastern, Western, Southern and Central Regional Directors because their locations were far from the researcher. The telephone interview served the same function as the face to face interview, except that the researcher did not have the benefit of non verbal responses from the respondents. The telephone was used to communicate with those who failed to return the questionnaires.
With the telephone interview, the researcher is able to re-phrase the question or probe the respondent for more information, which is an advantage over the questionnaire and similar to the situation in a face-to-face interview. The interviewees respond from the comfort of their offices and homes and all responses are received in a relatively short time and recorded. The interviewer is able to call back when the respondent is not available at the initial call. The telephone interview’s other advantage is that the researcher can reach all possible respondents in real time irrespective of the distance between him and the respondent.

The telephone interview has its disadvantages too. The respondent may easily drop the phone and cut the conversation. In addition to the significant expenses it calls for, the telephone interview discriminates against those without telephones, or those whose telephone numbers are unknown to the researcher. As the method involves interviewing people at a distance, non-verbal responses are not observable, and this precludes the observation of attitudinal dispositions of the respondent to the subject or variable under investigation.

In the interests of precluding the severity of the disadvantages of the telephone interview in this particular research, the researcher capitalized on the telephone connectivity of the curators, regional directors and managers. The method was expensive, but the expense was more than recouped when the information desired was accessed. The target group was small and so the expenses were limited to a manageable level. The major advantage of the phone, which supersedes others in practice, is that the researcher can continually call for more detail as the research progresses.

3.6 Validity and Reliability

3.6.1 Validity

Bless and Higson-Smith (1995:129) say “Validity is concerned with just how accurately the observable measures actually represent the concept in question or whether, in fact they represent something else.” Validity therefore specifies what the questionnaire or interview is asking for, and indicates the essence of the results. It confirms the degree of representativeness of the results to the characteristics of the population. In this study, the researcher was concerned with the content validity of the data collection instruments. Content validity is achieved when an instrument measures all the various components of the variable in question. In the questionnaire and the interview it was ascertained that at least the questions asked covered all the essential components of the variable. Validity is also ascertained when the right respondent
provides the response to the question, otherwise some other person than the intended may
answer, and validity is annulled. Face-to-face interviews are more helpful in terms of validity,
as the interviewer is certain of the identity of the respondent.

Against this explanation, validity was ascertained by ensuring that the concepts were defined
in operational terms, and that questions asked were designed to couch the factors under
investigation in language that concretized them, for example, the language was to leave no
room for doubt on what constituted achievement, professional growth or autonomy, or specific
feelings and attitudes. A pilot study was conducted by administering a questionnaire on one
curator to check on his understanding and interpretation of the questions so that all questions
conveyed the same meaning to respondents. The questionnaires were also presented to the
research supervisor for his opinion and recommendations for improvements.

### 3.6.2 Reliability

According to Bless and Higson-Smith (1995:129), “Reliability is the extent to which the
observable (or empirical) measures that represent theoretical concepts are accurate and stable
when used for the same concept in several studies.” This infers that if a similar study is
conducted, similar results will be observed in a similar research conducted under similar
conditions. In this research, reliability would be confirmed when the same instrument would
be used in a subsequent research on the same group or at least a similar group under similar
conditions. When this occurs, the measuring instrument is regarded as reliable. One sure means
of establishing the reliability of the instruments is to conduct a pilot study, which was done
with a curator who did not participate in the actual research. When the measurement in the pilot
study and that in the actual study are consistent, the tool is reliable. Reliability is also
ascertained where the instrument used in an earlier successful study is used in a similar research
under the same conditions. In this case, the questionnaire used more or less resembles that
which was used in a research on the impact of job satisfaction in Amari Hotel employees by

### 3.6.3 Ethical Issues

Research ethics require that the respondent takes an informed decision to participate in the
research. The methods that are used to gather data are indicated and explained. An undertaking
is made that the information obtained will be treated with confidence and not divulged to
anybody. Care is also taken to conduct the research in a scientifically honest manner and to
report honestly on the results of the study. In this study, all respondents were informed about
the purpose of the research and the methods that were to be employed, as well as the manner in which the results were to be reported. Individual responses were not to be divulged to anyone, but they were to be provided as part of the aggregated form of the research report, and the research subjects could be availed access to the results of the report if they wanted them.

3.7 Data Collection Procedures

The researcher made a formal written request to conduct research to the Executive Director of the Department of National Museums and Monuments of Zimbabwe. After permission was granted, the researcher arranged with the Human Resources Manager for employee records, and the deployment of the data collection tools. The researcher sought assistance in distributing and collecting the questionnaires and returning them, from the Regional Directors. All the questionnaires were dispatched by electronic mail, and the completed questionnaires were sent by the same means. Face–to–face interviews were used with Harare based curators to validate responses from questionnaires. Background information was sought from the administration and top management. The Deputy Executive Director, the Chief Curator, the Human Resources Manager, the Personnel Assistant, the Regional Director Northern Region, and Harare based curators, were interviewed through face-to-face oral interviews. The directors of the other regions were interviewed by telephone.

While all Department of National Museums and Monuments management and staff cooperated, a few problems relating to questionnaire responses were encountered. All regions submitted questionnaires from their curators, except for one region. At one region, one of the curators was away on leave and could not be contactable. In the final analysis, eight curators were interviewed, and twelve questionnaires were returned. In all, the curators involved in the research were twenty one, including the curator who was selected for the pilot study. This gave a participation rate of twenty one curators out of the originally intended thirty two. In addition, the Deputy Executive Director, the Human Resources Manager, the Personnel Assistant, and all five regional directors were interviewed.

3.8 Summary

This chapter articulated the research methodology, bringing out the approach to consider the whole population of curators as they were manageable, which, however, was not possible as some of the curators failed to return the questionnaires. The data collection methods included the questionnaires, face-to-face interviews and telephone interviews. Validity and reliability were ensured by a pilot study and presenting the concepts in operational terms, and ensuring
that the actual respondents as determined were interviewed. The process also benefited from
the oversight of the research supervisor. The next chapter is on data presentation, analysis and
interpretation, which culminates in abstracting patterns and trends in the problem.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data collected as indicated in Chapter III above, with the aid of tables
and graphs. An analysis of the data was done to establish trends that had a bearing on job
satisfaction factors and their influence on curator turnover in the Department of National
Museums and Monuments of Zimbabwe. Data were processed and patterns of characteristics
of the population, rates of turnover, and the factors influencing turnover were identified.

