FOREWORD

FNV is a supporting partner in the Water Operating Partnership (WOP) between the Tanzanian public water company Mwauwasa in Mwanza and the Dutch public water company Dunea in The Hague. FNV is responsible for result number 5: implement a Employee Satisfaction Survey.

FNV is the largest Dutch workers union and wants to contribute in this partnership in order to improve employee satisfaction in partnership with the Tanzanian workers union TUGHE. Workers satisfaction and motivation contribute to better work performance. The management of Mwauwasa is willing to put recommendations and results into practice. We are confident that our part in this partnership is a contribution for higher satisfaction and motivation of employees at the company.

The hospitality and cooperation of the management and workers of Mwauwasa and the regional secretary of TUGHE and their branch leaders were heartwarming. Without their support this research would have been impossible. The FNV researcher could visit all the site freely and speak with all the present workers. A pleasant surprise was the openness of the management and workers about their work and Mwauwasa.

We want to thank everyone involved for their time and participation. In the first place we want to thank the respondents of the questionnaire. Thanks to their participation the results are representable for the whole company. Special thanks go to the HR department: Mr. Deogratis Magayame, Mr. Renatus Fulla and Mrs. Mariam Mshana. But also to the interviewed participations who showed me around and gave feedback: branch leader of TUGHE Mr. Gombela Nswila, director Mr. Anthony Sanga, Assistant Manager Sanitation Mr. Salim Lossindilo and Assistant Manager Water treatment plant Mr. Gogadi Mgwatu. And last but not least ‘our partner in crime’ Mr. Amani Msuya, regional Secretary of TUGHE.

We hope that our effort contribute to improve working conditions. We wish Mwauwasa and all the employees the best for the future.

You all made us feel welcome and contributed in your own way. Thank you.

Birte Nelen and Wilma Berentsen
1. INTRODUCTION

ABOUT MWAUWASA
Mwauwasa, Mwanza Urban Water Supply and Sanitation Authority, has its head office in the town of Mwanza, situated on the shore of Lake Victoria in Tanzania. Mwauwasa is a public water- and waste water utility. They serve water to the population of Mwanza town and rural areas. The company is also responsible for waste water services.

About 300 employees are working at Mwauwasa. Approximately 25% is female and 75% male. The higher management consists of the director and four managers of the main departments: Technical, Commercial, Finance & Administration and Human Resources.

The workers union TUGHE, Trade Union of Government and Health organizes the workers of Mwauwasa. The organization density is very high. Around 90% of the workers are member of TUGHE. There is an actual Collective Bargaining Agreement for Mwauwasa.

RESEARCH PROJECT
In 2012 the FNV has done research on employee satisfaction by fieldwork and a survey at Mwauwasa. This resulted in a report with recommendations and an action plan for Mwauwasa, the workers council and TUGHE. In July and August 2016 the second and final fieldwork and survey was done. Again we will identify areas for improvement and formulate recommendations.

One part of the field research was done by visiting plants and other work locations and interviewing managers and workers. Also 200 questionnaires were handed over to employees. The questionnaire was available in English and Kiswahili, both are attached to this report. The survey measures the current employee satisfaction, the progress compared to 2012 and workers wishes for the future.

This report reveals the research findings of FNV on employee satisfaction at Mwauwasa based on the field research in 2016. These finding are compared to the same research in 2012. The progress of the recommendations and action plan 2012 was discussed with HR manager Mr. Magayane, regional secretary of TUGHE Mr. Msuya, branch leader of TUGHE Mr. Nsilia, and several managers at the water treatment plant and the waste water treatment plant. The researcher of FNV, Wilma Berentsen, also has gone through documents concerning the progress on recommendations.

It is good to mention that Mwauwasa wants to improve employee satisfaction. They consider that motivation of employees is based on satisfaction and safety in the working place. Well-motivated employees are necessary to provide high quality to reach aims and goals of the company.
2. METHODS

This chapter gives an overview of the research project. It consists of a description of the fieldwork at different locations at Mwauwasa, the survey and the response.

FIELDWORK
Mwauwasa has different locations where employees are working. In 2016 the same locations are visited again to see what progress has been made since 2012. The visited locations are: the head office, the water treatment plant and the waste water (sewage) plant.

SURVEY
In 2012 FNV developed a survey based on several existing employee satisfaction surveys. the findings of the fieldwork and input from Mwauwasa, Dunea, SNV and TUGHE. The survey consists topics that have been identified as relevant for the employees of Mwauwasa. The subjects of the survey are: working time and payment, organization of the work, work environment, health, safety and the workers council. Some questions are multiple choice and others are open questions. The questionnaire was made available in English (attachment 1) and Kiswahili (attachment 2).

RESPONSE
The survey has been handed out in July and August 2016 in hard copy to 200 employees in all departments through the HRM department of Mwauwasa. It was made clear to the employees that the survey was anonymous and that their participation had no consequences for them. Most employees felt free to share their opinion. They were given the opportunity to contact the HRM department and the researcher in case of questions.

Ultimately, 168 surveys out of 200 were filled in and returned. This is a response of 84 percent. The response is higher than the 127 returned surveys in 2012 (63.5 percent response). More than half of the workers at Mwauwasa, 56 percent, participated in this research. This response reflects to some extent a representative sample and makes it possible to draw from this general conclusions and recommendations. Many employees took the opportunity to answer open questions by making comments and by giving recommendations in order to improve employee satisfaction or the workers council. This also suggests that participants felt at least free to some extent to express their opinion.

