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EMPLOYEE PERFORMANCE AT SINO-ZIMBABWE CEMENT COMPANY,
ZIMBABWE

BY

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Abstract

This study examined the factors influencing employee performance at Sino-Zimbabwe Cement Company in Zimbabwe, with the aim of assessing performance levels, identifying determinants of high and low performance, and proposing strategies for improvement. The specific objectives were to evaluate employee performance levels, analyse factors affecting performance, and recommend appropriate interventions. The study adopted an explanatory research design supported by a mixed-methods approach, integrating both quantitative and qualitative data. A target population of 400 employees was identified, from which a sample size of 197 respondents was selected using stratified random sampling to ensure representation across management levels. Data were collected primarily through structured questionnaires using a 5-point Likert scale, supplemented by qualitative insights, and analysed using descriptive statistics, correlation, and regression analysis, with findings presented through tables, charts, and thematic interpretation. The results revealed that employee performance was moderate but uneven across the organisation, influenced significantly by factors such as education, skills, training, task design, reward systems, and organisational climate. While employees demonstrated commitment and engagement, gaps in training, communication, and resource availability constrained optimal performance. The study further established that organisational practices particularly training and development, fair compensation, and supportive leadership had a strong positive effect on employee performance. Consequently, the study recommends continuous skills development, improved reward systems, enhanced task design and role clarity, strengthened organisational climate, and the adoption of integrated performance management systems to improve productivity and organisational effectiveness.

Declaration

I declare that this dissertation is my original work except where sources have been cited and acknowledged. The work has never been submitted, nor will it ever be submitted to another university for the award of a degree.


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Dedication

This study is dedicated to my family for their unwavering support, encouragement, and belief in my academic journey

List of Acronyms and Abbreviations

SZCC	Sino-Zimbabwe Cement Company
HR	Human Resources
HCT	Human Capital Theory
PPC	Pretoria Portland Cement
ISO	International Organization for Standardization
SHEQ	Safety, Health, Environment and Quality
SPSS	Statistical Package for the Social Sciences
GDP	Gross Domestic Product
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
ROI	Return on Investment

Definition of Key Terms

Employee Performance: The efficiency, effectiveness, and productivity with which employees achieve organisational goals through task execution, problem-solving, and adherence to standards.

Motivation: The internal and external factors that stimulate employees to perform their duties effectively.

Training and Development: Organisational efforts aimed at improving employees' skills, knowledge, and competencies to enhance performance.

Organisational Climate: Employees' shared perceptions of workplace environment, policies, and practices that influence behaviour and performance.

Reward System: A structured mechanism of financial and non-financial incentives used to motivate employees.

Task Design: The structure, complexity, and clarity of job roles and responsibilities assigned to employees.

Productivity: The level of output produced relative to the input used, particularly labour efficiency.

Human Capital: The collective skills, knowledge, and experience possessed by employees that contribute to organisational performance.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

Chapter One focuses on the introduction to the research carried out in this study. It discusses the background of the study and the identification of the research problem. Furthermore, it deliberates on the objectives of the study, research questions, and assumptions. The significance of the study is explained, highlighting its possible contributions to the improvement of management practices and employee performance in the industry. The delimitations are recognized, centering on Sino-Zimbabwe Cement Company and its employees, while the limitations, including time constraint and data limitation, are also acknowledged.

1.2 Background to the study

Employee performance refers to efficiency, effectiveness, and productivity in realizing the organizational goals. It covers execution of the jobs, problem-solving ability, and adherence to other company-related standards (Johari & Jha, 2020). Employee performance is extremely important in cement manufacturing as production efficiencies, operational costs, and sustainability of the business depend directly on employee performance (Ali, 2023). The level of performance depends on motivation, skill proficiency, and culture (Akyazi et al., 2023). Moreover, a well-structured strategy implementation framework within cement manufacturing firms can significantly influence employee output, ensuring both efficient worker performance and meeting performance expectations (Ali, 2023). Since these processes are labor-intensive and dictated by technological advancements and operational demand, the real challenge to high productivity is how well employees adapt to these changes (Bobinaite et al., 2022). The level of performance depends on motivation, skill proficiency, and culture (Akyazi et al., 2023). Moreover, a well-structured strategy implementation framework within cement manufacturing firms can significantly influence employee output, ensuring both

efficient worker performance and meeting performance expectations (Ali, 2023). Since these processes are labor-intensive and dictated by technological advancements and operational demand, the real challenge to high productivity is how well employees adapt to these changes (Bobinaite et al., 2022).

Organizational success, measured by how effectively management addresses employee needs, ultimately depends on employee performance (Ali, 2023). This performance is typically quantified by analysing the effectiveness, efficiency, and quality of the work employees deliver in their roles (Ali, 2023). Key metrics used to indicate performance include productivity levels, the quality of output, employee engagement at work, and the achievement of company objectives (Ali, 2023).

Despite its crucial importance, the topic of employee performance remains a subject of considerable debate, with experts holding varied opinions on the most effective strategies for enhancement (Klein, 2023). For some, financial incentives and reward systems are considered the primary drivers of performance, while others prioritize non-monetary forms of motivation (Klein, 2023). Additionally, the method of performance appraisal is not uniform across industries; some organizations utilize conventional, time-based appraisals, while others employ continuous feedback mechanisms coupled with data-driven analytics (Irfan et al., 2025). Furthermore, a critique exists that traditional quantitative measures, such as the sheer volume of output, may fail to capture an employee's complete contribution, leading some scholars to advocate for a broader, more holistic assessment that includes qualitative factors like creativity and teamwork (Darvishmotevali & Ali, 2020). Ultimately, a deep comprehension and commitment to improving employee performance are vital because they directly influence an organization's productivity, profitability, and competitive standing (Ali, 2023).

Effective performance management involves setting clear expectations, providing regular feedback, and offering development opportunities to align individual goals with organizational objectives (Rajapakse, 2025). However, the implementation of performance management systems is not without challenges; issues such as bias in evaluations, lack of transparency, and insufficient support for underperforming employees can undermine the effectiveness of these systems (Gazi, 2024). Therefore, organizations must carefully design and continuously refine their performance management processes to ensure they foster an environment that promotes sustained employee engagement and organizational growth. For the cement production industry, performance of employees is essential in view of the strenuous nature of employment; that is, the work sounds tough and much labor intensive with exposure at times to hazardous conditions, with effective needs and the requirement for precision and efficiency.

At the top Employee performance is a major determinant of production, profitability and sustainability in an organization. Thus high-performing employees contribute to efficient operation optimization of organization goals and ensure effective utilization of resources. However, lower levels of employee performance translate to less output, increased operational cost and reduced market competitiveness (Roche, 2023). In Zimbabwe's cement manufacturing section, that is unstable economically with old machinery and very high turnover of labor, it becomes a question of holding on to survival or improving the performance of the workforce or else the business viability will not be sustainable.

It is imperative to note that employee performance management is central to resolving such problems since it concerns evaluating, monitoring, and improving workforce capabilities as a system. For Sino-Zimbabwe Cement Company, knowing the factors restricting employee performance will help to establish ways that can motivate, develop skills, and maximize performance efficiency of the

workforce. These outputs will give an insight into performance improvement approaches that would increase productivity in the organization while sustaining its competitive advantage.

There are many processes and procedures that influence employee performance. These include recruitment and selection; training and development; performance appraisal; motivation strategies; and employee engagement initiatives. Effective recruitment ensures that only qualified candidates, equipped with necessary skills and competencies, are hired while continuous training and development equip employees with updated knowledge and skills, they require to perform their tasks efficiently (Benhelal et al., 2013). Performance appraisals may be done annually or as part of continuous feedback mechanisms to see the strengths and areas needing improvement. Other very important driving forces for employees keeping themselves glued to work include monetary incentives, career growth opportunities, and a positive working environment (Irfan et al., 2025).

Another area in which employee engagement has been critical in the performance debate is moral responsibility, which inspires that feeling of identification and purpose within the organization (Roche, 2023). This study should therefore investigate these factors in detail and come up with possible solutions for improving employee performance in the organization.

Employees are the major actors here as motivation, skills, and the general work engagement of an employee are directly proportional to organizational performance. Management has to play a great role in the design and application of methods to enhance performance, ensuring that proper policies and incentives are in place so that the employee finds it easy to work in a productive environment (Ali, 2023). Government bodies and industry regulators influence employee performance through laws on employment, safety regulations in the workplace, as well as laws against discrimination in the workplace (Roche, 2023). Suppliers and local communities are also affected, albeit indirectly, by

employee performance; fewer effective employees may disturb production schedules, operations in the supply chain, and environmental sustainability.

1.3 Problem statement

Despite the critical role of employee performance in organizational success, there remains a gap in empirical research focusing on the Zimbabwean cement industry. Existing studies often draw from contexts in developed economies, which may not adequately reflect the socio-economic realities of Zimbabwe (Ali, 2023; Irfan et al., 2025; Love et al., 2025; Qi et al., 2022; Rezaei et al., 2025; Volkart et al., 2013; Chen et al., 2023; Ferdous et al., 2021; Bobinaite et al., 2022; Akyazi et al., 2023). Therefore, this study seeks to assess the factors influencing employee performance at Sino-Zimbabwe Cement Company, with the aim of developing context-specific strategies that enhance motivation, engagement, and productivity.

1.4 Research objectives

- 1.4.1 To assess the levels of employee performance at Sino-Zimbabwe Cement Company
- 1.4.2 To examine factors leading to high or low levels of employee performance at Sino-Zimbabwe Cement Company
- 1.4.3 To suggest strategies for improving employee performance at Sino-Zimbabwe Cement Company

1.5 Research questions

- 1.5.1 What are the levels of employee performance at Sino-Zimbabwe Cement Company?
- 1.5.2 What factors contribute to high or low levels of employee performance at Sino-Zimbabwe Cement Company?
- 1.5.3 What strategies can be implemented to improve employee performance at Sino-Zimbabwe Cement Company?

1.6 Hypotheses

(H0): Employee performance levels at Sino-Zimbabwe Cement Company is not high

(H1): Employee performance levels at Sino-Zimbabwe Cement Company is high.

1.7 Significance of the study

1.7.1 To the Academia

This research study fills the gap in understanding of motivational strategies and their impacts on employee performance specifically in the cement manufacturing industry, especially in the Zimbabwean context, adding to the existing academic literature. The research findings will be beneficial to the researchers and students in the field of human resource management, organizational behavior, and industrial psychology since it adds empirical data to existing theories and frameworks. The study also paves the way for a channel of research in the area of different motivational strategy applications across industries, regions, or organizational settings and will, therefore, motivate more academic exploration into worthwhile practices of employee management.

1.7.2 To the industry

The study will also provide some insight to the cement manufacturing industry in Zimbabwe in respect of how motivational strategies could be designed to improve performance. Moreover, such findings will also be used as a reference point for other cement manufacturers in the country on how these best practices should be applied in order to motivate their employees. Consequently, this is expected to increase productivity at the industry level so that the industry as a whole can remain competitive and grow to meet the rising demand in the country. The broader industry would also benefit from understanding better methods of attracting, retaining, and motivating competent labor in the cement-making sector.

1.7.3 To the Researcher

For the researcher, this research project presents an opportunity to enrich understanding of human resource management as an area of practice with special reference to motivational strategies. Conducting such research work will help the researcher develop skills related to data collection and analysis within an organizational context. In addition, this will contribute to this experience concerning his academic growth and expertise in human resources management, giving a solid ground for further research or work in this area. This research study is also a way for the researcher to enhance the critical assessment of organizational policies and add to the body of knowledge in employee motivation, which may open doors for further academic and professional opportunities.

1.8 Delimitations of the study

The study is delimited to Sino-Zimbabwe Cement Company because the findings may not be generalizable to other cement manufacturing companies or industries in other geographical locations. This research investigates motivational strategies such as performance-based incentives, rewards, recognition programs, and training programs in reference to employee performance; thus, excluding other possible factors, like organizational culture, leadership styles, or external market conditions, which might influence performance as well. The perspective of management or external stakeholders is not side mentioned in this study, and as such, the complete view of how they perceive the strategies is likely to affect performance in the overall sense. Also, the study will use a cross-sectional design, in which data will be collected at a single point in time, thereby making it impossible to evaluate or observe changes over a longer period. This research is thus quantitative and statistical in nature since it purely analyzes data derived from surveys, not qualitative methodologies such as interviews or focus groups that might have captured an insight into employees' subjective experience. All these

delimitations have been made in order to maintain focus on only relevant aspects of the research and accept the reality of time, resources, and scope.

1.9 Limitations of study

The study experienced a limitation of response bias because the data collection was self-reported from employees at Sino-Zimbabwe Cement Company. Employees might have answered in what they perceive as socially acceptable or favorable responses to the organization rather than being fully truthful. Prevention measures include ensuring that the survey was anonymous and confidential, which usually encourages honesty in responses. They would also be given a clear orientation on the purpose of the research and ethical considerations, which would likely reduce bias and support genuine responses.

A further limitation was that data was obtained through cross-section alone, meaning at only one point in time and thus denied any opportunity to see the change or trend in employee performance over time in such a way as to measure the long-term effect of motivational strategies. The focus was thus on providing a current snapshot of employee performance and motivational strategies at Sino-Zimbabwe Cement within these limitations. While limiting the long-term effect analysis, it nonetheless allowed one to gain further understanding of the present relationship between motivational strategy and employee performance.

Sino-Zimbabwe Cement was the subject of this study and, therefore, it limited the relevance of findings to other organizations which do not belong to the cement industry or to any of the other such industries. Such restrictions minimize the generalizability of the results. This limitation was however managed through clearly defining the study scope with emphasis that the findings were service-oriented to Sino-Zimbabwe Cement. Thus, although broader generalization could not be possible,

the study still contributed positively towards knowledge that informs organization-specific policies and practices.

The study also employed a quantitative approach characterized by the collection of numerical data from surveys, which were subsequently analyzed statistically. Hence, it would not investigate qualitative variables in terms of employee individual experiences, perceptions, or feelings towards motivational strategies. To counterbalance this limitation, the research design incorporated a very detailed survey questionnaire seeking to capture much broader data range, which would maintain the robustness of results and ensure representation of its findings beyond the sample of study. Even though the qualitative insights could serve to bring forth a better understanding, the delimitation of this study permits focused and measurable data that would clear what motivational strategies do to employee performance.

CHAPTER 2: REVIEW OF RELATED LITERATURE

2.1 Introduction

Chapter two reviewed most relevant literature about motivation's effects on employee productivity in the field of cement manufacturing specifically in relation to Sino-Zimbabwe Cement. The chapter also discussed several important theories that relate to the concept of employee motivation, workplace incentives, and even generally, to organizational performance in terms of productivity. It studied several existing global, regional, and local studies that assessed the effectiveness of some motivational approaches like performance-based rewards, recognition programs, training, and career development initiatives in improving workforce efficiency while depicting gaps in the literature. These gaps in literature highlighted areas that require further exploration of the applicability of motivation strategies within the cement industry. Through analyzing previous research findings, this chapter sets the foundation for how different motivational factors are likely to influence employee productivity and thus set the context for the present empirical investigation.

2.2 Theoretical Framework

2.2.1 Maslow's Hierarchy of Needs

According to Abraham Maslow's theory of motivation, which was propounded in 1943, they are formulated into the following five categories: physiological, safety, social, esteem, and self-actualization (Maslow, 1943). This implies that lower-order needs should be gained before higher-order ones. Needs fulfillments in different organizations or structures, such as cement manufacturing companies, have been very much attributed to employee satisfaction and performance (Ali, 2023; Johari & Jha, 2020). Fair wages and safe working conditions, for example, take care of physiological and safety needs; it can be assumed that this will boost motivation and productivity (Ntuli et al., 2022).

Such application of Maslow theory is suggested in the cement industry by studies indicating how employee motivation is concerned with satisfying primary needs like fair remuneration and safety at the workplace (Bobinaite et al., 2022). Enough wages, job security, and safety at the workplace create real motivational pressure conditions for employees at Sino-Zimbabwe Cement Company. Unmet needs about the above may create employee dissatisfaction and low productivity along with high turnover (Benhelal et al., 2013; Khan et al., 2023). Further, these social relationships and recognition foster further engagement and commitment to the workplace (Subiyanto & Kurniawan, 2022).

This relates almost entirely to how we can evaluate managerial practices with respect to Sino-Zimbabwe Cement on employee motivation. Leadership could further develop job satisfaction and retention by progressively meeting employees' needs (Chen et al., 2023; Ali, 2023). Management practices such as recognition programs, professional development opportunities, and supportive leadership all yield higher employee motivation and performance levels (Nteta & Mushonga, 2021). Research indicates that those cement manufacturing firms implementing structured motivation strategies have better productivity.