4.2 The population

The study population consisted of 7 female and 13 male curators. At the top was the Chief
Curator, who was the most senior and most experienced of them all. Below him were the
principal curator, two senior curators, 3 curators and 13 assistant curators. The curators were
further categorized into departments. The assistant curators were at the bottom of the rung.
They had recently joined the organization, and were understudying established curators. The curators were also classified into archaeology, militaria, ethnography and historical buildings categories. The Chief Curator has the overall responsibility of the curators. The curators who participated in the study were as in Table 4.1 on the next page.

Table 4.1: Disaggregation of curators who participated in the study by grades

<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Curators</td>
<td>1</td>
</tr>
<tr>
<td>Principal Curators</td>
<td>1</td>
</tr>
<tr>
<td>Senior Curators</td>
<td>2</td>
</tr>
<tr>
<td>Curators</td>
<td>3</td>
</tr>
<tr>
<td>Assistant Curators</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

Curators are the core actors in the Department of National Museums and Monuments of Zimbabwe in the fulfilment of the department’s mission. The rate of turnover from January 2009 to October 2013 through voluntary turnover was at an average of 20%. As a result, research output had gone down by 50%, and for the same reason, there was not a single research
publication in 2009. The rate of turnover was said to have nearly been consistent since the year 2009 and worse before that period due to the economic upheavals that Zimbabwe went through. To illustrate the magnitude of the problem, turnover for the period 2011-2012 by region was as in Table 4.2 below.

<table>
<thead>
<tr>
<th>Region</th>
<th>Turnover figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Region</td>
<td>2</td>
</tr>
<tr>
<td>Southern Region</td>
<td>2</td>
</tr>
<tr>
<td>Central Region</td>
<td>2</td>
</tr>
<tr>
<td>Western Region</td>
<td>2</td>
</tr>
<tr>
<td>Eastern Region</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total for the period</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>

The total turnover of 11 curators translates into a rate of over 30%, which far surpasses the rate of 20%, normally regarded as the baseline for high turnovers. The organization invested time in the training of curators by allowing them to go through tertiary training at respective training institutions. The curators were bonded for the periods equivalent to those which they spent on training, but shortly after completing the bonding periods, the curators left the Department of
National Museums and Monuments of Zimbabwe for other organizations. The main destinations of these curators were universities, where salaries were three to four times what the Department of National Museums and Monuments offered. Others left for outside institutions, like those in South Africa and East Africa. Replacement of these curators was difficult, as it took a university graduate five years to train to become a fully fledged curator. Field training in specialist areas like forensic archaeology, natural history and the liberation heritage was expensive, and this constitutes a deep crisis in the organization.

When the curators started work they had high expectations, but soon their motivation dissipated as they entertained intentions to leave. Estimates were that at any time, about 75% of the curators harboured intentions to leave. Although no research had been conducted to establish the reasons for the high turnover rate, low salaries were a critical cause for concern. Coupled with this were shortages of supporting services, such as transport to research sites and to inspect monuments. Tools such as microscopes, callipers and cameras were in short supply. The curators expected competitive rewards relative to what others with similar qualifications and competencies received in other organizations. In general, the curators received less than what they expected when they joined the organization.

The curators who were interviewed indicated that more could have left if employment opportunities in competitive organizations had presented themselves. The problem that they encountered was that vacancies at the universities to which many of the curators wanted to go were filled up, and it had also tended to appear that their specialist areas were not as widely marketable as those of other professions where employees could cross from one industry or institution to another. The NMMZ is a specialist institution of its own kind, and a few institutions that can relate to it are the National Archives of Zimbabwe and National Parks, to some extent, but these are not as specialized as the NMMZ. Two curators who left the NMMZ at some point for employment, as a lecturer at a university and a researcher in the National Parks, returned to NMMZ because the new experiences there were unlike those they had got used to in NMMZ, which were compatible with their training and interests. Those who left the country largely left for museums. Fields like Museology are confined to the world of museums and so curators find it a bit challenging to secure employment in industry and commerce. Over the years, they had been employed in universities as teachers and researchers in archaeological studies. Even so, the curators did not enjoy the environment as it did not offer the same autonomy as they enjoyed in NMMZ. At the same time, the curators enjoyed publishing and presenting their findings to the public, which was not practicable in a university set up.
4.3 Age distribution of curators

From Figure 4.1 below, the modal age was 25-30 years and it constituted 35% of the sample, which suggested that the curators were youthful. The age distribution was such that the youngest was below 25 years of age, while the oldest was 50. The 31-35 age group constituted 20%, the 36-40 constituted 25%, the 41-45 represented 10%, while the 46-50 was made up of 5% with one curator, who, according to records, was the oldest in the category of curators.
In general, the curators were young and for their ages, they had high expectations at the workplace. They wanted to acquire new knowledge and skills and to advance themselves and grow in the organization. They were interested in conducting field research and publishing, and developing their expertise in their different fields. In return, they desired recognition and equitable salaries and benefits. The major question was on where the older curators were, given that NMMZ was formed in 1972 and employed curators. The answer could be that most of the curators had progressively left the NMMZ for more paying jobs in other organizations.

4.4 Educational qualifications

As for educational qualifications, 45% of the curators were holders of first degrees, while 50% had masters’ degrees, and 5% (one) held a doctorate degree. This demonstrates that the curators were well educated and skilled in their respective fields. At the same time, more were at various stages of their masters’ degrees with institutions like the University of Zimbabwe, National University of Science and Technology, Midlands State University, and some universities outside the country.
4.5 Periods of employment in the Department of National Museums and Monuments of Zimbabwe

Figure 4.2 depicts the curators’ periods of employment under the Department of National Museums and Monuments of Zimbabwe.

Forty per cent of the sample had been under the Department of National Museums and Monuments of Zimbabwe for less than five years. Six had been with the organization for 5-10 years, while each of the 11-15, 16-20 and 21-25 categories had two curators. The distribution of the curators across the categories indicates that there were more youthful curators than middle aged and older curators. Those in the less than five year and in the 6-10 year categories were by and large, assistant curators.

These were still establishing themselves as curators and preparing themselves through carrying out research projects and mounting exhibitions on significant themes. Those who had been with the organization for 11-15 years were in the categories of curators and senior curators and principal curators. Two assistant curators who joined the organization at a lower grade and with
lower academic qualifications had stayed with the organization for between 16 and 25 years. These joined as tour guides and assistant technical officer respectively. The Chief Curator was in the 21-25 category of employment under the organization. The categories of those curators who participated in the research ranged from assistant curators to the Chief Curator.

