



Evaluation of employee needs satisfaction in a mining company

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Abstract

Employee needs satisfaction is an area of research that has received numerous attention from the early 1970s. This is evident from the work of key theorists and writers in the field of people management and human needs. The work of Herzberg, McClelland and Maslow enjoyed attention from the 1970s followed by the focus on Leader Member Exchange. The focus of this study was on employee needs satisfaction in a mining company with a specific focus on housing. The theoretical framework of this study demonstrates the link between employee needs satisfaction and job performance. The links are the well-being of an employee, their dependents, health and the employee's ability to cover all his or her basic needs. The concept of employee needs satisfaction, refers to the efforts of an employer in fulfilling the needs of the employee as prescribed by company policies and other workplace agreements.

The research question of this study was concerned with the housing needs of employees and the centrality of house ownership in the set of needs that employees have. The objectives of this mini-dissertation were to bring to the surface this area of employee needs satisfaction, to suggest consultative processes in addressing employee needs and to add new perspectives to the research field by means of the developing a theoretical framework.

The research data was collected using a research questionnaire that consisted of two sections. Section A, consisting of biographic information and Section B, focusing on questions constructed based on the literature and theoretical framework of the study. Questionnaires were self-administered to 118 employees. Participants were from the group of workers in the underground shaft operations.

The findings of this research show that 73% of employees are from the Northern Cape Province, which is an interesting indicator of the employment of local people. However, about 60% of respondents reported that their income did not cover all their basic needs besides that they received other allowances. This raised questions about their ability to afford housing and other necessities and informed a proposal for a holistic financial literacy and advisory programme for employees. The research instrument demonstrated reliability with a Cronbach's Alpha of 0.86.

The conclusion of this study is that employee needs satisfaction is a big issue in the mining industry. It is about the reasons why people are working. These reasons include working to support family, to achieve goals and to live. Therefore, it is important that individual employees are provided support and guidance in their financial planning and expenditure. Over and above a big mining company such as the one referred to in this study has to opt for a housing scheme if it is to address to challenges of employee needs with regards to housing. It is shown in this research that there is a significant relationship between family, housing, employee's well-being and job performance. It is therefore important that employee needs are satisfied to enhance job

performance. Limitations and future directions for research are highlighted on the final chapter of this mini-dissertation.

Keywords and abbreviations

Keywords: Employee Needs Satisfaction | Human Resource | Maslow's Hierarchy of Needs | Family | Mining Company | Sector | Industry

AMCU	Association of Mineworkers and Construction Union
BCEA	Basic Conditions of Employment Act
COSATU	Congress of South African Trade Unions
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
HIV/AIDS	Human Immune Virus / Acquired Immune Deficiency Syndrome
HRM	Human Resource Management
LRA	Labour Relations Act
MBA	Master of Business Administration
n	Sample
N	Population
nAch	Need for Achievement
nAff	Need for Affiliation
NC	Northern Cape Province
NDP	National Development Plan
nPow	Need for Power
NUMSA	National Union of Metal Workers of South Africa
NW	North West Province
LMX	Leader Member Exchange
NWU	North West University
OHSA	Occupational Health and Safety Act

Chapter 1 Introduction

The introduction of the research study proposed here has five components namely the background of the study, points out directions of critical literature, problem statement, research question and objectives. This research study focused on the mining sector in the North West region of South Africa and it pursued a strong academic inquiry about the welfare of employees in relation to their ownership and access to housing (Chamber of Mines of South Africa, 2017). This research finds its place in the academic field of Human Resource Management (HRM). Details about this research study are provided on the sections which follow. The human resource management function is responsible for employment relations, employee welfare and labour affairs in a company (Masvaure, Ruggunan, & Maharaj, 2014). This function ensures that employees are adequately skilled and they meet the requirements to perform their work (Wang, 2001). In the mining sector the human resource management function also ensures that employees have access to accommodation during their period of employment and it is also responsible for managing the entry and exit of employees (Chenga & Cronje, 2007). The following is the background of the research study.

1.1. Background of the Study

The background of this study provides that mine workers have for a long period of time worked under harsh conditions in the apartheid South Africa and this has not changed post-apartheid era (Stewart, 2015). The lives of many mine workers are still characterised by poverty associated with lack of access to housing, sanitation and health care (Humby, 2016). The lack of safe and acceptable working conditions has led to the detraction of trust amongst mineworkers and mining firms (Rajak, 2016). The failure of trade unions and mine representatives to reach amicable solutions about mineworkers' fair wages and housing lead to the Marikana Massacre where 34 mineworkers lost their lives (Webster, 2017). This research focuses on a mining organization based in North West and Northern Cape provinces of South Africa. This mining enterprise is among the oldest mine houses in South Africa (Chamber of Mines of South Africa, 2014). This mining company has employees which come from different corners of South Africa that have come to seek opportunities with which they hope to better their lives (Neves & Du Toit, 2013). Often the mineworkers are left disappointed due to the lower salaries they earn, their poor living conditions in the mining towns and for their inability to provide adequately for their families or dependants (Stewart, 2015). One of the demands that employees of Anglo American mine have demanded consistently is the need for support with housing which they believe could better their living conditions and those of their dependants (Salim, 2001). Mines get disrupted from time to time when employees through their trade unions have to organise and demonstrate to get the attention of senior management about their housing and other related needs (Webster, 2017). Employees of the mine get sick and as they grow older they end up having nowhere to go especially when there

has been disorganization with family or no provision of a stable house (Phillips et al., 2014). It is against this background that a study on the effect of housing on mining employees' welfare and job performance is proposed.

1.2. Problem Statement

Historically mining companies provided single gender (male) hostels to accommodate their employees to be near their places of work (Hammond, T; Cooper, C; van Staden, 2017). Hostels were used by employees that were earning lower salaries while the middle and upper managers were offered houses (Marais & Cloete, 2009). Today companies have changed hostels to become family accommodation and this was done to address the legacy of the historic and harsh mine workers' living conditions (Humby, 2016). But this has not addressed the problem of employee investment in property. The research will concentrate on three platinum mine operations in Rustenburg. The mining company referred to here, it provides company accommodation for their permanent employees. Company accommodation is offered according to company policy. Company policy covers, accommodation offered to employees who hail far from the mining town and this also aims to assist newly recruited employees in need of accommodation. Allocation of company accommodation is done by the Human Resource department. While some employees benefit from the temporary company accommodation some tend to neglect investing in their own houses, which may lead to displacement into the streets, when employees are retrenched, retired or out of the mine employment.

The company has several accommodation support systems in place. These systems include giving employees company accommodation, giving rent allowance to employees and providing home ownership allowance for those who already own houses. The company assists employees with company accommodation and rent allowance which becomes a problem at a later stage as some employee tend to neglect investing in their own property. Investing in property is important for current and long-serving mineworkers, because it provides a permanent accommodation and security when they are no longer working for the company. There are several ways that employees can lose their job, and which is problematic for employees which have not invested in property. Loss of jobs can occur due to resignations, retirement, retrenchment, medical incapacity and employee being suspended due to misconduct. This problem has not been neglected as company and employees' representative are having conversations about it. The company assists employees with Home Ownership Allowance every month if they have their own properties. Those whom have not purchased homes do not benefit from this scheme.

The rationale of the proposed study is based on the idea that the problem of property investment by employees is underemphasized by the company and trade unions. This research project seeks to unpack the elements of home ownership, welfare of mineworkers and value in investing on a decent home property. Mines are downscaling in South Africa and this trend is happening rapidly since the 2008 recession, which means loss of jobs for miners and reduction in accommodation

provided by mining companies (Marais, 2013b). The problem in this research can be summarized as follows:

“The problem can be described as the lack of investment and purchases of private housing property by mineworkers in a Rustenburg based mining company. The impact of this problem is often seen when employees end up homeless after retiring, or when they lose their mining jobs for various reasons. As part of this problem some employees do not benefit from the Mine Housing Allowance especially if they are not permanently employed workers. The lack of investment in housing property does impact negatively on the families of mineworkers and also their life after employment. The poor living conditions of the mineworkers also lead to protests and violent demonstrations in a number of occasions, including the Marikana incident which was about wages and the demand for improved living conditions (Bond & Mottiar, 2013).”

Humby (2016) states that mining companies had for a long period of time exploited employees and they need to address issues on the welfare of employees with urgency. Low wages have always been the main point of disputes in the mining belt and has often lead to demonstrations and lowered job performance of mineworkers (Stewart, 2015). The above and previous sections show links in literature, that welfare of employees has impact on their job performance.

1.3. South Africa’s Vision 2030

The Department of human settlement’s Vision 2030 has a vision to ensure South Africans have their own property by 2030. There are different ways for a person to acquire houses, one can either buy houses or apply for RDP Houses. Most of the people that are working do not qualify for RDP houses because of their salary status. They are bound to apply for bonds from the banks. There are challenges in bond applications for employees that earn lower salaries because of affordability assessments which they fail. Employees that are earning lower salaries are in between R3500 and R15000, they can apply for subsidy from department of human settlement but not all applications get to be successful. Residential property is essential to poverty alleviation for low income earning households and if a company provides a subsidy to an employee to buy an affordable residential property, they may get tax related rebates (Kamdar, 2014). The departmental housing subsidy has a potential to assist low earning workers to gain access to decent housing. Other mining companies have started providing homes for their employees and they have made progress in addressing the housing needs of their employees. Employees have some investment plans on the provident fund and pension fund, but housing is another investment that they can take in to consideration if well supported by the mining company.

1.4. Research Setting

This research was conducted at a mining company, based in Rustenburg and Postmasburg areas. This research has a unique characteristic as the questionnaires during the data collection process

will be split equally between the two operations of the mine. This provided an opportunity to make comparisons where necessary. The following are further characteristics of the research setting:

- Mining company
- Permission to conduct research has already been granted
- Easily accessible to the researcher
- Research project has company support

The company's support did not interfere with the independence of the research study and it is also not restrictive in any way. The nature of company support was that which enabled the research to be conducted and it included granting of access to company records which contain information that was relevant to the research questions of this study.

Chapter 1: Introduction

This introduction chapter provides a thorough background of the research study and it provides an overview of the key components of the research. It introduces all the other chapters on this mini-dissertation.

Chapter 2: Literature Review

This chapter consists of the essential scholarly literature which informs and shapes the proposed research idea. A critical review of the available literature was done, and timeliness of sourced literature was carefully assessed.

Chapter 3: Research Methodology

This chapter explains and describes the step by step process of how the research was conducted, and it identifies the mitigated errors and the analysis techniques used. The questionnaire items on the table below are explained in detail on this chapter. These questions were used in the study and informed the research process.

Table 1 Research Questionnaire Items

QUESTION 1: TO WHICH OF THE FOLLOWING GENDER DO YOU BELONG?		
	Female	1
	Male	2
QUESTION 2: FROM WHICH PROVINCE DO YOU ORIGINATE?		
	Eastern Cape	1
	Free State	2
	Kwa-Zulu Natal	3
	Gauteng	4
	Limpopo	5
	Mpumalanga	6

	North West	7
	Northern Cape	8
	Western Cape	9
	Other	10
QUESTION 3: WHAT IS YOUR AGE GROUP		
	16 - 25	1
	26 - 35	2
	36 - 45	3
	46 - 55	4
	56 - 65	5
QUESTION 3: WHAT IS YOUR EDUCATION ATTAINED		
	No Education	1
	Grade 1-7 (Primary School)	2
	Grade 8 – 9 (High School)	3
	Grade 10 – 12 (High School)	4
	Diploma/Higher certificate	5
QUESTION 5;NUMBER OF YEARS WORKING IN THE MINE (YEARS)		
	1 – 5	1
	6 - 10	2
	11 -20	3
	21 - 30	4
	31 - 40	5
QUESTION 6: WHAT IS YOUR MONTHLY GROSS SALARY BRACKET		
	Below R 6000	1
	R 6000 to less than R 8000	2
	R 8000 to less than R12000	3
	R 12 000 to less than R15 000	4
	R 15 000 to less than R 20 000	5
	R 20 000 and above	6
QUESTION 7: ARE YOU A MEMBER OF ANY TRADE UNION?		
	Yes	1
	No	2
	I was but cancelled membership	3
QUESTION 8: DO YOU OWN A HOUSE?		
	Yes	1
	No	2
QUESTION 9: DO YOU HAVE ANY OF THE FOLLOWING BENEFITS.		

	Work subsidy	1
	Housing allowance	2
	House that was inherited	3
	RDP home	4
QUESTION 10: NUMBER OF DEPENDANTS LIVING WITH YOU		
	No dependents	1
	1	2
	2 - 3	3
	4 - 5	4
QUESTION 11: WHAT IS YOUR MARITAL STATUS?		
	Single	1
	Married	2
	Living together	3
QUESTION 12: FOR HOW LONG DO YOU STAY IN THE CURRENT HOUSE?		
	Less than 1 year	1
	1 to 5 year	2
	6 to 10 years	3
	More than 10 years	4
Questions		
QUESTION 13: INCOME: DOES YOUR CURRENT SALARY HELP COVER ALL YOUR BASIC NEEDS?		
13.1	My income is sufficient to meet my basic needs	1 2 3 4
13.2	My income is sufficient to provide for my family	1 2 3 4
13.3	I had demanded a salary increase in the previous year	1 2 3 4
13.4	My salary covers my accommodation cost	1 2 3 4
QUESTION 14: FAMILY: DO YOU HAVE ANY FAMILY DEPENDANTS THAT YOU NEED TO TAKE CARE OF?		
14.1	My family/dependants have a decent house	1 2 3 4
14.2	My family house is my responsibility	1 2 3 4
14.3	I stay with my family during my work days	1 2 3 4
QUESTION 15: COMPANY (MINE) HOUSING SUPPORT: DOES THE COMPANY PROVIDE SUPPORT FOR YOUR HOUSING NEEDS?		
15.1	My company provides a sufficient housing allowance	1 2 3 4
15.2	My company supports homeownership	1 2 3 4
15.3	My company has prioritise employee welfare through housing	1 2 3 4
15.4	My job fulfils me because my company supported my house purchase	1 2 3 4
15.5	I have a decent house because of my company's support	1 2 3 4

QUESTION 16: WHAT IS YOUR MOTIVATION TO BE A HOMEOWNER?					
16.1	Purchasing a house is an attractive option for future of my family	1	2	3	4
16.2	Purchasing a house was (or will be) for my family	1	2	3	4
16.3	Purchase a house influence (or will) influence my job performance	1	2	3	4
16.4	Purchasing a house is good for my wellbeing and my family	1	2	3	4
16.5	Purchasing a house will or can improve my standard of living	1	2	3	4
16.6	Homeownership provide my family with security	1	2	3	4
16.7	Homeownership provides stability for my family	1	2	3	4
16.8	House ownership will assure me a secure retirement	1	2	3	4
16.9	House ownership gives me work stability	1	2	3	4
QUESTION 17: WELL-BEING & JOB PERFORMANCE: HOW DO YOU DESCRIBE YOUR WORK-PLACE NEEDS SATISFACTION?					
17.1	Proper housing is essential for my wellbeing	1	2	3	4
17.2	The security of my family is important for my wellbeing	1	2	3	4
17.3	My company offers me stable employment	1	2	3	4
17.4	My job provides steady employment	1	2	3	4
17.5	My salary meets all my needs	1	2	3	4
17.6	Company policies are put into practice for employees	1	2	3	4
17.7	Job progression will help me secure a better future	1	2	3	4
17.8	I am able to use all my abilities in my job in order to progress	1	2	3	4
17.9	Owning a house will empower me	1	2	3	4

Chapter 4: Results and Findings

This chapter of the project highlights results and data collected in a form of frequency tables, graphs and other numerical displays. This chapter also informs the interpretations on chapter 4. On this chapter, a detailed analysis was done, it compared literature with the findings and also reflected on the data collected.

Chapter 5: Recommendations and Conclusion

This last chapter proposes a way forward and provides recommendations for adoption. It is also this chapter that will discuss the implications of acting. This chapter highlights the limitations of the study and directions for future research.

The next chapter is the literature review on employee needs satisfaction and relevant theories.

Chapter 2 Literature Review

On this literature review linkage between job benefits satisfaction, Maslow's hierarchy of human needs, Herzberg's two factor theory and McClelland's three needs theory are identified and explained. A common agreement in this literature is that humans have needs and they provide for those needs by selling their labour (Tan & Waheed, 2011). In working for companies or businesses employees as humans seek to satisfy their needs and those of their immediate dependants (Parkes & Langford, 2008). It is for many employees important, to have job satisfaction and general quality in work-life balance (D. J. Lee, Yu, Sirgy, Singhapakdi, & Lucianetti, 2018).

2.1. Job Benefits Satisfaction

There has been a heated debate about benefits provided to employees both in academia and practice (Mochama, 2013). The debate has been sparked by a need for balancing issues such as gender empowerment (Wheatley, 2017), increasing employees sense of belonging through benefits and the definition of employee benefits satisfaction has been also part of the debate (Artz, 2010). However, job satisfaction is still seen in terms of the provision of flexible work hours, housing allowance and other fringe benefits in addition to a basic salary (Artz, 2010). While there is not a unanimously accepted definition for job satisfaction authors agree that it remains essential for most employees to be able to provide for their dependants (Haider, Ahmed, de Pablos, & Latif, 2018) and to be able to make valuable contributions in the life of their families (Gómez García, Alonso Sangregorio, & Lucía Llamazares Sánchez, 2016). A family is a social group to which a person belongs to; through biological connections and even by choice of association they may share a space of living or deep relationships (Parkes & Langford, 2008). According to Nalla, Paek and Lim (2017) improving the job characteristics, providing fringe benefits and helping employees to balance their work and life can increase satisfaction. There are different levels of needs which are associated with human satisfaction hence the next section on the Maslow's hierarchy of needs.

2.2. Maslow's Hierarchy of Needs

Abraham Maslow in 1954 presented the pyramid of human needs, stating that human beings have physiological needs, safety and security, belonging, esteem and self-actualisation (Lester, 2013). In industrious and labour intensive mining operations the concern for most employees was found to be the need for safety of life and there was an increased awareness of this according to Zhou *et al.*, 2015. This is influenced by the overall need for a good quality of life which includes health as part of physiological needs and ability to care for family (Cavaliere, Glasscock, & Sen, 2014). Based on the Maslow's hierarchy of human needs people tend to fulfil the lower needs (Haider *et al.*, 2018) first before they attempt to fulfil esteem and self-actualization needs (Cangemi, 2009). There is a correlation between working and saving to fulfil the different needs, such as when employees work to buy a house to fulfil their need for a decent shelter or house (Cabeza, Johnson,

& Tyner, 2011). According to Cangemi (2009) people are more concerned of survival needs because these influence lifestyle choices and the move towards the high end needs. The Maslow's hierarchy of human needs, like McClelland's three needs theory, it has been largely criticized for its limitation in presenting human needs as being progressive from one level to another (Forbes, 2011). Since these are not completely perfect on their own a review is done on Herzberg's two factor theory.