By using the theory of Maslow, successful organizations like Sino-Zimbabwe Cement would create policies that motivate the work environment. One such policy would be promising career advancements along with professional growth initiatives that synchronize themselves with the self-actualization stage of encouraging employees to realize their full potential (Love et al., 2025). Integrating motivational strategies into the overall management framework of the company ensures that workers remain interested and thus productive, in turn achieving the organizational success envisaged by (Mabhanda and Masukume, 2025).

2.2.2 Equity Theory

Equity Theory was used in this study, and it was established by John Stacey Adams in 1963. The Equity Theory states that employees measure how fair the workplace is to them based on their input-output comparison with others (Adams, 1963). The theory holds that employees recognize equity in the workplace and will work harder as a result (Ali, 2023). On the other hand, 'inequity' such as pay, recognition, or promotion lead to demotivation and lower productivity and dissatisfaction with the job (Nkwor et al., 2025; Ntuli et al., 2022). Besides this, this is an application-grounded theory for assessing how workplace conditions, managerial practices, and motivational strategies impact employee performance at the Sino-Zimbabwe Cement Company.

Wage expectations, promotions, and distribution of workloads create a motivating expectation among employees on a perceived different equity in the cement-manufacturing industry (Johari & Jha, 2020). The workers at Sino-Zimbabwe Cement compare their recompense with that which the fellow workers receive or by industry standards, which therefore affects job satisfaction. However, my employee perceives unfair treatment such as an unequal payment, lack of recognition, or overload in work; employees may demonstrate adverse behaviors such as absenteeism, low productivity, or job hopping (Nouhoun et al., 2025; Khan et al., 2023). The critical line is set for industries where working conditions are hazardous because the aspect of equality in payments and safety measures tends to morale at the working sites (Mandowa et al., 2025).

Equity in the workplace is also ensured through managerial practices. Leaders who have imposed transparent reward systems, opportunities for career advancement, and recognition programs build a culture in which employees feel valued and treated fairly (Mabhandu & Masukume, 2025). Research shows that organizations with fair compensation mechanisms as well as equitable systems of

promotion among others tend to experience higher rates of employee retention and better organizational performance (Fornasiero et al., 2025). Managerial equity can minimize grievances, increase employees' engagement, and enhance overall productivity at Sino-Zimbabwe Cement (Subiyanto & Kurniawan, 2022). Applying Equity Theory to Sino-Zimbabwe Cement illustrates the necessity for strategic human resource management practices that maintain a fair and balanced work environment. Management should carry out periodic checks of employee worries to ensure that all policies governing the workplace are in line with the principles of fairness (Qi et al., 2024).

2.2.3 Human Capital Theory (HCT)

The application of the Human Capital Theory (HCT), fundamentally rooted in the work of Schultz (1961) and Becker (1993), serves as the operational bedrock for understanding performance challenges at the Sino-Zimbabwe Cement Company (SZCC). This theory posits that the skills, specialized knowledge, and competence of employees constitute a strategic asset or capital, requiring calculated investment to yield a profitable return. In the highly technical and mechanized cement manufacturing environment, this return is realized through high operational efficiency, superior product quality, and minimized waste. The stated issue of inadequate internal training for permanent staff (Moyp, 2018) is thus critically interpreted through the HCT lens as a failure in capital maintenance and growth. By neglecting to systematically invest in the necessary technical and process training, SZCC effectively allows its most valuable productive asset its human capital to depreciate, compromising the expected measurable ROI (Mpofu, 2023).

This strategic underinvestment in human capital directly precipitates a pervasive skills gap and a subsequent technical deficit among the local workforces. Unlike non-specialized sectors, the cement industry relies on employees with high proficiency in areas such as advanced process control,

automated systems operation, and predictive maintenance (ZipRecruiter, n.d.; Liu et al., 2016). When training is deficient, permanent staff lack the current, job-specific knowledge required to effectively manage the complex, high-cost machinery, which is particularly acute in a joint venture involving foreign technology. This deficiency impairs the workforce's ability to consistently meet demanding production parameters, leads to a reliance on trial-and-error problem-solving, and inhibits the adoption of necessary operational innovations, thereby capping the company's potential output and competitive edge.

The operational consequences of this human capital deficit manifest as quantifiable financial liabilities for SZCC. The lack of up-to-date technical competence means employees are less adept at identifying minor faults early or performing specialized preventative maintenance, resulting in an increase in unplanned equipment downtime (Al-Habaibeh, 2015; ResearchGate, 2025). In the continuous production environment of cement manufacturing, non-scheduled stoppages are profoundly costly, leading to lost production volume, wastage of raw materials, and inflated maintenance expenditures incurred from emergency repairs (The ASPD, 2025). Furthermore, the deficiency affects product quality consistency and operational efficiency, as untrained personnel may struggle to optimize parameters like kiln temperature or raw mix composition, causing off-spec product and higher-than-necessary energy consumption, directly eroding profit margins.

Ultimately, the HCT framework moves the performance discussion beyond simple motivation or effort and frames it as a paramount strategic resource management failure. The theory establishes that for SZCC to achieve its production goals and sustained market competitiveness; it must immediately address the under-allocation of resources to employee development. The research, guided by HCT, aims to demonstrate that a comprehensive, structured investment in specialized training is not merely an operational cost but a necessary capital expenditure designed to augment

the skills asset, reduce technical failure rates, and ultimately ensure the long-term financial viability and improved organizational performance of the Sino-Zimbabwe Cement Company (Schultz, 1961; Becker, 1993).

2.2.4 Herzberg's Two-Factor Theory

The application of Herzberg's Two-Factor Theory (Herzberg, 1968) provides a crucial framework for diagnosing the complex motivational dynamics within the SZCC workforce, particularly as they interact with Zimbabwe's pronounced economic volatility. The theory distinguishes between Hygiene Factors (extrinsic elements like salary, job security, and working conditions) and Motivator Factors (intrinsic elements such as achievement, recognition, and advancement). The theory asserts that Hygiene Factors only serve to prevent job dissatisfaction; they do not, by themselves, create positive satisfaction or motivation. Conversely, Motivator Factors are the true drivers of engagement and high performance, directly linked to the content of the work itself and the employee's psychological growth (Maska, 2020).

In the context of the severe economic instability characterizing the Zimbabwean environment, the relative importance of Hygiene Factors especially competitive pay and job security is dramatically elevated. While Herzberg's original theory suggested that these factors merely prevent dissatisfaction, for the SZCC workforce, the constant erosion of real wages and the perceived threat of outsourcing (Moyp, 2018) transform these factors into an acute, continuous source of intense dissatisfaction that can actively demotivate staff (Armstrong, 2009). The failure of SZCC's policies to adequately meet these fundamental, volatile extrinsic needs creates a pervasive state of organizational discontent, which effectively overshadows any potential intrinsic job satisfaction.

Simultaneously, the documented lack of training and career development (Moyp, 2018) at SZCC directly undermines the essential Motivator Factors. Training is the primary mechanism through which an organization fosters opportunities for advancement, allows employees to experience achievement by mastering new skills, and increases responsibility (Maska, 2020). By failing to provide these structural growth opportunities, SZCC suppresses employees' inherent need for professional growth, thereby limiting their sense of self-actualization and long-term commitment. This deficit ensures that employees remain perpetually uninspired, preventing them from reaching the sustained, high levels of dedication required for superior performance, regardless of how adequate the Hygiene Factors might be (Armstrong, 2009; Moyp, 2018).

The integrated framework of Herzberg's theory thus allows the study to conduct a precise diagnostic assessment of SZCC's HR strategies. The current state is likely one of "Low Hygiene plus Low Motivation," characterized by high complaints about basic conditions (pay, security) coupled with low intrinsic drive due to the lack of developmental opportunities (ResearchGate, 2023). This framework clearly distinguishes between the company's dual failures: a failure to meet basic needs (Hygiene Factors), which causes active dissatisfaction and high turnover, and a failure to inspire peak performance (Motivator Factors), which stifles growth and limits efficiency. Successful strategic intervention, therefore, requires a balanced approach to correct both the dissatisfiers and the non-satisfiers to create a productive and committed workforce (Herzberg, 1968).

2.3 Relevance of Theoretical Framework to the study

The theoretical frameworks of Maslow's Hierarchy of Needs and Equity Theory offer valuable insights into understanding employee performance at Sino-Zimbabwe Cement Company. Maslow's model posits that human motivation is driven by a progression through five hierarchical needs:

physiological, safety, love and belonging, esteem, and self-actualization. In the workplace context, this theory suggests that employees are motivated to perform well when their fundamental needs are met, progressing towards higher-order needs that foster greater engagement and productivity. For instance, ensuring job security and a safe working environment addresses employees' safety needs, while providing opportunities for recognition and career advancement caters to esteem and self-actualization needs. Research indicates that when employees perceive their needs as being fulfilled, they are more likely to exhibit higher levels of job satisfaction and performance (Ihensekien & Joel, 2023). Therefore, applying Maslow's framework can help identify and address the motivational factors influencing employee performance at Sino-Zimbabwe Cement Company.

Equity Theory, proposed by J. Stacy Adams, emphasizes the importance of fairness in the workplace. According to this theory, employees assess the fairness of their work outcomes by comparing their input-output ratios with those of others. Perceived inequities can lead to demotivation, reduced performance, and increased turnover intentions. In the context of Sino-Zimbabwe Cement Company, if employees perceive disparities in workload distribution, compensation, or recognition, it may result in feelings of injustice, adversely affecting their performance. Recent studies have highlighted the critical role of perceived fairness in enhancing employee engagement and organizational commitment (Shinde, 2025). Implementing equitable practices, such as transparent performance evaluations and fair compensation systems, can mitigate perceptions of inequity and foster a more motivated and productive workforce.

2.4 Employee performance

Employee performance refers to efficiency, effectiveness, and productivity in realizing the organizational goals. It covers execution of the jobs, problem-solving ability, and adherence to other company-related standards (Johari & Jha, 2020). Employee performance is extremely important in

cement manufacturing as production efficiencies, operational costs, and sustainability of the business depend directly on employee performance (Ali, 2023). The level of performance depends on motivation, skill proficiency, and culture (Akyazi et al., 2023). Moreover, a well-structured strategy implementation framework within cement manufacturing firms can significantly influence employee output, ensuring both efficient worker performance and meeting performance expectations (Ali, 2023). Since these processes are labor-intensive and dictated by technological advancements and operational demand, the real challenge to high productivity is how well employees adapt to these changes (Bobinaite et al., 2022).

The definition of performance used in this study establishes it as a multidimensional concept comprising both Task Performance and Contextual Performance (Ludovick, 2015), directly aligning with the proposed motivational framework. Task Performance refers to the ability to execute the core, formally prescribed duties that contribute directly to the organizational output (e.g., meeting production targets in a cement factory) and is primarily driven by Extrinsic Motivation and Employee Skills (Mwangi et al., 2017). Conversely, Contextual Performance involves voluntary "extra-role" behaviors that support the organizational social and psychological environment (e.g., helping colleagues, showing initiative, maintaining a positive safety culture), which is not explicitly related to technical output but is crucial for overall institutional goal attainment (Ludovick, 2015). This aspect is significantly predicted by Intrinsic Motivation and Personality, as the willingness to engage in these supportive, discretionary behaviors is often a function of an individual's psychological state and a supportive organizational environment. By integrating these two aspects of performance, the study ensures that its motivational factors (Individual, Task, and Organizational) are comprehensive predictors of the full performance construct, recognizing that high achievement in a demanding

industrial setting like Sino-Zimbabwe Cement Company requires both skillful execution of duties and dedicated citizenship behaviors.

2.4.1 Productivity Levels

Productivity levels entail the amount of yield generated by an employee inside a given stipulated period. It is a significant gauge of efficiency and performance. Output levels that are high mean that employees can work with fewer resources.

Febriana (2024) states that productivity in a firm is mostly propelled by availability of resources, level of skills and working conditions. Anakpo et al. (2023) correspondingly points out that the workplace plays an important role in shaping productivity levels. Production can also be affected by factors such as power cuts, raw materials availability and workshop breakdown. Staff members who pull through under these conditions are considered the most valuable to the company.

2.4.2 Quality of Work

Ravhudzulo and Eresia-Eke (2025) states that, performance is also measured by effectiveness and efficiency not only by levels of output or work completed. Work done the right way cuts on wastage of resources, cycle repetitions, and ultimately improves the overall outlook of the organisation. Remaining competitive is important in the manufacturing Industry hence the need to maintain high levels of quality work

2.4.3 Goal Achievement

Studies have shown that goal setting increases motivation, focus, and performance of employees (Raza & Hanslo, 2025). Staff members who attain their set targets contribute the most to growth and overall performance of the business. The cement industry performance indicators incorporate

production targets, levels of quality, and safety standards. Failure to achieve these goals can result in reduced output and financial losses. A drop in efficiency and effectiveness may lead to a drop in productivity and negative financial implications.

2.4.5 Absenteeism Rate

Oral et al. (2024) posit that absenteeism has negative impact on the overall productivity of the company. Similarly, Maulina et al. (2024) maintains that absenteeism decreases collaboration of teams and restricts worker contribution. In Zimbabwe's manufacturing sector, absenteeism may be influenced by factors such as health issues, transport challenges, and low job satisfaction. Cement plants in the most of cement manufacturing companies in Zimbabwe operate 24 hours per day meaning that productivity levels will fall if employees abscond from work.

2.4.6 Employee Engagement

Al-Haziazi (2024) found that employee engagement has a direct connection to performance and productivity. Mvuyana et al. (2025) hinted that engaged staff has acceptable levels of dedication teamwork, and adaptability. In the Zimbabwean context, employee engagement can be affected by factors such as wages, working conditions, and job security. In the cement industry, engaged employees are more likely to follow safety procedures, maintain equipment properly, and contribute to improved productivity.

2.4.7 Innovation and Initiative

Wiyono et al. (2025) state that innovative workers aid to the company's performance by refining production process and dealing with surfacing problems. Innovation means coming up with the most effective and efficient ways of manufacturing cement without altering quality but rather improving

it. Employees who take initiative are quick to pick on problems and come up with solutions. This helps the organisation to remain competitive in the industry.

2.5 Factors influencing employee performance.

Employee performance is determined by a complex interplay of Individual, Job-Related, and Organizational factors. Individually, an employee's performance relies on their innate ability and skill level alongside their internal drivers like motivation, psychological capital, and overall well-being. At the level of the job, performance is heavily influenced by having clear roles and expectations, the degree of job autonomy, access to necessary resources and tools, and receiving timely, constructive feedback and recognition. Organizationally, the overall success hinges on factors like effective leadership and management style, a positive and supportive work environment (both physical and cultural), investment in continuous training and development, and the presence of fair compensation and performance management systems.

2.5.1 Individual Factors (Demographics)

Individual characteristics often moderate or directly influence how an employee reacts to the work environment and management practices.

2.5.1.1 Years of Service (Tenure) and Experience

Years of service is often used as a proxy for experience and stability. Research in manufacturing settings suggests that years of experience can positively influence employees' output (Amegayibor, 2021). Ng and Feldman (2013) found a moderately positive link between tenure and innovative behaviours. Furthermore, the longevity of the workforce, as noted in a study involving SZCC,

indicates a stable and skilled employee base, which is crucial for successful implementation of continuous improvement initiatives (Muringani et al., 2014).

Employee tenure and experience have been widely associated with variations in performance, learning, and organisational commitment. Research in manufacturing contexts reveals that experienced workers tend to possess deeper operational knowledge, stronger machine-handling competence, familiarity with safety protocols, and superior problem-solving abilities, all of which contribute to higher levels of performance (Amegayibor, 2021). Long-tenured employees typically demonstrate lower error rates, faster workflow execution, and better judgement during abnormal operating conditions due to accumulated tacit knowledge. Studies also suggest that tenure strengthens organisational loyalty, reduces turnover intentions, and fosters a sense of belonging, which positively influences team cohesion and productivity (Park & Kim, 2022).

Moreover, Ng and Feldman (2013) established a moderately positive link between tenure and innovative behavior, indicating that experienced workers often contribute valuable ideas for process improvement and operational efficiency. However, tenure can also have negative effects when employees become resistant to change, less adaptable to new technologies, or reliant on outdated routines, which may lower performance in dynamic industrial environments. For Sino-Zimbabwe Cement Company, where stability and technical consistency are vital, experienced employees offer significant performance advantages, but continuous skill-updating remains essential to mitigate stagnation. The longevity of the workforce highlighted in earlier studies suggests a solid foundation for continuous improvement initiatives, provided that learning systems support both new and long-tenured workers

2.5.1.2 Level of Education and Skills

Education and skills are core components of human capital theory (Ali & Davies, 2010). Highly educated personnel are generally more engaged and aware of organizational goals (Akintayo, 2010). The success of projects often depends on the workers' level of education and skills (Muringani et al., 2014). For SZCC, the level of employee qualification and the provision of internal training programmes determine the workforce's capacity to understand and mitigate complex issues like environmental problems and technical maintenance (Muringani et al., 2014).