4.6 Periods of curators in respective positions

The curators were elevated to higher grades which carried more responsibilities. The assistant curator was promoted to curator, the curator to senior curator, the senior curator to principal curator, and the principal curator to chief curator. For an assistant curator to be promoted to full curator, he/she had to conduct a major research project and publish. He or she had to be able to collect information and objects on an interesting theme and mount an exhibition which attracted members of the public, and satisfied management. Since NMMZ was locked in a situation of perennial shortages in tools and equipment, it was difficult for the assistant curators to conduct such activities to satisfactory levels in less than five years. One assistant curator had been in that post for 5-10 years. At the time of the study, nine (9) assistant curators, two curators, two senior curators and one principal curator had been in their posts for less than five years. The Chief Curator had occupied his post for more than eleven years.

4.7 Reasons for joining the Department of National Museums and Monuments of Zimbabwe

Seven out of the 8 curators who were orally interviewed indicated that they joined the National Museums and Monuments of Zimbabwe for educational and training opportunities. 15% of the curators had undergone training at colleges in disciplines like records management, tour guiding and tourism, and they found the NMMZ as a department where their advancement in the disciplines would be achieved. All the 8 curators who were orally interviewed indicated that they preferred the NMMZ over any other institution in so far as it provided opportunities for archaeological research, whose results would be published for the public, and bring recognition to the curators. It made a difference with the university where one taught and did the research, and the research results were stashed in elitist libraries which the ordinary member of the public had no access to. They wanted to conduct original research, and report results in journals like the Zambezia and the Cookia that were published by the NMMZ. In addition, a number indicated their love for culture and history, which stimulated the desire to work in human sciences, in the environment of the museum of human sciences in Harare. One curator
joined the NMMZ with an ‘O’ Level qualification and developed himself to become a master’s degree holder and a full curator of wide experience.

4.8 Expectations on joining the National Museums and Monuments of Zimbabwe

All the eight respondents who were asked about their expectations on joining the organization responded that they found the NMMZ as a provider of opportunities for conducting research, publishing and further training, while one (6.25%) added that his expectations included a high salary that would enable him to buy a house and a vehicle to improve his socio-economic status. He expected to buy a house, a car and send his children to one of the elite schools, but he was disillusioned when the reality dawned on him that the NMMZ could not meet the expectations. 2% expected rapid promotion rates that would make them esteemed and recognized members in their neighbourhoods. Those who had very high salary expectations were from modest educational backgrounds, who valued material possessions more than the more educated ones who enjoyed research and understood the finesse of academic and professional growth and advancement.

4.9 Fulfilment of expectations

All the 8 curators indicated that their expectations at joining the NMMZ had not been fully met. Remuneration was low. As curators, respondents expected to receive salaries much better than those received by general hands like sweepers, or by drivers. What they experienced instead, was that their salaries were not significantly better than those of general hands and secretaries. The allowances were the same across the board for those below management level. They also found out that front office employees even earned more as they received grooming allowances. As a result, their expectations and hopes to buy houses for themselves and to improve their life styles were frustrated. The passion for research was not fulfilled either, as for two years up to the time of this research, all said they had not conducted meaningful research, largely as the result of shortage of funds, transport and tools like microscopes, callipers and cameras. As a result, the curators spent most of their time idle.

The outstanding cause for satisfaction was furthering their education and training. All took the time available to improve themselves academically and professionally. The working environment provided for autonomy, and all planned their work as they found fit. Those who conducted exhibitions and published their research had positive attitudes towards the museums environment. The Chief Curator was positive in his assessment of the museum environment. He acknowledged that the NMMZ was the only environment or organization that satisfied his
urge for bringing heritage management to the people, unlike universities that were not as open to the ordinary person. Some commended the autonomy they enjoyed in the organization, as they were able to pursue their own researches and publish for extra monetary rewards. Others had had opportunities to attend study seminars outside the country.

4.10 Curators’ most memorable experiences

One senior curator indicated that he had participated in an exhibition on the life of the late Vice President of Zimbabwe, Dr Joshua Mquabuko Nyongolo Nkomo, where His Excellency the Head of State and Government, and Commander-in-Chief of the Zimbabwe Defence Forces, Robert Gabriel Mugabe officiated. The rehabilitation of liberation heroes’ graves at provincial heroes’ acres across the country and outside the country was a special experience for another who participated in the exercise, during the period 2007-2009. Two curators had conducted original research, and one who carried out a conservation research project at the Mavuradonha Conservation project was fascinated by the experience. His recommendations for conservation guides to the District Administrator and the local council were accepted and implemented, and the curator derived a deep sense of achievement which satisfied him and raised his esteem. One curator was satisfied that he was on the coordinating committee of an Oral History Project through which research was being conducted in partnership with the Zimbabwe Defence Forces.

The Chief Curator paid tribute to the transformation of the NMMZ from an academic institution serving the interests of a few elites up to the early eighties just after the independence of Zimbabwe, into a heritage management institution to serve the general public, and turning from a pure archaeology institution to an applied archaeology institution for heritage management, leading to the conservation of monuments for the people. The respondent observed that indigenous Zimbabweans were empowered to make their own decisions on how to manage their heritage and input experiences from their own diverse backgrounds. Others were grateful for the opportunities to further their education at tertiary level on full salary, despite that the curators paid the tuition fees on their own. One other curator recounted the learning experiences she enjoyed outside the country as a participant in some job related workshops that she had individually sought to attend, and then been funded by the workshop sponsors and for which she received travel and subsistence allowances from the workplace.
4.11 Improvements desired by curators

All the 20 curators involved in the research wanted salaries and benefits to be improved. They indicated that the allowances they used to enjoy previously had been withdrawn without explanation. One senior curator wanted research to be represented at the Board of Directors level, like the audit function, so that research concerns would be addressed. He lamented the disappearance of the office of the Director of Research in 2010, and wished it could be re-established. The absence of the office was regarded as the cause for loss of direction in research, and mediocrity in the level of research efforts across the organization’s departments.