The employees who participated in the research of 2016 are mainly men (77%), which is more or less equal to the percentage of male employees at Mwauwasa (75%). Most of the participants (59%) are between 25 and 40 years old, followed by 41 and 50 years (33%), older than 50 (6%) and younger than 25 (2%). Also, the departments of the participants are accordingly represented in terms of the current organizational structure at Mwauwasa: technical department (45%), management (24%), administration and human resources (18%) and finance (13%). The levels of education of the participants are as follows: primary school (7%), secondary school (30%), technical school (33%) and university (30%).

Most of the participants work at Mwauwasa for 6 to 10 years (47%), followed by more than 10 years (34%), 1 to 5 years (18%) en less than one year (1%). 135 participants have an unspecified contract for an indeterminate period of time and 26 have a specified contract for a fixed period. 26 percent has another job besides working at Mwauwasa.

Some of the 168 respondents didn’t give an answer to all the questions in the survey. Fortunately, 75 took the time to write down answers to the open question in the survey.
3. QUANTITATIVE RESULTS

This chapter gives an overview of the answers to the multiple choice questions. For more background information on legal regulation in Tanzania, we refer to the following website. In some cases the perspective of Mwauwasa or TUGHE is taken into account.

GENERAL SATISFACTION

Almost all the participants consider Mwauwasa as a good company to work for (99%). They feel that their job is appreciated (94%) and are satisfied with their job (94%). 77% of the participants have career opportunities at Mwauwasa.

The percentage of male respondents that is positive about their career opportunities (76%) is higher than the female respondents (62%). This is made visible in the following graphic.

![Graph showing career opportunities for males and females](image)

**Graphic 1**

WORKING TIME AND PAYMENT

Almost all participants of the survey worked more than 10 hours a day in the last month (98%). For more than half of the participants (63%) their working time fits their family and social commitments outside work. For 37% of the respondents their working time doesn’t fit.

Most of the respondents earn between 450.000 and 1.000.000 Tanzanian shilling a month (61%). This is about 210 and 470 Euros per month. Followed by between 1.000.000 and 2.000.000 Tanzanian shilling (34%), 2.00.000 and 3.000.000 (4%) and less than 450.000 (1%).

85 percent of the participants responded that they had an income increase in the last three years. For a bit more than half of the respondents (56%) their salary is not sufficient for the work they do, for the others (44%) it is sufficient.

Organization of work

Many respondents are positive about the way work is organized, as you can see in the graphic below.

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Graphic 2

It is remarkable that 99% of the participants have to work at high speed, and at the same time 96% has enough time (working hours) to get the job done. This could be explained by the fact that working time hours is sufficient, but due to late issuance of materials the employees don’t manage to finish work in time.

WORK ENVIRONMENT, HEALTH AND SAFETY

About half of the participants agree that the working conditions are good and safe (55%), that the workplace is clean and that it has good facilities (59%). Half of the workers consider themselves as well informed about safety risks, the other half doesn’t.

56 percent of the participants indicated sometimes to be absent due to health problems. This doesn’t correlate with the number of absence at Mwauwasa. It suggests that the employees are absent only during a short period of time.

To what conditions participants are exposed to during their work and health problems they experience is made visible in graphic 3 and graphic 4 respectively.

Graphic 3
The extent to which employees are tired and exposed to noise, can be explained by the fact that most employees at Mwauwasa perform physically demanding work and some of them work outside.

In the next graphic you can see that between 9 and 14 percent of the participants experience disturbance, violence and bullying by colleagues or customers.

In response to questions about training, 82 percent of the participants answered that they were trained to cope with the job. Also 68 percent of the participants had training paid by Mwauwasa in the previous year.

Almost all participants know that there is an employee representative at Mwauwasa (89%) and that their working conditions are covered by a collective bargaining agreement with a union (91%). To the question if there is a meeting organized where employees can share their ideas about Mwauwasa, 92% of the participants answered yes. Also, many participants consider a workers council of high value (92%).
4. QUALITATIVE RESULTS

In this chapter we give an overview of the answers to the open question in the survey. We asked if respondents had any suggestions to improve the overall job satisfaction. Fortunately 75 took the time to write down suggestions. Many suggestions are written down by more respondents. We limit this chapter to often mentioned comments and recommendations.

SALARY AND ALLOWANCES
The most mentioned is a demand for a salary and allowances increase. The respondents consider the wage gap between management and the work floor too big. All workers should be able to live a decent life with the salary earned at Mwauwas. If there is not enough money available for a general pay raise, they suggest to start with a pay raise for the lowest paid.

EDUCATION AND TRAINING
Many respondents want to gain more skills, competences and knowledge. Especially the low-skilled workers want to participate in education. The respondents mention topics like technical training, customers’ skills, and knowledge about labour law and labour rights.

Workers also mention that Mwauwasa and her employees should be prepared for the future by well trained staff on new technologies, working with new equipment and additional skills that are needed in the future. They don’t want to limit the trainings to skills for their current jobs only.

HEAD OFFICE
Respondents want to move to the new office as soon as possible. The current head office is old, crowded, small and dirty. Someone called it a ruin. The workers consider the office as not representative for a professional organization. The working environment and employees health at the office could improve a lot once they move to the new building.

The respondents suggest to finish the construction of the building as soon as possible. If financial restrictions prevent a speedy delivery of the new office Mwauwasa could ask Dunea for financial support, according to them. Participants also suggest that in the new office new furniture is necessary. Some workers would like to visit the new building under construction.