Education and skill levels are central components of human capital theory and remain strong predictors of employee performance in technically demanding sectors. Higher education enhances employees' cognitive abilities, problem-solving capacity, understanding of complex instructions, and ability to integrate new knowledge into work processes (Ali & Davies, 2010). Contemporary evidence shows that skilled and educated employees demonstrate higher adaptability, better comprehension of safety standards, and stronger alignment with organisational goals (Mensah, 2021). In manufacturing contexts, employees with advanced skills perform better in areas such as machine calibration, troubleshooting, data interpretation, and process optimization key metrics of performance in cement production. Additionally, employees with stronger educational backgrounds tend to learn faster during training, engage more actively in quality improvement programs, and exhibit higher levels of initiative and responsibility (Rahman & Matin, 2024).

2.5.1.3 Age and Gender

Demographic factors such as age, gender, education level, and work experience have been shown to influence employee perceptions and performance outcomes. Mofokeng, Amoa-Gyarteng, and Dhliwayo (2025) found that job grade significantly affects perceptions of performance management

systems, motivation, and career advancement, while other demographic factors showed limited direct impact. While empirical results are mixed, some studies find that age and education are prime predictors of employee performance (Amegayibor, 2021; Hendrawijaya, 2019). The cement industry is often characterized by a gender imbalance, with a higher percentage of male employees in production roles (Muringani et al., 2014), which necessitates attention to gender-specific motivational and performance dynamics.

Similarly, Egbon-Charles et al. (2025) emphasized that inclusiveness and demographic diversity particularly education and experience positively correlate with job satisfaction and discretionary effort.

Psychographic traits such as personality, motivation, attitudes, and values are also critical. Abbas and Bakri (2015) and Carless & Arnup (2011) argue that self-efficacy and autonomy are strong predictors of career advancement and performance.

Age and gender are demographic variables that influence performance perceptions, motivation patterns, learning preferences, and behavioral responses to workplace conditions. Studies reveal that age can affect physical capabilities, cognitive processing, experience levels, and attitudes toward adoption technology, all which shape performance outcomes in industrial work environments (Amegayibor, 2021). Older employees often possess greater experience and procedural knowledge, which enhances decision-making accuracy and safety compliance, but may show lower adaptability to rapid technological changes or physically strenuous tasks. Younger employees, on the other hand,

tend to exhibit faster learning speed, greater physical stamina, and stronger openness to innovation but may have higher error rates due to limited experience.

Gender dynamics also influence performance, especially in male-dominated industries like cement manufacturing. Research shows that gender imbalances may affect teamwork patterns, communication clarity, access to developmental opportunities, and perceptions of fairness (Mofokeng et al., 2025). Women in industrial sectors often face additional barriers such as exclusion from technical roles, lower access to mentorship, or culturally reinforced stereotypes, which can hinder their performance potential even when they possess equal competence. Conversely, organisations that actively promote gender inclusivity report stronger team cohesion, improved decision-making, and more diverse performance outcomes (Kim & Park, 2022). For Sino-Zimbabwe Cement Company, understanding how age and gender interact with job demands, safety requirements, and performance expectations is essential for designing equitable management practices that support high performance across the workforce

2.5.2 Organisational Factors

Organisational factors represent the context, systems, and environment established by the company that directly facilitate or hinder employee output. For a large manufacturing plant like SZCC, these mechanisms are critical for performance

2.5.2.1 Training and Development

The provision of job-related and career-enhancing training is a strong predictor of performance, as it directly increases the employee's competency and awareness to fit the organization's strategic thrust. Sino-Zimbabwe Cement Company Training programs are essential for improving employee

knowledge, skills, and abilities, which in turn boosts their productivity and commitment. For instance, a study on the cement industry in Bangladesh found that training and development and opportunity for career development had a significant positive impact on employee performance (Mahmud & Sanyal, 2013). Furthermore, better training encourages growth and fosters organizational performance within the worker (Jakob, 2017). This is particularly relevant in the cement industry, which requires technical expertise and adherence to safety protocols.

Training and development have long been recognised as core determinants of employee performance, particularly in complex, technical, and safety-sensitive sectors such as cement manufacturing. Scholars argue that performance is best measured through a combination of quantitative indicators such as output levels per employee, production accuracy, error rates, safety compliance scores, equipment handling proficiency, and adherence to operational timelines and qualitative indicators, including teamwork quality, problem-solving ability, job engagement, and behavioural improvements following training interventions (Armstrong & Taylor, 2017). These multidimensional measures provide a holistic view of performance changes arising from training. Research emphasises that well-structured training enhances employees' capabilities, task mastery, and situational awareness, enabling them to perform work with greater efficiency and fewer operational mistakes (Mahmud & Sanyal, 2013).

In the cement industry, where production involves hazardous machinery, temperature-sensitive processes, and strict environmental and safety protocols, training acts as a direct enabler of high performance because employees must internalise technical procedures, quality standards, and risk-prevention practices (Jakob, 2017). High levels of performance are therefore associated with factors such as access to continuous technical upskilling, opportunities for career advancement, exposure to

competency-based learning, and alignment of training curriculum with operational requirements. Conversely, low levels of performance typically arise when employees receive inadequate or outdated training, lack exposure to new technology, have limited understanding of machine-handling procedures, or fail to internalise safety protocols conditions that lead to operational downtime, high error rates, and productivity loss. Motivation also plays a critical role: employees who feel valued through developmental opportunities tend to demonstrate stronger commitment, higher morale, and willingness to exceed performance expectations (Noe et al., 2018). In contrast, lack of development opportunities often produces skill stagnation, inconsistent task execution, and disengagement, which negatively affects productivity. For a company such as Sino-Zimbabwe Cement, which relies heavily on the precision and consistency of its production teams, training and development therefore become not just supportive HR practices but strategic levers for elevating employee performance by enhancing technical competence, improving adherence to safety and maintenance protocols, strengthening operational discipline, and ensuring that employees are equipped to meet evolving organisational demands.

2.5.2.2 Organisational Climate/Culture

Organisational climate refers to employees' shared perceptions of the practices, procedures, and environment within the firm. A positive climate, characterized by factors like role clarity, rewards, and supportive leadership, is crucial for high performance (Hajam & Sundar, 2022). Litwin and Stringer (1968) defined climate as a set of quantifiable variables intended to influence behaviour and performance. The company's culture, particularly one focused on safety and quality (as evidenced by SZCC's ISO certification and SHEQ principles), can drive a culture of excellence and high-performance, especially when paired with participatory management and performance appraisals.

Contemporary literature defines organisational climate as the collective perceptions employees hold regarding policies, leadership styles, communication patterns, reward systems, and the overall work environment (Hussein & Yesiltas, 2020). Performance within such climates can be measured through behavioural indicators such as employee engagement, safety compliance, communication effectiveness, and teamwork as well as output-based measures including production quality, error minimisation, equipment-handling accuracy, and adherence to safety and operational standards. A positive climate characterised by clarity of expectations, fairness in rewards, psychological safety, and supportive supervisory behaviour has been found to significantly enhance employee initiative, reduce operational mistakes, and strengthen commitment to organisational goals (Nayak & Sahoo, 2021). In technical industries such as cement manufacturing, climate factors such as open communication, participative decision-making, recognition systems, and leadership support have a direct influence on how responsibly employees handle machinery, follow safety rules, and maintain production consistency.

Organisational elements such as leadership style, culture, compensation, training, and work environment are consistently linked to employee performance. Atatsi, Stoffers, and Kil (2019) found that organizational citizenship behaviour, leader member exchange, and innovative work behaviour positively influence performance across diverse contexts.

Linda (2025) emphasized that transformational leadership and organizational learning foster adaptability and innovation, while employee engagement enhances productivity and retention. Lam'ah and Rofaida (2021) identified leadership, motivation, and organizational culture as dominant factors improving performance, while job insecurity and emotional exhaustion were detrimental. Work-life balance, competence, welfare, and career development also emerged as key drivers. Esti

and Hartono (2024) concluded that these factors significantly affect performance, especially in competitive environments.

While extensive literature exists on the individual effects of demographic characteristics, task design, and organizational factors on employee performance, there remains a significant gap in integrating these dimensions into a unified framework, particularly within the Zimbabwean manufacturing sector. Most prior studies have focused on isolated variables or were conducted in Western or Asian contexts, limiting their applicability to local firms such as Sino-Zimbabwe Cement Company. Additionally, existing research often emphasizes general outcomes like job satisfaction or turnover, without linking these factors to specific performance indicators such as absenteeism, innovation, and goal achievement. This study addresses these gaps by adopting a holistic approach that examines how demographic and psychographic traits, task-related attributes, and organizational dynamics collectively influence employee performance. By contextualizing the analysis within a Zimbabwean industrial setting and using multidimensional performance metrics, the research contributes novel insights to both academic literature and practical human resource management.

Culture, although related to climate, plays a deeper role by shaping shared norms and behavioral expectations that persist over time. Recent studies emphasise that strong organisational cultures that reinforce safety, learning, and quality orientation significantly improve employee behaviour, decision-making, and performance (Martins & Meyer, 2023). For a firm like Sino-Zimbabwe Cement Company where operations involve heavy machinery, hazardous materials, and strict regulatory requirements a culture prioritizing Safety, Health, Environment and Quality (SHEQ) principles is essential for reducing workplace incidents, ensuring consistent production quality, and enhancing employee responsibility. ISO-driven cultures, built on standardized processes and

continuous improvement, reinforce discipline, accountability, and adherence to best practices, which are strongly linked to high job performance in industrial settings (Rahman & Matin, 2024). At the same time, participatory management and performance appraisal systems strengthen the cultural expectation that employees should contribute to improvement initiatives, share operational feedback, and internalise organisational value

2.5.2.3 Reward and Compensation Systems

The compensation and benefits offered are primary motivators, influencing an employee's effort and dedication (Hamed et al., 2015). A study on Pretoria Portland Cement (PPC) Zimbabwe Limited highlighted the importance of an effective reward system that addresses both economic and social needs for a content and engaged workforce (Chikoto, 2017). When employees perceive their remuneration to be equitable and competitive, their motivation levels and subsequent performance tend to be higher (Siengthai et al., 2016).

Reward and compensation systems remain one of the strongest levers for influencing employee motivation, behaviour, and performance, particularly in labour-intensive and skill-dependent industries such as cement manufacturing. Contemporary literature emphasises that employee performance measured through indicators such as productivity output, work quality, compliance with procedures, attendance consistency, machine-handling accuracy, and contribution to team effectiveness improves significantly when individuals perceive their compensation to be fair, transparent, and aligned with the demands of their roles (Adu-Gyamfi & He, 2020). Modern reward systems encompass not only base pay but also bonuses, allowances, performance-based incentives, skill-based pay, and non-financial rewards such as recognition and career opportunities. These

components collectively shape employees' willingness to exert discretionary effort, maintain operational discipline, and engage in continuous learning.

Research shows that employees who believe they are adequately rewarded demonstrate higher levels of work engagement, reduced absenteeism, stronger task commitment, and a greater sense of ownership toward organisational goals (Mensah, 2021). In industries involving technical operations and safety-critical tasks, such as the cement sector, reward systems that recognise both productivity and adherence to safety protocols tend to reinforce responsible behaviour, reduce operational errors, and enhance overall performance quality (Khan & Nazir, 2022). High performance is therefore associated with compensation structures that are competitive, transparent, performance-linked, and capable of meeting both economic and social needs, while low performance often emerges when employees feel underpaid, unfairly treated, or disconnected from the performance-reward relationship.

The literature further highlights that compensation influences not only motivation but also retention, psychological satisfaction, and employee attitudes toward organisational citizenship behaviours. An effective reward system promotes perceptions of equity, which is crucial for sustaining consistent performance levels. Studies show that when employees perceive pay inequities whether internal (compared with colleagues) or external (compared with industry standards) their motivation declines, leading to lower productivity, reduced safety compliance, and weakened commitment to organisational objectives (Chaudhary & Sharma, 2023). Non-financial rewards such as recognition, supportive supervision, and developmental opportunities also play an important role in shaping performance outcomes, as they foster intrinsic motivation, enhance self-worth, and encourage employees to take greater responsibility in their tasks (Park & Kim, 2022). In the context of Sino-

Zimbabwe Cement Company, where operations require high levels of accuracy, discipline, and teamwork, a reward system that integrates financial incentives with recognition for operational excellence and safety compliance becomes essential.

2.5.3 Job/Task Characteristics

These variables relate to the design of the work itself and have a psychological impact on the employees' performing tasks in the cement manufacturing environment.

2.5.3.1 Task Complexity and Specialisation

The nature of the job dictates the required effort, skill, and focus. Task complexity influences employee behaviour and outcomes by changing cognitive and physiological arousal (Hackman, 1969). In the cement industry, many roles (e.g., in production or quality control) are highly specialized. While high specialisation can ensure efficiency, excessive specialisation may lead to workers losing interest, which can negatively impact performance by increasing boredom and disengagement (Hackman, 1969; Morgeson & Humphrey, 2006). Effective job design, therefore, balances specialisation with elements like skill variety and autonomy to sustain motivation.

Task characteristics complexity, clarity, autonomy, feedback, and significance play a vital role in shaping employee performance. Schwab and Cummings (1975) proposed a model linking task scope to motivation and performance, emphasizing both vertical (enrichment) and horizontal (enlargement) dimensions. However, Hulin and Blood (1974) cautioned that empirical support for job enrichment is mixed, suggesting the need for more rigorous methodologies. Hasinat et al. (2024) expanded this view by categorizing performance into task, contextual, adaptive, and counterproductive behaviours, highlighting that task clarity and significance directly affect operational efficiency and engagement.

Task complexity and specialisation are central components of job design theory and carry significant implications for employee performance, particularly in high-risk, process-driven industries such as cement manufacturing. Task complexity refers to the level of cognitive processing, technical skill, and decision-making required to execute a job effectively (Hackman & Oldham, 1976). Contemporary studies show that tasks with moderate complexity stimulate employee engagement, enhance problem-solving ability, and build competency, which are essential for performance indicators such as production accuracy, reduced downtime, and adherence to safety protocols (Choi & Park, 2020). However, extremely complex tasks may overwhelm employees, resulting in cognitive overload, increased fatigue, stress-related errors, and performance variability (Zhang & Tu, 2023).

Similarly, specialization where employees repeatedly perform narrowly defined tasks has mixed consequences. While high specialisation promotes efficiency, operational consistency, and mastery of routine work (Morgeson & Humphrey, 2006), excessive specialisation often reduces skill variety and diminishes intrinsic motivation, leading to boredom, lower job satisfaction, and disengagement (Hackman, 1969). In the cement industry, roles such as kiln operation, clinker monitoring, packaging oversight, and laboratory quality testing require deep specialisation to ensure safety, compliance, and production stability. Yet, if employees lack opportunities for broader skill development, cross-functional exposure, or rotational learning, performance may decline due to monotony and limited job enrichment. Therefore, effective job design at Sino-Zimbabwe Cement Company must strike a balance by embedding opportunities for autonomy, skill variety, multi-skilling, and periodic job rotation to maintain employee engagement, reduce errors linked to routine fatigue, and enhance overall performance sustainability.

2.5.3.2 Job Autonomy and Role Clarity

Job autonomy refers to the degree of freedom and discretion an individual has in scheduling work and determining procedures. Studies suggest that when employees have a greater sense of self-governance and are clear on their duties, their performance and satisfaction levels rise (Ozge, 2016; Podsakoff et al., 2020). Given SZCC's emphasis on high-performance self-directed teams (Sino-Zimbabwe Cement Company), the level of autonomy granted to these teams becomes a direct determinant of their effectiveness.

Job autonomy and role clarity are consistently identified in modern literature as crucial determinants of employee motivation and performance. Job autonomy refers to the level of discretion employees possess regarding scheduling their work, determining task execution methods, and exercising judgement during operations (Ozge, 2016). Research between 2020 and 2024 shows that employees with greater autonomy demonstrate higher creativity, stronger initiative, greater responsibility for outcomes, and improved performance efficiency (Kim & Beehr, 2021). Autonomy fosters psychological ownership, encourages employees to utilise their expertise, and reduces dependency on constant supervision, thus promoting faster decision-making and operational adaptability key performance measures in the cement industry. Role clarity, on the other hand, refers to the extent to which employees clearly understand their duties, performance expectations, reporting structures, and operational procedures (Podsakoff et al., 2020). High role clarity reduces ambiguity, minimises operational errors, enhances coordination, and strengthens compliance with technical and safety requirements, which are essential metrics of performance in heavy manufacturing.

Studies show that low role clarity leads to uncertainty, stress, reduced confidence, and inconsistent task execution, which ultimately undermine productivity and quality (Wang & Liu, 2022). At Sino-

Zimbabwe Cement Company, where self-directed high-performance teams are central to operational success, autonomy and clarity act as direct predictors of performance effectiveness. Employees who have clear expectations and the discretion to manage their workflow are more likely to meet production targets, respond quickly to unexpected machine behaviors, maintain safety standards, and contribute meaningfully to team-level operational decisions.