One senior curator and a principal curator expressed that coordinating seminars and workshops that they expected for research programmes were not being conducted, and that this scenario resulted in each curator deciding to conduct his/her own research at his/her own time without the knowledge or participation of others, when synergies were desired for the achievement of collective research goals. One curator cited problems of acquiring historical buildings and gazetting them as national monuments, due to lack of funds, and this was a significant source of de-motivation. Financing of research and protection of cultural artefacts was reported as poor, and the reasons were given as the unavailability of funds to conduct research interviews and documentation. One curator also felt that their status as the core functionaries of the NMMZ had been degraded, and that their benefits which had been eroded should be reinstated. The curators wanted funds for research and enabling technology for a vibrant research and publishing environment.

Team spirit was lacking and in its place was competition, which stifled productivity. Instead of having at least a presentation every month, there had been long periods of inactivity, and this was attributed to lack of funds. Some curators indicated that although the problem of funds was real, there were problems of the negative effects of the donor syndrome, whereby projects had been previously funded from donations, resulting in loss of initiative and self reliance up to the time of the research, when the donations had been discontinued. The donations stopped and linkages with outside educational and research institutions were severed in 1997 as the result of the brewing political standoff between Zimbabwe and external partners. As the result of this phenomenon, there were terminations in book exchanges and reduction in research funding and output, leading to the doleful situation at the time of the research.

Some curators indicated that at times when vacancies arose in their establishment, a curator from another station was posted to fill the post when the post could be filled internally. One
curator indicated that he had waited for eleven years to be promoted to the next grade. In relation to this problem, some curators stated that appraisals were not conducted, and that because of this, the morale of most curators had gone down, leading to poor performance and even thoughts of leaving the NMMZ for other organizations. The only communication they remembered coming from management was in relation to acknowledgement of tasks completed and updates on isolated projects. High performers were, as a result, demoralized and demotivated. For the same reason, non performers found no reason to improve their performance, and this was regarded as unfair by high performers, especially when they received similar salaries and benefits to those of poor and low performers. Seventy percent of those interviewed affirmed the non existence of the appraisal system, and recommended the insertion of the system into the organization.

4.12 Thoughts of leaving the National Museums and Monuments

Thoughts of leaving the NMMZ were expressed by the curators. Some indicated that though they wanted to leave, they were forced to wait as they did not see ready employment opportunities outside the NMMZ. All the same, they were emphatic that as soon as opportunities arose, they would leave for institutions like universities and colleges, where remuneration was three to four times higher. Many said they had delayed leaving the organization due to pressure from their families against their leaving, while others cited reasons of young families which would suffer economically and emotionally, if the curators left without the certainty of jobs outside. Others indicated that the market for their skills, particularly those associated with archaeology, was limited. Most curators who left went to universities, but as the vacancies were filled up, the curators had very slim chances of securing employment elsewhere. Only two of the eight curators that were interviewed said they would not leave, but would stay on as the job content was more favourable than it was at universities, where their autonomy would be limited due to set and strict work schedules.

One curator indicated that when he left he would want to take up a career that involved societal change for impact on socio-economic development. Another indicated that he would take up curatorship in banks such as the Reserve Bank of Zimbabwe, and other institutions and organizations like the Zimbabwe Art Gallery, the Zimbabwe National Army and the Zimbabwe Republic Police, where there were opportunities to work in their museums.

Herzberg’s hygiene and motivation factors, and their component parts are shown in Section B of Appendix C to this report, from page 63 to 66, and the statistical picture is depicted from
The rating of each sub component ranges from strongly agree, agree, undecided, disagree to strongly disagree. The results are as below.

## 4.13 Working environment

Seventy five percent (75%) of the sample strongly agreed that they clearly understood the mission of the organization, while 25% said they agreed. Understanding the mission of the organization is an indicator of the openness of management to communicate with the curators. It builds team spirit and cooperative effort for the achievement of organizational goals. 58.33% of the curators who responded to the questionnaire strongly agreed, while 41.67% agreed that their jobs were aligned with the organization’s mission. The curators’ indication was that they were one with the organization, and that their jobs fitted into the system for smooth working and performance relations. The climate provided shared goals and interests. The curators vouched for the integrity of the leadership. 58.33% strongly agreed that the leadership was of integrity, while 8.33% strongly agreed that their managers were professionally competent, and 75% agreed to the same. Professionally competent leaders inspire and motivate employees, and such leaders develop effective relationships as cited by Allen (2008). 58.33% strongly agreed and 41.67% agreed that they went on well with co-curators, suggesting that space was open for new employees and role models to socialise for the role models to act as mentors, as a strategy to retain the new and younger curators (Allen 2008).

58.33% disagreed, and 41.67% strongly disagreed that their salaries were commensurate with their responsibilities. This observation echoes earlier impressions on the same issue, and the curators’ sentiments demonstrated that the salaries needed to be reviewed. This echoes the observation by Mullins (2005), who says that when there is considerable job dissatisfaction, there is likely to be high turnover. In the study of Amari Hotels’ employees conducted by Chaisawat in 2009, the findings were that employees indicated that the working environment, growth and possibility of growth, and the work itself, were three factors that had significant relationship with overall satisfaction. The inclusion of the working environment necessarily addresses pay equity as salaries are likely to be the most important element under the working environment in relation to job turnover and looking for a job elsewhere. It is rare in everyday experience and in research on turnover to hear of an employee leaving a job without the mention of salary inequity, and even equally rare to hear employees leaving because they have not been given an opportunity to grow. In another study at Black Horse Industries by Kehinde (2009) findings ranked the maintenance factors according to their degree of influence on
turnover, and pay came third with 82% after working conditions (95%) and supervision (88%), but in the case of NMMZ, the working conditions and supervision conditions were not as bad as to override salary inequity.

The curators felt their jobs were secure and that they were safe in their jobs. 33.33% strongly agreed and 41.67% agreed that they were secure. The organization did not appear to be doing much in the way of helping curators and other employees in times of problems as only a total of 41.67% of the respondents agreed that the organization helped them in times of problems while the rest remained undecided and in disagreement. The message was that the organization needed to take the social responsibility to care for employees who encountered problems. It was observed that the organization would not lose, but would win in the long run. Meeting employees’ social needs is a way of developing employee loyalty. Socially satisfied employees feel satisfied in their jobs and stay longer in the jobs.