TRANSPORT
Many workers mention the need for more pikipikis (motorcycles). One of them suggests that employees should have the opportunity to live near the working place.

RESPECT
Respondents feel that they work to their best ability and they want to be appreciated for it. They ask for good collective rights, help and advice. According to them, the management needs to visit the locations where the work is done so that progress of the work can be showed by the workers.
WORKLOAD
Many respondents give warnings about the high workload. Accidents because of the workload happen. They would like the workload to be reduced by 10 to 20%. They suggest to obtain this goal by hiring extra staff.

TEAM MEETINGS
The workers ask for a meeting structure where they can express their recommendations to managers, management, workers council and TUGHE. During these consultations they also want to get informed about the current and future issues and have contact with staff of other units/departments in order to exchange experiences. By participating in these meetings they can be more informed on rights and duties. Also they want to have an active role in decision making at Mwauwasa.
5. PROGRESS ACTION PLAN 2012

During the fieldwork in 2016 we evaluated the action plan of the employee satisfaction survey (ESS) 2012 with the HR manager of Mwauwasa Mr. Deogratias Magayane, the regional secretary of the workers union TUGHE Mr. Amani Msuya and Mr. Alex Tarazo of Chigotoplus who was responsible for the SNV project on change management at Mwauwasa. We also interviewed managers about the progress on the recommendations for their departments.

LOCATIONS

WATER TREATMENT PLANT
A lot has improved at the water treatment plant. In 2012 we recommended to cover the holes, to attach balustrades and provide every employee with earplugs for noise protection. All the holes are covered now. The balustrade we suggested is on the annual budget of next year. The chloride is no longer kept in the working place but in a separate shed. The daily needed amount is taken from the shed.

A lot of safety measures are taken at the water treatment plant currently. There are masks, earplugs, showers, eye showers, clearly visible written safety instructions. The buildings and the rest of the site are very clean. In the morning many employees clean their work place. The manager tells the workers that if you want to provide clean water, you have to make sure that the plant is clean. In the laboratory the water quality is measured; the water at the plant as well as the water from the taps from customers.

Covered holes

Planned balustrade

In 2012 we recommended to provide every employee with mouth masks. Now the safety gear is present, as are the earplugs. According to the assistant manager the available masks are not used by employees. Awareness is needed because workers not always seem to realize the risks of working at the plant.
If an employee is not using the safety-gear, immediately the employees are addressed to this behavior. Employees need more awareness on safety. When asked, the manager says that he does not get many complaints from employees. But he knows that being the manager can imply that the workers do not come to him.

The water treatment plant manager is also project leader for three other projects, such as the new plant on Ukerewe Island. Due to this, he is absent a lot and does not have a complete overview on what is happening at the plant. It would be better to spend more time at the plant to look after the activities and be approachable for the employees.

WASTE WATER (SEWAGE) PLANT

Waste water is collected at the plant via three pump stations and a pipe-network. Also waste water is brought in with tanks, because many households have septic tanks. The plant consists of ponds. Waste water is treated to clean water in two weeks. The treated waste water is given back to Lake Victoria.
The site looks very clean, feels natural and the smell is not so bad compared to 2012. There are some that which should be covered. Masks are available for the bad smell, but they seem nog to be used by employees. The grass is kept short, the paths are kept clear. This maintenance work will be outsourced by Mwauwasa. The current employees keep their jobs with the same working conditions. The repair workshop for cars and motorcycles is also available at the waste water plant. After reparation the area is used to test the machines.

The employees at the plant look relaxed and content. During our visit one of the employees comes with a problem to the manager and the problem is solved immediately.

*Ponds at the plant*
HEAD OFFICE

The current head office

In 2012 Mwauwasa was building a new head office. Unfortunately in 2016 the old head office building is still in use. The new building at Balewa road is not finished yet, it looks like little progress is made. No activity was seen at the building site in July and August 2016.

Employees want to move to the new head office building as soon as possible. They are negative about the old building. One can see that the buildings are old, crowded and dusty. This doesn't contribute to workers satisfaction, safety at work and is not presentable for a company as Mwauwasa.

The new head office

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WORKING CONDITIONS

INCOME SYSTEM
In 2012 we recommended to discuss the income increase system with TUGHE in order to make it more equal.

In the collective Bargaining Agreement (CBA) the social partners agreed on a wage raise. In TUGHE’s view the wages at Mwauwasa are sufficient. Individual workers receive extra payment for high individual performance. After 15 years of employment employees receive a bonus of 50 bags of cement. This is sufficient for a house with two bedrooms. New in the CBA is that Mwauwasa takes care of (a part of) the water bill of the workers household. This was mentioned several times by employees as a wish in the ESS of 2012.

OVERTIME PAYMENT
In 2012 we recommended to clearly communicate the regulation on overtime payment.

Since the 22nd of May 2014 overtime is paid. The HR department is using declaration forms for the overtime payment. The lower salary scales get 1.5 times their hourly wage over the extra hours during normal working hours and 2 times the hourly wage over the hours worked during the rest period. The workers in higher scales don’t get this allowance. This information is confirmed by TUGHE.

TRANSPORT FEES
In 2012 we recommended to provide employees with fees for public transport and/or provide meter readers with a motorbike.

Every year Mwauwasa buys more motorcycles, called pikipikis in Tanzania. There is also a post for the purchase of more motorcycles in the next annual budget. Employees without their own transport get a self-supporting allowance for the public transport by mini vans, called daladala in Tanzania.