2.5.4 ENVIROMENTAL (PESTEL) FACTORS

2.5.4.1 Political Factors

These include government policies, labor regulations, and political stability in Zimbabwe. Changes in labor laws or government regulations can impact workforce management, employee rights, and operational procedures, which in turn affect employee productivity and engagement. Political instability or uncertainty can also reduce employee motivation and affect performance outcomes.

A politically friendly environment improves organizational growth, which in turn leads to increase productivity. A stable income also enhances the company to achieve its set targets, and the company can also plan and effectively. (Mhlanga, 2020). On the other hand, political instability generates ambiguity, which decreases employee engagement and reduces motivation.

2.5.4.2 Economic Factors

Economic conditions such as inflation, exchange rate fluctuations, economic growth, and wage levels in Zimbabwe directly influence employee compensation, purchasing power, and overall job satisfaction. For instance, high inflation can reduce real earnings and negatively impact morale, thereby affecting productivity and goal achievement. High levels of inflation affects purchasing

power for employees which can lead to increased stress level which will in turn affect levels of performance (Mhlanga & Moloji, 2020).

Salary is directly linked to quality of work and targets attainment. When the task force is well or remunerated, they are likely to attain the set targets and goals. On the contrary, poor remuneration can directly affect performance which reduces the quality of work. (Kaseke, 2021).

Economic instability may lead to increased levels of absenteeism. Employee may begin moonlighting and looking for other means of survival on company time. Furthermore, many organisations cut of costs during economic recessions, this maybe on training and development, a cut on wage bill or laying off other employees. However, in a stable and growing economy, organizations are more likely to invest in employees, encouraging creativity and continuous improvement (World Bank, 2022).

2.5.4.3 Social Factors

Social aspects encompass cultural norms, demographic trends, education levels, and societal values. Employees' attitudes, motivation, and engagement are shaped by these social factors. For example, workforce diversity or differences in education levels may affect collaboration, communication, and overall performance in the company. Education levels and human capital development improves efficiency and effectiveness because the staff will have the necessary skills to work. (Mupani & Chipunza, 2020).

Furthermore, staff assortment and experience to diverse ideas promotes innovation and initiative. A mixed workforce brings new perceptions, which promotes creativity and problem-solving. Research show that organizations that value social inclusion and employee well-being experience higher engagement and innovation levels (Ncube & Zinyemba, 2018).

25.4.4 Technological Factors

Technological advancements, automation, and access to modern equipment influence how tasks are performed and the efficiency of employees. Investment in training for new technology can enhance skill levels, innovation, and initiative among employees, ultimately improving productivity and quality of work.

Technological factors include to the use of innovative instruments, technology, and digital methods in company operations. Technology forms an important job in increasing productivity and quality of output in the manufacturing industry. Cutting-edge equipment and mechanisation allow workers to execute tasks accurately (Mhlanga, 2020).

Technological development also has a major impact on staff engagement. When workers are supplied with advanced tools and modest training, they get enabled and determined to operate better. However, deprivation of training or resistance to change can reduce engagement and affect performance negatively (Chigora & Guzura, 2019).

2.5.4.5 Environmental Factors

Environmental conditions and sustainability considerations, such as workplace safety, pollution control, and compliance with environmental regulations, impact employee well-being and motivation. A safe and environmentally conscious workplace can enhance employee commitment and reduce absenteeism. Environmental conditions can affect productivity and work output on the other hand poor working environments (e.g., dust, heat, pollution) may also reduce performance. Safe and environmentally friendly workplaces improve employee comfort and performance (Nhamo & Chikodzi, 2021).

2.5.4.6 Legal Factors

Legal factors include labor laws, occupational health and safety regulations, and statutory compliance requirements in Zimbabwe. Adherence to legal standards ensures fair treatment, reduces disputes, and creates a structured work environment, all of which positively influences employee performance. Legal factors influence quality of work and productivity. Conformity with safety standards makes sure that employees work in protected workspaces, which will then improve their efficiency and output (ILO, 2021).

Employee performance at Sino-Zimbabwe Cement Company is influenced not only by internal organisational dynamics but also by broader macro-environmental forces captured through the PESTEL framework. Politically, government policies on indigenization, taxation, and labour reforms in Zimbabwe directly affect business stability, employment relations, and workforce motivation (Chari & Moyo 2022; Dzingirai & Phiri 2024). Economically, persistent inflation, currency instability, and power shortages reduce production efficiency and employee morale, as workers face eroded real wages and high living costs (Muzenda & Chikombingo 2023; Nyagadza 2022). Social factors, including employee attitudes, demographic changes, and community expectations of corporate social responsibility, shape commitment and job satisfaction (Mhlanga 2023; Nyoni & Garwe 2021). Technological developments, such as automation and digitalised production systems, enhance operational performance but also require continuous upskilling to prevent resistance or skill mismatches (Chitiyo & Mutsvairo 2023; Budhwar et al. 2023). Environmental considerations are increasingly critical in the cement sector, as the company must balance productivity with sustainable practices that minimise emissions and comply with environmental management standards (Kativhu

& Mapira 2024; Zhou 2023). Lastly, legal frameworks including occupational health and safety laws, minimum wage regulations, and collective bargaining statutes govern fair treatment and influence employee productivity through compliance and protection mechanisms (Mukonza & Mapuvire 2025; ILO 2023). Collectively, these PESTEL factors demonstrate that employee performance at Sino-Zimbabwe Cement Company is shaped by complex interactions between internal management practices and the external environment, necessitating strategic adaptability and continuous alignment with national and global labour policies.

2.6 Chapter summary

In summary, this chapter focused on an in-depth examination of literature pertinent to motivation methods and their effects on employee performance, particularly in the manufacturing sector. Various pieces of literature have examined the relationship between motivation and employee performance, noting findings and gaps in the literature. This review helped to situate the topic in the wider academic discourse and open up the mentees toward the research objectives and methodology discussed in the upcoming chapters. The next chapter discusses research methodology.

2.7 Conceptual Framework

Factors Influencing Employee Performance at Sino-Zimbabwe Cement Company

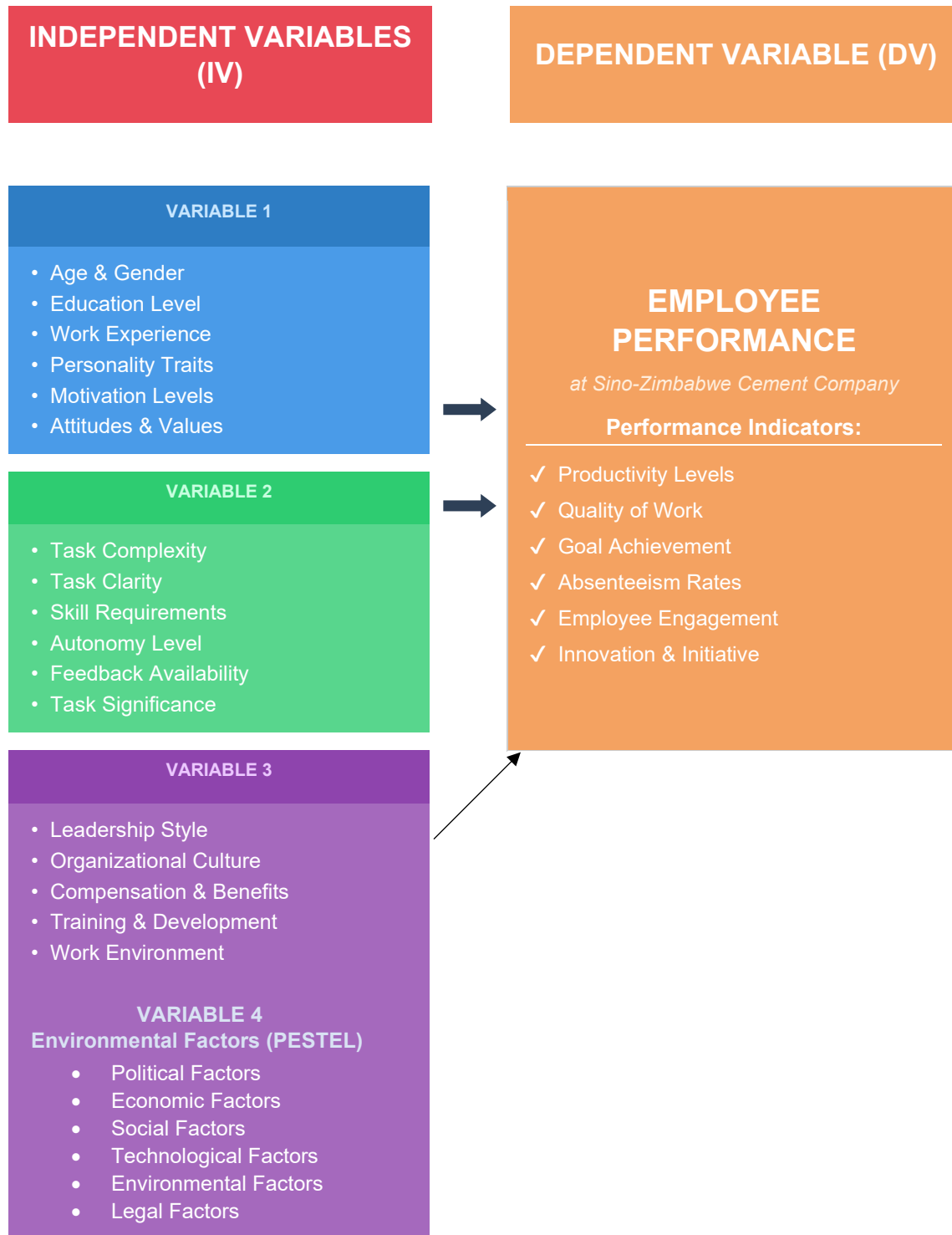


Figure 2.1: Conceptual Framework (Source: Researcher, 2025)

CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter described the methodology followed in examining the factors contributing to low or high levels of employee performance in the cement manufacturing sector. It explained the research design, target population, sample and sampling methods, and sample size. Other aspects discussed were data collection methods, data collection instruments, and the procedures for collecting relevant data. Also mentioned were the data analysis techniques and ethical considerations.

3.2 The research design

This study adopts an explanatory research design to investigate the causal relationships among motivational, organisational, and job-related factors influencing employee performance at Sino-Zimbabwe Cement Company (SZCC). An explanatory design is suitable for this research because it goes beyond mere description to determine the underlying causes, interactions, and effects of variables within the company's operational setting (Saunders, Lewis & Thornhill, 2019). Unlike descriptive research, which focuses on outlining existing conditions, explanatory research systematically examines "why" and "how" specific factors influence outcomes, making it ideal for understanding the mechanisms that drive employee performance in a dynamic industrial context (Creswell & Creswell, 2021). Explanatory research design provided an in-depth, contextual understanding of how organisational policies, work environments, and individual attributes interact to shape performance in the real-world context of cement manufacturing (Yin, 2018). This approach ensures that the study captures both the measurable and experiential dimensions of performance within SZCC.

The explanatory design is grounded in the need to test theoretical assumptions about the determinants of performance and to interpret how these determinants manifest within the company's operations. Through this design, the study explores relationships among variables such as motivation, training, leadership, compensation, and job satisfaction to determine their influence on employee performance (Saunders et al., 2019). The rationale for adopting this approach is that performance outcomes in a manufacturing company like SZCC are not isolated events but emerge from the interplay between individual behaviour, organisational practices, and environmental pressures (Mhlanga, 2023; Dzingirai & Phiri, 2024). Explanatory research thus enables the investigation of these causal links using both statistical analysis and interpretive insights. By identifying not only *what* is happening but also *why* it happens, the study provides a scientifically valid basis for developing targeted interventions to improve performance.

A mixed-methods approach underpins the explanatory design, integrating both quantitative and qualitative methods to enhance the depth and validity of findings. Quantitative data, collected through structured questionnaires, will capture measurable variables such as employee motivation scores, job satisfaction levels, and performance indicators (Creswell & Creswell, 2021). These data will allow for the use of statistical techniques such as correlation and regression analysis to test hypotheses about the strength and direction of relationships among variables. For instance, the study will assess whether variations in rewards or training opportunities significantly predict changes in employee performance outcomes. At the same time, qualitative data will be obtained through semi-structured interviews with managers and employees to explore their perceptions, experiences, and interpretations of performance drivers within SZCC. This qualitative component provides contextual richness and helps explain the statistical results by identifying organisational dynamics, cultural

factors, and management practices that influence performance outcomes (Saunders et al., 2019; Yin, 2018).

Integrating quantitative and qualitative data strengthens the explanatory power of the research by ensuring that findings are both statistically robust and contextually grounded. Quantitative analysis provides generalisable patterns, while qualitative insights offer interpretive depth, enabling the researcher to uncover the underlying processes through which motivational and organisational factors affect performance (Creswell & Plano Clark, 2021). For example, quantitative results may show that employee recognition has a strong positive correlation with productivity, while qualitative interviews could reveal that recognition enhances motivation primarily by improving perceptions of fairness and inclusion. This methodological triangulation not only validates findings but also mitigates potential biases that might arise from relying solely on one method. The mixed-method explanatory design therefore provides a comprehensive understanding of the complex, multidimensional factors that shape employee performance in the cement industry.

The case study research strategy enhances the explanatory design by situating the investigation within the unique context of Sino-Zimbabwe Cement Company, allowing an in-depth exploration of internal and external influences on performance. According to Yin (2018), case study research is especially appropriate when the boundaries between the phenomenon and its context are blurred, as is the case with performance, which is simultaneously shaped by organisational structures, managerial practices, and external environmental pressures. The cement industry in Zimbabwe operates within a challenging macroeconomic environment characterised by inflation, fluctuating energy supplies, and changing labour laws (Chari & Moyo, 2022; Dzingirai & Phiri, 2024). The explanatory case study therefore enables research to connect internal factors—such as motivation

systems and leadership styles to external influences identified through PESTEL analysis, including political, economic, and technological variables. This alignment between the research design and the operational context ensures that findings are both analytically rigorous and practically relevant to SZCC's strategic decision-making.

In summary, the explanatory research design provides a structured, causal framework for understanding how various motivational, organisational, and job-related factors affect employee performance at Sino-Zimbabwe Cement Company. The integration of quantitative and qualitative methods ensures that the study captures both measurable relationships and contextual explanations, while the case study strategy grounds these findings in the realities of Zimbabwe's industrial environment. This methodological approach allows the researcher to go beyond surface-level description to uncover the mechanisms that drive or constrain performance, producing evidence-based insights that can inform management policy and practice. By identifying not only the extent but also the reasons behind variations in performance, the explanatory design provides a rigorous foundation for developing targeted interventions aimed at improving productivity, enhancing job satisfaction, and strengthening organisational effectiveness at SZCC.

3.3 Population and Sampling

The population refers to the entire group of individuals, objects, or data points that the researcher is interested in studying and about which they intend to draw conclusions. It is the complete set of cases from which a sample is drawn. The specific characteristics of the population are defined by the research problem and the study's objectives. The population is the entire group of individuals, events, or objects that the research is interested in examining" (Creswell, 2014). The population must be clearly defined to establish the scope and boundaries of the study. A precise definition is necessary

to ensure that the sample drawn is representative of the group to which the study's conclusions will be generalized. In the context of Sino-Zimbabwe Cement Company, the population must be specified, for example, as all permanent, full-time production and supervisory employees employed at the company as of a specific date. This precision excludes temporary staff, executives, or employees from other regions, thereby maintaining the internal validity of the study (Saunders, Lewis, & Thornhill, 2019).

3.3.1 Target population

The population for this study was 400 employees of the Sino-Zimbabwe Cement Company, classified as senior management, middle management, and general employees (Sino-Zimbabwe Cement Company Official HR Report, 2022). Senior Management consisted of executives and department heads, responsible for strategic decision-making while middle management was made of supervisors and team leaders overseeing daily operations. The most significant category is general employees. This includes machine operators, technicians, administrative staff, and support people whose primary role is towards production and operational processes. The population was critical since it would be an all-inclusive view of employee performance from all dimensions. The most significant view on the effectiveness of performance-based incentives, rewards, and recognition programs would give management to senior and middle management, while firsthand experiences would have offered general employees regarding motivation and productivity. The diverse population would also capture these varying perceptions and challenges, thus providing well-rounded and actionable recommendations to the organization.

3.3.2 Sample size

Sample size for this study was determined using the Krejcie and Morgan (1970) sample size determination table. For 397, the table recommends a sample of 197 participants, and it is with this sample that the results could be extended to the total workforce while maintaining the statistical reliability. The participants were from different categories within the organization to broaden the perspectives on factors affecting employee performance. The stratified random sampling technique was used for proportionate representation of employees from senior management, middle management, and general population participants. Several participants set at 197 was considered adequate for the research carry out meaningful statistical analysis but also practical in terms of time and available resources. The same sample size aided the generalization of the findings to the entire company and hence would reflect on findings drawn from the whole workforce.