2.3. Herzberg's Two Factors Theory

Herzberg's two factors theory is based on the idea of fair reward and motivation (Ross, Valenzuela, Intindola, & Flinchbaugh, 2017). Motivation is defined as the internal force that propels an individual or a group of people to reach their target goal (Tan & Waheed, 2011). The two factors are hygiene and motivators. The hygiene factors include salary, interpersonal relations, supervision, policies, working conditions and job security (Vijayakumar & Saxena, 2015). The motivation factors are recognition, achievement, responsibility and the work itself (Vijayakumar & Saxena, 2015). In order to achieve a satisfied workforce on the basis of the two factors managers needs to practice and live on the values of trust and deliver on their promises to employees (Zeffane, 2010). On top of the motivation factors is the basic hygiene factor of a decent salary which has remained top of numerous studies about the Herzberg's two factor theory (Tan & Waheed, 2011). Similar to the Maslow's hierarchy of human needs, there is a common perception that employees tend to be concerned about the status of hygiene factors before they concern themselves about motivation factors (Lăzăroiu, 2015). While the Herzberg's two factors theory adds value to the Maslow's hierarchy of human needs and to job benefits satisfaction models; it was found to be not applicable to some settings such as in a construction industry of Thailand which shares similarities to other labour intensive industry settings (Ruthankoon & Olu Ogunlana, 2003). In order to extend the understanding of this theory a further review is done on job characteristics model and McClelland's three needs theory.

2.3.4 Job Characteristics and McClelland's three needs theory

Hackman and Oldham's job characteristics model has five core job characteristics, namely; skill variety, task identity, task significance, autonomy and feedback (Pierce, Jussila, & Cummings, 2012). Task significance characteristic is important to employees as they perceive it to be a source of job security and attraction to company benefits, as this means doing a worthwhile activity within a company (Allan, 2017). Part of the job characteristics is that it influences the overall job design of an employee hence its importance to understanding employee satisfaction (Pierce et al., 2012). On the other hand is McClelland's three needs theory which presents a view that employees are an important organisational resource and they need to remain motivated (Gyan & Shukla, 2017). The three needs are achievement, power and affiliation. Employees aim to excel above set standards (achievement), they also like to have influence over others where an opportunity allows (power) and over their work, and finally they also value workplace interpersonal relationships (Farisha,

2014). The absence of understanding the value of human needs amongst managers and organisational leaders is a limitation to ensuring the attainment of balanced job benefits satisfaction for employees (Forbes, 2011).

2.4. Contributing Factors to the Need for Stable Housing

Human beings have physiological needs as specified in the Maslow's hierarchy of needs and these include the need for shelter (Hoekstra & Marais, 2016). In the mining sector employees relocate from homesteads to seek employment where the mining shaft is located and over time they grow their interest in the area in which they live (Marais & Cloete, 2013). This leads to an interest to relocate family members or a few family members from the homestead to come to the mining town which is often a challenge without housing (Neves & Du Toit, 2013). The common factors which contribute to the need for stable housing and homes for mine workers, include that most mine workers are migrant labour from other regions into the mining towns (Razavi & Staab, 2010), secondly, housing is seen as an investment to the progress of a mineworker's dependants or family, thirdly, stable housing is necessary to reduce societal inequalities and also creates value for the owner (Chenga & Cronje, 2007) (Stewart, 2015) and finally housing provision by mining firms is an opportunity for them to ensure welfare of employees which could contribute to better health which can sustain an employee's job performance (Humby, 2016).

In summary, the above literature shows that the different models in understanding employee needs satisfaction are compatible to advance functioning of workforces (Jungert, Van den Broeck, Schreurs, & Osterman, 2018). It is also this literature that shares the view that employees may encounter personal conflict in trying to fulfil and prioritize their own needs (Maycock, Gruzinskaite, & Field, 2018). However, people tend to fulfil their lower level needs before attempting to fulfil the higher level ones (Haider et al., 2018). This helps in understanding the role of the Maslow's hierarchy of needs and its place in literature as a way to help build a better view about human needs (J. M. Lee & Hanna, 2015). The role of Herzberg two factor theories, LMX and McClelland's three needs theory has played a great role in practice and in industrial psychology research to unpack the centrality of work in fulfilling human needs (Dashtipour & Vidaillet, 2017). Organisations when they fulfil their employee needs they increase the chances to have a satisfied workforce and that also has a potential to increase loyal and satisfied customers (Clemmer, 2005).

Out of the above discussion the following problem statement could be derived namely the under-evaluation of employee needs and high levels of dissatisfaction among employees which leads to industrial action from time to time when negotiations for salaries and housing benefits fail.

The proposed research study draws literature from the knowledge areas of human resource management, mining employees working conditions, welfare and from performance studies. This

research project alludes to the common challenges towards achieving the welfare of mine workers and their dependants, in China the reform of housing policies and involvement of industrial private companies in Beijing proved that it was possible and rewarding for both the industrial firms and employees to have housing (Wang, 2001). This literature review consists of a conceptual framework which considers income, family, company support, house purchase, welfare and job performance. There are sub-topics which are also given attention which include employee dignity, welfare and house ownership, mining enterprises and labour intensity, the need for stable accommodation, lessons from Marikana and linking the core literature.

2.4.1. Housing and employee dignity

Home ownership refers to access and control of a decent shelter for accommodation and one's identity (Wang, Ya Ping & Murie, 2000). The need for stable housing is also driven by the fact that the government project for housing provision has not been steady and quick as it was expected to be. The Reconstruction Development Programme (RDP) also did not yield the expected results for most parts of South Africa and also due to its strict qualifying criteria employees earning low wages could not qualify as beneficiaries of the programme (Seekings & Natrass, 2016). When employees work for organisations they seek to satisfy their needs with their earnings and one of the primary needs is that of shelter, which plays a role in protecting an individual's identity (Chen & Hsu, 2013). The ability to provide for family, personal needs and welfare is important to working people. There is a strong drive to provide a safe and dignified shelter for dependants and family amongst working people. Often housing is not affordable for numerous reasons such as lack of collaboration between government and private enterprises, housing policy shortfalls and the slow paced delivery of low cost housing targeted to the working class such as mine-workers (Chen & Hsu, 2013). This literature description is deliberated upon on the following sections.

2.5. Employee welfare linked to housing

Welfare amongst employees means personal and wellbeing of immediate family and dependants. Mine-workers often relocate from their homes or hometowns to stay in the mining cities or towns where they work. Overtime they start new families or grow their existing families. However, the suffering of their family members hits hard on their wellness and when there is no proper housing in place for them and their family members the problem becomes a welfare issue. This kind of problem normally raises feelings of dissatisfaction amongst distrust and dissatisfaction about the mining company especially when the company is generating high revenues but employees are homeless and feel that they earn less (Moon, 2017). Mine-workers also aim to provide for their families back in their homelands or hometowns and at the same time be able to have dignified housing in the mining town or place of work. The lack of housing creates a feeling of displacement amongst mine workers especially those that have migrated from their home regions to a mining town or city with hopes to improve life and even escape poverty (Li, 2016). Mining and other industrial enterprises tend to focus on occupational health and safety within the premises of their

operations, which is correct and required by law, but there is an established perception that these industrious enterprises take no interest in the wellness of their people when they are outside of their premises or their dependants. This perception is influenced by lack of support from enterprises which should be at the forefront of employee wellness, which can be described as the enrichment of the life of employees to keep them happy, healthy and mentally fit by helping them reach their goals and provide for their loved ones the basic needs (Tiwari, 2014). The historic poor working conditions in mining companies have, in the new era, generated an expectation that mining houses will provide housing and welfare for their workers. However, this expectation has not been met by most mining houses. The focus has been on HIV/AIDS treatment, other personal health treatments and other Corporate Social Responsibility (CSR) projects intended for local communities, which has not addressed the problem of housing adequately (Rajak, 2016). The mining company's inability to support and provide for the welfare support of employees beyond the premises of performing labour duties created and still is a contributing factor to conflicts, protests and unrests in the mining sector particularly in the Southern Africa (Masvaure et al., 2014). The next section of this literature addresses the labour intensiveness of mine operations and the personal expectations of employees involved in intensive work.

2.6. Mining companies and labour intensity

South Africa has had a reputable name about its mining sector and its ability for mineral production. The mining sector is dependent on semi-skilled labour for mineral extraction, grilling and other underground operations. The mining sector also is the largest employment creator in the country of South Africa. While the mining sector has been a central role player in employment creation it has had several unrests and added to the list is the 2012 Marikana massacre where demands for fair wages, welfare and work place improvement were met with an unfortunate head-to-head confrontation between workers and law enforcement officers (Iwu & Iwu, 2015). Industrial action has been thought to be a platform for conversations, dialogue and debate about employees' living conditions within the organisation and at home. The failure conversations and negotiations between employees and employers often lead to the failure to meet the social-welfare needs of employees, which also result in long time protests and the loss of productive time. If an organisation generates big profits at the expense of its poor, semi-skilled and hard labour employees it perpetuates inequality and it is a challenge to social welfare of employees in that they cannot meet their personal needs, including providing basic housing for themselves and their dependants (Bond & Mottiar, 2013). The following section extends to describe the contributing factors for the need of stable housing by employees in the mining sector.

2.7. Contributing factors to the need for stable housing

Human beings have physiological needs as specified in the Maslow's hierarchy of needs and these include the need for shelter. In the mining sector employees relocate from homesteads to seek employment where the mining shaft is located and overtime they grow their interest for the area in

which they live. This leads to an interest to relocate family members or a few family members from the homestead to come to the mining town which is often a challenge without housing. The common factors which contribute to the need for stable housing and homes for mine workers, include that most mine workers are migrant labour from other regions into the mining towns, secondly, housing is seen as an investment to the progress of a mineworker's dependants or family, thirdly, stable housing is necessary to reduce societal inequalities and also creates value for the owner (Stewart, 2015) and finally housing provision by mining firms is an opportunity for them to ensure welfare of employees which could contribute to better health which can sustain an employee's job performance (Humby, 2016). The following literature section is devoted to notable housing struggles encountered in the mining sector and draws lessons from theories which were because of the lessons from the Marikana incident.

2.8. Mine Employee Struggles: Lessons from Marikana

Mine workers in South Africa are mostly men and semi-skilled. There has been a move to more inclusive gender policies in the mining sector. Mining firms extract minerals and depend on these extracts to generate most of their profits. While the business of extracting minerals is a good one for the mine magnates it presents social and economic struggles for those who go underground to drill and extract those minerals. In August 2012 South Africa witnessed the Marikana massacre where 34 mineworkers lost their lives. Their struggles included weak health due to silicosis infections, other struggles are basic which included low wages, poor living conditions and a set of social struggles which lead to bad interpersonal relationships amongst the mineworkers; which impacted negatively on the general labour performance and the overall performance of LONMIN which was the company implicated (Phillips et al., 2014). The struggle with basic needs by mineworkers has created a volatile work environment in different mine shafts. The neglect of economic needs of miners leaves them dissatisfied and the constant failures of negotiations by trade unions also diminishes their hopes for housing in particular as this need has been highlighted as one of the demands that keeps coming up when collective mineworkers disputes are registered (Webster, 2017).

The literature interrogated on the previous sections is further enlarged with an aid of a conceptual framework. The following conceptual framework consists of independent and the proposed dependent variables which are income, family, company support, and the dependent variables are proposed as welfare because of housing.

2.9. Conceptual framework

The sustainability of mining operations and jobs created by the mining sector are not sustainable. Certain mines have closed shafts in South Africa leaving scores of mineworkers unemployed and having nowhere to go. The mine downscaling has become an international concern for labour

movements hence the demand for just benefits for mine workers and their families or dependants. These benefits include income raise and housing allowances which could be beneficial towards a property or a home investment (Marais, 2013b). The well-being of employees and their families or dependants is interdependent. The ability to provide a safe and acceptable living environment is one of the priority areas for those who are sole providers for their families which is a characteristic shared by many mine workers.

Family members play a crucial role also in taking care of a mineworker who is one of their own. Mine work is physically demanding especially for those involved in its hard-labour processes and requires mental fitness which comes from emotional support and wellness. A house is a space shared by family and allows for social conversations, support and assurance about the purpose of life. When mine workers have to separate themselves from the families due to relocation and lack of housing they miss out on the opportunity to gain emotional and physical support towards whom they are and the performance of their duties (Marais & Cloete, 2009).

Company support and house financing is regarded as one of key areas of support for employees by their employers. Mine work settings have never embraced the need for social support of employees based on the historical context of the sector. The failure of government to enforce the social and labour support plans by mining companies is owed to the incapacity of the government to enact this legislative requirement and as a result mine workers social support has not been achieved in mines such as the downscaled Goldfields mine in the Free State province of South Africa (Marais, 2013a).

A decision to purchase a house is informed by the income earned, dependants and for working individuals, the kind of support provided by their employer is important. Family disorganisation is described as one of the problems faced by mineworkers who are family heads or have a responsibility to take care of dependants. This kind of challenge impacts their mental well-being as the loss of family structure can have an impact on any person but a great impact if an adult or the family provider is unable to provide a dignified shelter for their family. Moreover, the need for a decent home is also influenced by expectations that are created when a person is in employment and a house is an investment that one can fall back to when employment is finished or no longer able to work due to health or even during retirement (Chenga & Cronje, 2007).

The welfare of employees is directly linked to their homes, families and social connections with other people. Industrial work is physically demanding and requires mental fitness which is crucial for safety within the work space. To maintain these crucial social relationships a dignified house is crucial. Hostels have long serve as stay-in dormitories for migrant industrial labour in major cities

and mining towns. These were strategically used to host imported labour to work in the factories and even mines. Upon the dawn of democracy there need for reform in housing of labour promulgated the urgent need to resolve on housing mineworkers. The trade union movements also raised their demands for decent housing for their members in the mining sector. The demand for decent housing relates to the need for employees' social well-being and job performance. The social welfare of industrial employees is driven by interpersonal relationships with co-workers, connection with family and society in which they belong. Thus, having a home is important for sustenance of physical and mental fitness of all employees (Hoekstra & Marais, 2016). The following is a conceptual framework of this proposed study and seeks to map out the crucial literature which underpins this idea of housing and welfare of mineworkers. The independent and dependent variables are shown here.

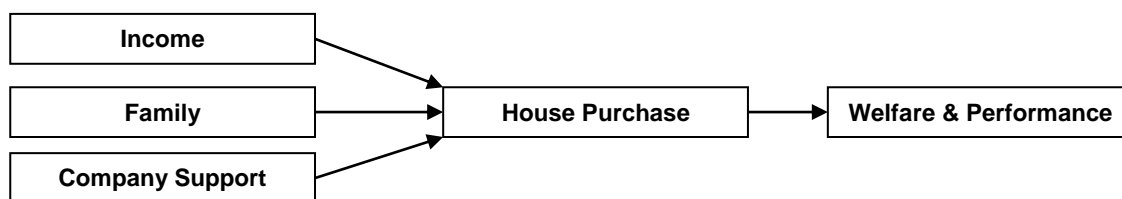


Figure 1. Theoretical Framework

The above framework is an illustration of the core elements of the literature presented. The problem of housing is one that is seen to be holding back efforts to reduce poverty by providing decent living conditions and sanitation. The following table classifies the independent and dependent variables based on the above theoretical framework.

Table 2. Independent, Dependent and Outcome Variables

Independent Variables	Dependent Variable	Outcome Variable
Income	House purchase	Welfare & Performance
Family		
Company support		

The income of mineworkers is split across for many purposes like any other worker's income. The expenditure of working class individuals is to a large extent on basic needs such as food, health and fulfilling the needs of other family members or dependants such as paying for education. Over and above there is an element of paying for entertainment and other social expenses. Without company support, financially and otherwise, it is difficult to predict the affordability of buying a decent home by industrial workers given the need to provide for their own needs and those of their immediate families or dependants. Houses are expensive properties and to purchase a home

through a loan is also not easy given the careful scrutinization of home loan applications and also the careful assessment of the ability to pay back the mortgage which interest. Often low-income earners such as mine workers find it challenging to meet the requirements to buy houses and even worse when they do not have land ownership where they can build houses off the ground. The ability to live with family has benefits employees' welfare, socialisation and mental well-being given the immediate support that can be provided by close family members or dependants when needed. When organisations create systems to support their employees' welfare they simultaneously create trust and confidence amongst employees. The important period is when the welfare systems of an organisation yield the intended results for both employees and the employer. It takes effort to develop a welfare system that ensure that the housing needs of employees are taken care off and in that they can maintain sound relationships with their families or dependants. The housing gap amongst mineworkers also creates hostile relationships between the workers where others are provided with housing while other workers do not benefit from the housing schemes. Those mineworkers not benefiting from housing schemes particularly those set up by mining companies may lose their trust for the mining company and also distrust those who are beneficiaries (Hoekstra & Marais, 2016). Therefore, the housing gap has to be filled with care and there should be transparency in such systems as employees like any other human they require the social support and dignity provided by a decent housing infrastructure where both the employee and his or her family or dependants can live.

The underlying aim of this research is to understand the relationship between income, family, company support and the decision for purchasing a house. The presented literature provides some evidence that housing is an essential part to the welfare of workers and their families in prevention of social disorganisation and poor performance at work. The following section presents the key links in literature in relation to the study's aim.

2.10. Links in Literature: Welfare, Housing and Mineworker Status

There are clear links in literature which connect welfare to housing and which further suggests that the status of mineworkers is dependent on their welfare. The mineworkers' status could be divided into various categories. These categories include health, physical health, economic, family and social status. Society in particular holds a strong assumption that when a member of a family is employed they have to provide for members of their families or their dependents. The support for housing access and ownership provided by mining companies is a vital activity for various reasons such as the ones the different scholars refer to as stated below:

- Housing access and ownership supported by mining companies for their employees improves their relationship with the state and accelerates the reduction of societal inequality (Hammond, T; Cooper, C; van Staden, 2017).