CAUSE OF UNEQUAL CAREER OPPORTUNITIES
In 2012 we recommended to examine the cause of the difference in career opportunities

The opinion of the HR-manager on this topic is that Mwauwasa gives women the same opportunities as men, but sometimes husbands and boyfriends want their partners at home.

EQUAL CAREER OPPORTUNITIES
In 2012 we recommended to create equal career opportunities for female employees.

The HR-manager explains that 25% of the employees are female and 25% of the management is female. Mwauwasa stimulates women to take the opportunities. Even the training program favors women by giving them priority. Based on the management organization chart, there is only one woman and 15 men.
**JOB DESCRIPTION**
In 2012 we recommended to write job descriptions for all employees at all departments.

Already in March 2013 every employee received a letter and their job description from the employer. Everybody knows now what the employer expects from the employee as far as the work-content concerns. New employees receive their job description as soon as they start working for Mwauwasa.

![Job description](image)

**HEALTH POLICY**
In 2012 we recommended to inform the employees on the health policy and implement it in the organization.

It is standing policy of Mwauwasa to inform the employees, for instance about the dangers of HIV. Policy is there but awareness is needed.
THE WAY WORK IS ORGANIZED

MANAGEMENT STYLE
In 2012 we recommended a more open management style.

There has been one training in Change Management for the management team. Not much action is taken compared to 2012. Mr. Tarazo (SNV) explained as follows:

“Regarding the process, Mwauwasa continued with internal efforts to improve the management practice, and indeed they have a new board that is steering and providing oversight based on the set objectives of the water utility framework. Nevertheless, much efforts is needed and continued efforts on the same. This depends on the approach and understanding of the operating environment to which Mwauwasa operates”

TEAM MEETINGS
In 2012 we recommended to organize team meetings at least three times a year at every department, where problems on the work floor and cooperation between departments can be discussed.

Every department has a meeting once a month or once in two months. This depends on the number of topics on the agenda. Because workers have a mobile phone, the employer can inform the workers quickly, for instance invite them for a meeting. They can also call colleagues free of costs. The management has a meeting every week.

IMPROVE LOGISTICS
In 2012 we recommended to develop a logistic system that ensures working materials are at the right place at least one day before.

Mwauwasa has to work on some components and needs more time for this recommendation. Sometimes materials still don’t arrive in time. But if workers have to work longer hours, at least they have their overtime pay. Also workers get a break and food during overtime.
EDUCATION AND TRAINING

INTRODUCTION COURSES
In 2012 we recommended to organize an introduction course for new employees

Currently Mwauwasa organizes a 2 to 3 day introduction for new employees before they go to their working unit.

TECHNICAL TRAINING
In 2012 we recommended to make sure that employees can meet the requirements of the job through technical training.

Dunea has given all kinds of trainings to the workers. They are proud that they are trained well. Continuity is needed when the partnership between Dunea en Mwauwasa ends.

TRAINING CUSTOMER SKILLS
In 2012 we recommended to provide employees with skills to improve customer satisfaction and educate some employees as trainers, so they can train their colleagues.

Customer satisfaction and communication get attention. Mwauwasa is focusing on customer loyalty. There is a report about these training, but it is not handed over to us. The ‘train-the-trainer’ is part of the Mwauwasa-College. The training is given for the first time in January 2014. The focus of the training is on customer loyalty.

TUGHE AND THE WORKERS COUNCIL

EMPLOYEE MEETINGS
In 2012 we recommended to let the workers council organize meetings every 3 months so employees can give their input. Also the workers council can inform the employees on the results of their meetings.

The workers council has 6 to 7 meetings a year. Non-members meet with the workers council twice a year. It is unclear if results are shared with non-members. TUGHE is willing to take this task. Their branch leaders and the regional secretary need financial support from Mwauwasa so they can organize these meetings. They want to inform the employees after a meeting between the workers’ council and Mwauwasa’s management.

INFORMATION TO BECOME A MEMBER
In 2012 we recommended to inform the employees about the conditions to become a member of the workers council.

Workers council members are more informed about goals and procedures of the workers council. During the fieldwork in 2016, new elections were held. TUGHE informs members how they can stand the elections and how they can campaign for election.

MEMBERS’ PARTICIPATION/INFORMATION RESULTS
In 2012 we recommended that TUGHE also has a task in informing the employees.

TUGHE will stimulate their members in the workers council to inform the other union-members. In Mwauwasa’s view the other employees are informed already. The results from the survey will make clear if employees feel the same. Because
of the election TUGHE has informed their members how and who can be a candidate. Union-members elect their own representatives/branch leaders.

**TRAINING**

In 2012 we recommended to train the workers council members on skills as bargaining, presentation and discussing techniques.

FNV created a training program on skills for members of the workers council. They are focused on the following skills: communication, networking and presentation. In 2013 this program has been presented to the HR-department, TUGHE and labor-office Mwanza (education officer) by FNV. Unfortunately the council members are not (yet) trained on the skills, even though there is a budget available. TUGHE is willing to give the training together with the employer.

**TRAINING LABOR RIGHTS**

In 2012 we recommended TUGHE to inform employees about labour rights and participation.

TUGHE did not get the opportunity yet, but is willing to train the members. They need facilities of Mwauwasa for these training. TUGHE informed the members about the elections en how to become a leader. TUGHE is willing to give a seminar for branch leaders about changes in labour law.
6. COMPARISON 2012 AND 2016

This chapter contains a comparison between the quantitative ESS results in 2012 and 2016.

GENERAL SATISFACTION
In the ESS 2016 we asked the participants if they experience changes at Mwauwasasince the ESS 2012 concerning the topics of this survey. 140 out of 168 participants responded to this question.