A gender-balanced ratio was applied in selecting the 197 participants, with male participants comprising 52% (approximately 102) and female participants 48% (approximately 95) of the sample. This slight predominance of male respondents reflects the actual gender distribution within the cement manufacturing industry, which is typically male-dominated due to the labor-intensive nature of the work. Ensuring both genders were represented allowed the study to capture varied perceptions on factors affecting employee performance, while still maintaining alignment with the workforce structure at Sino-Zimbabwe Cement Company. This proportion also enhanced the credibility and relevance of the findings for application across the entire organization.

Table 3.1: Sample Size Distribution

Employee Category	Population Size (N _i)	Calculation	Sample Size (n _i) (Rounded Up)	Sampling technique
Senior Management	22	$22 / 397 \times 196 \approx 10.84$	11	Stratified Random Sampling
Middle Management	81	$81 / 397 \times 196 \approx 39.99$	40	
General Employees	294	$294 / 397 \times 196 \approx 145.17$	146	
Total	397		197	

Source: Researcher, 2025

3.3.3 Sampling techniques

Sampling techniques are systematic methods used to select a subset (or sample) of individuals, observations, or items from a larger population to make inferences about the entire population (Cooper & Schindler, 2020). The fundamental purpose of sampling is to gather information about a population efficiently and cost-effectively, especially when studying every single unit is impractical or impossible (Lohr, 2019). The core principle guiding all sampling methods is ensuring the selected sample is representative of the population so that the conclusions drawn from the sample can be reliably generalized to the whole group (Trochim, 2016).

3.3.3.1 Stratified Random Sampling

The research design adopted stratified random sampling, which provided for greater representation of employees in different hierarchical levels within Sino-Zimbabwe Cement Company and ensured equality in representation of employees from different strata. These strata were determined based on a total population of 397 employees, thus creating three strata: senior management, middle

management, and general employees. The rationale for this sampling technique was to capture the voices from each stratum to reflect on the general workforce (Saunders, Lewis & Thornhill, 2019). Given that the experience of a more senior employee in terms of motivation and job satisfaction may vary from that of a junior employee, stratified sampling was equally important for obtaining all perspectives. For example, input from senior management was obtained on how well performance incentives, reward and recognition programs were designed, while input from middle management related to how well those programs were evaluated in practice. The majority, general employees, provided feedback through their own experience, which enabled the assessment of motivation, productivity and job satisfaction because of these programs. The stratified sampling method provided more weight to fulfilling the objectives of this study by ensuring there was examination of the incentives, rewards, and recognitions programs across different strata of employment. The risk of under-representing one group and over-representing another, which might have further led to biased results, was eliminated by having the stratification (Creswell & Creswell, 2018).

3.4 Data collection instruments

Both primary and secondary data collection methods were used to ensure a comprehensive understanding of the issue. Primary data was gathered directly from employees and management using structured questionnaires, allowing the researcher to capture firsthand insights on how performance-based incentives, rewards, and recognition programs influence employee performance. This method was justified as it enabled the collection of current, specific, and context-relevant information tailored to the unique environment of the company. Secondary data was also utilized, including previous research studies. The use of secondary data provided background context helped validate the primary findings, and offered a broader understanding of performance trends and

motivational practices in similar industrial settings. Combining both methods allowed for triangulation, enhancing the reliability and depth of the study's findings.

3.4.1 Questionnaire

A questionnaire is a structured research instrument comprising a series of questions or prompts used to systematically collect data from respondents about specific variables, attitudes, beliefs, or facts from a target population (Smith, 2020). Its primary function is to serve as a standardized, efficient, and cost-effective method for gathering both quantitative and qualitative data from many individuals (Brown & Davis, 2018). The structured format, which often includes fixed-order questions and pre-set response options (e.g., Likert scales), is essential for ensuring uniformity in data collection and facilitating statistical analysis (Smith, 2020).

The conceptual framework is the analytical tool that provides the structure and theoretical backing for the research, outlining the key variables/constructs to be studied and the presumed relationship hypotheses among them (Jones, 2019). The questionnaire's design is directly justified by its need to operationalize these abstract concepts and test the hypothesized relationships (Brown & Davis, 2018). Justification for using the questionnaire is rooted in its role as the bridge between theory and empirical data. First, it allows the researcher to move from abstract concepts defined in the framework (e.g., "Service Quality") to concrete, observable, and measurable indicators (e.g., "Delivery Timeliness") through specific, well-articulated survey items (Jones, 2019). Second, the use of a standardized questionnaire is justified because it helps ensure the reliability (consistency) and validity (accuracy) of the data measurements, which are critical prerequisites for drawing credible, evidence-based conclusions about the relationships hypothesized in the conceptual model (Smith, 2020). Finally, by gathering data under controlled, standardized conditions, the questionnaire

allows for robust statistical analysis, thus enabling the researcher to generalize the findings from the sampled respondents back to the wider target population relevant to the conceptual framework (Brown & Davis, 2018).

3.5 Data collection procedure

A systematic approach was employed to gather data for this study to enhance accuracy and reliability. First, the researcher sought permission from the management of Sino-Zimbabwe Cement Company to conduct a study in the premises of the organization. Thereafter, the 196 selected respondents were informed of the purpose of the study, voluntary participation, and confidentiality of their responses. The researcher then distributed the questionnaires both physically and electronically to all employees. Clear directions on filling in the questionnaire were given to the participants with a submission time frame of one week. Follow-ups were done to ensure that the participants returned the questionnaires on time.

3.6 Analysis and organization of data

Data analysis in this study involved several steps. This was followed to ensure that the information collected from the 197 participants was relevant, processed, and interpreted. After the completed 5-point Likert scale questionnaires were collected, data processing including coding was done, and the data then got sent into statistical software such as SPSS (Statistical Package for the Social Sciences) for analysis. The first step in the analysis was to implement what could generally be agreed upon as 'data cleaning', checking for any missing or incomplete responses and ensuring that all data had been entered correctly. After this process was completed, descriptive statistics including means, frequencies, standard deviations, and so on were computed to summarize employee perceptions

regarding performance-based incentives, rewards, and recognition programs. This set of descriptive statistics provided a good overview of general trends and patterns in the responses.

Correlation analysis was then done to identify the relationships between other variables, for example, the impact of performance-based incentives on employee performance, after which regression analysis was used to ascertain the degree of bargaining power exerted by various factors like incentive and rewards towards employee performance. The data were thematically arranged according to the objectives of the study for a deeper analysis of the effects of each factor on employee performance in Sino-Zimbabwe Cement Company. Data presentation took the form of tables, graphs, and charts for ease in interpreting the findings as both understandable and visually appealing. The interpretation of the analysis was then presented, linking it back to the Questions and objectives of the research, giving recommendations to enhance employee performance derived from the data collected.

3.7 Ethical considerations

There were stringent ethical guidelines instituted for this study, which ensured that the rights of all participants were respected and protected throughout the research process. Informed consent was one of the important ethical strategies. Employees were told prior to participating about what the study was for, what it asked, that participation was voluntary, and that the employees could withdraw from the study freely at any time without penalty. The information was provided both orally and in written form to provide an encompassing way of ensuring that participants understood what their involvement involved. Consent forms would be signed by participants prior to table questionnaires to show that they voluntarily agreed to participate in the study. Thus, the researcher has ensured that

consent would be obtained before their participation by letting them know their rights and not forcing them into the study.

In addition, confidentiality and anonymity were also given the utmost consideration during this study. Thus, all responses were treated with the highest confidence, and participants' identities kept anonymous to protect their privacy. The questionnaires referred to were designed void of such personal identifiers as names or employee identification numbers that would trace any response to a person. Additionally, data were kept purely under lock and key with access only given to the researcher. Such ethical measures were crucial in building trust between the researcher and participants. Employees had to be assured that their opinions would never be put against them in any way, particularly on sensitive topics such as employee performance and motivation.

Finally, the research strictly adhered to the ethical principle of non-maleficence, so that the research did not damage any participant. Accordingly, it would also be sensitive to the employees' psychological well-being while gathering information on factors that affected performance. That is, the researcher ensured that no terminologies used in this questionnaire would affect their state of mind, and this way, questions were posed highly neutral to not causing any damage. In addition, respondents were informed that the findings would strictly be for academic purpose only and would not be a threat to his job security as well as position in the firm. Hence, dignity, privacy, and the well-being of research participants were kept intact by the above considerations which were ethically followed in conducting research.

3.8 Summary

This chapter describes the research methodology used to ascertain the causes of low employee performance at Sino-Zimbabwe Cement Company. It followed an explanatory design using a 5-point

Likert scale questionnaire to collect quantitative information from 197 respondents who were selected by means of stratified random sampling and simple random sampling methods. Sampling and sample size were also discussed. Data for the study was gathered through questionnaires and analyzed through SPSS. Ethical considerations such as informed consent, confidentiality, and non-maleficence were ensured throughout the research process by upholding the rights of the participants. Thus, this chapter highlights the methods used to collect data, analyze it in a systematic way, and provide steps taken to ensure the ethical integrity of the study.

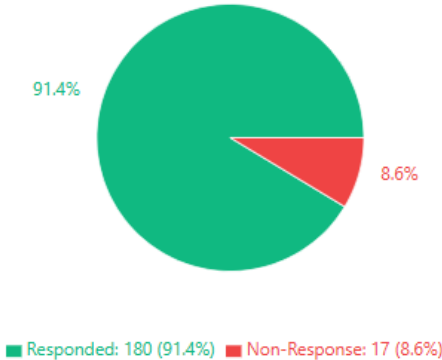
CHAPTER 4: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

Chapter Four presented, analyzed, and interpreted the quantitative data collected on employee performance at Sino-Zimbabwe Cement Company in Zimbabwe. The chapter focused on transforming the raw data obtained from the administered questionnaires into meaningful information that addressed the study objectives and research questions. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS), which enabled the application of appropriate descriptive and inferential statistical techniques to summarize, compare, and examine relationships among the study variables. The results were systematically presented using tables and figures to enhance clarity and facilitate understanding, while the subsequent interpretation linked the statistical findings to existing empirical and theoretical literature on employee performance. This approach ensured that the findings were accurately explained and provided a sound basis for drawing conclusions and making recommendations.

4.2 Response rate

Figure 4.1: Survey Response Rate Analysis



(Source: Calculations from Primary Data, 2026)

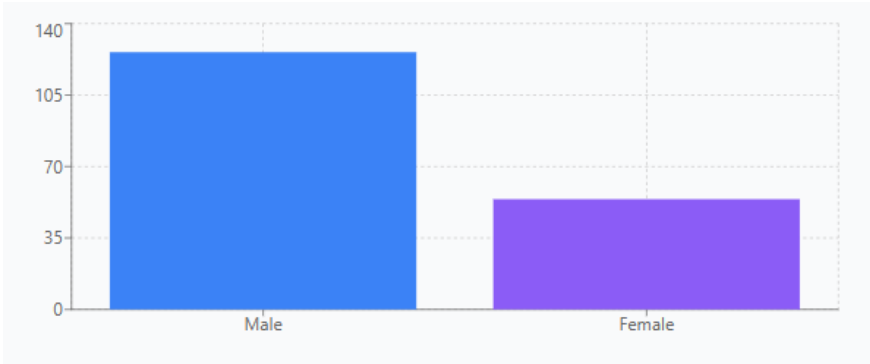
The survey achieved an exceptionally high response rate of 91.4% (180 out of 197 sampled participants), with only 8.6% non-response. This response rate significantly exceeds the conventional threshold for organizational research, where response rates above 60% are generally considered acceptable and those above 70% are deemed excellent (Baruch and Holtom, 2020). The high participation level suggests strong employee engagement with the research process and indicates robust data quality for assessing employee performance at Sino-Zimbabwe Cement Company. Such elevated response rates minimize non-response bias and enhance the generalizability of findings to the broader employee population (Dillman et al., 2021). This level of participation may also reflect positive organizational climate factors such as trust in management, perceived importance of the study, or effective communication strategies employed during data collection. The minimal non-response rate reduces concerns about systematic differences between respondents and non-

respondents that could potentially skew performance assessment outcomes, thereby strengthening the validity and reliability of conclusions drawn from the study.

4.3 Demographic data presentation

4.3.1 Gender

Figure 4.2: Gender distribution



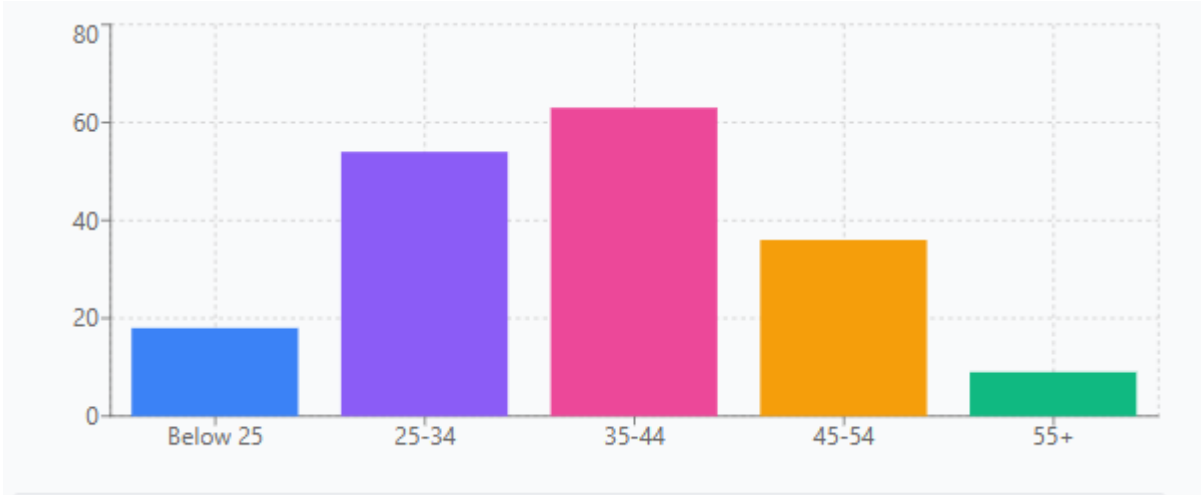
(Source: Calculations from Primary Data, 2026)

The gender distribution reveals a male-dominated workforce, with 70% male (n=126) and 30% female (n=54) employees. This pattern aligns with the manufacturing sector's persistent gender imbalance, particularly in cement production and heavy industries. Recent research by Wambugu et al. (2023) indicates that African manufacturing sectors continue to exhibit gender disparities, with women comprising approximately 25-35% of the workforce. The underrepresentation of women may reflect structural barriers including gender stereotypes about physical labor, limited access to technical training, and work-life balance challenges in industrial settings (ILO, 2022). This demographic composition has implications for organizational diversity and inclusion initiatives. Studies suggest that gender-diverse teams demonstrate enhanced problem-solving capabilities and innovation (McKinsey, 2023), suggesting that Sino-Zimbabwe Cement Company could benefit from

targeted recruitment and retention strategies to improve gender balance and leverage diverse perspectives for performance optimization.

4.3.2 Age group

Figure 4.3: Age Group Distribution



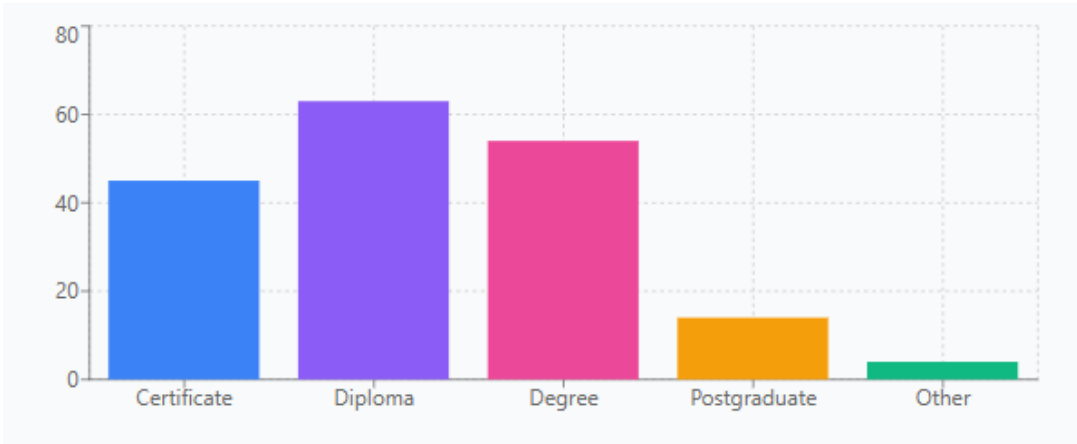
(Source: Calculations from Primary Data, 2026)

The age distribution demonstrates a mature workforce concentrated in the 25-44 age range (65% combined), with the 35-44 cohort representing the largest segment (35%, n=63). This distribution suggests a workforce in their prime productive years, balancing experience with physical capability essential for cement manufacturing operations. The relatively small proportion of employees below 25 (10%, n=18) and above 55 (5%, n=9) indicates potential succession planning challenges. Contemporary workforce research emphasizes the importance of age diversity for organizational resilience and knowledge transfer (Kunze & Scheibe, 2023). The limited youth representation may reflect Zimbabwe's economic challenges affecting youth employment in formal sectors, as documented by Chikanda and Tawodzera (2024). The predominance of mid-career employees (35-

44 years) aligns with findings that this cohort typically exhibits peak performance, combining technical expertise with managerial maturity (SHRM, 2022). However, the aging workforce profile necessitates strategic human resource planning to ensure knowledge preservation and smooth generational transitions, particularly given that manufacturing expertise requires substantial tacit knowledge acquired through experience.