- The welfare of employees is based on their daily living conditions and tough working conditions combined with poor living conditions lead to physical and mental unfitness which is even more challenging without access to a decent house (Phillips et al., 2014).
- When mines downscale employees lose their jobs and are not easily absorbed by other industrial sectors which if they are without houses they have no-where to go or to belong when they are out of employment. The misplacement of retrenched mineworkers amongst members of society has a potential to tarnish the mine companies image and for this reason, and others it shows that housing provision is an issue that mining companies should always aim to address (Stewart, 2015).
- Mining companies have a social responsibility towards society which should begin by serving their labour stakeholders and by ensuring community development through the provision of housing infrastructure (Rajak, 2016). Mining companies have an obligation towards society's development at various levels mainly due to beneficiation from natural resources of a shared soil (Humby, 2016).
- The concept of "people-first" promotes the idea that organization both in public and private sector should take care of their own people to prevent common struggles that employees face outside of their workplace. Often employees have to endure tough working and living conditions which is not always good for their emotional, mental and even physical health. When these struggles happen with low income at their disposal and lack of housing these multiples to cause family disorganization which is not good for businesses and communities at large. Thus the need for housing support and investment remains important for employees and their employers particularly in the mining sector (Rajak, 2016).
- Trade union movements have always been at the forefront of addressing the mineworkers' struggles in the areas of wages, decent work conditions and also promoting equal opportunities in the workplace. There has been a strong move since 2011 by trade union movements demanding for adequate housing for mineworkers and their families, including supporting the worker's dependents or families which are pursuing tertiary education. What literature tells us about these demands by trade unions is that if addressed they would strengthen the trade union and mining company relationship, also help the trade unions to support their members to perform work under acceptable living conditions (Moon, 2017).

The following sections refer to the aim of this research and its basis in literature. Based on the above reasons for the needs for housing as cited from various sources it is evident that housing influences the well-being and welfare of employees.

2.11. Research Aim's basis in Literature

Aim of this research is to focus on investigation of employee's investment in property/houses. Mining companies are experiencing political challenges in the country. One of the political challenges is for government and company management to have a strategy on accommodation for

employees (Manky, 2017). The challenge for management is to motivate their employees. Companies have to use home ownership as the strategy to motivate their employees and to demonstrate that they care about their social needs (Boye Kuranchie-Mensah & Amponsah-Tawiah, 2016). South African housing policy was established in 1994 to address the home ownership issue and up to today some mines employees did not invest in buying houses. Policy was drafted to concentrate on low class people and those who earn lower salary. Targeted area to build or buy houses is in or close to urban area because areas are next to town and employees will be close to work.

2.12. Summary of the Key Theories

Several research studies had been conducted about employee needs satisfactions in the mining sectors across the world (Söderholm & Svahn, 2015). Studies from Australia, United Kingdom, United States of America and from the continent of Africa record that there need for employee support in various ways in the mining sector is common (Naicker, 2016). The performance of employees in their job is dependent on external, internal and personal factors (Alagaraja & Shuck, 2015). External factors are those conditions that a company must deliver on like infrastructure, means of production, machineries and all other elements of performing a job or task (Dong et al., 2016). The internal considerations refer to organisational arrangements and set up for enabling the external conditions and personal related well-being of employees. Examples to internal factors are employee support policies, promotions policies, salaries, organisational welfare and health support.

2.13. Maslow's Hierarchy of Needs

Abraham Maslow's theory of human needs has been largely used in social science studies for a long time. It is still used and relevant in studies focusing on human needs and development. The field of human resource management and people management has also used Maslow's work to engage with the ideas of employee needs. This theory has encountered criticisms such as the view that human needs aren't as hierarchical as the theory sometimes suggests. Other research have pointed out the context under which Maslow's hierarchy of needs was developed. Context matters since communities, societies and people look at human needs differently even although there are views which are sometimes common.

In addition, Maslow's hierarchy of needs is used in marketing and social science research initiatives focuses on consumer behaviour. On this research Maslow's hierarchy of needs was used to understand employee needs satisfaction and the ranking of the various components (J. M. Lee & Hanna, 2015).

2.14. McClelland Three Needs Theory

The three needs theory is traceable to the Maslow's Theory of Human Needs. The author of three needs theory of motivation is David McClelland, who's argument was that there are three

motivating drivers for people regardless of their demographic backgrounds such as age, gender, culture, race and ethnicity (Lăzăroiu, 2015). Although this theory and the argument by McClelland demonstrates inclusive it is not completely true in some contexts where people are still stratified in terms of their demographic backgrounds and in other communities where inequality between genders is still a problem.

2.15. Motivation-Hygiene Theory

This theory is known as the two-factor theory. The two factors are motivation and hygiene factors. Herzberg is the author of this theory and his views were that for work to happen there must be a good consideration of the factors affecting work itself (motivators) and those surrounding the job (hygiene factors) (Alshmemri, Shahwan-Akl, & Maude, 2017). The motivation factors are concerned with achievement, work itself, growth, responsibility and recognition.

2.16. LMX Theory

This theory emerged in the late 1970s focusing on the development of relationships between managers and their subordinates (Ross et al., 2017). On this research manager-subordinate relationships were not measured. This theory entails three stages namely role-taking, role-making and routinisation (Seo, Nahrgang, Carter, & Hom, 2017).

The following section is research design which describes in detail the approach which will be used to collect data, analyse and provide empirical evidence for the proposed relationships as shown on the theoretical framework of this literature review. The methodological approach is quantitative at a glance, but full details are provided on the next section.

Chapter 3 Research Methodology, Approach and Procedure

This research study followed a quantitative approach supported by a questionnaire. The philosophical stance of this research is positivism. Positivism "relates to the philosophical stance of the natural scientist and entails working with an observable social reality to produce law-like generalisations" (Hutson, 2016). The subject of this research focuses on an observable social reality of the South African mining sector and the aim is to provide recommendations on how the identified problem can be generally addressed (Mojtahed, Nunes, Martins, & Peng, 2014). It is essential that this research project follows the positivist approach as it is useful to address the identified problem and allows better framing for this proposed research project (Marshall, Bryan; Cardon, Peter; Poddar, Amit; Fontenot, 2013). The ontology of this research can be described as being real, external and independent; the phenomena of welfare and job performance are observable and measurable concepts (Mojtahed et al., 2014). The research method as already indicated it is quantitative. The following diagram shows practical steps of this study's research

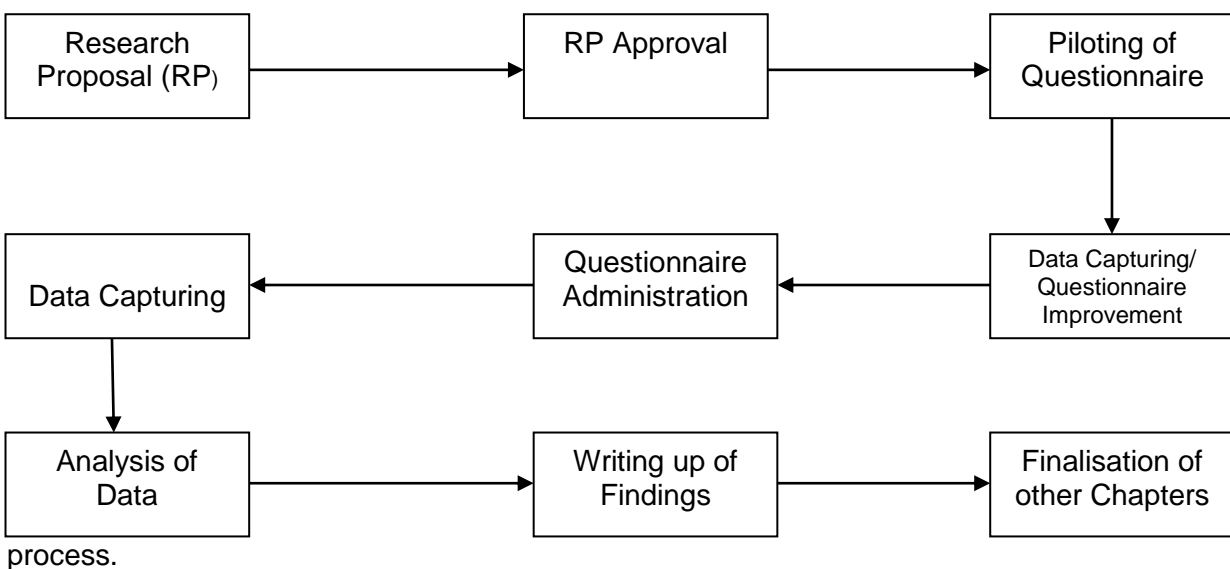


Figure 2. Research Process

This study drew its preliminary data from the mining company's research on housing and this data was accessed by permission. A previous study was done by a consultancy organization and some data about the state of housing. This data included numbers of company houses and numbers of employees benefiting from company houses scheme. The results of analyses reveal that 27.6% of the employees have their own houses and 40.4% of the employees staying in company accommodations while 32% are receiving the rent subsidy. By adding employees staying in a company (40, 4%) and (32%) of those that are receiving rent subsidy, it shows that more percentage of the employees did not invest in property. However, there are obstacles to this

investment and this study seeks to provide an academic foundation for the understanding of the problem.

3.1. Research Strategy

The strategy of data collection included reviewing of company reports and pointing out major differences from the data that was collected from this research study. The participants were permanent employees of the mining company. The process of participation was by means of a questionnaire (validated by the North West University Research Statistics division) which employees will completed with the assistance of the researcher. The participation was limited to underground mining forces in different ranks and roles. The study did not include all mine workers, but those who worked in the underground operations.

3.2. Research Method

The following research method sections provide essential and practical details of this research project. These sections entail the process of sourcing literature, the research setting and also the entrée and establishing researcher roles.

3.3. Literature Review

This research is an academic study and the topic focuses on welfare and job performance of mineworkers. Research databases and sources will be consulted to locate the most recent journals and articles, these databases include:

- ***EbscoHost***
- ***Google Scholar***
- ***ResearchGate***
- ***North West University Library website***
- ***Academia Edu.***

Books covering subject areas such as human resource management, organisational effectiveness and employee welfare will be read. Books on research methodology will also be consulted. The internet will assist in accessing other foundational texts stored on the South African Chamber of Mines website. The search keywords include:

- Worker welfare and human needs
- South African Mining
- Mine work conditions
- Mineworker family
- Mineworker accommodation

- Mineworker job performance and welfare

3.4. Research Setting

This research took place in a mining company. This research has a unique characteristic as the questionnaires during the data collection process will be split equally between the two operations of the mine. This shall provide an opportunity to make comparisons where necessary. The following are further characteristics of the research setting:

- Mining company
- Permission to conduct this research was granted
- The research site was easily accessible to the researcher
- Research project had company support

The company's support did not interfere with the independence of the research study and it was also not restrictive in any way. The nature of company support was to enable the research to be conducted and it includes granting access to company records which contained information that was relevant to the research questions of this study.

3.5. Entrée and Establishing Researcher Roles

A permission to conduct this research at mining company was granted and a permit letter was obtained. This research was conducted by means of a self-administered questionnaire.

3.6. Sampling

This study focused on two mine locations which are Rustenburg and Postmasburg in South Africa. In Rustenburg, there are 2562 and 1258 employees in Postmasburg. This research will follow a convenience sampling strategy ("Decisions About Sampling: Where, When, Who, and What," 2008). The sampling strategy was realized through the administration survey questionnaires. A sample was a select group of employees who do underground mine work, these include mine workers, rock drillers and those engage with under-ground work operations. The sample size was to be a total of 120 respondents for the research study to ensure reliability for statistical purposes (Case, 2002). The distribution was 60 questionnaires for each of the two mining sites of the company. A final total of 118 questionnaires was valid and full completed for use in this study.

3.7. Data Collection Methods

Data was obtained from both primary and secondary sources. The questionnaire consisted of two sections. The first is the biographic information collected which includes gender, age group, province, education, salary bracket, trade union membership and house ownership it informs the context of the study (Sanders, Cogin & Bainbridge, 2014:5). The collected is reported on Chapter 4

of this study and provides a full picture of the research context and for the reporting of representation of participants. The second section was informed by the foundational theories of the study and the theoretical framework. The following was taken into consideration:

- Questionnaires will be self-administered to ensure accuracy.
- The language on the questionnaire was simplified to ensure that respondents could easily understand and were able to complete it with minimal support from the researcher.
- A pilot test was conducted before the official data collection through questionnaire was done.

The secondary sources of data included company reports, records and other accessible document-based information stored by the mining company about the problem being studied in this research. These secondary sources will be accessed within the rules of information and record management as prescribed by the company. Law of the country protects employees' information. Employees must give consent in writing that their information can be used. In this research, only figures and relevant statistics will be used. This research project focuses on permanently employed underground mine workers and other staff members such as those involved in over-ground general work. Data collection will be followed by the management of the data records and analysis with the help of North West University Research Statistics Department.

3.8. Recording of Data

The sets of data collected was recorded based on their nature and available media for recording. The following was done to manage the recording of data:

- The self-administered questionnaires were completed with the target population. Appointments to have the questionnaires completed were arranged and shift supervisors were consulted to grant access to employees to have the questionnaires completed.
- A *spreadsheet* was used to record the initial data collected through questionnaires. This process was managed with the help of the North West University Research Statistics division

The quality of data was dependent on the full completion of questionnaires and having them self-administered is one of the mechanisms put in place to prevent a return of incomplete questionnaires. The validation of data and recording was done by the North West University Statistics division.

3.9. Data Analysis

A two sections research questionnaire was used for this research project to collect data about the problem and hypothesis of this research study. Some secondary data was also considered in the data analysis. The data analysis of the study was supported by the following:

- A total of 118 respondents will be reached out to complete the questionnaire of this research study and this number of respondents would be sufficient to provide a sound numerical analysis for this kind of research study (Dawson, 2013:138).
- The data collection instrument (questionnaire) was tested for accuracy as shown in figure 2 and improvements were made on the questionnaire and pilot study was conducted to put the questionnaire to test.
- The data was captured on a numerical spreadsheet and analysed on the Statistical Package for Social Sciences (SPSS) to understand the underlying relationships as shown in figure 1. Frequency tables will be generated, and data interpreted.
- The analysis of data was supported by literature sourced from relevant sources and up to date databases.

The data analysis of this study focused on addressing the research objectives of the proposed research study. The data analysis also provides statistical evidence to hypotheses and the underlying research questions.

3.10. Strategies Employed to Ensure Quality Data

The research design was based on the nature of the proposed research study and also the expected number of participants. The quantitative research approach suited the design and the purpose of this research study (Denscombe, 2012:22). There will be testing for relationships and identification of connections which is required as part of the quantitative framework used to numerically test for connections (Dawson, 2013:140). The following strategies will be used to ensure quality data.

- The researcher prevented biases by providing clear instructions on the research questionnaire, by also ensuring that participants remain anonymous and giving an assurance that all data collected is used for an academic purpose.

3.11. Reporting

The reporting of the data collected, and findings was done in a comprehensive academic writing style. Relevant and key findings were reported in response to the questions of this research study. An accessible academic language and style of writing was used in this mini-dissertation in reporting the results. The reporting complies with the following standards:

- North West University academic writing standards
- Ethical reporting standards as prescribed by the university ethical clearance

Chapter 4: Results and Findings

The specific objectives of the study were to explore literature and identify links about worker's needs in the mining industry (Kuranchie-mensah & Amponsah-tawiah, 2016), to describe extensively the value of housing on the lives of mine workers as part of human needs and to provide newer suggestions on the role of mining companies in providing accommodation and housing for employees (Manky, 2017). This research study as title Employee needs satisfaction in a mining company seeks to engage the concept of employee housing needs and this study uses quantitative data, graphs and tables to share the findings and results. A questionnaire consisting of 46 items was used for data collection in this study. The questionnaire was administered to 118 employees in a mining company and this was achieved through convenience sampling and the availability of employees to complete the questionnaire. A Cronbach's Alpha test was run on the questionnaire to assess the internal reliability of the items on the questionnaire and the rating was 0.86. This score is acceptable, and it is evidence that the questionnaire used was reliable (Bonett & Wright, 2017). There other tests for reliability analysis. However, this study's questionnaire was best suitable to be put on a Cronbach Alpha's test given the number of items on the questionnaire, purpose of the study and the time limit for conducting this research.

Table 3. Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
0,860	46

This research study's intention is to answer the research questions which are stated below. The findings and numerical results are intended to provide concrete ideas about the state of the questions raised in this study and these results contribute to the broader topic of employee needs satisfaction in a mining company.

- The primary research question of this study can be stated as
 - (1) What role does housing access play in fulfilling employees' needs?
 - (2) What job benefits are perceived to be important among employees?
- The secondary research question is (1) which role can the mining company play in the provision of employee needs? This in terms of any systems designed to address human needs (Maslow), work-based satisfaction (Hertzberg two factors) and fairness in worker engagement as well as consultation (LMX theory).

The distribution of the research instrument/questionnaire was constructed from a well define set of literature and a well investigated literature review. The data collected using the instrument is reported on this chapter by means of bar, pie and funnel charts. Custom tables and percentage frequencies are reported on this chapter. Mere reporting is insufficient on its own when presenting findings and results in academic research (Steffens, Weeks, Davidson, & Isaak, 2014). Therefore,

on this chapter analysis of the findings and literature is used to substantiate some of the data and the general findings and results. The reporting is based on the demographic information and Likert scale-based responses provided by respondents. The following table reports the descriptive statistics on the demographic responses collected in this study. The mean and standard deviations are reported. The sample size of this study 'n' was at total of 118 participants which is a fair representative of the population in terms of sites, time and purpose of the research study. Mean, std. deviation and 'N' (number of participants) are concepts of inferential statistics which help in reporting accuracy and the precision of data collected. Based on the table below which reports the mean and standard deviation the data collected can be used to make some generalisable recommendations for the mining sector in the final chapter of this dissertation. However, the demographic data tells a story about the background of the mineworkers, their well-being and employee needs that exist. The results on this table show that 7 of the questions received full responses (118), with 5 receiving 117 and the rest receiving responses between 100 and 116. These descriptive statistics were generated based on the 95% confidence interval of the mean. All the items on the demographics table below validates this study and results.

Table 4. Descriptive Statistics: Demographic Information

	Mean	Std. Deviation	N
PROVINCE	7,25	1,726	118
AGE GROUP	2,37	0,737	118
EDUCATION	4,38	0,538	118
YEARS IN THE MINE	1,68	0,775	117
SALARY BRACKET	3,80	1,895	117
TRADE UNION MEMBERSHIP	1,36	0,498	118
HOUSE OWNERSHIP	1,76	0,427	118
CITIZEN/WORKER BENEFITS	2,23	0,777	100
DEPENDANTS	2,99	0,933	117
MARITAL STATUS	1,63	0,651	117
PERIOD IN CURRENT HOUSE	2,28	0,942	115
MEDICAL AID	1,31	0,462	118
DEMAND FOR SALARY INCREASE	1,58	0,496	116
WORK DAYS STAY	1,51	0,502	117
HOLIDAY STAY	1,53	0,501	118

4.1. Provinces

South Africa is made up of nice provinces. Mineworkers and other people categorised as labour force work in their home provinces, but many often relocate to other provinces for work (Faguet, 2011). Relocation creates a new dimension about residence and accommodation. Upon relocation one must find temporary or even permanent accommodation. Most of the time the consideration of accommodation or place to stay in a new region of work is often a concern for workers relocating to work in other regions. In job posts for senior positions in big organisations successful applicants get to be offered relocation funds which is often not the case for the work class majority jobs.