In the next graphic you can see that three out of four experience an improvement. One out of five experience a decline. The others experienced no changes.

![Change working conditions and satisfaction](image)

*Graphic 6*

In 2016 more participants feel that their job is appreciated compared to 2012; 94 versus 73 percent. They are also more satisfied with their job in 2016; 93 versus 87 percent. The following graphic contains the answers of both years.

![General satisfaction](image)

*Graphic 7*
The percentage of male respondents that is positive about their career opportunities is higher than the female respondents in both 2012 and 2016. Compared to 2012, 15 percent more male respondents are positive about their career opportunities. Of the female respondents, 30 percent more are positive about their career opportunities in 2016.

**Graphic 8**

**WORKING TIME AND PAYMENT**

Almost all participants of the survey worked more than 10 hours a day in the last month: 82 percent in 2012 and 88% in 2016. For more than half of the participants, 65 percent in 2012 and 63 percent in 2016, their working time fits their family and social commitments outside work.

The number of participants that had an income increase in the last three years is higher in 2016 (85%) compared to 2012 (66%). This is explained by the new collective bargaining agreement between TUGHE and Mwauwasa.

In 2016 44 percent consider their salary as sufficient for the work they do, in 2012 this was 38 percent. The salary is not sufficient for 56 percent in 2016 and 62 percent in 2012.

**ORGANIZATION OF WORK**

Many respondents are positive about the way work is organized, the percentages of 2012 and 2016 are more or less equal.
WORK ENVIRONMENT, HEALTH AND SAFETY

The work environment at Mwauwasa has improved a lot for many workers between 2012 and 2016. In the following graphic you can see that the number of respondents who are exposed to breathing in smoke, powder or dust, high temperatures and noises is decreased.

**Graphic 9**

The health problems caused by work is also decreased a lot between 2012 and 2016. In the following graphic you can see that the percentage of respondents who experience health problems is much lower in 2016 than in 2012.

**Graphic 10**

Workers at Mwauwasa experience about the same bullying for outsiders and colleagues in 2012 and 2016. The psychical violence from outsiders decreased, but the psychical violence from colleagues increased. A much lower amount of workers experience disturbance during their work in 2016 (14%) than in 2012 (35%).

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TRAINING, UNION AND WORKERS COUNCIL

The number of workers that is trained to cope with the job increased a lot. In 2012 66 percent answered yes, compared to 82 percent in 2016. Also, 68 percent of the respondents in 2016 had training paid by Mwauwasa in the previous year, compared with 18 percent in 2012.

The number of participants who know that there is an employee representative of the workers council at Mwauwasa remained high; 89%. Much more workers know that their working conditions are covered by a collective bargaining agreement with a union; 91 percent in 2016 and 77 percent in 2012.

To the question if there is a meeting organized where employees can share their ideas about Mwauwasa, 92 percent of the participants answered yes in 2016. In 2012 this was only 75 percent. Also, more participants consider a workers council of high value in 2016; 92 compared to 66 percent.

CONCLUSION COMPARISON

The employee satisfaction at Mwauwasa improved in the period between 2012 and 2016. In particular the health and safety on the work floor improved a lot. The general satisfaction of employees at Mwauwasa was very high in both years. Three third of the respondents experienced an increase in working conditions in this period.

The career opportunities of both males and females increased. Nevertheless females are still less positive about their career opportunities than males. The difference is less, 14 percent in 2016 instead of 30 in 2012. Due to the collective bargaining agreement between TUGHE and Mwauwasa, more workers had an income increase in the last three years in 2016.

The work environment at Mwauwasa improved a lot in these years. The percentage of respondents who are exposed to breathing in smoke, powder or dust, high temperatures and noises is decreased from about 60 to a bit more than 10 percent.

Also the health problems caused by work is decreased a lot. The percentage of respondents who experience health problems decreased form about 45 to a bit more than 10 percent. Still many workers experience tiredness caused by their work in 2016, but it went down from three third to one third. Also the percentage of workers who are disturbed during their work went down with twenty percent.

Four out of ten participants are trained to cope with their job in 2016, this increased a lot compared to 2012. Also, much more workers were recently trained.
7. **RECOMMENDATIONS**

In 2016 almost all employees again consider Mwauwasa as a good company to work for. Also improvements were made according to the action plan of 2013. But there are still improvements desired at Mwauwasa concerning employee satisfaction. This chapter contains eight recommendations.

**EDUCATION AND TRAINING**
The need for education and training is unabated. Not only training for the current tasks and skills, but particularly for future skills and knowledge about new technology. Furthermore the need for more customer’s skills is also unabated.

1. Provide permanent education for employees at Mwauwasa for the current job and future skills and knowledge. Give all employees the opportunity to attend.

**HEALTH**
At Mwauwasa there is a health policy, also the company informs the employees on this. But the awareness under employees lags behind.

2. Health and safety measures need permanent attention of managers. It is their task to work on employees’ awareness.

**EMPLOYEE MEETINGS**
There are team meetings within the departments of Mwauwasa. Employees feel the need to have gatherings for all employees. This meetings could be used for informing the employees on current and future policies of the company, result from the workers council and gives room for input from the employees.

3. Organize gatherings for all employees at least three times a year.

**LABOUR RIGHTS**
Employees and TUGHE members want to receive information about their labour rights and duties. TUGHE feels the need to inform their members and have discussions on the collective bargaining agreement, the labour law and the union policy.