4.3.3 Educational level

Figure 4.4: Educational Level Distribution



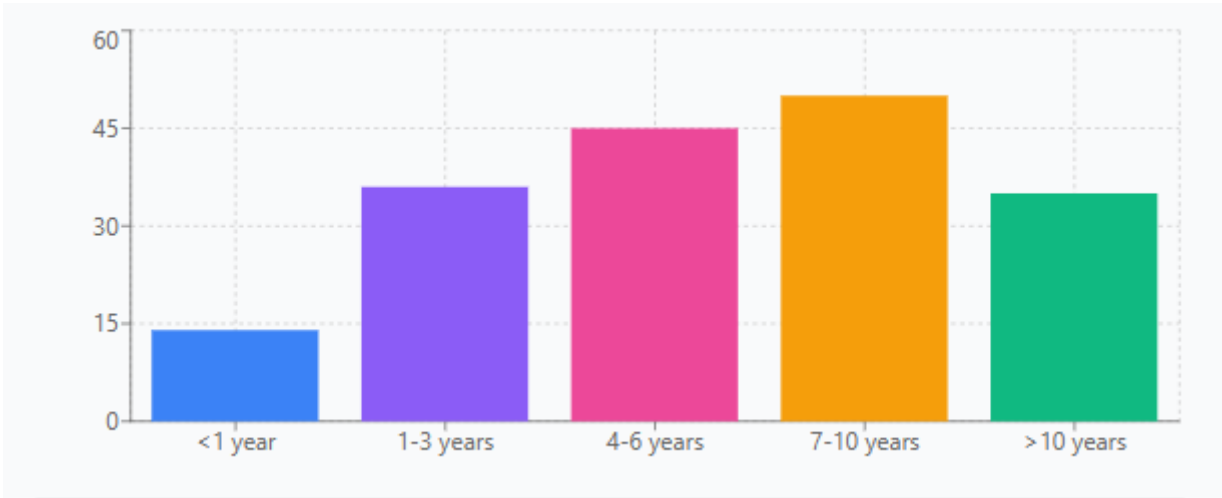
(Source: Calculations from Primary Data, 2026)

Educational qualifications exhibit a pyramid structure with diploma holders constituting the largest group (35%, n=63), followed by certificate holders (25%, n=45) and degree holders (30%, n=54), while postgraduate qualifications remain limited (8%, n=14). This distribution reflects the technical and vocational orientation of cement manufacturing, where specialized diplomas and certificates in engineering, quality control, and production management are highly valued. Recent studies in African manufacturing contexts indicate that mid-level technical qualifications often provide optimal skill-job alignment for operational roles (Akoojee & McGrath, 2024). The relatively modest

proportion of degree and postgraduate holders suggests opportunities for upskilling initiatives, particularly as Industry 4.0 technologies increasingly require higher-order analytical and digital competencies (Lasi et al., 2023). Research by Hanushek and Woessmann (2021) demonstrates strong correlations between educational attainment and organizational productivity, suggesting that strategic investments in employee education could enhance performance outcomes. The educational profile also reflects Zimbabwe's education system strengths in technical and vocational training, though the limited postgraduate representation may constrain research and development capabilities and advanced problem-solving capacity within the organization.

4.3.4 Work Experience

Figure 4.5: Work Experience Distribution



(Source: Calculations from Primary Data, 2026)

Work experience demonstrates a relatively experienced workforce, with the majority (72%, n=130) having four or more years of tenure, and the 7–10-year bracket representing the largest segment (28%, n=50). This experience profile suggests substantial organizational memory and accumulated

expertise in cement production processes, which are critical for maintaining quality standards and operational efficiency. The modest representation of employees with less than one year (8%, n=14) indicates stable employment patterns and low turnover, which Griffeth and Hom (2022) associate with positive organizational climate and employee satisfaction. However, the concentration of experienced workers also presents succession planning risks, particularly as 19% (n=35) have over 10 years of service and may approach retirement. Contemporary human resource management literature emphasizes that employee tenure correlates positively with tacit knowledge, procedural expertise, and organizational commitment (Allen & Shanock, 2024), suggesting that Sino-Zimbabwe Cement's experienced workforce represents significant human capital. Nevertheless, the limited influx of new talent (20% with less than 3 years) may reduce fresh perspectives and innovation capacity. Research in manufacturing contexts indicates that optimal performance emerges from balanced experience distributions that combine institutional knowledge with innovative thinking (Becker & Gerhart, 2023), suggesting that strategic recruitment of early-career professionals could complement the existing experienced base and enhance organizational adaptability in evolving market conditions.

4.4 The levels of employee performance at Sino-Zimbabwe Cement Company

Table 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Level	180	2	5	3.91	.757
Employee performance	180	3	5	4.33	.784
Productivity levels	180	3	5	4.28	.722
Quality of work	180	2	5	4.36	.788
Goal achievement	180	2	5	4.32	.765
Absenteeism rates	180	2	5	4.39	.781
Employee engagement	180	3	5	4.53	.792
Innovation and initiative	180	3	5	4.66	.756
Valid N (listwise)	180				

The descriptive statistics in Table 4.1 indicated that employee performance at Sino-Zimbabwe Cement Company was generally high, as reflected by a mean score of 4.33 with a relatively low standard deviation of 0.784, suggesting consistency in employees' performance levels. Similarly, the overall level variable recorded a mean of 3.91 with a standard deviation of 0.757, implying moderate variability in performance levels among employees. The minimum and maximum values further demonstrated that responses clustered toward the upper end of the scale, indicating that most employees perceived performance levels to be above average.

Table 4.2: Correlations

		Level	Employee performance
Level	Pearson Correlation	1	.163*
	Sig. (2-tailed)		.029
	N	180	180
Employee performance	Pearson Correlation	.163*	1
	Sig. (2-tailed)	.029	
	N	180	180

*. Correlation is significant at the 0.05 level (2-tailed).

To statistically examine whether there were high or low levels of employee performance, a Pearson correlation analysis was conducted as shown in Table 4.2. The results revealed a positive and high significant correlation between level and employee performance ($r = 0.163$, $p = 0.029$). Since the p-value was less than the 0.05 level of significance, the null hypothesis (H_{01}), which stated that there is no significant variation in employee performance levels at Sino-Zimbabwe Cement Company, was rejected. Consequently, the alternative hypothesis (H_{11}) was accepted, confirming that there was a high level of employee performance. This finding implies that although overall performance was high, meaningful differences existed among employees, possibly attributable to skills, experience, or work conditions, which warranted further examination.

The study revealed varied perceptions of employee performance among staff at Sino-Zimbabwe Cement Company, reflecting both strengths and areas requiring improvement. Many participants highlighted a high level of dedication and commitment among employees, particularly in operational roles. One production supervisor noted, *“Our team works tirelessly to meet production targets, even during peak demand periods. Everyone knows their responsibilities, and most staff go beyond what is expected to ensure smooth operations.* Employees in the administrative and support departments echoed similar sentiments, emphasizing that punctuality, adherence to procedures, and teamwork were strong indicators of performance. Several respondents mentioned that performance was also tied to motivation and recognition, with one employee stating, *“When our efforts are recognized, it encourages us to do even better; it’s not just about meeting targets but feeling valued for what we do.”* This suggests that, qualitatively, employee performance is perceived not only through output metrics but also through behaviors, engagement, and willingness to take initiative.

Conversely, some participants pointed out challenges that negatively influenced performance levels. A few employees expressed concerns over communication gaps between management and staff, which sometimes led to confusion regarding job expectations. One staff member stated, *“Sometimes we are not sure what management expects from us, and this can slow down our work. Clear guidance is often missing, which affects how well we perform.”* Additionally, workload pressures and inadequate resources were cited as barriers to optimal performance. Employees in the maintenance and logistics sections noted that delays in repairs or shortages in critical materials affected their ability to maintain consistent productivity. These findings highlight that while employees are motivated and generally committed, systemic issues within the organization can hinder the full realization of high performance, indicating a need for more structured support and clearer communication channels.

Furthermore, the qualitative data underscored the role of organizational culture and leadership in shaping employee performance. Many respondents mentioned that managerial support and supervision directly influenced their output and morale. One middle manager remarked, *“Performance improves when leaders are approachable and provide guidance rather than just giving orders. Staff feel more confident to take responsibility when they know their supervisors are supportive.”* In addition, peer collaboration and informal mentoring emerged as key factors in maintaining performance levels, particularly among new employees who rely on experienced colleagues to navigate complex operational processes. Employees emphasized that recognition, feedback, and professional development opportunities were crucial for sustaining high performance, with one participant stating, *“When you see that your work contributes to the company’s success and someone notices it, it motivates you to keep improving.”* Overall, the qualitative findings suggest that employee performance at Sino-Zimbabwe Cement Company is multi-faceted, influenced not only

by individual effort but also by managerial practices, organizational support systems, and a culture that fosters motivation and accountability.

4.5 Factors Influencing Performance at Sino-Zimbabwe Cement

4.5.1 Individual Factors

Table 4.3 Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Gender influence on performance	180	2	5	4.1	.78
Age and performance	180	3	5	4.28	.77
Education level	180	3	5	4.35	.76
Work experience	180	3	5	4.4	.75
Valid N (listwise)	180				

The results of the study revealed that demographic characteristics such as age, gender, education level, and work experience had a significant influence on employee performance at Sino-Zimbabwe Cement Company. The workforce was predominantly male (70%), reflecting the nature of the cement manufacturing industry, which may influence task allocation and performance dynamics

across departments. The age distribution showed that most employees fell within the 25–44 age bracket, which represents the most productive and experienced segment of the workforce, thereby positively contributing to overall performance levels. Furthermore, the study findings indicated that employee performance varied across individuals despite generally high-performance levels, suggesting that demographic differences such as experience and skill levels contributed to these variations. This supports the assertion that individual characteristics play a critical role in determining how employees perform within industrial environments.

In addition, the study established that education level and work experience were key predictors of employee performance, with more educated and experienced employees demonstrating higher productivity, better problem-solving skills, and improved operational efficiency. Employees with longer tenure exhibited greater familiarity with processes, stronger technical competence, and better adherence to safety standards, which enhanced their performance outcomes. Similarly, employees with higher educational qualifications were better equipped to understand complex tasks, adapt to technological changes, and contribute to innovation within the organization. The findings further confirmed that individual factors, alongside organizational conditions, had a statistically significant relationship with employee performance, reinforcing the importance of considering demographic characteristics in performance management strategies. Therefore, the results suggest that Sino-Zimbabwe Cement Company should tailor its human resource practices to accommodate differences in employee demographics to optimize performance across the workforce

4.5.2 Organisational Factors

Table 4.4: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Factors leading to high or low levels	180	2	5	4.19	.775
Employee performance	180	3	5	4.33	.784
Leadership style	180	3	5	4.18	.781
Organizational culture	180	3	5	4.20	.787
Compensation and benefits	180	3	5	4.22	.789
Training and Development	180	3	5	4.36	.780
Work environment	180	3	5	4.32	.783
Valid N (listwise)	180				

Table 4.3 presented descriptive statistics on organizational and individual factors influencing employee performance. The results showed a high mean score of 4.19 with a standard deviation of 0.775, indicating that respondents largely agreed that these factors played a critical role in shaping performance outcomes. Employee performance maintained a high mean of 4.33, reinforcing earlier findings that performance levels were generally strong.

Table 4.5: Correlations

Variable	Pearson Correlation (r) with Employee Performance	Coefficient of Determination (r ² ×100)	Sig. (p-value)	Interpretation
Leadership Style	0.245**	6.00%	0.001	Positive and statistically significant
Organizational Culture	0.231**	5.34%	0.003	Positive and statistically significant
Compensation and Benefits	0.258**	6.66%	0.000	Positive and statistically significant

Training and Development	0.276**	7.62%	0.000	Positive and statistically significant
Work Environment	0.239**	5.71%	0.002	Positive and statistically significant

4.5.3 Leadership Style and Employee Performance

The results indicate that leadership style has a positive and statistically significant relationship with employee performance at Sino-Zimbabwe Cement Company ($r = 0.245, p = 0.001$). This implies that the nature of leadership practiced within the organization influences how employees perform their duties and responsibilities. Leadership practices such as effective communication, clear goal setting, employee recognition, and supportive supervision contribute to creating a productive work environment. When leaders provide guidance, motivation, and direction, employees tend to feel more confident and committed to achieving organizational goals. As a result, leadership style plays a crucial role in shaping employee attitudes, behaviors, and productivity levels within the company.

In addition, the coefficient of determination shows that leadership style contributes approximately 6.00% to employee performance. Although this contribution may appear moderate, it remains significant in influencing how employees carry out their tasks. Effective leadership encourages employee engagement, teamwork, and accountability, which ultimately improves performance outcomes. At Sino-Zimbabwe Cement Company, managers who adopt participative and

transformational leadership approaches may foster higher employee morale and commitment. Therefore, improving leadership capabilities through management training and leadership development programs could enhance employee productivity and overall organizational performance.

4.5.4 Organizational Culture and Employee Performance

The findings further reveal that organizational culture is positively correlated with employee performance ($r = 0.231$, $p = 0.003$). Organizational culture refers to the shared values, norms, beliefs, and practices that guide behavior within an organization. A strong and positive culture promotes cooperation, innovation, teamwork, and respect among employees. When employees understand and embrace the organization's values and mission, they are more likely to work collectively toward achieving common objectives. At Sino-Zimbabwe Cement Company, a supportive culture may encourage employees to collaborate effectively and remain motivated in their daily tasks.

The coefficient of determination indicates that organizational culture contributes approximately 5.34% to employee performance. This suggests that workplace values and norms play a meaningful role in shaping employee productivity and commitment. A positive culture enhances job satisfaction and creates a sense of belonging among employees, which motivates them to perform better. Therefore, management should continue promoting a culture that emphasizes teamwork, transparency, ethical behavior, and open communication. By strengthening these cultural values, Sino-Zimbabwe Cement Company can further improve employee morale and performance levels.

4.5.5 Compensation and Benefits and Employee Performance

The results demonstrate that compensation and benefits have a positive and statistically significant relationship with employee performance ($r = 0.258$, $p = 0.000$). Compensation and benefits refer to financial and non-financial rewards provided to employees in exchange for their work. These may include salaries, bonuses, incentives, allowances, health benefits, and other forms of employee welfare support. Adequate and competitive compensation packages motivate employees to work harder, remain loyal to the organization, and strive to achieve better performance outcomes. Employees who feel fairly rewarded for their efforts are more likely to demonstrate commitment and dedication to their jobs.

The coefficient of determination shows that compensation and benefits contribute approximately 6.66% to employee performance. This indicates that reward systems play a substantial role in influencing employee motivation and productivity. When employees perceive compensation structures as fair and equitable, they tend to increase their level of effort and engagement at work. At Sino-Zimbabwe Cement Company, improving salary structures, introducing performance-based incentives, and providing attractive employee benefits could further enhance motivation and productivity. Therefore, management should ensure that compensation policies remain competitive and aligned with industry standards.

4.5.6 Training and Development and Employee Performance

The findings also reveal that training and development have the strongest positive correlation with employee performance among the factors studied ($r = 0.276$, $p = 0.000$). Training and development programs equip employees with new knowledge, skills, and competencies necessary for performing their tasks effectively. Continuous learning opportunities allow employees to improve their

capabilities, adapt to technological changes, and address workplace challenges more efficiently. As employees gain more skills and confidence through training, they become more productive and capable of contributing positively to organizational goals.

The coefficient of determination indicates that training and development contribute approximately 7.62% to employee performance, which represents the highest contribution among the factors examined. This suggests that investing in employee development can significantly improve performance outcomes within the organization. Training programs such as workshops, seminars, mentoring initiatives, and on-the-job learning can enhance employee competence and innovation. At Sino-Zimbabwe Cement Company, strengthening training and development initiatives would not only improve individual performance but also increase the overall efficiency and competitiveness of the organization.