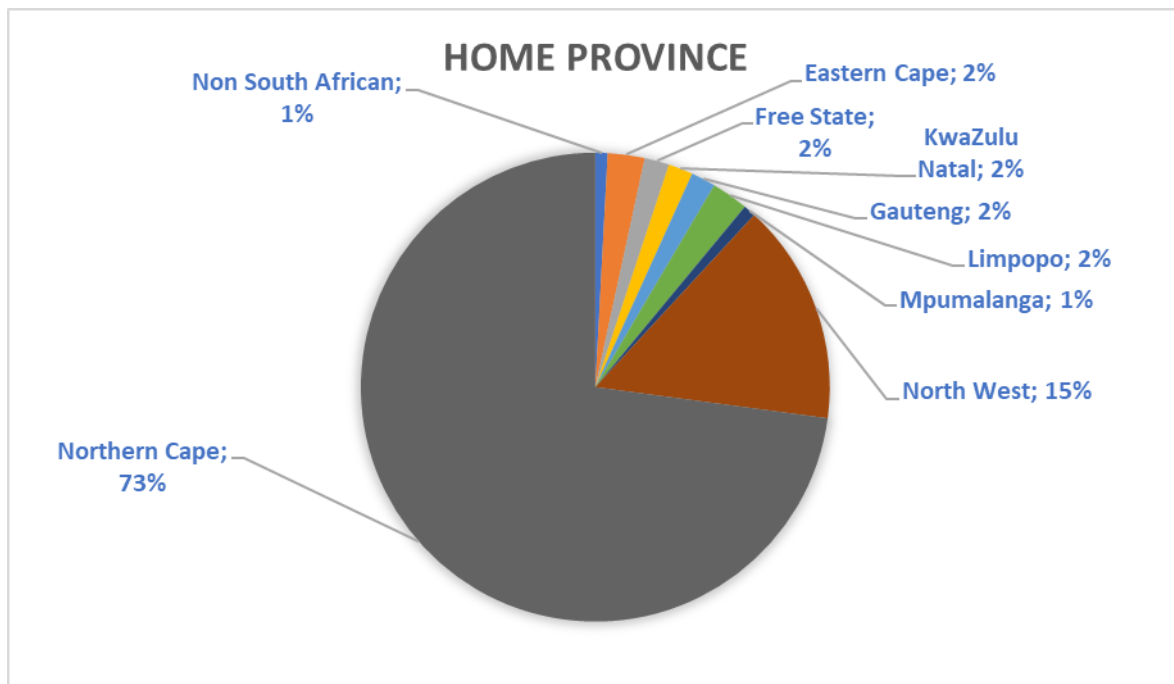


Figure 3. Home Province

Jobs in the mining sector are also offered to non-South African nationals. These include workers from the neighbouring countries namely eSwatini, Lesotho, Botswana, Mozambique and Namibia. Specialist skills are also recruited from other countries other than the neighbouring or even African countries (Narula, 2017). The highest percentage of workers working in the mining company is from the Northern Cape which is reported at 73%, this also include the number of employees that permanently relocated to Northern Cape which is one of the provinces in which the mine operations are based and another 15% is from the North West province which one other operation of the mine is based. The study's data was collected from the two mining operations in Northern Cape and North West. The other 11% of the workers came from other provinces. The lowest percentage is 1% from Mpumalanga. Although the study was widely accessible to workers it still shows low percentages of workers coming from other provinces other than Northern Cape and North West Provinces; the numbers are reflective of the home provinces and the worker diversity by province in the mining company (Hatipoglu & Inelmen, 2017). South Africa's economy has for a long time been dependent on the mining sector and other industrial operations such as energy, construction and agro-processing (Kotsadam & Tolonen, 2015). The shift in job losses in the mining sector and low wages had often caused instability. Between 2012 and 2014 the platinum mining belt was plundered with constant strike actions and huge drops in production were recorded (Sil, 2018). The mining sector in the poor provinces remains one of the biggest economic contributors in the local economic development and to the well-being of the nearby communities by means of CSI programmes (Downes, Hanslow, & Tulip, 2014). However, for employees who have relocated and those from the province in which the mining company is based; stability in terms of satisfying employee needs is a common demand.

4.2. Age Demographic

The age demographic representation shows that a large group of the employees is aged between 26-35. This youth age range as defined by the South African National Youth Development Agency (NYDA) (Lannoy, Leibbrandt, Frame, & Initiative, 2015). Due to a large population of youth in South Africa (Stats SA), youth unemployment remains high in comparison to that of age groups beyond 35, besides the fact that there's more youth than senior adults in South Africa. Life planning happens also in the youth stages for many people and decisions for stability are taken by people within specific age ranges. It is evident here that there is a need for support in terms of housing, employee well-being and advice given a large group of people that fall in the category of youth. Some although still youth they may have dependants which include their own children or even siblings and parents which need to be looked after. The needs of the youth employees sometimes differ from those of other age groups. Common areas of employee needs satisfaction regardless of age group is decent housing, accommodation, health and well-being. However, things like leisure, taking holidays and family planning differs by age group (Fernet & Austin, 2014). Some of the youth may be residing with parents and making some contributions as it already shown on the previous section that 73% of the work-force came from Northern Cape which supports the claim that this is youth either living with parents or in another form of accommodation.

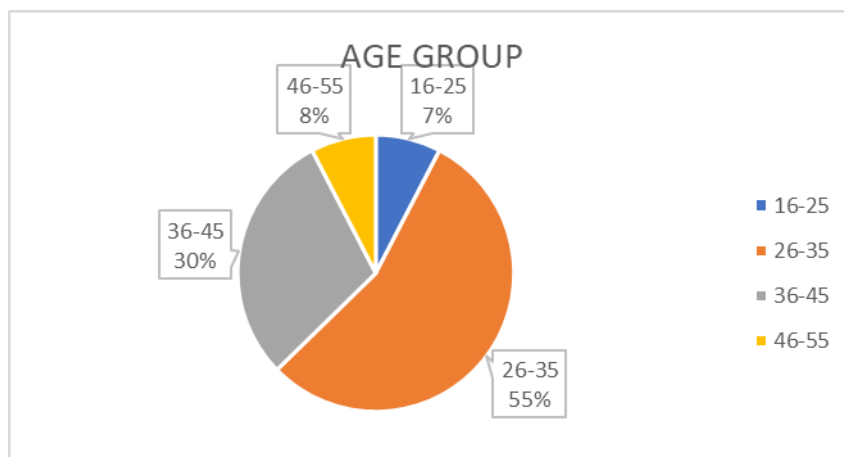


Figure 4. Age Group

The other contributor into the understanding of the employee needs in the mining sector are the skills sets that employees bring with into the sector. Most of the mine-workers especially those involved with underground shaft do not have extensive education only a few who are engineers or specialists have obtained extensive and even university education. The mine sector has for a long time dependent on training its people on-the-job. The sustainability of this approach is questionable especially when mining companies have a large group of young people who could benefit from well-structured skills programmes in the mining sector. The next graph reports the state of educational attainments of the mine-workers and an analysis of what this means is provided.

4.3. Educational Attainments

Education and training plays a key role in workforce skills development (Ewart Keep, 2018). It creates personal mobility for employees wishing to change jobs from one organisation to another. Skills development also enables employees to perform their given job to the best of their ability (Keller & Utar, 2016). Mine-workers which include rock-drillers, shaft general workers and other general teams require continuous training and up skilling as technologies and practices change.

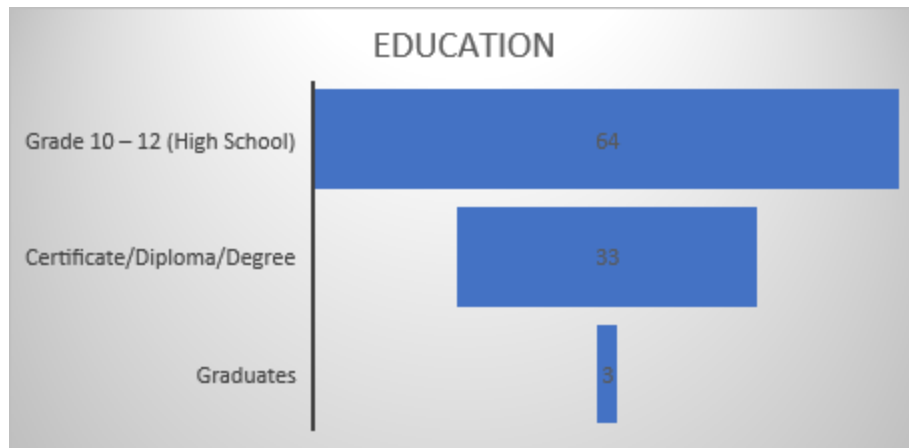


Figure 5. Educational Attainments

A total of 64% had education between grade 10-12 of high school education. This shows that many of the mineworkers have had access to basic high school education. However, this does not make them competitive mineworkers in terms of specialist skills and other advanced technical knowledge. The level of education and skill also has an impact on the mineworker's earnings and only 36% has had post school education which is a group that has a potential to earn more. According to the Maslow's hierarchy of needs the basic and first level needs are often satisfied first and then people aim to fulfil the other needs from there (Amponsah-tawiah & Dartey-Baah, 2004). But for a mineworker whose education is only basic and dependent on being trained on-the-job it can be a challenge to get promoted and to even cope with the changing requirements of doing a job-task that used to be normal (Morkun, 2014). With technological advancements and automation skills development has become important to save jobs and to empower under-skilled workers (Ozguner & Ozguner, 2014). The mining sector is not growing, and it doesn't create massive new job opportunities, the sector constantly lays off employees and keeps those who are well skilled to handle the new mining cost savvy techniques (Leonardi, 2017). In this case technical and vocational skills can be developed among the employees (Leclercq-vandelannoitte & Leclercq-, 2018) and be educated about other mining related opportunities in order to have a better understanding of the sector in which they work (Hennekam, 2015).

4.4. Period Working in the Mine

The attainment of personal satisfaction has a close link to work experience and organisational knowledge (Amusan et al., 2017). In work contexts employees get a chance to save funds through pension schemes and the longer they have been in job the higher the pension pay-out upon

retirement (Verhofstadt & Witte, 2015). Not all employees qualify to be members of pension schemes as some are temporary or just fixed term contract workers. On this section reporting is done about the period worked in the mine. Some meaning is extrapolated to gain a better understanding of what the years of working in the mine means for housing and the broader satisfaction of employee needs.

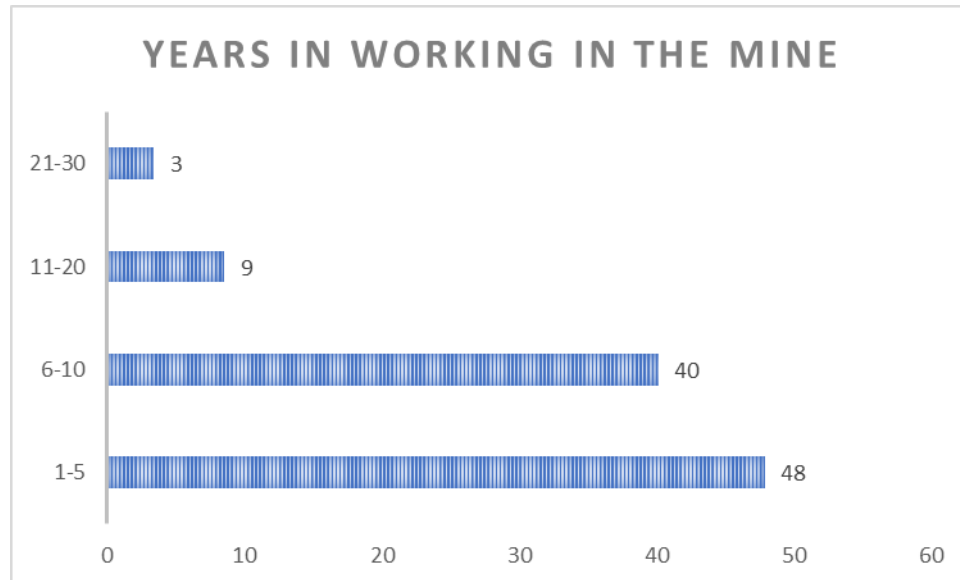


Figure 6 . Period Working in the Mine in Years

The period an employee has been working in a mine has an influence on the material accumulation of the person and on how they relate with their work environment (Bandopadhyay, 2015). In this instance the employees that have worked longer in the mine are most likely to have achieved a great level of stability and are able to invest in their housing needs. About 48% of the employees have worked between 1-5 years in the mining company and this period is mainly characterised by temporary or contract appointments. During this 1-5 year period many external contractors also work in the mine setting for limited time appointments. The group of workers that have worked for over 10 years in the mining company have opportunity to transfer organisation knowledge and experience to other employees in the company (Warren, Mcdonald, & Mcauliffe, 2015). The general job performance and longevity in the organisation does grant stability in career planning and progression of employees. However, with retrenchments and other forms of layoffs it is becoming harder to guarantee permanence in employment regardless of the number of years an individual has worked in the mine. Knowledge sharing among employees also has a potential to enlarge the job scope of others and promotes synergy in the work setting. The retention of employees that have worked for a long term in the mine is beneficial for transfer of organisational and other tacit knowledge. The senior employees also can share their experiences of building their lives; like acquiring a house. The reason housing is one of the dominant employee needs is because shelter is one of the basic needs, it provides protection, comfort and access to family social relationships (Šajeva, 2014). The immediate demand for employee housing needs satisfaction is due to the increasing number of retrenchments and labour broking in various sectors

which employees find threatening to their long-term employment prospects hence the need to achieve stability within the short period of time in employment (Dube & Maroun, 2017).

4.5. Salary Bracket

In this research participants were asked by means of the questionnaire to indicate their earnings using a salary bracket scale. The South African government promulgated a minimum wage act of R3800 in 2017 (Kurtulus & Kruse, 2017). However, not all employers comply with this requirement and provide decent basic conditions of employment.

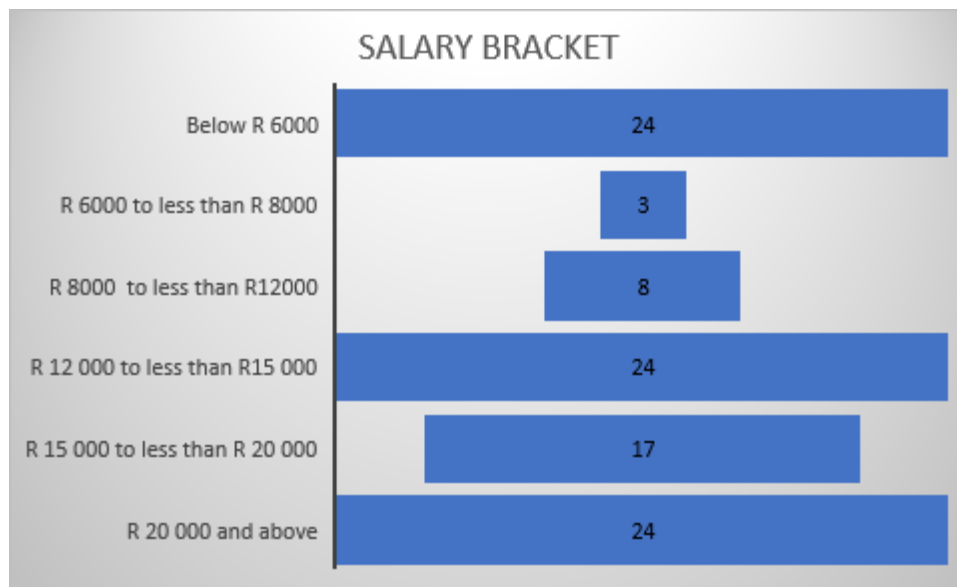


Figure 7. Salary Bracket

These results show that 24% of the employees earns below R6000 and the same percentage earns over R20000. The gap stretch in the salary bracket is still great to the target goal of R12 500 that the labour organisations called for in 2012. For those earning R6000 or below the gap to the ideal goal of mine salary earnings was agreed to with trade unions in 2012 is R6500+ and for those earning R20000+ the difference is that they earn R7500+ above the propose salary goal of R12 500. This salary bracket report shows the disparities in salary earnings. This section demonstrates the interlink that exists between the number of years worked in the mine, the salary bracket and trade union membership which leads to the next findings analysis and reporting.

4.6. Trade union membership

In reporting about trade union membership three options were given. A yes or no or membership cancelled option. Trade unions and their federations claim the position of being the voice of organised workers. The trade union movement of South Africa dates to early 80s when majority workers began to demand better working conditions and wages (Storm, 2016). Trade union movements were also organised around political organisations and represented certain groups until early 2000s where amendment to the Basic Conditions of Employment Act (BCEA) enabled trade unions to play an active role in representing employees within the official structures and committees in organisations (Bhorat, Naidoo, & Yu, 2014).

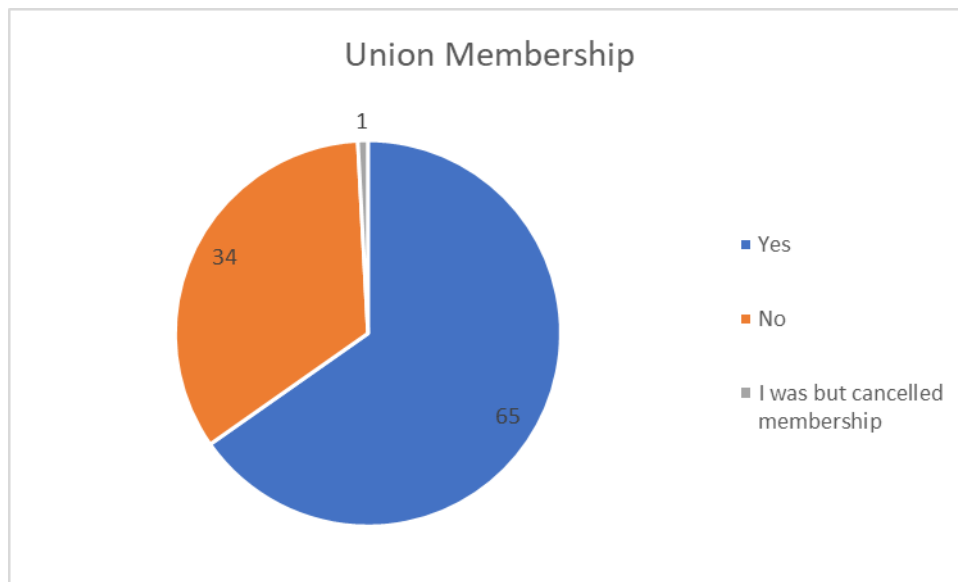


Figure 8. Trade Union Membership

Trade unions federations such as COSATU and its allies AMCU and NUMSA are predominantly large organisations representing the interests of their members in the mining sector of South Africa. Among other things that the trade union movement has been advocating for is decent employment, living wage and fairness in supporting employee needs. Figure 6 shows that 65% of the employees were members of a trade union and only 1% cancelled membership. The other 34% weren't members of a trade union. Union membership is not a complete solution to job security and housing support for employees as it is sometimes portrayed by unionists. It is a caucus platform for ideas about improving the needs satisfaction of different employee groups. The critic about trade unions is also that productive time gets lost when demonstrations and industrial action takes place (Bhorat, Naidoo, Oosthuizen, & Pillay, 2015). The very same employees suffer the consequence of no work no pay, which partly explains the 34% of employees that aren't trade union members. The salary negotiations by trade unions play a key role in improving the earnings of the working-class majority but the role of a trade union could be enhanced to focus on this like skills development and career progression in or outside the mining sector (Xu, 2017). Further into the inquiry of this study is house ownership which is one of the first level needs according to the Maslow's hierarchy of needs. Although Abraham Maslow doesn't specify how one must fulfil their need for shelter it common knowledge that housing is one of the ways to fulfil the need for shelter. With shelter comes safety, comfort and protection from vulnerability.