The shortage of tools was a deep crisis which had resulted in a marked decrease in research activity, and in curators spending most of their time engaged in non productive activities. In relation to this state of affairs, 58.33% disagreed and 16.67% strongly disagreed that the tools were adequate. The implication of this is that the curators were not being challenged, and worse still, they were being deskilled. Without activity, the curators were likely to think of leaving the organization. The curators went for training and were skilled when they joined the organization, but as Herzberg (1974) stresses, the job must offer an opportunity to make full use of one’s abilities.

Herzberg (1974:7) posits, ‘Managers cannot motivate a person to do a good job unless there is a good job to do’. He goes on to state that there is no sense in providing training without opportunity, and that there is no sense in offering opportunity without training. It therefore emphasizes that tools for the job must be provided so that the training makes sense, the job is done and the employee stays. In summary, the working environment was overwhelmed by low salaries and benefits, and shortage of tools. The bright side was the mission command by the curators and the alignment of the curators’ jobs with the mission of the organization.

4.14 Achievement

Twenty five percent (25%) of the respondents strongly agreed that their jobs were challenging, while 66.67% agreed. A job has to provide task variety, task identity and autonomy, meaning that it must involve different skills and the employee must see his project through to completion.
and also be able to control the task situation. This is part of the task structure contract, emphasized by Mullins (2005) as the result of studies of supermarket employees he conducted in the United Kingdom in 1990. Once this happens, employees feel a sense of achievement and stay longer on the job. The degree of challenge in the NMMZ is high and it connotes high motivation and job satisfaction. 41.67% strongly agreed that their jobs gave them a feeling of achievement and 41.67% agreed. These responses were emphatic of the feeling of achievement in the curators and it therefore indicated that the curators were highly motivated. For all the sense of achievement, and the achievements the curators made, it appeared that management was not responding with adequate recognition, as only 33.33% strongly agreed that the organisation recognized their achievements, while 16.67% agreed, with 25% remaining undecided, 16.67% disagreeing and 8.33% strongly disagreeing. This lukewarm approach to curators’ achievement by management was not encouraging. According to Mullins (2005) employees need feedback and recognition to keep achieving and to stay on the job.

There is most likely to be a link between salary and recognition, as the curators might have been in need of financial or material benefits as indicated earlier on from interview responses. The motivation of the curators was lifted even higher when 58.33% strongly agreed and 41.67% agree that the goals were achievable. This resonated with the knowledge of the mission and the alignment of the goals and the mission alluded to earlier. The curators acknowledged the encouragement from the organization. 33.33% strongly agreed, while 41.67% agreed.

4.15 Recognition

Recognition of employees by management raises their confidence and esteem. Responses given by the curators reflect that 16.67% and 41.67% respectively strongly agreed and agreed that they felt appreciated when they successfully completed a task. This appreciation was positive feedback which urged the curators to do more, succeed and get more appreciation and reinforcement. Herzberg (1974) argues against reinforcement by a hygiene factor alone. The reinforcement is a motivational factor, which is a higher order factor and is suitable for professionals. 41.67% of the curators strongly agreed that they always got praise for a job well done, and 33.33% agreed. Praise was also a higher order motivator whose intrinsic motivational effect lasted long. The adequacy of rewards was strongly agreed to by 16.67%, while it was agreed to by another 16.67%. The total percentage on the positive side was 33.34%. The curators rated this lowly because they expected a monetary reward. Their obsession was money. The curators were not quite appreciative of the recognition they received, as only 50%
agreed, 16.67% were undecided, 8.33% disagreed and 25% strongly disagreed. From the background situation, these curators wanted the appreciation to be accompanied by monetary rewards, and it reinforced the observation that in their situation of financial stress they were putting money before all else, which also buttresses observations by Bennet (1994) and Ahuja (2002) that money is a great motivator, and that it is greatly valued as it shows for one’s competence and status, and also for its strength as the source of good living which the young curators were keen to start.

The observation relates to the efficiency contract, coined by Mullins (2005) whereby employees prefer salaries and benefits pegged according to their performance. At the same time, the curators appeared to have receded to Taylor’s scientific management beliefs in 1910 and McGregor’s Theory X in the 1960’s which put money at the forefront to entice and motivate employees to work and stay on the job. This may be an indication that these early theories are still applicable today, as man’s basic needs continue to be of primary concern, particularly in developing countries such as Zimbabwe.

4.16 Growth and possibility of growth
The curators showed their pride to work for the NMMZ by 75% of them agreeing. Their pride was an indicator of a belief in the organization’s vision from which they drew the same mission that they were conversant of and also the same mission which was aligned with their jobs. 33.33% strongly agreed that they saw opportunities for growth, and 41.67% agreed. The curators saw opportunities for growth in the organization as they had a clear mission and the support of management. They had misgivings on the existence of equal opportunities for growth as only 16.67% strongly agreed and 33.33% agreed. This could have stemmed from the delayed promotions, but these affected everyone, which might have suggested that it was not a question of unequal opportunities, but one of closed or frozen posts, as the Deputy Executive Director indicated during an interview with the researcher. The curators needed to be informed of the freeze of the posts and to wait patiently until they were unfrozen. The responses to internal posting when a vacancy arose were that 33.33% strongly agreed, and 33.33% agreed, making a total of 66.67%. The responses indicate that the curators had the hope of being promoted to posts that would arise from within.

4.17 Advancement
The curators valued advancement in their careers. 16.67% strongly agreed that they liked advancement more than salary increase. An analytical observation continues to notice the
prominence of salary. The organization’s promotion criteria were noted as being conditioned by closed posts and therefore one may take the benefit of the doubt to imagine that the management would be fair in its promotion criteria if the posts were not frozen. But, however, the responses that came from the curators indicated that 25% strongly agreed that the criteria were fair, and that 33.33% agreed. These assertions could be based on promotions that used to take place before the organization froze further promotions. 41.67% agreed that the organization was interested in their career development while 33.33% were undecided and 25% disagreed. This result is linked to the promotion criteria result, and there is close relationship, as in terms of promotion, many took career development into focus and so the curators were correlating the two variables. The organization’s guidance in career development was in doubt as only 41.67% agreed. The link between promotions and career development was discernible. The curators’ responses on the organization’s stand on sending them for training as a policy, were that 25% agreed, 8.33% were undecided, 41.67% disagreed, and 25% strongly disagreed. This indicated that there was little agreement that the organization sent members for training as a matter of policy. It also confirmed the responses from the interview responses in which it was stated that it was through their initiative that they went for training. 25% strongly agreed and 50% agreed that they were happy about the rate at which they were advancing in the organization. The curators were undergoing training at tertiary institutions, and this might have been the advancement they were referring to.