4. Provide TUGHE with facilities to inform their members and discuss union issues. Preferably at the beginning or the end of every gathering.
WORKERS COUNCIL
The workers council should share results more with the other employees. Employees should have the opportunity to give input to their representatives.

5. Provide the workers council with facilities to inform colleagues about issues in the workers council. Preferably at the beginning or the end of every gathering.

RESPECT
The workers are very loyal to Mwauwasa. Employees are very proud of the company and their work. They need respect from higher management for their work. They also like to show the progress on their work to the higher management.

6. The complete management should make fieldtrips and visit all locations of Mwauwasa to meet the employees at least once a year.

WORKLOAD
Employees experience a high workload and many feel fatigue because of the work. The solution given in the questionnaire is to hire more staff.

7. Management should be aware of the high workload and find solutions to bring it down. One possibility is to hire 10 to 20% more staff.

Employees Satisfaction
Many employees but also managers were happily surprised about the research on employee satisfaction. The improvements on employee satisfaction are made visible. Also, they are glad to have a platform to give their ideas and issues. It would be a pity to stop the research on employee satisfaction.

8. Repeat the survey every three to four years. TUGHE can do the research, because they are independent, supported by the HR-department. This can easily done by using the attached questionnaire.

There are some recommendations of the 2012 action plan which are not yet completed:

- Mwauwasa has to continue with the providing more pikipikis (motorcycles), this is planned in the budget for the coming years.
- Mwauwasa has to fabricate the balustrade at the water treatment plant, this is planned for 2017 in the next annual budget.
- Finish the new head-office soon. Employees want to move as soon as possible.
ATTACHMENT 1: ENGLISH SURVEY

EXPLANATION
We want to ask you how much you enjoy your work. The goal of this research is to improve the circumstances at your workplace. Feel free to give your opinion, we don't ask for your name so there won't be any negative effects for you.

Colour the option of your choice like this [ ]. Some questions have four options, this is what they mean:

++ = I agree a lot / yes
+  = I agree
-  = I don't agree
--- = I don't agree at all / no

For example, if your work is causing you stress, you have to choose ++ like this:

My work is causing me [ ] stress

[ ] [ ] [ ] [ ]

If you have any questions about this survey, don't hesitate to ask them!
PERSONAL INFORMATION

1. Are you a male or a female?
   ☐ male
   ☐ female

2. How old are you?
   ☐ younger than 25 years
   ☐ 25 - 40 years
   ☐ 41 - 50 years
   ☐ older than 50 years

3. What is your highest level of education?
   ☐ no education
   ☐ primary school
   ☐ secondary school
   ☐ technical school
   ☐ university or college

4. What is your current department at Mwauwasa?
   ☐ administration and human resources
   ☐ technical
   ☐ management
   ☐ finance

5. How many years do you work at Mwauwasa?
   ☐ less than 1 year
   ☐ between 1 and 5 years
   ☐ between 6 and 10 years
   ☐ more than 10 years

6. What kind of employment contract do you have at Mwauwasa?
   ☐ a specified contract
   ☐ a unspecified contract

7. Do you have another job beside working at Mwauwasa?
   ☐ yes
   ☐ no
THE FOLLOWING QUESTIONS ALL REGARD YOUR JOB AT MWAUWASA.

YOUR JOB

8. MWAUWASA is a good company to work for.
   □ □ □ □

9. My job is appreciated.
   □ □ □ □

10. I am satisfied with my job.
    □ □ □ □

WORKING TIME AND PAYMENT

11. How many hours do you usually work per week at MWAUWASA?
    . □ less than 20 hours a week
      □ between 20 and 30 hours a week
      □ between 30 and 40 hours a week
      □ more than 40 hours a week

12. How much did you receive as cash income for your work done in the last month?
    . □ less than Tsh 450,000 per month
      □ between Tsh 450,000 and 1,000,000 per month
      □ between Tsh 1,001,000 and 2,000,000 per month
      □ between Tsh 2,001,000 and 3,000,000 per month
      □ more than Tsh 3,000,000 per month

13. I want to work more hours than my current working hours.
    □ □ □ □

14. I want to work less hours than my current working hours.
    □ □ □ □

15. In the last month, did you work more than 10 hours a day?
    □ □ □ □

16. My working time fits my family or social commitments outside work.
    □ □ □ □

17. My income increased in the last three years.
    □ □ □ □

18. Is your salary sufficient for the work you do?
    □ □ □ □
### THE WAY WORK IS ORGANIZED

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<tbody>
<tr>
<td>19</td>
<td>I understand the company’s objective.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>20</td>
<td>I can easily communicate with other departments and feel supported by them.</td>
<td></td>
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<tr>
<td>21</td>
<td>My supervisor clearly defines my responsibilities.</td>
<td></td>
<td></td>
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<tr>
<td>22</td>
<td>My reports are read by my supervisor and lead to action.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>I can easily communicate with my supervisor and feel supported by him/her.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>I am encouraged by my supervisor to participate in important decisions.</td>
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</tr>
<tr>
<td>25</td>
<td>I have to work at high speed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>I have enough time to get the job done.</td>
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</tbody>
</table>

### THE WORKERS COUNCIL

<p>| | | | | |</p>
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<tr>
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</thead>
<tbody>
<tr>
<td>27</td>
<td>There is a structured meeting where employees give their view about MWAUWASA.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>At MWAUWASA, there is an employee acting as a employee representative.</td>
<td></td>
<td></td>
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<tr>
<td>29</td>
<td>My working conditions are covered by a collective agreement between a union and my employer.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>30</td>
<td>A workers council at MWAUWASA is or could be of high value.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WORK ENVIRONMENT AND HEALTH