4.7. House Ownership

House ownership refers to having full rights to residential property and being the title deed holder (Webster, 2017). This area is central to the questions of the research study and the related objectives. The fulfilment of housing needs for workers is important and it affects the general income of the working-class majority as reported in this study. A total of 76% employees reported that they didn't own a house. This information further contracted with those of the recipients of government and other housing subsidies. Although mining companies provided hostels and

dormitories for mine workers to live this has changed over time and employees are constantly calling for dignified housing.

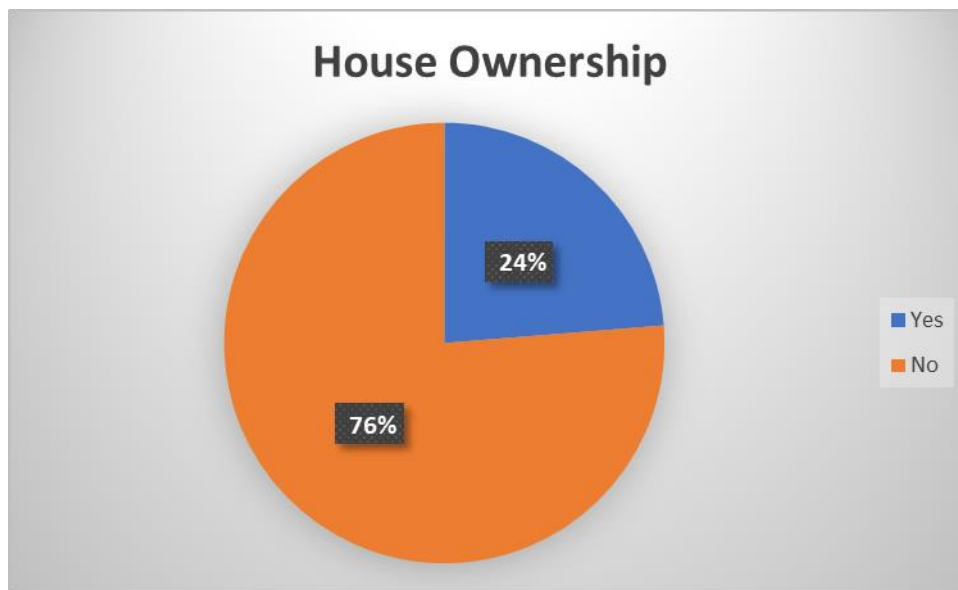


Figure 9. House Ownership

On figure 3, earlier in this chapter it is evident that many of the people working at the mining company were from Northern Cape and Northwest provinces. Temporary accommodation is a common source of shelter for workers especially when they relocate to mining towns hence the low housing ownership which shows 24%. Housing ownership is dependent on one's income, interest in housing property ownership and a credit record if considering a housing purchase. In the reporting of employees' income on this study it was reported that 24% of employees earned R6000 and less. This income bracket doesn't qualify for housing finance from banks or other private housing developers. This income bracket also doesn't qualify for benefiting from government free housing programmes such as the RDP (Draphor, Obando, Obiero, Gabiri, & Box, 2014). There's limited access government subsidy for housing through mutual banks for low earners. Housing arrangements like JOSHCO (a Johannesburg Housing Company run by the Johannesburg Municipality) and others provide affordable access to housing that is suitable for a family. In mining some mining towns, the model of municipal run housing hasn't been a trend and there's reliance on hostel dwellings provided by the mining companies (Shackleton, Chinyimba, Hebinck, Shackleton, & Kaoma, 2015). This kind of accommodation or shelter is not always enough and cannot be provided to all employees. Recent attempts to expand access to decent accommodation by mining companies is leasing private residential properties for employees. There are other government programmes to provide housing over and above subsidies. These are reported on the next following results discussion.

4.8. Citizen/Worker Benefits

Citizen and worker benefits in this study refer to the assistance that is provided by employers and government. Although there hasn't been extensive research and reports about private-public

partnerships targeting the challenge of housing ownership (Marais et al., 2018), but it is understood in most research about employee needs satisfaction that subsidies run by government through private banks enable the qualifying working-class majority to gain access to decent housing.

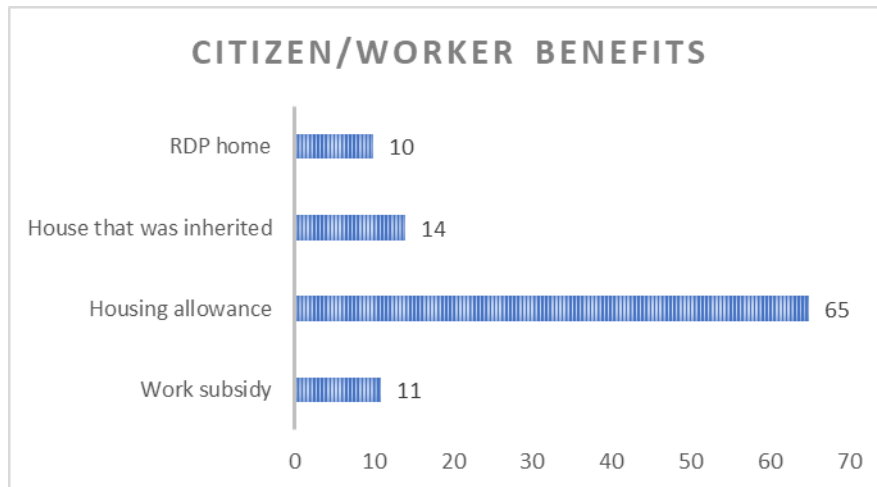


Figure 10. Citizen/Worker Benefits

Figure 10 reports interesting information. It is in contrast with the figure 9 which shows 24% housing ownership amongst employees. It is reported here that 65% of the employees receive housing allowance but a small percentage invests these funds into housing. The work subsidy for housing is received by 11%. This refers to people who live in houses that were given to them by the mining company. It is a cost savvy alternative for employees as they need not to undergo time consuming and even costly processes of applying for home loans, credit screening and lawyer fees in housing purchase arrangements (Osei-kyei & Chan, 2015). The next highest percentage on figure 8 is that of inherited houses which is at 14%. This kind of housing is a transfer of a house from previous owners to an heir. RDP housing which is government housing programme is limited and is not available to people employed and earning above R6000 or a standard living wage as prescribed in South Africa. However, some people would have been employed by the company after they had already benefited from the RDP housing scheme hence the 10% but others could have inherited RDP houses from their parents. These varieties in housing benefit show that employees have alternatives to fulfilling their needs for housing and decent accommodation.

4.9. Years Living in Current Residence

The period in a certain residence is a measure of residential stability. Residence address is also important in accessing basic services. In order to open a banking account, register a cell-phone sim card and access other government services a proof of residence is required. Citizens in the context of South Africa are expected to produce a bills statement, or municipal bill or other letters to prove their residential address (Caldeira, 2017). The issue of housing ownership is the dignity that comes with it and the social stability that is associated with having decent housing as place to stay and live (Mas & Porteous, 2015). In this section a close review, based on the available data, is

done and meaning is extrapolated to understand the social stability and housing status of workers in the mine.

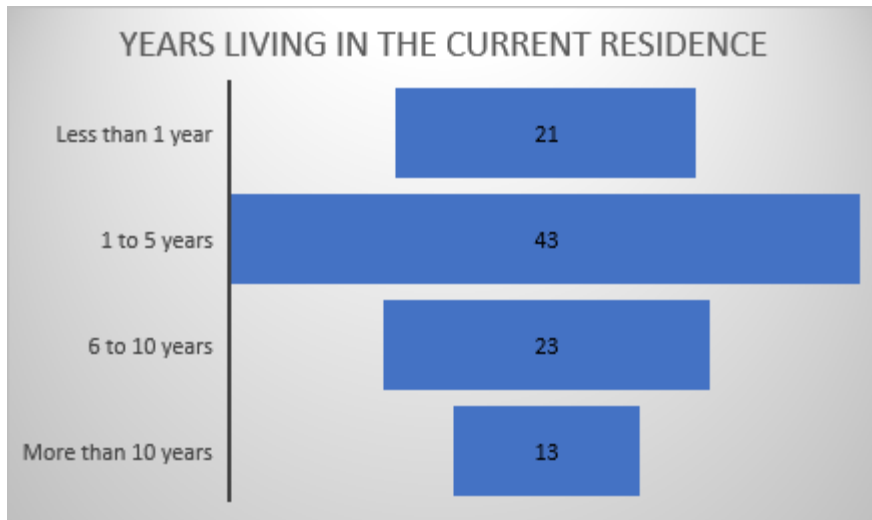


Figure 11. Period Living in the Current Residence

The residential status of 43% of the employees is that they have stayed on their current residence for between 1-5 years. This percentage shows good correlation to the percentage number that have worked in the mine for 1-5 years which is 48%. There's an indicative correlation in the 1-5 years period of working in the mine and the period of staying in the current residence. The longer the period working in the mine the longer the years living in current residence. This demonstrates the employees' interest in having a stable place to live. The 21% of employees that have lived in their current residence for less than a year is indicative of constant movement and relocation of employees from one place of stay to another. This raises a concern as 65% of the employees received housing allowance. However about 13% of employees has stayed in their current residence for over 10 years and 23% for 6 to 10 years. In total 33% of the employees have experience stability in the current residence. Housing and ownership play a role in creating stability as well as socio economic wellness overtime.

4.10. Medical Aid Subscription

Health access is essential for mining workforces due to the health risks that they are exposed to on daily basis in underground work (Power, 2017). In the mining company which the study was conducted; medical aid subscription is paid for in full or partly by the employer. An exclusion of temporary contract employees is also true for medical aid subscription.

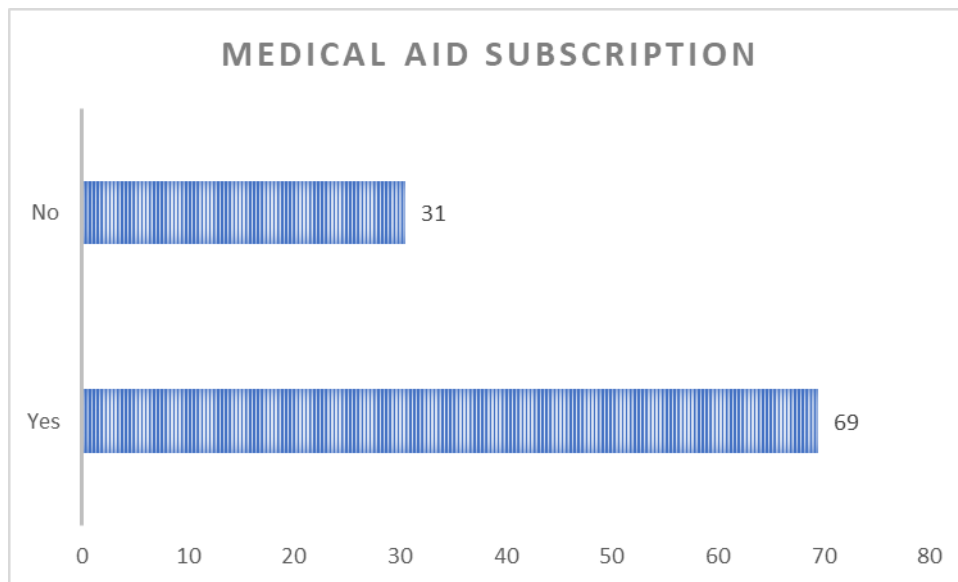


Figure 12. Medical Aid Subscription

A total of 69% of the employees reported being subscribed to a medical aid scheme and 31% reported no subscription. The mining sector for long period had been blamed for endangering the health of its workers and even exposing large groups of employees to silicosis. In the recent past families had had to carry the burden of sick family members that had returned from mines due to illness which was traceable to work conditions (Rodriguez-fernandez et al., 2015). It is against this background that the 31% must be enabled to gain access to a reliable medical aid scheme to improve general health and well-being of mine workers needing access to health services. The limitation of figure 10 is that employees may report subscription to a medical aid, but this doesn't imply that they use medical care and check-up services from time to time. A further question that must be asked when last they visited a doctor or a medical care centre to further understand whether employees are actively using their subscriptions. However, the medical aid subscriptions in one hand enable the family members of the mine workers to also access decent medical care services which is why figure 10 is still significant to the findings of this study.

4.11. Staying with family during work days and work holidays

Family members are an essential part of one's social network and socialisation with society. They play a role in providing support, help and general welfare (Goldblatt & Rai, 2018). Families are not without disputes or even division. But when there is an existing and functioning family structure, they tend to be supportive (Puślecki & Introduction, 2016). Those earning an income in a family they tend to make financial contributions towards basic needs and paying of bills (Chatters, Taylor, & Nicklett, 2018). This is no exception for the working class mine workers who provide for the most needs of their immediate and sometimes extended families.

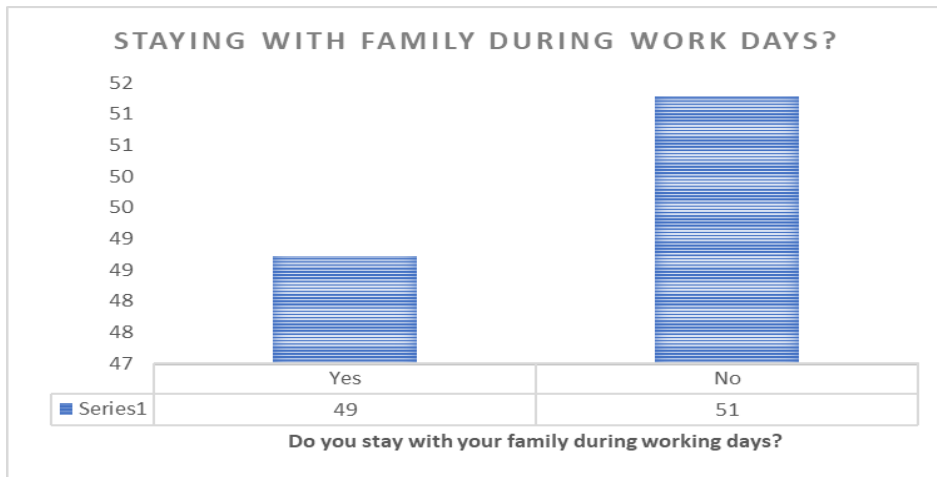


Figure 13. Staying with Family during Work Days?

The above results show that 49% of employees stayed with their families during their work days and 51% did not stay with their families. This is almost an equal split. Not all employees have access to their families, the 51% of employees that do not see their families after a work day is high. It half of the participants which is representative of the company’s workforce. The social connection with a support structure such as a family is important and when employees have stable housing can bring families closer to the places of work. However, the provinces and distribution can also play a role in terms of staying with family. It would have been expected that more people stayed with their families since 73% of employees came from Northern Cape which is the province of the mining operation. However, many of workers may be coming from other towns of the province into the mining town where shafts and mine operations are based. The work holiday plans play a key role in determining how the mine employees spend their time when not at work. It is also by their choice of taking the given time off or to use it to earn extra from taking overtime work during the allocated holiday period (Klesment & Bavel, 2015). Friends and fellow colleagues may also take up the holiday time for travelling as groups and visiting different home regions of their fellows.

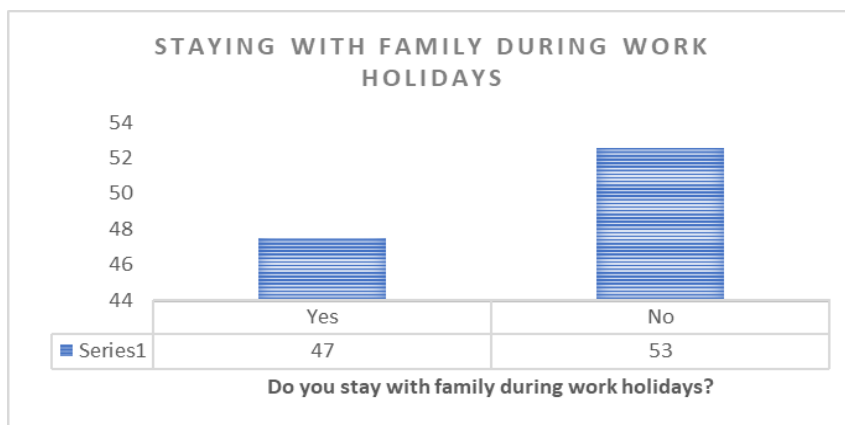


Figure 24. Staying with Family During Work Holidays

In these results 53% of respondents didn’t stay with their family during holidays. Another consideration that explains this is that mining work is unlike other industries that shut down

operations for certain holiday periods. Also, the higher earnings for working during holiday periods are also the kind of reason that workers would remain at work for the holiday season (Bartel & Ruhm, 2018). Employees also make time during normal work days to visit families in hometowns if they do not stay with their families during work days. The 47% that said yes is not different from the reporting shown in figure 11 of the 49% that stayed with their families during work days and similarly 51% stated that they did not stay with family; on this reporting 53% still doesn't stay with family during work holidays. This puts forward an argument that staying with family is not of great importance to 50% of the mine work force based on the reported results in this study. The following section reports the second section of the study and the associated variables about employee needs satisfaction with focus on income, housing, family and job fulfilment.