4.18 Responsibility

The respondents gave responses to the degree of responsibility they exercised in their jobs. 50% strongly agreed that they designed their own work plan and 33.33% agreed, and these responses constituted a total of 83.33% on the affirmative side. There was ample evidence of autonomy and self direction in the organization, unlike in institutions like universities and schools, where autonomy was limited by the rigorous and highly formalized controls for conformity to rigid standards. Similarly, the curators enjoyed the freedom to schedule their tasks as 33.33% of the curators indicated strong agreement and 41.67% indicated agreement that they were free to schedule their tasks. The freedom to go beyond what was expected of them was acknowledged by the notion of 33.33% strongly agreeing, and 41.67% agreeing, making a total of 80%. The curators were also affirmative on their freedom to make decisions in their work by 16.67% strongly agreeing and 41.67% agreeing. The same result came up for the respondents’ participation in organizational decision making. 16.67% strongly agreed and 41.67% agreed.
The degree of responsibility was very high and it had the practical effect of positively influencing retention. Curators had freedom and in all activities relating to their jobs. Above all, they participated in organizational decision making. The same degree of autonomy was elicited in face to face interviews, where curators indicated that they chose what to do, how to do it and when to do it in their jobs. When managers bestow responsibility on employees, they adopt the precepts of Mcgregors’s Theory Y, which assumes that human beings are motivated to work and to take responsibility, and not Theory X, whose traditional proponents see the employee as irresponsible and in need of coercion and direction. This clearly has a high retention effect.

4.19 The work itself

16.67% of the curators strongly agreed that their jobs were challenging and 51.67% agreed. These responses are a strong indication that the curators derived interest from their jobs. The curators evinced a moderate understanding of their job descriptions when 25% strongly agreed that they were conversant with the job descriptions and 25% agreed. This is worrying because the curators had been in these jobs for at least two years. Maybe they misinterpreted the question. 58.33% strongly agreed that they chose their own methods of doing their jobs and 33.33% agreed, to make a total positive score of 96.66%. This was a strongly positive result which correlated with responses in the responsibility factor above, but which conflicted with the result for conversance with job descriptions.

The responses to the reasonableness of the amount of work they did were that 25% agreed that it was reasonable, 25% were undecided and 51.67% disagreed, and 8.33% strongly disagreed. These responses could have been as a result of spending most of their time doing no reasonable amount of work due to lack of tools and other resources like money. 25% strongly agreed that the work they were expected to do was meaningful, 66.67% agreed and 8.33% disagreed. The work they were expected to do was meaningful but they were not able to do it for the above reasons of resource shortages. 33.33% strongly agreed that the work involved a variety of tasks and 50% agreed. All things being equal, the curator is responsible for many tasks involving a variety of tasks, such as collecting objects and information, researching, accessioning, documenting, publishing, presenting, preserving and conserving information and objects, but in this context, most of the activities were not possible.

Responses to the question regarding the curators’ completion of a whole project were that 50% strongly agreed and 50% agreed. This is in view of the issue that curators go through a long
and rigorous process from the start of a job to its final stages. It is this characteristic of the curator’s job that gives it meaning, significance and autonomy, which the curators value and motivates them to stay on the job. The significance of the curators’ jobs was strongly agreed to by 16.67%, and agreed to by 50%. The significance of the job is in relation to the benefits it offers to society. Those who strongly agreed that they received feedback on the quality of their work constituted 16.67%, and those who agreed made up 50%. Oral responses from all eight respondents who were interviewed indicated that there was little or no appraisal system, while 16.67% of those from the mail questionnaire group indicated strong agreement, which confirms the assertion that appraisals were rarely carried out.

4.20 Summary

Chapter IV was on data presentation, analysis and interpretation. The data profiled the job satisfaction factors and their likely effect on the turnover of curators in the NMMZ. An analysis of the results pointed at some factors being more impactful than others in influencing thoughts to leave the organization by curators, and it came out that low salaries and lack of research due to shortage of work tools, as well as low recognition, were the major factors precipitating thoughts to leave. Chapter V will summarize and conclude the findings, and make recommendations for the reduction of turnover of curators in the Department of National Museums and Monuments of Zimbabwe.
CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The modal age of the curators of the National Museums and Monuments of Zimbabwe was 25-30 years. This suggests that the curators did not remain with the organization for up to past middle age. 5% was in the 46-50 years category. The average turnover was 20% per year from 2009 to 2013 and for 2011-2012 it was 30%, and output had declined by 50%.

45% of the sample had first degrees, 50% had masters’ degrees and 5% held a doctorate degree. Several were at various stages of their masters’ degree level studies.

Periods that the curators had worked for the National Museums and Monuments of Zimbabwe ranged from less than 5 years to 21 to 25 years. 40% had worked for less than five years, 30% for 5-10 years, 10% for 11-15 years, 10% for 16-20 years and the last 10% had worked in the organization for 21-25 years.
Curators were recruited as assistant curators and rose through the ranks to Chief Curator, the highest grade in the curatorial category. The curators had to grow through a rigorous and demanding process of research, mounting exhibitions and convincing management that they were fully developed in each level before they were promoted to the next level.

Reasons for curators joining the Department of National Museums and Monuments of Zimbabwe included enhancing their academic education and training, conducting research and publishing research findings and presenting their research findings to the public, which gave them the feeling of achievement and recognition.

On joining the NMMZ, curators expected more research opportunities, higher salaries, allowances and better benefits than they were receiving. They desired enough money to acquire goods and services befitting their status, among which were houses and cars and educational opportunities for their children at elite schools. Mere recognition as professionals was not enough.

Curators’ most memorable experiences included rehabilitation of heroes’ acres locally and across the borders in Mozambique and Zambia, and participation in Oral Heritage programmes as well as providing consultancy services in heritage management programmes outside their stations.

Curators desired higher salaries and allowances. They wanted the post of the Director of Research to be restored for research coordination and guidance. 75% of the curators harboured sentiments of leaving the organization for higher paying jobs.

The curators understood their jobs and its requirements and got along well with colleagues and management, but they were not happy with salaries and allowances. Lack of resources to conduct research was a major source of frustration in their careers.

The work was potentially challenging but there was not much to do due to scarcity of resources. Their desire for achievement was curtailed because of the dire shortage of basic research materials, transport and funds.