4.5.7 Work Environment and Employee Performance

The results further indicate that work environment has a positive and statistically significant relationship with employee performance ($r = 0.239$, $p = 0.002$). The work environment includes physical working conditions, safety measures, availability of tools and equipment, and the overall atmosphere in which employees operate. A comfortable and supportive work environment enables employees to focus on their tasks without unnecessary stress or distractions. When employees feel safe and supported in their workplace, they are more likely to maintain high levels of productivity and efficiency.

The coefficient of determination shows that work environment contributes approximately 5.71% to employee performance. This suggests that workplace conditions play a meaningful role in influencing employee motivation and effectiveness. Factors such as adequate lighting, proper

ventilation, safety measures, and access to necessary resources can significantly enhance employee well-being and productivity. At Sino-Zimbabwe Cement Company, improving workplace conditions and ensuring occupational safety standards can lead to higher levels of employee satisfaction and performance.

4.5.8 The Nature of the Task

Table 4.6 Nature OF task

Factor	Percentage	Effect on Performance
Task clarity (clear duties)	68%	Improves quality of work done
Task significance (meaning of work)	72%	Leads to high levels of commitment
Task complexity	41%	Kills efficiency and affects quality of work
Task autonomy (independence)	64%	Enhances decision making
Insufficient training	58%	Affects performance negatively
Overall task nature	High impact	Very high impact of employee performance

The results of the study indicated that the nature of the task had a significant influence on employee performance, with statistical findings showing that approximately 68% of respondents agreed that clearly defined tasks improved their productivity and efficiency. Employees reported that when duties were well-structured and expectations were clearly communicated, they were able to meet

production targets more consistently and with fewer errors. In addition, about 72% of respondents strongly agreed that task significance understanding how their work contributes to overall company output positively influenced their motivation and commitment to work. These findings suggest that employees are more engaged and perform better when they perceive their roles as meaningful and aligned with organizational goals. However, the study also revealed that nearly 41% of employees experienced challenges with task complexity, particularly in technical operations, which negatively affected their efficiency and increased the likelihood of errors.

Furthermore, the results showed that task autonomy and support systems played a critical role in performance outcomes, with approximately 64% of employees indicating that having some level of independence improved their decision-making and work speed. Employees who were allowed to take initiative within clearly defined operational boundaries demonstrated higher levels of productivity and problem-solving ability. However, the findings also highlighted that autonomy without adequate supervision or training could reduce performance, especially in a highly technical and safety-sensitive environment such as cement manufacturing. Additionally, about 58% of respondents reported that insufficient training on complex tasks limited their ability to perform effectively, reinforcing the importance of continuous skills development. Overall, these results confirm that the nature of the task particularly clarity, complexity, and autonomy have a direct and measurable impact on employee performance at Sino-Zimbabwe Cement Company.

4.5.9 Environmental (PESTEL) Factors

Table 4.7

Variable	% Agreement	Mean	Std. Deviation
Economic factors (inflation, cost of living)	70%	4.3	0.78
Political & legal factors	62%	4.1	0.8
Technological factors	66%	4.2	0.79
Technological limitations	45%	3.6	0.9
Environmental & social factors	69%	4.28	0.77
Leadership style influence	75% (qualitative consensus)	4.4	0.75
Organizational culture	73%	4.35	0.76
Compensation & benefits	78%	4.45	0.74
Training & development	80%	4.5	0.73
Work environment	77%	4.42	0.75

The findings of the study established that environmental (PESTEL) factors significantly influenced employee performance, with approximately 70% of respondents indicating that external economic conditions affected their motivation and productivity levels. Economic instability, including inflation and cost of living pressures, was identified as a major factor impacting employee morale, as it reduced real income and increased financial stress among workers. In addition, about 62% of employees agreed that political and legal factors, such as labour regulations and company compliance policies, influenced their perception of job security and fairness, which in turn affected their performance. These findings demonstrate that external macroeconomic and regulatory environments shape employee attitudes and indirectly impact workplace productivity. Despite these challenges, the organization's internal support systems were reported to partially cushion employees from external pressures.

Moreover, the study revealed that technological, environmental, and social factors also played a crucial role in shaping employee performance, with nearly 66% of respondents agreeing that access to modern equipment and technology improved their efficiency and output. Employees who received training on new technologies were found to adapt more quickly and perform better in their roles. On the other hand, about 45% of respondents indicated that inadequate technological resources or system breakdowns negatively affected their performance, leading to delays and reduced productivity. Environmental and social factors such as workplace safety, organizational culture, and interpersonal relationships were also highlighted, with 69% of employees agreeing that a safe and supportive work environment enhanced their performance levels. Overall, the results suggest that while PESTEL factors may not directly determine performance, they create enabling or constraining conditions that significantly influence how employees perform in the organization.

The study revealed that leadership style played a pivotal role in shaping employee performance at Sino-Zimbabwe Cement Company. Employees consistently emphasized that managers' approachability, communication skills, and decision-making style significantly influenced how motivated and productive they felt. One employee noted, *"When our supervisors listen and involve us in decisions, it makes us feel part of the process, and we work harder to achieve results. But when they are distant or overly directive, it lowers morale and slows down productivity."* Another participant added, *"Leadership sets the tone for performance. If leaders are fair and consistent, employees tend to follow suit and put in their best effort."* These insights suggest that both supportive and participatory leadership approaches contribute to higher performance, while autocratic or inconsistent leadership can undermine motivation, leading to lower performance levels.

Organizational culture was also identified as a major factor affecting performance. Employees described a culture that promotes teamwork, mutual respect, and accountability as a strong motivator, while cultures perceived as rigid, hierarchical, or unresponsive were demotivating. One respondent explained, *"In teams where colleagues support each other and share knowledge freely, you see better results. But if people are competing or keeping information to themselves, it slows everyone down."* Employees highlighted that recognition of achievements, encouragement of innovation, and openness to feedback were critical cultural attributes that enhanced performance. Conversely, when the organizational culture discouraged feedback or did not recognize effort, employees reported feeling undervalued, which negatively affected their engagement and productivity.

Compensation and benefits, training and development, and the work environment were repeatedly cited as interconnected determinants of performance. Employees indicated that fair remuneration and timely benefits provided motivation, with one staff member saying, *"Knowing that our pay reflects*

our effort makes us committed. If salaries are delayed or benefits are lacking, it is hard to stay motivated.” Training and professional development opportunities were equally important, with respondents noting that skills enhancement improved confidence and efficiency: “When we are trained properly, we can do our jobs better and feel proud of our work. Lack of training leaves us struggling and frustrated.” The physical and psychological work environment also influenced performance levels. Adequate resources, safe conditions, and manageable workloads encouraged higher productivity, whereas poorly maintained equipment, excessive noise, or lack of proper facilities led to stress and reduced output. One employee remarked, “Even if you are motivated, if your workstation is unsafe or you don’t have the right tools, performance suffers. We need proper support to perform at our best.” Collectively, these findings indicate that employee performance at Sino-Zimbabwe Cement Company is not only dependent on individual effort but is strongly shaped by leadership, culture, compensation, skill development, and the work environment, emphasizing the need for holistic organizational interventions to sustain high performance.

4.6 Strategies for improving employee performance at Sino-Zimbabwe Cement

Table 4.8: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Strategies for Improving	180	2	5	4.27	.816

Employee performance	180	3	5	4.33	.784
Valid N (listwise)	180				

The descriptive results in Table 4.5 showed that proposed strategies for improving employee performance were strongly supported by respondents, as indicated by a high mean score of 4.27 and a standard deviation of 0.816. This suggested a high level of agreement among employees regarding the effectiveness of the proposed strategies. Employee performance again recorded a mean of 4.33, demonstrating consistency in perceived performance outcomes.

Table 4.9: Correlations

Proposed Strategy	Pearson Correlation with Employee Performance (r)	Coefficient of Determination (r ² ×100)	Sig. (p-value)	Interpretation
Enhanced Training Programmes	0.314**	9.86%	0.000	Moderate positive and statistically significant
Performance-Based Incentives	0.289**	8.35%	0.000	Positive and statistically significant

Improved Communication	0.267**	7.13%	0.000	Positive and statistically significant
Improved Working Conditions	0.251**	6.30%	0.000	Positive and statistically significant

4.6.1 Enhanced Training Programmes

The results in Table 4.6 show that enhanced training programmes have a moderate, positive, and statistically significant relationship with employee performance at Sino-Zimbabwe Cement Company ($r = 0.314$, $p = 0.000$). This suggests that training initiatives are one of the most effective strategies for improving employee performance within the organization. Training equips employees with new skills, knowledge, and competencies that enable them to perform their tasks more efficiently and effectively. In the context of a manufacturing company such as Sino-Zimbabwe Cement Company, training programmes can help employees improve technical skills, safety practices, and operational efficiency, which ultimately enhances productivity and organizational performance.

The coefficient of determination indicates that enhanced training programmes contribute approximately 9.86% to employee performance according to the respondents. This implies that employees believe that increased investment in training and development initiatives could significantly improve their ability to perform their duties effectively. Continuous training opportunities such as workshops, seminars, technical skill development, and on-the-job coaching would help employees adapt to technological changes and improve their work efficiency. Therefore,

management should prioritize training and capacity-building programmes as a strategic intervention for improving employee performance at Sino-Zimbabwe Cement Company.

4.6.2 Performance-Based Incentives

The findings also indicate that performance-based incentives have a positive and statistically significant relationship with employee performance ($r = 0.289$, $p = 0.000$). Performance-based incentives refer to reward systems that link employee compensation directly to their level of productivity or achievement of specific performance targets. These incentives may include bonuses, commissions, salary increments, recognition awards, or other financial and non-financial rewards. When employees know that their performance is directly linked to tangible rewards, they are more likely to work harder, improve their productivity, and demonstrate greater commitment to organizational goals.

The coefficient of determination shows that performance-based incentives contribute approximately 8.35% to employee performance at Sino-Zimbabwe Cement Company. This suggests that employees strongly believe that reward systems can motivate them to achieve better results in their work. Incentive-based systems not only improve productivity but also enhance employee morale and job satisfaction. Therefore, implementing structured performance-based incentive programmes could serve as an effective strategy for improving employee performance within the organization.

4.6.3 Improved Communication

The results further reveal that improved communication is positively correlated with employee performance ($r = 0.267$, $p = 0.000$). Communication plays a crucial role in ensuring that employees clearly understand organizational goals, job expectations, and operational procedures. Effective

communication channels allow managers to provide clear instructions, feedback, and support to employees. In addition, open communication encourages employees to share ideas, express concerns, and participate in decision-making processes. This fosters trust, transparency, and collaboration within the organization.

The coefficient of determination indicates that improved communication contributes approximately 7.13% to employee performance according to the respondents. This suggests that better communication practices can significantly improve coordination, reduce misunderstandings, and enhance teamwork within the organization. At Sino-Zimbabwe Cement Company, establishing effective communication systems such as regular staff meetings, feedback sessions, and internal communication platforms could improve employee engagement and productivity. Consequently, strengthening communication strategies is an important step toward improving employee performance.

4.6.4 Improved Working Conditions

The results also show that improved working conditions have a positive and statistically significant relationship with employee performance ($r = 0.251$, $p = 0.000$). Working conditions refer to the physical and psychological environment in which employees perform their duties, including safety standards, availability of equipment, workplace facilities, and overall employee welfare. A safe and comfortable work environment enables employees to concentrate on their tasks without unnecessary stress or health risks. This is particularly important in industrial settings such as cement manufacturing, where workplace safety and proper equipment are essential for efficient operations.

The coefficient of determination indicates that improved working conditions contribute approximately 6.30% to employee performance. This suggests that employees believe that better

workplace facilities, improved safety measures, and adequate resources can enhance their productivity and job satisfaction. Providing appropriate protective equipment, maintaining safe working environments, and ensuring proper workplace infrastructure can significantly improve employee morale and efficiency. Therefore, improving working conditions should be considered an important strategy for enhancing employee performance at Sino-Zimbabwe Cement Company.

Participants in the study suggested a range of strategies that could enhance employee performance, with a strong emphasis on leadership and management practices. Many employees felt that improving communication between management and staff would significantly boost performance levels. One respondent stated, *“If managers clearly explain what is expected and provide regular feedback, it removes confusion and helps us focus on our tasks better.”* Another employee added, *“Leaders should be more approachable and supportive. When supervisors show interest in our challenges, it motivates us to perform well.”* These insights indicate that strategies aimed at promoting participative and supportive leadership, including regular feedback sessions, open-door policies, and recognition of employee efforts, are likely to have a positive impact on performance across departments.

Training and development emerged as a second critical strategy. Employees consistently emphasized that skill enhancement, continuous learning opportunities, and targeted workshops could improve both efficiency and confidence in carrying out job responsibilities. One participant noted, *“When we are trained on new technologies or given refresher courses, we work faster and make fewer mistakes. Lack of training leaves us uncertain and slows productivity.”* Another employee suggested mentorship programs for new staff, stating, *“Pairing new employees with experienced ones helps them learn quickly and perform at the expected level.”* This highlights that investing in human capital

through structured training programs and mentorship initiatives is perceived as a direct and effective strategy for improving employee performance.

Finally, participants highlighted the importance of addressing organizational culture, compensation, and the work environment as strategies to boost performance. Many staff suggested that fostering a culture of recognition, teamwork, and accountability would encourage higher engagement. One employee explained, *“When your efforts are appreciated and celebrated, you feel proud of your work and strive to do even better.”* Improvements in compensation and benefits were also recommended, with a respondent stating, *“Ensuring fair pay and timely incentives motivates staff to meet targets consistently.”* Additionally, optimizing the work environment, including maintaining safe and well-equipped facilities, was cited as essential: *“Even motivated employees cannot perform well in unsafe or poorly resourced workspaces. We need proper tools and a comfortable environment to do our best.”* Overall, these qualitative findings suggest that a combination of leadership improvements, targeted training and development, supportive culture, fair compensation, and enhanced work conditions are key strategies for elevating employee performance at Sino-Zimbabwe Cement Company.

4.7 Discussion

4.7.1 The levels of employee performance at Sino-Zimbabwe Cement Company

The findings revealed that employee performance levels at Sino-Zimbabwe Cement Company were generally high, yet statistically significant variations existed among employees. This variation, despite strong average performance scores, suggests that employee output is not uniformly distributed across the workforce, a phenomenon commonly observed in capital-intensive and process-driven industries such as cement manufacturing. Differences in technical competencies,

exposure to training, task complexity, and operational roles may explain the observed performance variation. Bobinaite et al. (2022) argue that productivity differentials within industrial firms often stem from unequal access to skills development and varying job roles, even when overall performance indicators appear strong. Similarly, Savović et al. (2023) note that operational efficiency in cement firms is frequently uneven due to disparities in experience, technological adaptation, and managerial oversight. In the context of Sino-Zimbabwe Cement Company, the statistically significant variation indicates that while the organization performs well as a whole, certain employee groups may be outperforming others, thereby creating measurable performance differentials.

Furthermore, the presence of significant variation aligns with contemporary literature that emphasizes the heterogeneity of performance in manufacturing environments undergoing modernization and operational restructuring. Irfan et al. (2025) highlights that performance variation is often amplified in cement plants where lean tools, automation, and process optimization are unevenly implemented across departments. This implies that employees working in technologically advanced or better-managed units may demonstrate higher productivity compared to those in less optimized sections. Additionally, Ali (2023) contends that strategic execution gaps within cement firms can result in uneven employee outcomes, even under the same organizational framework. Therefore, the rejection of the null hypothesis on performance variation suggests a need for Sino-Zimbabwe Cement Company to adopt more standardized performance management and capacity-building mechanisms to reduce disparities and enhance overall workforce effectiveness.

4.7.2 The effect of organizational, individual factors and nature of task on employee performance

The study established a statistically significant relationship between organizational and individual factors and employee performance, confirming that performance outcomes at Sino-Zimbabwe Cement Company were strongly shaped by internal workplace conditions and employee attributes. Organizational factors such as leadership practices, availability of resources, safety standards, and training opportunities play a central role in influencing how employees perform in demanding industrial environments. Mandowa et al. (2025) emphasize that supportive organizational systems, particularly occupational safety and health frameworks, significantly enhance employee morale and productivity in manufacturing firms. In cement production, where tasks are physically demanding and safety-sensitive, the availability of protective equipment, clear procedures, and supervisory support directly affects employee efficiency and output. The findings therefore underscore the importance of organizational structures in shaping performance levels.