4.12. Access to Housing and Employee Needs Satisfaction

The model of this study is based on four independent variables which inform the topic of employee needs satisfaction. Income, family, motivation for housing ownership and company support are the independent variables and the dependent variable is fulfilment and wellbeing which affects job performance (Sriyasak, Almqvist, Sridawruang, Neamsakul, & Häggström-nordin, 2018). On this section results on these variables are discussed.

Table 5. Income

ITEM(S)	Strongly Disagree	Disagree	Agree	Strongly Agree
B13N1 My income is enough to meet my basic needs	23%	63%	9%	5%
B13N2 I had demanded a salary increase in the previous year	24%	59%	12%	4%
B13N3 My income is enough to provide for my family	15%	50%	24%	12%
B13N4 My salary covers my accommodation cost	38%	36%	18%	8%

QUESTION 13: DOES YOUR CURRENT SALARY HELP COVER ALL YOUR BASIC NEEDS?

The income variable and other variables reported for section B of the study are based on a Likert scale measurement. The scale registers the selected options of the respondents who are workers of the mining company. The indications are from strongly disagree, disagree, agree and strongly disagree. The are two sets, employees either agree or disagree.

4.13. Income

On the income question, of whether does the current salary cover all basic needs, responses show that only 14% of employees agreed that it covered their basic needs. A total of 86% employees felt that their salaries did not cover all their basic needs. Only 16% of the workers demanded a salary increase which is about the same percentage of employees that agreed that their salaries covered all their needs. Besides that, over 60% of the workers are union members 83% of them did not demand salary increase in the previous year. This shows a huge drop in the confidence of workers to use the trade union mechanisms to demand salary increases. A shift can be observed on the

agreed part that 36% of workers could provide for the needs of their families based on the income they earned but over 60% of employees could not fulfil all the needs of their family. They reported that their income was insufficient to fulfil their family's needs. The disparities in earnings and income show lack of improvement in the company's remuneration schemes and categories. One of the many things that the working class aims for is to provide for family needs which if this is not happening it creates problems in family setting especially when there one person who's the bread winner in a family. The other consideration was whether the salary covers all accommodation costs including rent or municipal bills. Only 26% of employees stated that it did cover their accommodation costs. A staggering 74% of the workers reported that their salary earning did not cover their accommodation.

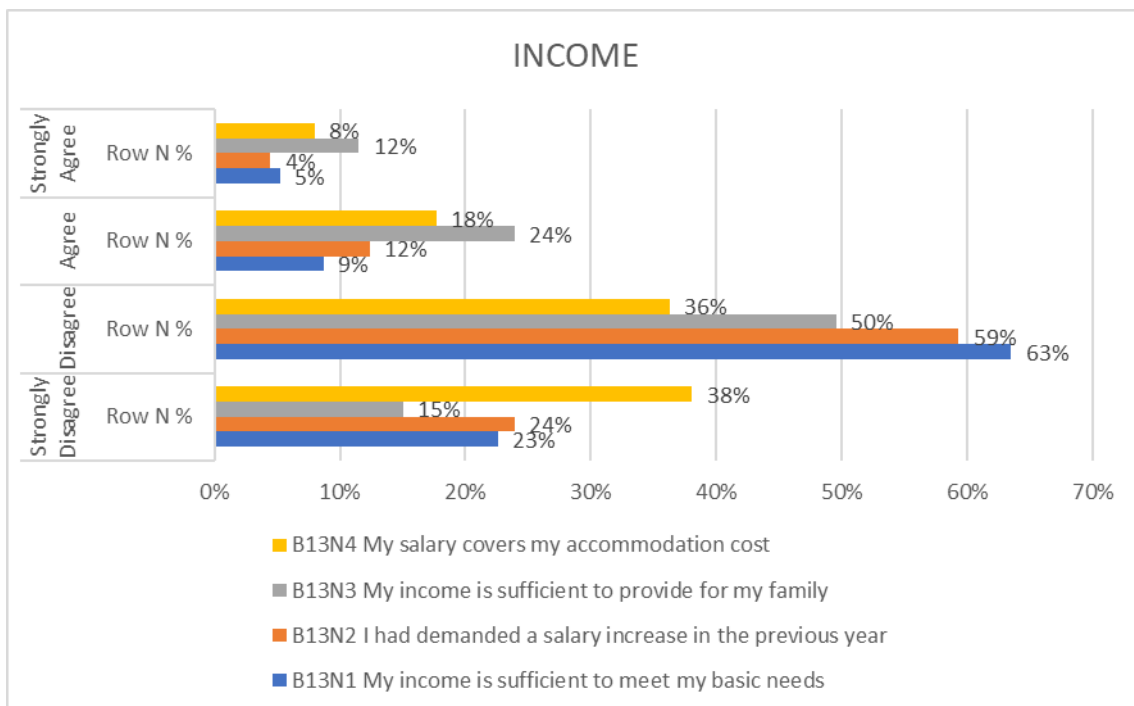


Figure 15. Income

The graph above shows among other things that there is an existing struggle to cover accommodation costs besides the company housing allowance that is received by about 65% of the employees as was reported here. The way the housing allowance is used by individual employees is questionable and whether there's enough finance education for employees over and above the calls for salary increases and provision of company-built housing. The next table addresses the family question about employee needs satisfaction.

4.14. Family

Three items were developed for the family variable of the study. The question was inquiry about the need to care for family dependants by employees. A family in this study refers to one's immediate and extended brothers, sisters, parents, siblings, children and partner (Puślecki & Introduction, 2016). This part is interesting as it shows that besides all struggles with income and not being enough high number of workers still provided for their families. A total of 49% agreed that

their families had decent housing. This is true of those that have relocated from homelands coming to work in the mine and building homes back home where they have come from.

Table 6 Family

ITEM(S)	Strongly Disagree	Disagree	Agree	Strongly Agree
B14N1 My family/dependants have a decent house	22%	29%	28%	21%
B14N2 My family house is my responsibility	12%	28%	18%	42%
B14N3 I stay with my family during my work days	11%	14%	19%	55%

QUESTION 14: DO YOU HAVE ANY FAMILY DEPENDANTS THAT YOU NEED TO TAKE CARE OF?

The family house responsibility was reported by 60% of employees. This means that the general housing improvements and other necessities are a responsibility to 60% employees. The employees' family responsibilities have a potential to overburden employees. The reporting by many of the employees that their salaries didn't cover all their basic needs is evidence of some degree of being overburdened. On section A questions of this chapter employees reported on their holiday and working days stay with families. Over 50% of the employees reported that they didn't stay with family during work days and for holidays. In contrast 74% of employees report that they stayed with family on the second section of the study. However, this refers to either relatives one is living with during the work time which is not the immediate and even the well-known extended family. Also, the adaptation into new families is true. The 74% is not different from the fact that 73% of the employees are from the Northern Cape Province as in figure 1 which means many of the employees had access to their families from time to time during work days. The family experience of employees does add to their reasons to keep on working in their jobs and it is a source of fulfilment to be able to provide for family hence interaction with family is also important to employees.

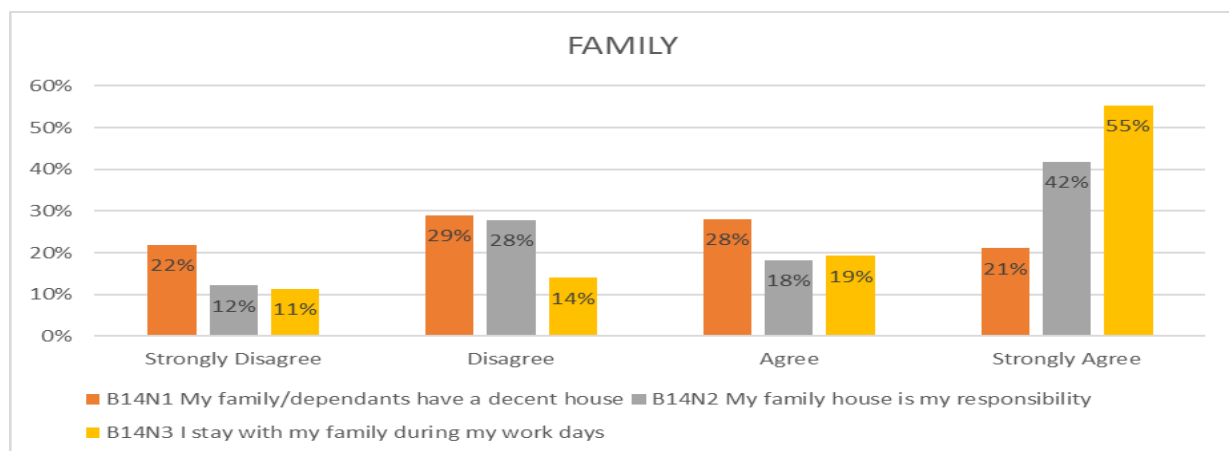


Figure 36. Family

The above figure 14 is self-explanatory in that it projects the statistical frequencies of the reported data. What stands out is the 55% employees that stay with their family during work days and the

19% of employees which bring the total percentage to 74%. Family responsibility ranks high for the employees based on this reported data and shows that being able to provide for the needs of the family or dependants is a source of personal fulfilment in this instance. The understanding of the kind of company housing support is discussed and analysed in the next section which will further explain the interconnectedness of the variables.

4.15. Company Housing Support

Company housing support refers to the action taken by an organisation to provide decent shelter and lodging homely facilities for their employees (Phang, 2015). This goes beyond hostels but includes funds such as housing allowances and support for house purchases by the company.

Table 7 Company Housing Support

	Strongly Disagree	Disagree	Agree	Strongly Agree
B15N1 My company provides enough housing allowance	32%	36%	21%	11%
B15N2 My company supports homeownership	46%	32%	12%	9%
B15N3 My company has prioritised employee welfare through housing	29%	40%	23%	8%
B15N4 My job fulfils me because my company supported my house purchase	24%	29%	26%	21%
B15N5 I have a decent house because of my company's support	49%	29%	13%	9%

QUESTION 15: DOES THE COMPANY PROVIDE SUPPORT FOR YOUR HOUSING NEEDS?

Housing allowance is partial support to the actual cost of home purchase and related monthly mortgage payments (Victoria, Adetiloye, Akhanolu, & Tochukwu, 2016). Asked about this 68% of the employees reported that the company's housing allowance was insufficient to cover the costs of housing. A total of 78% reported that the company didn't support home-ownership. This refers to the company active programmes designed to promote home-ownership amongst employees.

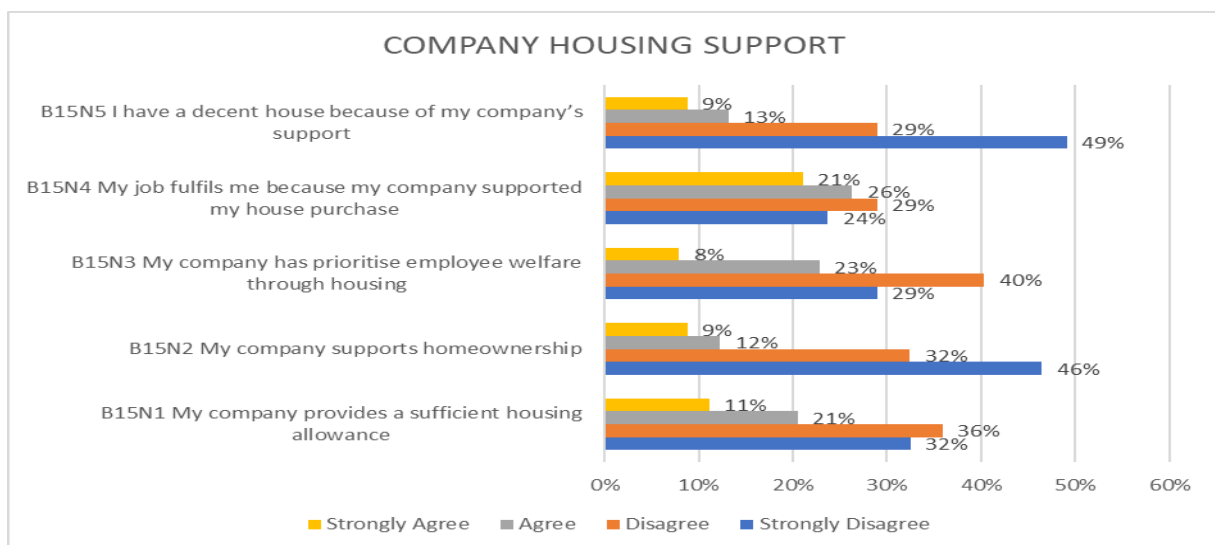


Figure 47 Company Housing Support

Employee welfare is important for employees and their job performance. Much of welfare is dependent on the support provided by the employer. Figure 15 shows that 69% of the employees disagree that the company prioritises employee welfare through housing. In addition, this is the 53% of the respondents reported they were supported by the company in house purchase. However, this figure is also depended on the number of employees that have purchased homes or had been successfully supported by the company for their house purchase. Although housing support is available in many organisations this is subject to internal application and approval processes. Which at time excludes many employees. Employees that had decent houses because of support given by the company is a total of 19% as reported on figure 15 above. The criteria for housing support are determined at times through internal stakeholder consultations and based on budget considerations. The period one has been employed, level of employment or post level and qualification background are some of the key considerations in the process of providing company housing support. Considering this section, the next variable reported on is the motivation for house ownership.

4.16. Motivation for House Ownership

The motive for house ownership is personal to many and can be associated with one’s work status (Jiang, Li, & Feldman, 2015). The ability to finance a house purchase or building one is an income dependent act and it requires planning by the buyer. In reporting on this variable, a table 6 provides details about the motivation to purchase a house and a graphical representation is provided.

Table 8. Motivation for House Ownership

	Strongly Disagree	Disagree	Agree	Strongly Agree
B16N1 Purchasing a house is an attractive option for future of my family	9%	13%	27%	50%
B16N2 Purchasing a house was (or will be) good for my family	9%	17%	23%	51%
B16N3 Purchase a house influence (or will) influence my job performance	18%	25%	25%	33%
B16N4 Purchasing a house is good for my wellbeing and my family	8%	12%	22%	58%
B16N5 Purchasing a house will or can improve my standard of living	8%	12%	28%	51%
B16N6 Homeownership provide my family with security	11%	12%	28%	49%
B16N7 Homeownership provides stability for my family	7%	11%	32%	50%
B16N8 House ownership will assure me a secure retirement	9%	10%	23%	59%
B16N9 House ownership gives me work stability	10%	13%	29%	48%

QUESTION 16: WHAT IS YOUR MOTIVATION TO BE A HOMEOWNER?

The motivational factors to house purchase are family’s future, good for the family, job performance, well-being, security, standard of living, stability, retirement and work stability. In the reported data on this study 77% of employees considered a house purchase decision as being good for the future of their families. Another 74% of employees considered a house purchase as a good thing for the life of their families and 80% stated it was good for their well-being.

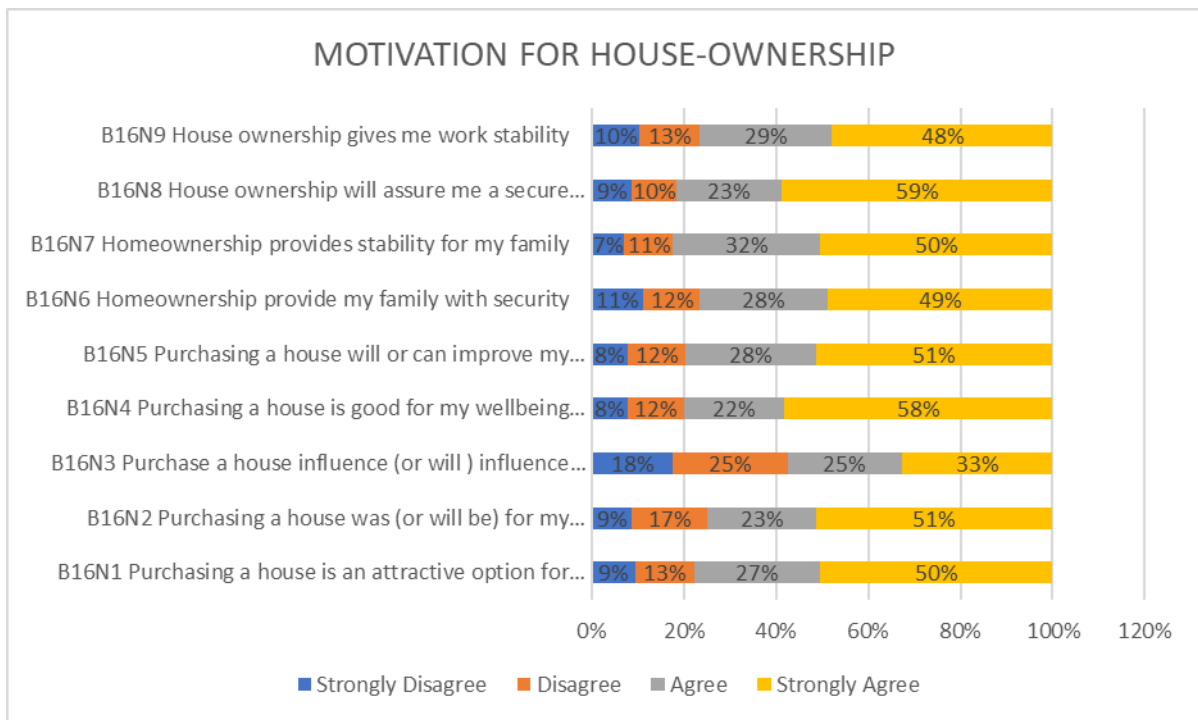


Figure 58. Motivation for House Ownership

Figure 16 extends further on table 6. A total of 20% employees didn't think that home-ownership would improve their standard of living. This demonstrates that housing on its own doesn't determine the complete improvement of an employee's standard of living. Stability for family and job performance are factors considered. In which 81% understand that their motivation home purchase is driven by the need for family stability. The next section is the dependent variable of this study which is employee needs satisfaction with focus on well-being and job performance.

4.17. Employee Needs Satisfaction

Satisfying employee needs has never been an easy exercise and even organisation with large human resource management teams struggle to deliver employment benefits packages that fulfil every employees' needs. Employee needs satisfaction is traceable to Maslow's hierarchy of needs, LMX theory, and McClelland's three needs theory (Olutade, Liefoghe, & Olakunle, 2015). Every organisation has its own philosophy regarding employee needs satisfaction and specific definitions are attached to the conceptualisation of what are the employee needs (Raineri & Paille, 2016). Furthermore, the size of an organisation also plays a role on how employee needs are understood organisation-wide.