The curators appreciated the professional recognition that was accorded them by management, but they insisted on recognition evidenced by payment of higher salaries and allowances and provision of non-monetary benefits.

The curators acknowledged the available opportunities for growth and possibility of growth in the organization. They appreciated that the organization gave them equal opportunities for growth, but they were not happy that during promotions, members from other regions were posted to fill a vacant post that arose in their region or department.

They agreed that there were opportunities for advancement, as some of them had been granted study leave and returned with higher qualifications, despite that the organization did not sponsor their training.
The curators acknowledged that they wielded responsibility and autonomy in their work. They made their own plans and executed them in the best manner they saw fit and produced appreciable results with the few resources they had. They also contributed to decision making.

As far as the work itself was concerned, the curators indicated that it offered challenges. It was meaningful and it involved a variety of tasks. The work also involved accomplishment of a whole process from collection of materials through to writing the research report, publishing and mounting exhibitions. They appreciated the significance of their contributions to the goals of NMMZ and to the service of the nation.

5.2 Conclusions

- Factors which critically determine retention of curators in the NMMZ were salaries, allowances and non-monetary benefits, and the curators also wanted recognition to be accompanied by monetary rewards. While motivation or job satisfaction factors played an important role, the job environment had to be favourable. Motivation alone was insufficient for the curators to remain in the National Museums and Monuments of Zimbabwe. The fact that the salaries were low was to them an indication of non-recognition and therefore a cause for low job satisfaction.

- The level of satisfaction of the curators that were studied was low. 75% of them were thinking of leaving the organization. They were dissatisfied with their conditions because the salaries and other perks they received did not meet what they expected on recruitment. Thus they were waiting for the emergence of better remunerated jobs elsewhere.

- The level of engagement was affected by the dearth of resources. The curators were not satisfied with the little amount of work they did and the resultant low level of employment of their skills. They had very little opportunity to collect, accession, research, document their findings, exhibit and present, and publish. Thus there were no opportunities for achievement, advancement, growth and recognition.

- It was quite likely that the turnover would remain high as long as the salaries, allowances and benefits were not reviewed. Generally, it was viewed that curators in the Department of National Museums and Monuments of Zimbabwe left the organization because they were not receiving what they expected as recognition of their worth as curators. They needed the money to enjoy the goods and services it bought and recognition, to show for their professionalism commensurate with their status.

5.3 Recommendations

Having identified the job satisfaction factors that impacted on turnover and retention, the following recommendations were made:

- NMMZ should increase curators’ salaries and benefits, and consider assisting curators access housing and vehicle purchase loans, bearing in mind equity and fairness, and
introduce performance based rewards for curators to appreciate any pay or benefits differentials. The NMMZ should continuously monitor the business environment, particularly competing organizations, and integrate its observations with human resource strategy.

- The NMMZ should take the initiative to retool the work environment, starting with the basic instruments to enable research to take place and meet the expectations of the curators. NMMZ could seek donations from public and private sector organizations and forge partnerships, alliances and mergers. The organization should seek consultancy services on business strategy and human resource strategy.

- The NMMZ should allow curators to provide consultancy services to outside entities and share the returns with the curators. This will be on the understanding that the curator will have used NMMZ time and brand name in conducting such research work. Legal instruments should be put in place to regulate such practice and enforce compliance.

- NMMZ should provide realistic expectations to new curators, so that as they grow with the organization, they do not expect and demand more than the NMMZ can afford. The curators should sign a memorandum of understanding to this effect. Those curators who breach the contract will be dealt with in terms of the instrument concerned.

- The organization should enhance communication vertically and laterally, and explain changes in matters that affect curators, and address curators’ grievances and queries without delay. The curators should know their performance at work through continuous appraisals, and agree on an employment contract that covers the expectations of the employer and the curator. In other words, the rights and obligations of each party to the contract should be clearly laid down and agreed, and countersigned by the two parties.

- The NMMZ should ensure the provision of employee growth and advancement opportunities through training, wider responsibilities and promotions. Management should also avail positive social relations between management and employees and among employees, and monitor curator attitudes through legitimate methods, including meetings and routine and exit interviews. Curators should choose a curators’ representative who becomes a link between management and the curators on curator interests. Each region should have its own representative who channels the region’s curators’ issues to the curator body representative along formal channels.
• Management should continuously design and redesign jobs to move with safety, technological, professional and social trends, and keep work meaningful, interesting, challenging and rewarding, and meeting the satisfaction of the curators for retention, and fulfilment of the goals of the organization.

• This study recommends that further research be conducted on the turnover of the whole organization in order to portray the overall turnover problem.

REFERENCES

Books


**Websites**


Herzberg Two-Factor Theory. Retrieved from [www.ericdigestts.org](http://www.ericdigestts.org) on 02/08/13


Two- factor theory Retrieved from [en.wikipedia.org](http://en.wikipedia.org) on 02/08/13


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APPENDIX ‘A’

LETTER OF REQUEST FOR AUTHORITY TO CONDUCT THE STUDY

No 8 Langham Road  
Mount Pleasant  
Harare, Zimbabwe  
Tel/Fax: (263) (4) 744488  
Telex: UNIVZZW  
Telegrams: UNIVERSITY

CENTRE FOR DEFENCE STUDIES UNIVERSITYOF ZIMBABWE

The Executive Director  
National Museums and Monuments of Zimbabwe  
P Bag  
Harare  
18 September 2013

Dear Sir,
APPLICATION FOR PERMISSION TO CONDUCT AN ACADEMIC RESEARCH BASED ON THE NATIONAL MUSEUMS AND MONUMENTS OF ZIMBABWE IN RESPECT OF KINGSTONE KAZAMBARA

I hereby apply for permission to carry out an academic study on job satisfaction in the National Museums and Monuments of Zimbabwe, in partial fulfilment of the Master of Business Leadership degree which I am doing with Bindura University of Science Education.

My interest is in the level of curators and technicians. During my short period of secondment to the National Museums and Monuments of Zimbabwe, I developed a lot of interest in the organization and drew out a number of experiences. If permission is granted, my area of study will be job satisfaction and its relationship with employee performance, absenteeism and turnover.

I would like to give the assurance that any information that I will obtain on the organization as the result of the research will be used for the purpose of the research only.

I look forward to your favourable response.