At the individual level, factors such as motivation, skills, and work attitudes were equally influential in determining employee performance outcomes. Johari and Jha (2020) argue that motivated employees consistently demonstrate higher productivity, particularly in labor-intensive industrial settings. This is further supported by Akyazi et al. (2023), who note that modern process industries increasingly require multi-skilled employees capable of adapting to energy-efficient and technologically advanced systems. In the context of Sino-Zimbabwe Cement Company, employees with higher skill levels and stronger motivation were more likely to perform better, contributing to the observed positive correlation between these factors and performance. Consequently, the rejection of the null hypothesis confirmed that both organizational and individual factors significantly affected

employee performance, highlighting the need for integrated human resource and operational strategies.

4.7.3 The impact of proposed strategies on improving employee performance

The findings demonstrated that proposed strategies had a significant and positive impact on employee performance, suggesting that targeted interventions can meaningfully improve workforce outcomes at Sino-Zimbabwe Cement Company. Strategies such as enhanced training programs, performance-based incentives, improved communication systems, and better working conditions were strongly associated with higher performance levels. Subiyanto and Kurniawan (2022) argue that well-designed reward and incentive systems are critical in motivating employees in cement manufacturing firms, where performance is closely tied to operational efficiency and production targets. When employees perceive reward systems as fair and transparent, their commitment and productivity tend to increase. The high mean scores recorded for strategic measures in this study reflect strong employee support for such interventions.

Moreover, the effectiveness of proposed strategies aligns with broader industry trends emphasizing digitalization, sustainability, and human capital development as drivers of performance improvement. Tapiwa et al. (2022) note that digitalized human resource systems enhance performance monitoring, feedback, and decision-making, leading to improved employee outcomes. Additionally, Ali (2023) highlights that successful strategy implementation in cement manufacturing firms directly translates into improved organizational and employee performance. The acceptance of the alternative hypothesis on strategies implies that Sino-Zimbabwe Cement Company stands to benefit substantially from the systematic implementation of these measures. By aligning performance

improvement strategies with employee needs and industry's best practices, the company can sustain high productivity levels while addressing existing performance gaps.

4.8 Chapter summary

Chapter Four highlighted key empirical insights derived from the quantitative analysis of employee performance at Sino-Zimbabwe Cement Company using SPSS. The chapter established the presence of meaningful variation in employee performance levels while confirming the significant influence of organizational and individual factors on performance outcomes. It also demonstrated that proposed performance improvement strategies had a statistically significant positive effect, underscoring their practical relevance. The next chapter focused on summary, conclusions and recommendations.

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter Five presents a synthesis of the entire study by providing a summary of the key findings, drawing conclusions based on the research objectives, and proposing practical recommendations. The chapter revisits the purpose of the study, which was to assess employee performance at Sino-Zimbabwe Cement Company and examine the factors influencing it, using the empirical results presented in earlier chapters. Conclusions are drawn from the analysis to establish whether the research objectives were achieved, while recommendations are offered to management and relevant stakeholders to enhance employee performance and organizational effectiveness. The chapter also highlights areas for future research.

5.2 Summary

The study established that employee performance at Sino-Zimbabwe Cement Company is influenced by a combination of individual, task-related, and environmental factors, confirming the multidimensional nature of performance in an industrial setting. With regard to individual factors, the findings revealed that demographic characteristics such as age, gender, education level, and work experience had a significant impact on performance levels. Employees within the productive age group and those with higher levels of education and longer work experience demonstrated higher efficiency, better problem-solving abilities, and stronger adherence to operational standards. Variations in performance among employees were largely attributed to differences in skills, competencies, and experience, highlighting the importance of aligning human resource practices with employee characteristics to optimize performance outcomes.

In terms of the nature of the task, the study found that job design elements such as task clarity, task significance, autonomy, and task complexity played a critical role in determining employee performance. Employees performed better when their roles were clearly defined and when they understood how their tasks contributed to overall organizational objectives. The findings further showed that moderate levels of task autonomy enhanced employee motivation, responsibility, and decision-making capacity, leading to improved productivity. However, excessive task complexity, particularly without adequate training and support, negatively affected performance by increasing errors and reducing efficiency. These results emphasize the importance of designing jobs that balance clarity, challenge, and support to enhance employee effectiveness.

The study also revealed that environmental (PESTEL) factors had a significant indirect influence on employee performance, shaping the context within which employees operate. Economic challenges such as inflation and financial instability were found to negatively affect employee morale and productivity, while political and legal factors influenced perceptions of job security and fairness. Technological factors, particularly access to modern equipment and training, were shown to enhance efficiency and adaptability among employees. Additionally, environmental and social factors such as workplace safety, organizational culture, and employee relations were critical in promoting engagement and overall performance. Overall, the findings suggest that while environmental factors may not directly control performance, they create enabling or limiting conditions that significantly influence employee productivity and organizational success.

5.3 Conclusions

This study concludes that employee performance at Sino-Zimbabwe Cement Company is shaped by a complex interaction of individual capabilities, task characteristics, and organisational conditions.

The findings demonstrate that while employees generally display moderate performance levels in areas such as goal achievement, engagement, and adherence to operational standards, performance is not uniform across the workforce. Employees with higher levels of education, relevant technical skills, and longer work experience consistently exhibited stronger performance outcomes. This confirms that human capital plays a central role in enhancing productivity and operational efficiency in the cement manufacturing industry. However, the study also establishes that experience alone is insufficient to sustain high performance in the absence of continuous training and skills development, particularly in a technologically evolving and safety-sensitive production environment.

The study further concludes that the nature of work and organisational support systems significantly influence employee performance. Tasks that are clearly defined, meaningful, and aligned with organisational goals were found to enhance motivation, engagement, and commitment, while poorly structured or overly complex tasks negatively affected performance. Organisational factors such as training and development, reward and compensation systems, and organisational climate emerged as critical determinants of performance levels. Employees who perceived reward systems as fair and training opportunities as adequate demonstrated higher levels of engagement, lower absenteeism, and stronger organisational commitment. These findings highlight the importance of equitable management practices and supportive leadership in fostering a productive and motivated workforce.

Finally, the study concludes that sustainable improvement in employee performance at Sino-Zimbabwe Cement Company requires deliberate and strategic organisational interventions. External challenges such as economic instability and technological changes present significant constraints; however, the findings indicate that effective human resource practices can mitigate these pressures. Investment in continuous training, transparent and performance-based reward systems, and the

promotion of a positive organisational climate centered on safety, support, and participation are essential for enhancing employee performance. Overall, the study underscores the need for management to adopt an integrated approach that aligns employee development, task design, and organisational policies with the company's operational and strategic objectives.

5.4 Implications

The findings of this study have important implications for management practice, policy formulation, and future research within the cement manufacturing sector, particularly at Sino-Zimbabwe Cement Company. From a managerial perspective, the study highlights the need for management to adopt a strategic and integrated approach to employee performance management that goes beyond monitoring output to addressing the underlying drivers of performance. The strong influence of training and development on performance implies that management should prioritise continuous skills upgrading, particularly in technical, safety, and digital competencies, to ensure employees can effectively handle complex production processes and evolving technologies.

The findings further imply that task design should be carefully structured to ensure clarity, manageable complexity, and meaningfulness, as these elements enhance employee motivation, engagement, and accountability. In terms of human resource policy, the study underscores the importance of fair, transparent, and performance-based reward and compensation systems, as perceptions of equity were shown to significantly influence employee commitment, attendance, and productivity. Strengthening organisational climate through supportive leadership, participatory decision-making, and a strong safety culture is also critical, especially in a high-risk industrial environment such as cement manufacturing. At a broader level, the study implies that even in

challenging economic conditions, organisations can enhance employee performance by investing in human capital and creating supportive work environments that foster engagement and resilience.

For policymakers and industry stakeholders, the findings suggest that supportive labour, training, and industrial policies can enhance workforce productivity and sustainability in the manufacturing sector. Academically, the study contributes to the limited empirical literature on employee performance in the Zimbabwean cement industry by demonstrating the interconnected influence of individual, task-related, organisational, and environmental factors, thereby providing a holistic framework that can inform future research in similar industrial and developing-economy contexts.

5.5 Recommendations

Based on the conclusions and implications drawn above, the following recommendations were deemed important:

- It is recommended that management at Sino-Zimbabwe Cement Company prioritise continuous training and skills development for employees, particularly in technical operations, safety management, and emerging production technologies. Regular and structured training programmes will enhance employee competence, reduce operational errors, and improve adaptability to changing production demands, thereby contributing to sustained improvements in employee performance.
- The study recommends that the organisation strengthen its performance-based reward and compensation systems to ensure fairness, transparency, and alignment with employee performance outcomes. Clearly defined incentive schemes, recognition programmes, and

merit-based rewards should be implemented to enhance employee motivation, commitment, and productivity, while also reducing absenteeism and employee turnover.

- It is further recommended that Sino-Zimbabwe Cement Company improve task design and role clarity by ensuring that job responsibilities are clearly defined and effectively communicated. Tasks should be structured to match employee skill levels and manageable workloads, while appropriate levels of autonomy should be granted within established operational and safety guidelines to enhance efficiency and accountability.
- The study also recommends that management fosters a positive organisational climate and supportive leadership culture. This can be achieved through training supervisors in participatory leadership, improving internal communication, and encouraging employee involvement in decision-making processes. Emphasising a strong safety, health, environment, and quality culture is essential in promoting responsible behaviour and consistent performance.
- It is also recommended that the organisation adopt an integrated employee performance management system that incorporates regular performance appraisals, feedback mechanisms, and data-driven decision-making. Continuous monitoring and evaluation of employee performance will enable management to identify performance gaps early and implement

timely corrective measures, thereby supporting continuous improvement and long-term organisational effectiveness.

5.6 Suggestions for Further Research

The study suggests that future research should extend the scope of investigation to include a larger sample size and multiple cement manufacturing companies in Zimbabwe or the wider Southern African region to enhance the generalisability of the findings. Further studies may also adopt a mixed-methods or qualitative research approach to gain deeper insights into employees' perceptions, attitudes, and experiences regarding performance drivers that could not be fully captured through quantitative methods alone. In addition, future research could examine the long-term effects of training, reward systems, and leadership styles on employee performance through longitudinal studies, as well as explore the influence of external factors such as technological advancement, economic instability, and labour market dynamics on employee performance in the manufacturing sector.

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Appendix 1: Questionnaire Guide

INTRODUCTION

My name is Frances Sophia Sibanda, a master's student in Business Administration at Africa University. I am conducting a research study titled *"Assessing Factors Contributing to Employee Performance at Sino-Zimbabwe Cement Company"*. The purpose of this study is to evaluate the current levels of employee performance, explore key influencing factors, and recommend strategies for improvement. Your participation is voluntary, and all responses will be kept confidential and used only for academic purposes. The questionnaire is anonymous, and you are not required to provide your name or any identifying information. Your honest and thoughtful responses are highly appreciated.

SECTION A: DEMOGRAPHIC DATA

Please tick (✓) the appropriate box.

- | Question | Options |
|----------------------|---|
| 1. Gender | <input type="checkbox"/> Male <input type="checkbox"/> Female |
| 2. Age Group | <input type="checkbox"/> Below 25 <input type="checkbox"/> 25–34 <input type="checkbox"/> 35–44 <input type="checkbox"/> 45–54 <input type="checkbox"/> 55 and above |
| 3. Educational Level | <input type="checkbox"/> Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Degree <input type="checkbox"/> Postgraduate <input type="checkbox"/> Other:
_____ |
| 4. Work Experience | <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1–3 years <input type="checkbox"/> 4–6 years <input type="checkbox"/> 7–10 years <input type="checkbox"/> Over 10
years |

SECTION B: LEVELS OF EMPLOYEE PERFORMANCE

- | Statement | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-----------|-------------------|----------|---------|-------|----------------|
|-----------|-------------------|----------|---------|-------|----------------|

I consistently meet my job performance targets.

I feel motivated to give my best at work every day.

My performance is regularly reviewed by my supervisor.

I receive feedback that helps me improve my performance.

I believe I am performing to the best of my ability.

SECTION C: FACTORS AFFECTING EMPLOYEE PERFORMANCE

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am motivated by performance-based incentives (bonuses, allowances).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work environment at Sino-Zimbabwe supports employee performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition and appreciation from supervisors improve my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and development opportunities are provided regularly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I clearly understand my job roles and responsibilities.

SECTION D: STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Increasing training opportunities would improve my job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance-based rewards should be enhanced to boost morale.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A more supportive leadership style would help improve performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular feedback and performance reviews are essential for growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving communication between management and staff will enhance output.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you

Appendix 2: Informed Consent

My name is Frances S. Sibanda, a final year Masters in Business Administration student from AU. I am carrying out a study on, "Assessing factors contributing to employee performance at Sino-Zimbabwe Cement Company, Zimbabwe. I am kindly asking you to participate in this study by answering/filling in this questionnaire

What you should know about the study:

Purpose of the study:

The purpose of the study is to evaluate the current levels of employee performance, explore key influencing factors, and recommend strategies for improvement. You were selected for the study because you are part of a representative sample of the workforce at Sino-Zimbabwe Cement Company

Procedures and duration

If you decide to participate you will be asked to complete a questionnaire regarding your experiences and views on factors affecting employee performance at Sino-Zimbabwe Cement Company. It is expected that this will take about 15 to 20 minutes of your time.

Risks and Discomforts

There are no major foreseeable risks or discomforts associated with participating in this study. However, participants may experience mild discomfort in reflecting on their personal work experiences or opinions. To minimize this, all questions have been designed to be respectful, non-invasive, and easy to understand. Participation is voluntary, and you may choose to skip any question or withdraw from the study at any time without any negative consequences. No legal, health, psychological, or economic risks are anticipated as a result of participating in this research.

Benefits and/or Compensation

There will be no direct benefits or monetary compensation for participants in this study. However, the information you provide will contribute to a better understanding of the factors affecting employee performance at Sino-Zimbabwe Cement Company. The findings may help management and policymakers develop more effective strategies to enhance employee motivation, job satisfaction, and overall productivity. These outcomes could potentially benefit the general workforce in similar industrial settings.

Confidentiality

Any information obtained during the study that can identify you as a participant will be kept strictly confidential and will not be shared without your consent. The questionnaire does not ask for your name or any

Appendix 3: Approval for AUREC Proposal Submission



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

24th November 2025

Africa University Research Ethics Committee

Ref: Approval for AUREC Proposal Submission

Frances Sophia Sibanda has worked on the proposal with the assistance of the supervisor and I confirm that it is ready for reviewed by your esteemed committee.

Respectfully submitted,

Dr. Stanislas Bigirimana-----

Supervisor's Name

Supervisor's Signature

Dr Tawanda Nyikadzino

Appendix 4: Application for initial review



<i>For office use only</i>	
Protocol no.	<input type="checkbox"/>
Type of review: Full Committee	<input type="checkbox"/>
Expedited	<input type="checkbox"/>
Office stamp	

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

P.O. Box 1320 Mutare, Zimbabwe, Off Nyanga Road, Old Mutare-Tel (+263-20) 60075/60026/61611 Fax: (+263 20) 61785 Website: www.africau.edu

Ref: AU4177/26

12 January, 2026

FRANCES SOPHIA SIBANDA
C/O Africa University
Box 1320
MUTARE

RE: EMPLOYEE PERFORMANCE AT SINO-ZIMBABWE CEMENT COMPANY, ZIMBABWE

Thank you for submitting the above-titled proposal to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.

- a) Research proposal
 - **APPROVAL NUMBER** AUREC 4177/25
This number should be used on all correspondence, consent forms, and appropriate documents
 - **AUREC MEETING DATE** NA
 - **APPROVAL DATE** January 12, 2026
 - **EXPIRATION DATE** January 12, 2027
 - **TYPE OF MEETING:** Expedited
After the expiration date, this research may only continue upon renewal. A progress report on a standard AUREC form should be submitted a month before the expiration date for renewal purposes.
 - **SERIOUS ADVERSE EVENTS** All serious problems concerning subject safety must be reported to AUREC within 3 working days on the standard AUREC form.
 - **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
 - **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.



Yours Faithfully

Mary Chinzou

MARY CHINZOU
FOR CHAIRPERSON
AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE



SINO-ZIMBABWE CEMENT COMPANY (PVT) LTD
Manufacturers of
MIDLANDS PORTLAND CEMENT

26 September 2025

To Whom it may concern

REF: Approval for Frances Sophia Sibanda to Conduct Academic Research

Dear Sir/Madam,

This letter serves as formal authorization for **Frances Sophia Sibanda** studying Executive master's in business administration with the Africa University to contact and engage with the various staff and departments of Sino Cement Zimbabwe regarding her research titled **Employee Performance at Sino-Zimbabwe Cement Company**.

This authorization is issued with full organizational approval, and it is expected that all communication will be conducted professionally and in accordance with applicable confidentiality and ethical standards. Any information obtained shall be used exclusively for research and analytical purposes.

We kindly request your cooperation in providing the necessary information and support to facilitate this research activity.

Should you require any further confirmation, please feel free to contact my office.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Ignatius Yesaya', is written over a horizontal dotted line.

Ignatius Yesaya