Table 9 Employee Needs Satisfaction (Well-being & Job Performance)

ITEM(S)	Strongly Disagree	Disagree	Agree	Strongly Agree
B17N1 Proper housing is essential for my wellbeing	6%	5%	19%	70%
B17N2 The security of my family is important for my wellbeing	3%	7%	24%	66%
B17N3 My company offers me stable employment	6%	6%	38%	50%
B17N4 My job provides steady employment	4%	7%	27%	61%

B17N5 My salary meets all my needs	12%	16%	33%	39%
B17N6 Company policies are put into practice for employees	29%	44%	14%	13%
B17N7 Job progression will help me secure a better future	12%	24%	43%	21%
B17N8 I can use all my abilities in my job in order to progress	6%	17%	31%	45%
B17N9 Owning a house will empower me	4%	21%	44%	31%

QUESTION 17: HOW DO YOU DESCRIBE YOUR WORK-PLACE NEEDS SATISFACTION?

Employees reported that housing was essential for their well-being (79%) which is backed by the findings on the motivation for house-ownership variable. The security provided by having a home was important for the employees as reported on the table above. A total of 88% of employees reported that the mining company provided stable employment and this besides their disagreement that their income did not cover all their basic needs. Steady employment refers to one that enables one to grow and experience job security. Only 11% of employees reported that the company didn't provide steady employment. On the same question asked earlier on whether the salary covered all basic needs, employees on this question 33% agreed and 39% agreed strongly. Policies in the workplace facilitate implementation of management resolutions and external stakeholder requirements like government policies incorporated into internal practices. A total of 73% of employees reported that company policies weren't actioned. They reported an interest in job progression as it would help them secure a better future (64%).

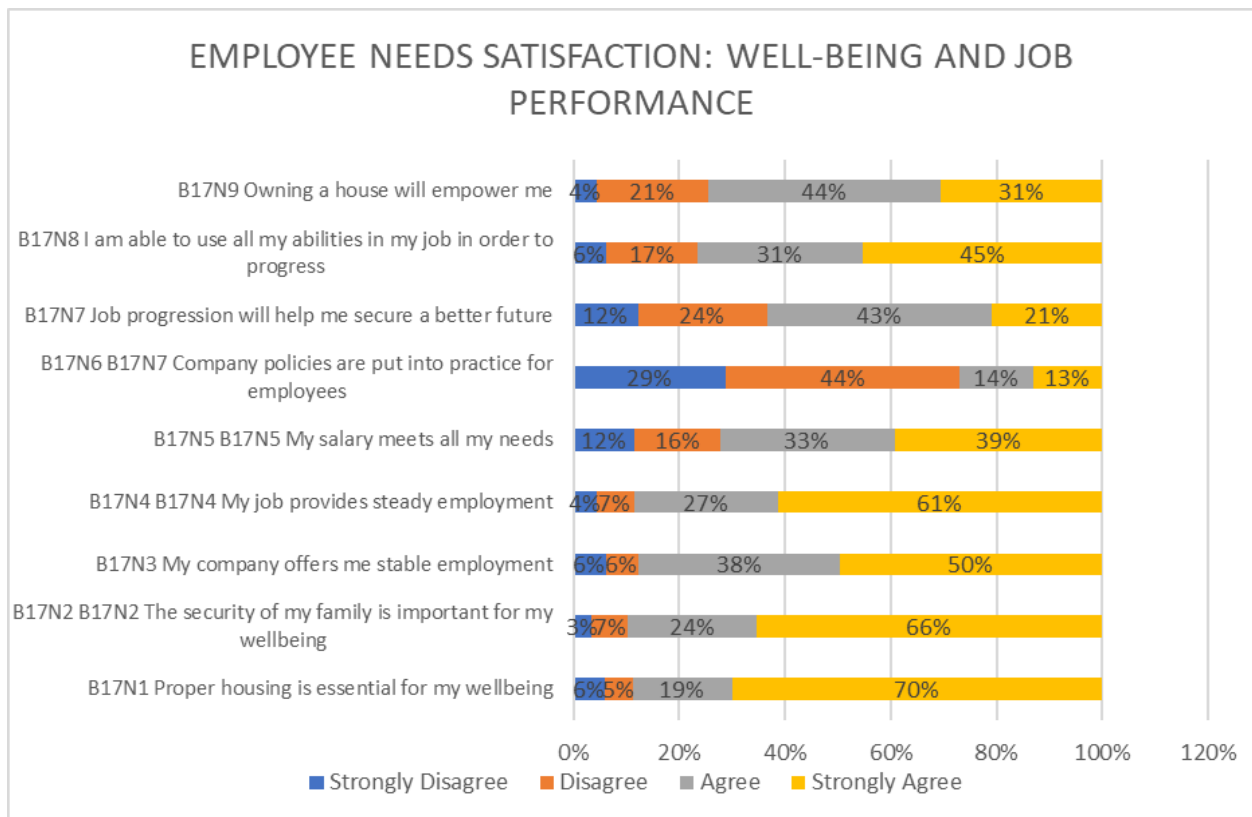


Figure 69. Employee Needs Satisfaction (Well-being & Job Performance)

Employee needs satisfaction is directly linked to well-being and job performance. The day to day experience of the job affects the well-being of an employee and the performance. On one hand well-being at home does affect the job performance of an employee. On figure 17 above it is shown that 76% employees reported that they are given an opportunity to use all their job capabilities to make progress in their work. Interestingly only 75% of the employees reported that house ownership would empower them. This is not a straight-line outcome and there many other factors that contribute to employee empowerment other than housing. Although housing has the potential to provide some form of employee needs satisfaction, but empowerment is another bigger element. Finally, employees have reported their discontent with their incomes, but they have reported again that generally the work context was acceptable in terms of employee needs satisfaction. On the following and final section factor analysis is considered and further discussions provided.

4.18. Factor Analysis and Correlations

This section shows the factor procedure and key correlations in the findings of this research. The 9 coded items make up the dependent variable of the study which is employee needs satisfaction. The correlations closer to 1 had significance to the other related items. Proper housing and security for family correlates at 0.79. Other notable correlations are salary and steady employment at 0.84 and company policy on job progression for a better future at 0.84.

The FACTOR Procedure							
Input Data Type		Raw Data					
Number of Records Read		118					
Number of Records Used		109					
N for Significance Tests		109					
Means and Standard Deviations from 109 Observations							
Variable	Mean	Std Dev					
B16N1	3.1467890	1.0076163					
B16N2	3.1467890	1.0167640					
B16N3	2.7339450	1.1025409					
B16N4	3.2752294	0.9800941					
B16N5	3.2018349	0.9601294					
B16N6	3.1467890	1.0348169					
B16N7	3.2385321	0.9219452					
B16N8	3.2844037	0.9821720					
B16N9	3.1192661	1.0158446					
Correlations							
	B16N1	B16N2	B16N3	B16N4	B16N5	B16N6	B16N7
B16N1	1.00000	0.78313	0.54389	0.65253	0.67734	0.65403	0.72944
B16N2	0.78313	1.00000	0.58856	0.74887	0.77557	0.75375	0.75251
B16N3	0.54389	0.58856	1.00000	0.56538	0.60225	0.49713	0.51847
B16N4	0.65253	0.74887	0.56538	1.00000	0.83583	0.73580	0.75669
B16N5	0.67734	0.77557	0.60225	0.83583	1.00000	0.74341	0.75055
B16N6	0.65403	0.75375	0.49713	0.73580	0.74341	1.00000	0.83643
B16N7	0.72944	0.75251	0.51847	0.75669	0.75055	0.83643	1.00000
B16N8	0.63106	0.66247	0.50660	0.64896	0.65534	0.69647	0.74243
B16N9	0.67023	0.63731	0.61556	0.59912	0.66810	0.59976	0.68117

Values less than 0.3 are not printed.

Correlations

	B16N8	B16N9
B16N1	0.63106	0.67023
B16N2	0.66247	0.63731
B16N3	0.50660	0.61556
B16N4	0.64896	0.59912
B16N5	0.65534	0.66810
B16N6	0.69647	0.59976

Values less than 0.3 are not printed.

Factor analysis Motivation 443
09:29 Thursday, August 16, 2018

The FACTOR Procedure

Correlations

	B16N8	B16N9
B16N7	0.74243	0.68117
B16N8	1.00000	0.71739
B16N9	0.71739	1.00000

Values less than 0.3 are not printed.

Factor analysis Motivation 444
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The factor analysis provides a review of the co-relations based on the gathered data and helps provide ideas about improvements to the initial theoretical framework of the study. The framework is shown below and with its item correlation scores.

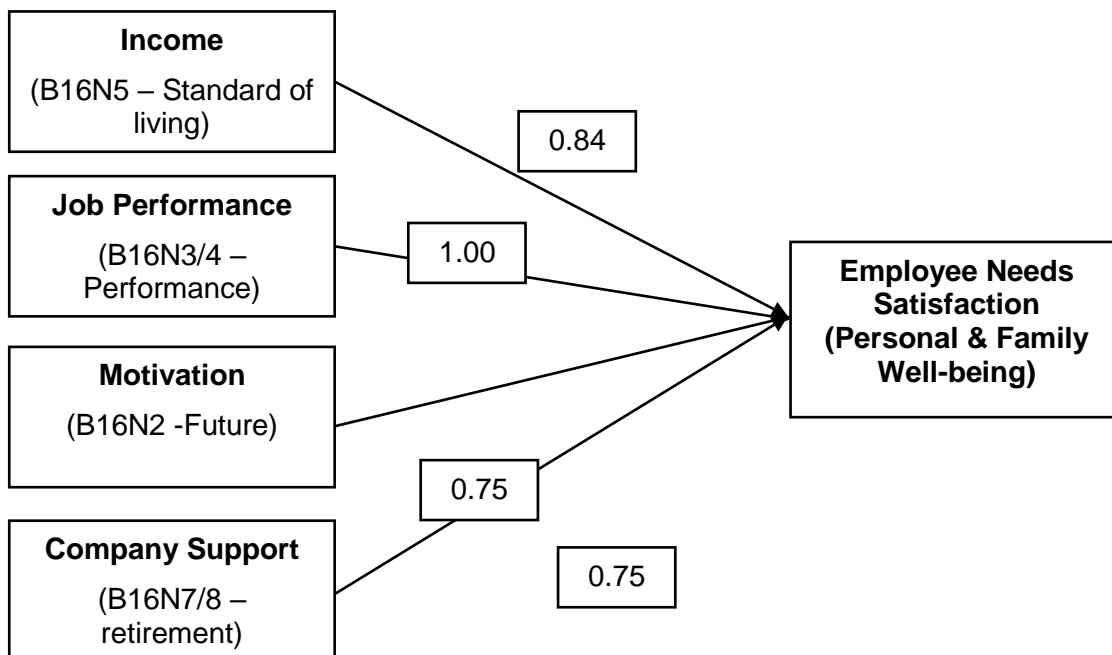


Figure 7 Factor Analysis - Correlation(s)

Income reporting on the table 4 and figure 15 shown that employees felt that they could not cover all their basic costs of living. A total of 86% employees combining those who disagree and those disagreeing strongly. Family responsibility ranked high for the employees in terms of the reported data based on the Likert scale options. The high motivation for housing ownership came from that housing was essential for wellbeing which was reported by 89% of employees. This is an indicator of the dependence of employee needs satisfaction on family needs satisfaction. Company support in terms of policies and allowances was also put to test and its correlation with employee needs satisfactions. Starting from the graphs and tables; employees reported that they didn't receive direct company support for housing (78%) although 65% reported that they received housing allowance. Education about housing and financing was one thing that lacked besides the funding support the came through housing allowances hence the 78% of employees reporting that no support is directly provided for housing ownership. All the variables were put on one question set under employee needs satisfaction to test correlations about motivation for house-ownership with direct considerations of family and personal well-being when house ownership is fulfilled as a central employee's need. The correlations are acceptable for the size of the study. As it is shown on figure 18, income and employee needs satisfaction correlate at 0.84, and there is a significant correlation between job performance and employee needs satisfaction which is at 1.00**. Motivation and company support variables indicated a correlation at 0.75 which is significantly closer to 1.00 which is the indicator of high significance. This study shows that employees value their families and work to achieve life goals that associate with those of their families (Goh, Ilies, & Schwind, 2015).

The conclusions and recommendations of this study provide an overview of the critical literature of this study, discusses the recommendations in detail and the implication of the study. The limitations and generalizability of this research is also discussed on the final chapter of this research dissertation.

Chapter 5 Summary, Recommendations and Conclusion

The aim of this chapter is to present the summary of the inquiry of this study. The findings of this study are used to offer recommendations and to share conclusions of this research project. This chapter is organised to provide the highlights of the study, reflect on key literature and authors, provide limitations of the study and propose directions for future research. The focus of this research was employee needs satisfaction with specific attention to housing for employees in a mining company (Chenga & Cronje, 2007). The following figure shows the structure of this final chapter of this dissertation.

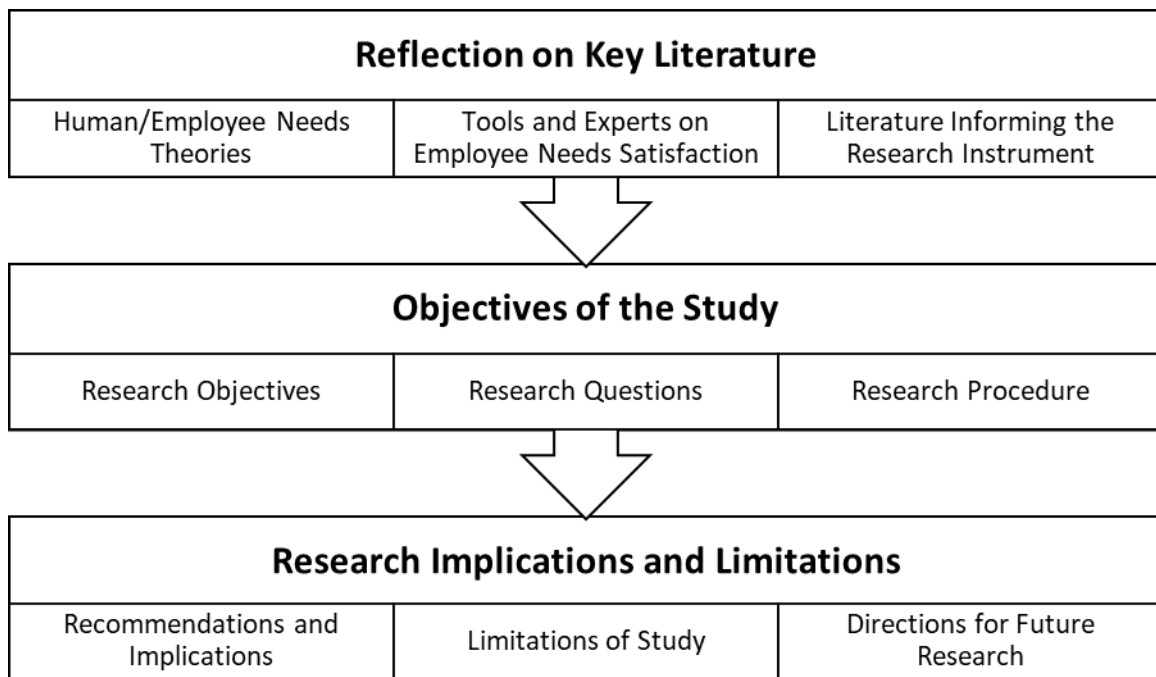


Figure 21. Chapter Plan and Contents

Several research studies had been conducted about employee needs satisfactions in the mining sectors across the world (Söderholm & Svahn, 2015). Studies from Australia, United Kingdom, United States of America and from the continent of Africa record that there need for employee support in various ways in the mining sector is common (Naicker, 2016). The performance of employees in their job is dependent on external, internal and personal factors (Alagaraja & Shuck, 2015). External factors are those conditions that a company must deliver on like infrastructure, means of production, machineries and all other elements of performing a job or task (Dong et al., 2016). The internal considerations refer to organisational arrangements and set up for enabling the external conditions and personal related well-being of employees. Examples to internal factors are employee support policies, promotions policies, salaries, organisational welfare and health support. A baseline research study on housing in the mining sector was conducted in 2017. Findings were publicised and were considered by permission on this study. The only challenge with the research study is that it was conducted by a private contractor paid for by the company concerned and was conducted with the view that it would be used by internal management teams only. This was not an

academic inquiry and the research process was not open to the systematic academic research practices. This research dissertation addresses this gap and provides some depth insight about employee needs satisfaction with a specific focus on housing. Employee needs had been a centre of attention and focus for many organisations aiming to retain talent, recruiting of specialist practitioners and providing incentives to best performing employees (Stephen & Ayaga, 2014). However, the focus on employee needs satisfaction programmes prioritised the clerical group of employees than the low-ranking employees like general workers, workshop staff, cleaners and other semi-skilled labour (Bhorat & Rooney, 2017). The kind of programmes that stratify employees had been confronted by demonstrations and dialogue led by trade unions which in many instances had led to decline in productivity particularly in the South African mining sector.

5.1. Reflections of Key Literature Tools: Employee Needs Satisfaction and Human Resource Management

Employee needs satisfaction refers to the fulfilment of employees' necessities and achievement of desires in and outside their work environment. Employee needs satisfaction is modelled on other human needs' theories such as the Maslow's hierarchy of needs, McClelland three needs theory and Leader Member Exchange theory. These theories have also been useful to providing ideas about the purpose of work and earnings. The support of employee needs has been enforced by various legislative policies in South Africa such as the Basic Conditions of Employment Act (BCEA) and the Labour Relations Act (LRA). BCEA focused on the enforcement of safe and fair working conditions for employees across sectors. This act is also enhanced by the Occupational Health and Safety Act (OHSA) in that the conditions under which employees work is essential to health, mental well-being and job performance. The Labour Relations act has opened an opportunity for employers, their organisations and labour movements to have platforms for engagement on issues of common interest. LRA provides that employees have the freedom of association; most employees exercise this right through union membership as shown in this research that 65% of the employees were active trade union members.

5.2. Maslow's Hierarchy of Needs

Abraham Maslow's theory of human needs has been largely used in social science studies for a long time. It is still used and relevant in studies focusing on human needs and development. The field of human resource management and people management has also used Maslow's work to engage with the ideas of employee needs. This theory has encountered criticisms such as the view that human needs aren't as hierarchical as the theory sometimes suggests. Other research have pointed out the context under which Maslow's hierarchy of needs was developed. Context matters since communities, societies and people look at human needs differently even although there are views which are sometimes common. The following diagram is the Maslow's Hierarchy of Needs and a summary is provided on how this model was applied to this study.