31. The working conditions are good and safe. □ □ □ □
32. My workplace is clean and has good facilities. □ □ □ □
33. I am well informed of the safety risks at work. □ □ □ □
34. I am provided with all the equipment for my work. □ □ □ □
35. I am sometimes absent due to health problems. □ □ □ □
36. I am exposed to ...
   - noises so loud that I have to raise my voice □ □
   - high temperatures that make me perspire □ □
   - breathing in smoke, powder or dust □ □
37. My work is causing me ...
   - backache □ □
   - headache □ □
   - muscular pains □ □
   - injuries □ □
   - fatigue (tiredness) □ □
   - stress □ □
   - anxiousness or depression □ □

SAFETY AT WORK

38. I experience disturbance during my work. □ □ □ □
39. I experience physical violence from colleagues or supervisors. □ □ □ □
40. I experience physical violence from outsiders (for example costumers) during my work. □ □ □ □
41. I experience bullying and harassment from colleagues or supervisors. □ □ □ □
42. I experience bullying and harassment from outsiders (for example costumers) during work.

**PERSONAL DEVELOPMENT**

43. I am trained to cope with my job.

44. I have undergone training paid by MWAUWASA in the previous year.

45. I have career opportunities at MWAUWASA.

**OVERALL**

46. Are there changes since the survey in 2012 at MWAUWASA concerning the topics of this survey?
   - Yes, (some of) my working conditions and satisfaction improved
   - Yes, (some of) my working conditions and satisfaction declined
   - No, no changes

47. Please, write down your suggestions to improve overall job satisfaction concerning your job at MWAUWASA:

   ![Suggestion box]

*Thank you for spending your precious time on this survey*
ATTACHMENT 2: SWAHILI SURVEY

UFAFANUZI
Tunataka kukuuliza jinsi unavyofurahia kazi yako. Lengo la utafiti huu ni kuboresha halali katika mahali pako pa kazi, uwe huru kutoa maoni yako, hatuulizi jina lako kwa hivyo hakutakuwa na athari yoyote mbaya kwako. Lengo la msingi ni kujua tu maoni yako.

Paka rangi chaguo lako kama hivi ☐️. Baadhi ya maswali yana chaguo nne, yanamaanisha hivi:

++ = Ninakubali sana / ndiyo
+  = Ninakubali
-  = Sikubali
- - = Sikubali hata kidogo/hapana

Kwa mfano, kama kazi yako haikidhi mahitaji kabisa, lazima uchagize ++ kama hivi:

<table>
<thead>
<tr>
<th>Kazi yangu inanisabishia</th>
<th>++</th>
<th>+</th>
<th>-</th>
<th>- -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- dhiki</td>
<td>☐️</td>
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</tr>
</tbody>
</table>

Kama una maswali yoyote kuhusu utafitii huu, usisite kuyauliza!
MAELEZO YA KIBINAFSI

1. Je, wewe ni mwanaume au mwanamke?
   - mwanaume
   - mwanamke

2. Una umri wa miaka mingapi?
   - chini ya umri wa miaka 25
   - miaka 25 - 40
   - miaka 40 - 50
   - zaidi ya miaka 50

3. Kiwango chako cha juu zaidi cha elimu ni kipi?
   - hakuna elimu
   - shule ya msingi
   - shule ya sekondari
   - shule ya kuufundaji
   - Chuo kikuu

4. Uko katika Idara gani katika Mwauwasa?
   - utawala & raslimali watu
   - ufundi
   - biashara
   - fedha

5. Je, ni miaka mingapi umefanya kazi MWAUWASA?
   - chini ya mwaka 1
   - kati ya mwaka 1 na miaka 5
   - kati ya mwaka 6 na miaka 10
   - zaidi ya miaka 10

6. Je, ajira yako ni ya aina gani na MWAUWASA?
   - mkataba wa muda maalum
   - mkataba wa muda usio maalum

7. Je, una kazi nyingine kando na kufanya kazi MWAUWASA?
   - ndiyo
   - hapana
MASWALI YOTE YANAYOUFATA YANAHUSIANA NA KAZI YAKO MWAUWASA.

KWA UJUMLA

8. MWAUWASA ni shirika zuri ya kufanya kazi.  
   ++  +  -  -
   □  □  □  □

   ++  +  -  -
   □  □  □  □

10. Nimeridhika na kazi yangu.  
    ++  +  -  -
    □  □  □  □

MUDA WA KUFANYA KAZI NA MALIPO

11. Ni saa ngapi unafanyakazi kwa kawaida kwa wiki ukiwa MWAUWASA?
    . □ chini ya saa 20 kwa wiki
    □ kati ya saa 20 na 30 kwa wiki
    □ kati ya saa 30 na 40 kwa wiki
    □ zaidi ya saa 40 kwa wiki

12. Je, unapoche mshahara kiasi gani kama mapato stahili kwa kazi yako
    unayofanyakwa mwezi?
    . □ chini ya Tsh.450,000/= kwa mwezi
    □ kati ya Tsh.450,000/= naTsh.1,000,000/= kwa mwezi
    □ kati yaTsh.1,001,000/= na Tsh.2,000,000/= kwa mwezi
    □ kati ya Tsh.2,001,000/= na Tsh.3,000,000/= kwa mwezi
    □ zaidi ya Tsh.3,000,000/= kwa mwezi