Yours sincerely,

Kingstone Kazambara
APPENDIX B
LETTER OF AUTHORITY

National Museums and Monuments of Zimbabwe

Our ref: P2/GM/em

27 September 2013

Mr. K. Kazambara
University of Zimbabwe
Centre for Defence Studies
NO. 8 Langham Road
Mt Pleasant
HARARE

Dear Sir,

re: CONDUCT OF RESEARCH BASED ON NATIONAL MUSEUMS AND MONUMENT OF ZIMBABWE.

We are in receipt of your letter dated the 18th instant which seeks authority for you to conduct a research project on National Museums and Monuments of Zimbabwe staff job satisfaction in relation to staff turnover for your degree study programme with Bindura University of Science and Technology.

In granting you authority to conduct this research, we do so with the expectation that all Official information you receive and use in your study will not be used for any other purposes, without the organisation's authority. We also grant the authority with the expectation that we will receive a copy of your final report in view of the study's ability to assist us better understand and respond to various dynamics that could be at play in our staff situation with particular reference to skills retention.
Kindly note that you are now free to directly approach our Human Resources Department for assistance you might require in this regard.

Sincerely

G. Mahachi (Dr.)

EXECUTIVE DIRECTOR

cc. Deputy Executive Director
    Acting Human Resources Manager
APPENDIX ‘C’

QUESTIONNAIRE FOR CURATORS OF THE DEPARTMENT OF NATIONAL MUSEUMS AND MONUMENTS OF ZIMBABWE

These questions are forwarded to you by Kingstone Kazambara, a Master of Business Leadership student with Bindura University of Science Education, who is conducting a study on the determinants of job satisfaction and their effects on retention, with special reference to curators in the Department of National Museums and Monuments of Zimbabwe. You are kindly requested to answer the questions as honestly as you can, as answers to the questions will help him to successfully conduct the study in an attempt to find solutions to the problem of the turnover of the curators. Please note that your responses will be treated with the strictest confidence, and that the information gathered will only be used for the purpose of this study. You are also assured that the information will be presented in aggregated form and that no detail will be attributed to an individual respondent. Your co-operation will be greatly appreciated. Thank you.

Section A

Personal Details

Please tick in the box against the appropriate answer. Where there is no box, please write in the spaces provided.

A1. Age:
   1. Under 25 years
   2. 25-30
   3. 31-35
   4. 36-40
   5. 41-45
   6. 46-50
   7. Over 50

A2. Gender:
   1. Male
2. Female

A3. Highest level of Education:
1. ‘O’ Level
2. ‘A’ Level
3. Certificate
4. Diploma
5. HND
6. First degree
7. Masters
8. Ph D

A4. Marital Status:
1. Single
2. Married

Department:
1. Archaeology
2. Entomology
3. Ethnography
4. Herpetology
5. Geology
6. Palaeontology
7. Ornithology
8. Other (specify)
A5. Number of years under National Museums and Monuments employment:

1. less than 5 years
2. 5-10 years
3. 11-15 years
4. 16-20 years
5. 21-25 years
6. Above 25 years

A6. Position at the time of joining the Department of National Museums and Monuments of Zimbabwe:

1. Chief Curator
2. Principal Curator
3. Senior Curator
4. Curator
5. Assistant Curator
6. Other (please specify)..........................

A7. Studies done during employment by the Department of National Museums and Monuments of Zimbabwe:

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A8. Current position in employment:

1. Chief Curator
2. Principal Curator
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<td>4</td>
<td>Curator</td>
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<td>5</td>
<td>Assistant Curator</td>
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A9. Period in current position:

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<th>Years</th>
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<td>6</td>
<td>Above 25 years</td>
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Section B

Please indicate your responses by ticking in the appropriate box

Key to answers

5-Strongly Agree

4-Agree

3-Undecided

2-Disagree

1-Strongly Disagree

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<td>I clearly understand the mission of the organization</td>
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<td>I understand how my job aligns with the organization’s mission</td>
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<td>3</td>
<td>My managers are men and women of integrity</td>
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<td>4</td>
<td>My managers are professionally competent</td>
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<td>5</td>
<td>I easily get along with my colleagues</td>
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<td>6</td>
<td>I believe that my salary is commensurate with my responsibilities</td>
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<td>7</td>
<td>My job is secure</td>
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<td>I get assistance from the organization in times of personal problems</td>
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<td>I have sufficient tools and resources to do my job</td>
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<td>I feel safe at my work site</td>
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<td>My job gives me a feeling of achievement</td>
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<td>The company recognizes my achievements</td>
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<td>I feel that the goals of my job are achievable</td>
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<td>I feel appreciated when I successfully complete a task</td>
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<td>My manager always praises me for a job well done</td>
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<td>19</td>
<td>I receive adequate rewards for doing a good job</td>
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<td>I like the recognition that I receive for a job well done</td>
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<td>I am proud to work for this organization</td>
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<td>22</td>
<td>There are opportunities for me to grow in this organization</td>
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<td>The organization offers equal opportunities for growth and development</td>
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<td>The organization gives priority to organizational members to fill higher posts when they arise</td>
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<td>I like advancement more than salary increase</td>
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<td>The organization’s promotion criteria are fair</td>
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<td>My organization is interested in my career advancement</td>
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<td>My organization guides me in career development</td>
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<td>29</td>
<td>My organization sends members for training as a matter of policy</td>
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<td>30</td>
<td>I am happy about the rate at which I am advancing in my career</td>
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<td><strong>Responsibility</strong></td>
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<td>31</td>
<td>I design my own work plan</td>
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<td>32</td>
<td>I am free to schedule the tasks for my job</td>
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<td>I go beyond what is expected of me in my job</td>
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<td>My work allows me to complete a whole project</td>
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<td>I receive feedback on the quality of my work</td>
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A big thank you
APPENDIX ‘D’

ORAL INTERVIEW QUESTIONS FOR CURATORS

1. What made you decide to apply for a position in the Department of National Museums and Monuments of Zimbabwe?
2. What were your expectations when you first joined the organization?
3. Were the expectations met?
4. What do you consider to be your most memorable experience while working for your organization?
5. What needs to be improved in your job?
6. Does top management inform you of the quality of your work?
7. What negative situations did you experience while working for the organization?
8. Have you ever thought of leaving the Department of National Museums and Monuments of Zimbabwe? Give reasons for your answer.
9. If you were to leave the Department of National Museums and Monuments, which organization would you go to? Why?
### APPENDIX E

#### MATRIX OF RESPONSES TO THE TURNOVER QUESTIONNAIRE

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