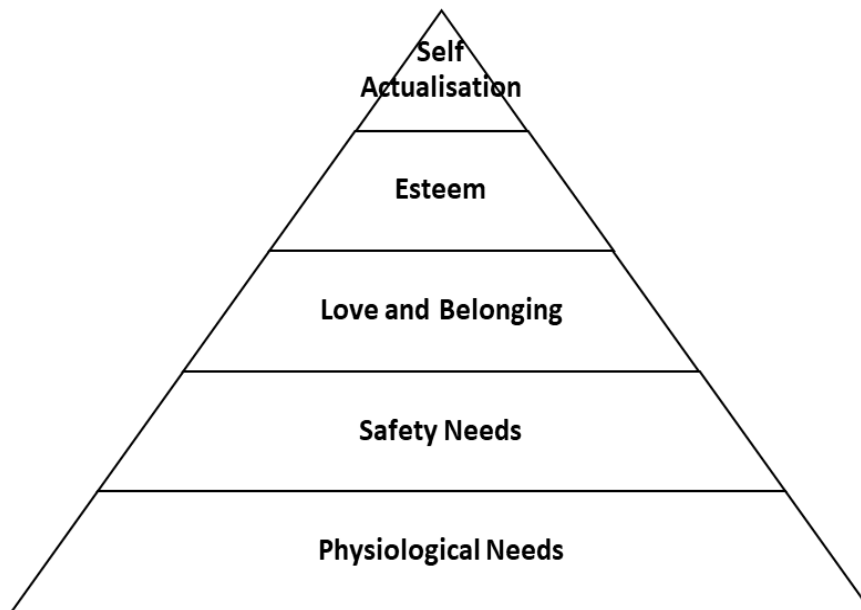


Figure 22. Maslow's Hierarchy of Needs

Maslow's Hierarchy of needs is useful in the process of understanding human needs (Lester, 2013). This has been already alluded to on this research. In addition, Maslow's hierarchy of needs is used in marketing and social science research initiatives focuses on consumer behaviour. On this research Maslow's hierarchy of needs was used to understand employee needs satisfaction and the ranking of the various components (J. M. Lee & Hanna, 2015). This research was based on five components namely demographic details such as age, province, family and earnings. Additional to these were housing support by company, sufficiency of the income earned, job performance and personal well-being. Over 60% of the employees reported that their salary earnings were not enough to cover their basic needs which refers to the physiological needs. Physiological needs include shelter, food, clothing and reproduction which are recognised as fundamental necessities to human life (Sadri & Bowen, 2011). In this research attention was given to the housing needs of employees in relation to their work obligations. In addressing this area, a set of elements was considered which consisted of employees' personal well-being, time spent with family, income and work-related goals. Over 50% of the employees reported that that they received housing allowance from the company but only less than 30% of the employees had invested their housing allowance in buying houses. The fact that 60% of the employees reported that their income couldn't cover their needs it is true that their housing allowances are diverted to covering other needs than housing. The distribution of employees was particularly interesting as 73% of employees were from the Northern Cape (NC) and 15% from North West (NW); these are people who lived in the region where the mining company is running its two operations. It is a case of the employees whose change in accommodation is minimal as they work from their home residence. The second range of needs are safety needs which include personal protection this is essential in the mining context in which work itself can be an unsafe operation but also the challenges of violence and crime in the communities that people reside is also a concern for good

shelter and protection of families. Over 60% of respondents stated that their housing needs had a direct connection their wellbeing and that of their families. The third group of needs is love and belonging. A few research items focused on family and dependants. Questions included the time spent with family during holidays and work days. The reporting showed variance between employees in terms of how they spend their time with family. Many employees didn't spend time with family during holidays and work days. Some of the things that explain such is the intensive nature of mine work especially for those engaged with underground operations as they were the focus of this study. The time availability for family and other social care engagements was a threat to the love and belonging of the employees in their immediate and extended family groups. Esteem needs in the context of this study are recognition, freedom, self-esteem and respect. When employee needs are satisfied, they have a potential to increase the esteem of employees and their pride to associate with their organisation. In this study it is clearly demonstrated that employees took pride of their work and thought their employer took good care of their housing needs besides that they didn't earn enough. The availability of a housing allowance as reported by 60% of employees was diverted to covering other financial needs. Other organisations have focused on finance education programmes for their employees and supporting housing through organisational schemes to prevent the problem of the diverted use of allowances such as that for housing. Employees also reported that their future status and that of their families would be enhanced with an investment by purchasing a house. This research has not reported on self-actualisation needs given the nature of the set of employees' needs and the specific focus on housing. The scope of this study is based on the lower level needs of the Maslow's Hierarchy of Needs which remain a primary concern for workers in the mining sector and the majority working class.

5.3. McClelland Three Needs Theory

The three needs theory is traceable to the Maslow's Theory of Human Needs. The author of three needs theory of motivation is David McClelland, who's argument was that there are three motivating drivers for people regardless of their demographic backgrounds such as age, gender, culture, race and ethnicity (Lăzăroiu, 2015). Although this theory and the argument by McClelland demonstrates inclusive it is not completely true in some contexts where people are still stratified in terms of their demographic backgrounds and in other communities where inequality between genders is still a problem. However, on this research what was interesting is that 80% participants regardless of the provinces they came from, age, salary bracket and family background reported that investing in a house purchase was good for the future of their families and they would consider an investment into a house. McClelland three needs theory entails the need for achievement, affiliation and power. This was put to test on this research and a few questions on the questionnaire address these areas as demonstrated on the table below.

Table 10 McClelland's Three Motivators (Needs) Theory

Motivation factor	Reflected on this research
<p>Need for Achievement (nAch)</p>	<p>Most of the need for achievement was personally focused and to some extent job focused. Employees reported that they wanted to achieve better income and perform well in their work. They supported the link that if their housing needs were taken care of they would perform better in their work. At this stage their housing and other personal conditions affect their job performance. The questionnaire was completed by individuals which enabled the research process to capture individual needs for achievement and motivation associated with employee needs satisfaction.</p>
<p>Need for Affiliation (nAff)</p>	<p>Several respondents reported that they were members of a trade union (65%). Others had cancelled their membership, and a few were never members of a trade union. This demonstrates some form of group affiliation. Over and above this were respondents' affiliation to company schemes such as the medical aid and housing allowance. The sense of belonging amongst employees in various areas was clear and sharing of knowledge resources was also evident. In protection of employee rights and advancement of their programmes of action there was a reliance on trade union affiliation among employees.</p>
<p>Need for Power (nPow)</p>	<p>This area of McClelland's three motivators theory places an emphasis on control, influence and the enjoyment of status. On this study although not directly related to the need for power; but respondents have shown in their reporting that housing was a property investment for them that would elevate their status. In other words, the satisfaction of employee needs is associated with a certain degree of status.</p>

The motivation factors are further reflected on the employees' reasons to ensure that their employee needs are satisfied by both the company and through their behaviours. The need for housing is also two-fold as for some is a luxury but for others is the most basic thing they need regardless of size and other fixtures. This necessity has transformed into being a personal

motivation to work and perform one's job in a manner that guarantees earnings, retention and allowances which adds value in the fulfilment of employee needs such as income and housing. The following snippets from the Kolomela housing survey further show in this summary that employees have always been concerned with both their first level needs as in the Maslow's Hierarchy of Human Need and therefore the link between their work motivation and personal goals is clearly demonstrated using McClelland's theory of motivation; which is more oriented towards a job than personal needs. What is interesting in this study is that employees have bridged a gap between the two theories based on their approach to personal needs and job performance. A survey conducted in 2017 is echoed by this research study on some of the following conclusions that the survey had registered with regards to the nature of the workforce, the area and the commonalities amongst employees (Kolomela Housing Survey, 2017). These show that employee needs satisfaction is not an event but a process.

The majority of Kolomela's relatively young workforce (60%) are not originally from the Tsantsabane area. There are notable demographic differences between employees coming from Tsantsabane and those coming from elsewhere. There are also significant demographic and other differences between employees in the bargaining category vs. those in the non-bargaining category.

What the mine employees do have in common, are the following:

- *Uncertainty or fluidity of future plans and low levels of commitment to settle in Tsantsabane. Low percentages of employees plan to remain in or retire in Tsantsabane. High percentages are uncertain about their future plans, this include both those who originate from the area, and those who don't.*
- *Most employees have between one and three children living with them, likely aged between 6 and 13 years old.*
- *The majority of employees on all job levels, provide financial support to family members living elsewhere.*
- *Appreciation for the affordable rental tariffs charged for mine housing.*
- *Support for the intent of Kolomela mine's housing strategy, although implementation was often criticised – especially with regard to housing allocation criteria which are perceived to be applied inconsistently by the mine.*
- *High levels of agreement on the top two preferred criteria for housing allocation: (1) Time waiting for a house, and (2) What an employee can afford, and general consensus on three other preferred criteria: (1) Years of service at Kolomela mine, (2) Family size, and (3) Current position or job grade.*
- *A love for expensive vehicles (the most expensive cost item in the household budgets of employees in the bargaining and non-bargaining category), and a tendency towards incurring debt – especially employees on lower job levels.*

The above piece from the 2017 housing survey shows the variance and commonalities in employees' needs. The satisfaction of the employee needs does exert pressure on the employer (the mine) and the employees themselves. The scarcity of jobs has also given employers a position of power in terms of employee benefits, reduction in additional allowances and other non-financial support.

5.4. Motivation-Hygiene Theory

This theory is known as the two-factor theory. The two factors are motivation and hygiene factors. Herzberg is the author of this theory and his views were that for work to happen there must be a good consideration of the factors affecting work itself (motivators) and those surrounding the job (hygiene factors) (Alshmemri et al., 2017). The motivation factors are concerned with achievement, work itself, growth, responsibility and recognition. The research study conducted here shows that employees had concerns for their job performance and how their living conditions affected this. This was especially demonstrated when over 60% employees reported that their income did not cover all their basic needs. Also, the high need for achieving one's job is driven by output targets and the need to ensure that their skill set is put to good use. The amount of responsibility that comes with the job was linked to health issues that arise from being an underground worker. The study focused on those who did underground or related work in the mine which came with a significant amount of responsibility. Employees' concern for growth in the mine was reported through the question of seeking stability. The lack of job stability and uncertainty influenced the house buying decisions and fulfilment of other personal employee needs. On job performance itself, stability was essential in that if an employee's personal well-being is compromised the job at hand will also be compromised. Although employees seek achievement, recognition, stability and growth in their jobs, there are other issues that can make this hard and the satisfaction of employee needs. These are company policies, supervision, salary (as already reported that over 60% of the employees reported that their salaries did not cover their basic needs), work conditions and relationships with fellow workers. This research reports that employees' needs satisfaction has a great potential to increase productivity, guide organisations into understanding the challenging issues faced by employees, support efforts of employees in buying houses and in making big financial decisions which can affect their earnings; so, as their personal well-being.

5.5. LMX Theory

This theory emerged in the late 1970s focusing on the development of relationships between managers and their subordinates (Ross et al., 2017). On this research, manager-subordinate relationships were not measured. This theory entails three stages: namely role-taking, role-making and routinisation (Seo et al., 2017). The findings of this research show that most of the employees are young and in the age bracket of 26-35 and a large percentage of employees had been with the mine for between 1-5 years. This shows that most employees have just taken their roles and

there's a need to have skills improvement done including the forming of new relationships with supervisors or team members. If this doesn't happen in the mine and new staff is put to work without proper team orientation this might affect job performance. The role-making is a process of joining in teams and working together. The assumption is that new workers will work harder, and this is incorrect as it compromises team work relations. This area wasn't addressed as part of this research. However, it was reported by employees that only about less than 10% had over 30 years of working in the mine. Therefore, power dynamics in the work environment weren't a challenge created by the old work force given its numbers. A lot could be learnt from the senior workforce by the junior workforce about employee needs satisfaction in the mine this will help the flow of tacit knowledge. Finally, the routinisation is when a complete trust, empathy, patience and respect has been developed between managers and employees. In this research trust and empathy was mainly concerned with employee needs being satisfied, families taken care of and earnings improved from time to time.

5.6. Objectives of the study

The underlying objectives of this study provide the understanding of the purpose this research was conducted. The objectives of this study have served as a guiding map of what literature to collect, analyse and discuss. This set of objectives guided the data collection process, its design and reporting.

The objectives of this study were:

- To contribute to the existing knowledge regarding employee needs satisfaction in the mining sector.
- To investigate and provide empirical evidence about the employee needs satisfaction factors amongst mine workers.
- To suggest a strategy to improve housing access for mineworkers.

This research has addressed the above objectives and it is clearly demonstrated in the research process, and finally in the findings chapter. The first objective was addressed by collecting and analysing literature in the areas of human needs and employee needs satisfaction. Statistical tests were done to validate the research instrument which was used in the investigation and provision of empirical evidence about employee needs satisfaction factors in the mining company. The suggestions to improve the processes of employee needs satisfaction are addressed further on this chapter. Some suggestions include developing holistic welfare approaches for employee's needs satisfaction. This means the avoidance of providing for some and leaving other needs out.

5.7. Research Questions

Mineworkers serve in mines with an aim to improve their lives and general welfare of their immediate if not also the lives of their extended families or dependants (Hoekstra & Marais, 2016). This is common for the working-class majority. The following questions were asked in this study.

- There are two primary research questions of this study which are the following:

- What role does housing access play in fulfilling employees' needs?

This question has had many responses and feedback from the study in which employees had participated in (n=118). It was clear from over 65% of employees that housing access and ownership played a key role in securing a future. In addition, employees reported that housing improved their well-being, social relations with family and this translated into improved job performance. What this research has also brought up is the central role that housing plays among other employee needs such as medical care, earnings and esteem. In addressing this question theories and literature were considered extensively. The evidence for this is the Cronbach Alpha score of 0.86 which proves internal consistency of the questionnaire that was used (Bonett & Wright, 2017).

- What job benefits are perceived to be important among employees?

Employees considered housing allowance, medical care and support for well-being to be important. Over 50% of the employees received a housing allowance. However, less than 30% had invested the funds into purchasing a house. This follows reporting by 60% of the employees that their income could not cover all their basic needs. It is evident here that the housing allowance went to cover other expenses other than to house purchase costs.

- The secondary research question is (1) which role can the mining company play in the provision of employee needs? This in terms of any systems designed to address human needs (Maslow), work-based satisfaction (Hertzberg two factors) and fairness in worker engagement as well as consultation (LMX theory).

In summary the mining company concerned has played an active role in supporting employee needs and continues to improve on its existing strategies. Salary increments for semi-skilled employees and incorporation into the medical scheme are some of the efforts by the company to ensure fairness in the response to employee needs satisfaction. A total of not less than 60% of employees reported that company policies allowed for the support and provision of help with regards to employee needs. The area that still needs attention is how the company engages workers with regards to their needs and the consultation process in the design of programmes aimed at addressing employee needs.

5.8. Recommendations, Implications and Limitations

One of the main contributions of this research is to provide recommendations. It should also be considered that by reading the findings of this study more recommendations can be drawn. However, for this research, its objectives and questions specific recommendations are made. Implications are provided based on the recommendations. The following are the recommendations on some of the findings of this study.

- Over 60% employees reported that their income did not cover their basic monthly needs besides the fact that they received housing allowance and company medical benefit. Based on the Maslow's Hierarchy of Humans needs it is essential to at least meet the first basic set of needs. The wellbeing of the mine employees is rather compromised if they are unable to meet their basic needs. It is recommended that comprehensive financial education programmes be developed as a human resourcing strategy and be made part of induction; with follow up financial advisory and planning (Fernandes, Lynch, & Netemeyer, 2014). This has the potential to reduce financial management related problems among employees and might better their spending patterns to be able to cover most of their basic needs. This recommendation does not suggest that employees are paid enough but it rather suggests that their basic needs need to be managed by themselves based on their income.
- About 50% of the employees reported that they received a housing allowance but approximately 24% stated that they had purchased a house. The problem here is the diverted expenditure of the housing allowance on other things other than housing itself. The Kolomela mine housing survey of 2017 shows that employees purchased expensive cars and other luxuries instead of houses which they still stated that were important. It is recommended that the mining company develops a housing finance scheme to which the housing allowances are to be deposited. Employees would then submit relevant house purchase documents to the scheme to claim their housing allowance. In this way the misuse of the company housing allowances would be put under control.
- The treatment of employee needs requires a wholistic approach a one that looks at wellbeing and job performance. The recommendation is that employee consultations about wellbeing and job performance be held. Stakeholders such as trade unions and workplace groups need to be engaged in the process of employee wellbeing. Interventions by third parties such as social workers, financial advisors and housing companies need to be sourced.

5.9. Implications

Employee needs satisfaction is a sensitive area in human resource and people management research (Shuck, Collins, Rocco, & Diaz, 2016). This area involves multiple stakeholders and can

often course uncertainty about the next actions of the unsatisfied employees. Employees organise through trade unions and when negotiations fail with employers they tend to resolve to strike action. This has negative effects on company performance and employee's earnings. This also creates a hostile relationship between employees and the employer. The following would be the implications of not taking in some of the recommendations proposed on this study.

- The employees' inability to cover their basic needs monthly will overtime threaten general employee fulfilment about their job and this will create an unfavourable work climate which is without fulfilment.
- If a housing scheme is created this will relieve the employer of the burden to administer the housing allowances to individual employees but will also increase the number of employees who use their housing allowance for its purpose.
- The development of a holistic approach towards employee needs satisfaction will enable the company to progress to other issues that require attention such as retirement age exit strategies and other programmes that support employees who are being laid off or retrenched.

Bridging gaps between employee representatives, supervisors and company human resource specialists is also a useful process to help employees fulfil their needs especially that of housing. Building on the idea of private-public partnerships housing access for employees can be accelerated.

5.10. Conclusions, Limitations of the study and directions for future research

In conclusion this study has successfully brought to the surface the tough debate about employee needs satisfaction with regards to housing in the mining sector. It was able to address most of the research objectives. This research study was done at one mining company which has two sites in South Africa. It is therefore limited to the mining context of South Africa. It has potential to be compared to other mining industry contexts in the Southern Africa region. The number of participants was only 118 (n=118) in a population of about 600-700 (N=600-700). The number of participants is not big enough to make generalisations. The research instrument used in this study could be tested in a different mining company context to make comparisons and contrast some of the recommendations. Future research shall focus on the employee retirement exit strategies and those laid off through retrenchments. In retirement exit, employees housing should feature as one of the questions during the exit interview and whether this happens is worth studying and the action taken in supporting the needs of the retiring mining workers particularly those that have served for many years as under-ground mining workers.

This research concludes that there is still a long way to go before the needs of the mining workforce can be fulfilled. The view maintained here is that through continuous consultation and engagement directly with individual employees their needs would stand a greater chance to be

fulfilled than depending on the one size fits all approach. The continued dissatisfaction with income amongst the mining workforce is a problem and does require attention by means of finance education programmes to assist in creating a financial stable and responsible workforce. In this way the employee needs satisfaction will improve as well as wellbeing and job performance.

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