13. Ninataka kufanya kazi masaa mengi zaidi kuliko masaa yangu ya sasa
    ya kufanya kazi.  
    ++  +  -  -  -
    □  □  □

14. Ninataka kufanya kazi masaa machache zaidi kuliko masaa yangu ya sasa
    ya kufanya kazi.  
    ++  +  -  -  -
    □  □  □

15. Katika mwezi uliopita, je, ulifanya kazi zaidi ya masaa 9 kwa siku?
    ++  +  -  -  -
    □  □  □

16. Wakati wangu wa kufanya kazi MWAUWASA unaruhusu kufanyika pia
    majukumu yangu ya kifamilia au ya kijamii nje ya kazi.
    ++  +  -  -  -
    □  □  □

17. Mapato yangu yaliyongezeka kati ya miaka mitatu iliopita.
    ++  +  -  -  -
    □  □  □

18. Je, unaridhika na mshahara wako kwa mwezi kulingana na kazi
    unayofanya?
    ++  +  -  -  -
    □  □  □

36 | Employee satisfaction at Mwauwasa
**JINSI KAZI INAVYPANGWA**

19. Ninaelewa lenge la MWAUWASA.  


22. Ripoti zangu husomwa na msimamizi wangu na kuleta manufaa kwa MWAUWASA.  

23. Ninaweza kuwasiliana kwa urahisi na msimamizi wangu na kubaini kama ameniunga mkono.  

24. Ninashirikishwa na msimamizi wangu kuhusika katika maamuzi muhimu.  

25. Ni lazima nifanye kazi kwa juhudi na kasi ya juu.  


**BARAZA LA WAFASTAKAZI**

27. Kuna mikutano uliyopangwa ambapo wafanyakazi hutoa maoni yao kuhusu MWAUWASA.  

28. Katika MWAUWASA, kuna mfanyakazi anayefanya kazi kama mwakilishi wa wafanyakazi.  

29. Haki zangu za kufanya kazi zinashughulikiwa kwa makubaliano ya pamoja kati ya Chama cha Wafanyakazi na Mwajiri wangu.  

30. Baraza la wafanyakazi katika MWAUWASA lina umuhimu wa hali ya juu.
<table>
<thead>
<tr>
<th>Mazingira ya Kazi na Afya</th>
<th>++</th>
<th>+</th>
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<tbody>
<tr>
<td>31. Mazingira ya kufanya kazi ni mazuri na salama.</td>
<td>☐</td>
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</tr>
<tr>
<td>32. Mahali pangu pa kazi ni pasafi na pana hali nzuri.</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>33. Nimeelimishwa vizuri juu ya hatari za kiusalama kazini.</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>34. Nimepewa vifaa vyote vinavyotakiwa kiusalama katika kazi yangu.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>35. Wakati mwingine sufiki kazini kwa sababu ya matatizo ya afya.</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>36. <strong>Ninaathiriwa na:</strong></td>
<td></td>
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<tr>
<td>- kelele za sauti ya juu mahali pangu pa kazi</td>
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<tr>
<td>hadi kunilazimu niongee kwa sauti ya juu sana</td>
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<tr>
<td>- halijoto ya juu sana mahali pangu pa kazi kiasi</td>
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<tr>
<td>cha kunifanya nitokwe na jasho sana</td>
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<tr>
<td>- kupumua kwa shida nikiwa ndani ya mahali</td>
<td>☐</td>
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<tr>
<td>37. <strong>Kazi yangu inanisababishia ...</strong></td>
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<tr>
<td>- maumivu ya mgongo</td>
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<td>- maumivu ya kichwa</td>
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<td>- maumivu ya misuli</td>
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<td>- majeraha</td>
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<tr>
<td>- uchovu (kuchoka sana)</td>
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<td>- msongo wa mawazo</td>
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<tr>
<td>- wasiwasi au kuondoa hamasa ya kazi</td>
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<tr>
<td>38. <strong>Usalama Kazini</strong></td>
<td>++</td>
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<td>-</td>
<td>--</td>
</tr>
<tr>
<td>38. Mimi husumbuliwa ninapokuwa nikifanya kazi.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>40. Mimi hufanyiwa ubaguzi wa kijinsia kutoka kwa wengine wakati ninafanya kazi yangu.</td>
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</tbody>
</table>
41. Mimi hufanyiwa udhalimu na unyanyaswaji kutoka kwa wenzu au wasimamizi.

42. Mimi hufanyiwa udhalimu na unyanyaswaji kutoka kwa wengine wakati ninafanya kazi yangu.

MAENDELEO YA KIBINAFSI

43. Nimefunzwa kukabiliana na kazi yangu.

44. Nimepitia mafunzo yaliyoghamiwa na MWAUWASA katika mwaka uliopita.

45. Nina nafasi za kikazi katika MWAUWASA.

KWA UJUMLA

46. Kunamabadliko yoyote tangu utafiti uliyofanywa mwaka 2012 katika kitengo cha MWAUWASA kuhusu yaliyomo katika huu utafiti?

☐ Ndio, baadhi za hali ya kufanyia kazi na radhi ya kazi imeongezeka
☐ Ndio, baadhi za hali ya kufanyia kazi na radhi ya kazi imepungua
☐ La, hamna mabadiliko

47. Tafadhali, andika chini mapendekezo yako ya kuboresha na kuridhika kwa jumla katika kazi yako ya kila siku hapa MWAUWASA:

Asante sana kwa kuchukua muda wako wa thamani kuhusu kujibu kwa usahihi dodoso za utafiti huu!