

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

RESEARCH PROPOSAL

TOPIC

**THE EFFECTS OF INCENTIVES ON THE ACHIEVEMENT OF
ORGANIZATIONAL GOALS A CASE STUDY OF CHAMINUKA
RURAL DISTRICT COUNCIL.**

BY

B191158A

**A RESEARCH PROPOSAL SUBMITTED IN PARTIAL FULFILMENT OF
THE**

**REQUIREMENTS OF THE BACHELOR OF COMMERCE (HONOURS)
DEGREE IN HUMAN CAPITAL MANAGEMENT**

JUNE 2023

RELEASE FORM

Name of student: Shingirai Celine Mupikata
Registration Number: B191158A
Dissertation Title: The effects of incentives on the achievement of organisational goals. A case study of Chaminuka Rural District Council.
Year granted: 2022

Permission is granted to Bindura University of Science Education Library and the department of Human Resources to produce copies of this dissertation for academic use only.

...../...../.....

Name of student

Signature

Date

APPROVAL FORM

I certify that the dissertation meets the preparation guidelines as presented in the faculty guide and instruction for preparing dissertations. Submitted by **Shingirai Celine Mupikata**, **Registration number B191158A** in partial fulfilment of the requirements of the Bachelor of Commerce (Honours) Degree in Human Capital Management.

...../...../.....

Name of student

Signature

Date

...../...../.....

Name of supervisor

Signature

Date

...../...../.....

Name of chairperson

Signature

Date

DEDICATION

I dedicate this piece of work to my darling and to my loving sister for being supportive throughout the whole project. As I face challenges through it all but they never failure my as they kept being my pile of support. I would also like to expand my gratitude to my mentor Mrs F. Chiwai for being there and for sharing her work experience by being my guide.

ACKNOWLEDGEMENT

I would like to acknowledge the help I have receive from my supervisor for the undivided support in producing this piece of work. In my research I have faced challenge sin compling this of work but my supervisor was there to guide me and making the bumpy road smooth, there its was by God's grace to been supervised by me. Not only was my supervisor supportive in my academic writing but my family also supported me financially and they moral support was greatly appreciated. Apart from the support of the above, I would like to express my undivided gratitude to my former co-worker and the top management that includes Mrs F. Chiwai E.O Admin and human resource for being responsive to the

ABSTRACT

The study sought to investigate the effect of incentive on the achievement of the organisational goals, with Chaminuka Rural District Council as the focus of investigation. This investigation was conducted as the Chaminuka Rural District Council the need was seen as they productive with they organisation was seeming not as productive as it used to and the rate of turnover as the employee with desirable skill leave. Hence, this investigation was to see whether the application of incentive whether it was monetary or any other incentive is or how it affects the achievement of the organisational goals. Questionnaire and interviews were conducted to get the primary data. The finding of this research suggest that there is a strong relationship between incentive, employees values and productive.

TABLE OF CONTENTS

Contents

RELEASE FORM.....	i
APPROVAL FORM	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF FIGURES	ix
LIST OF TABLES	x
LIST OF APPENDICES	xi
LIST OF ACRONYMS	xii
CHAPTER 1.....	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.3 Statement of the Problem	2
1.4 Research objectives	3
1.4.1 Research Questions.....	3
1.5 Study Assumptions.....	3
1.6 Study Delimitation	4
1.7 Study limitations	4
1.8 Definitions of terms.....	5
1.9 Abbreviations	5
1.10 Significance of the study	6
1.11 Chapter Summary	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.0 INTRODUCTION.....	7
2.1 Conceptual Framework.....	7
2.2 Theoretical framework.....	8
2.2.1 Impact of incentives	11

2.2.2 Effects of reward management as an incentive for achievement of strategic goals	13
2.3 Empirical Evidence	16
2.3.1 Global perspective.....	16
2.3.2 African Perspective.....	17
2.3.3 Local Perspective	17
2.4 Chapter Summary	18
CHAPTER 3.....	19
RESEARCH METHODOLOGY	19
3.0 Introduction.....	19
3.1 Research design.....	19
3.3.1 The exploratory research design	20
3.2 Population.....	20
3.3 Sample and Sampling	20
3.3.1 Sampling methods.....	21
3.4 Data collection instruments.....	21
3.4.1 Questionnaire	21
3.5 Primary and Secondary sources.....	22
3.5.1 Primary sources	22
3.6 Validity and Reliability.....	23
3.7 Data Collection procedure.....	23
3.8 Chapter Summary	24
CHAPTER 4.....	25
DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	25
4.0 Introduction.....	25
4.1 Questionnaire analysis.....	25
4.2 Interview response rate	26
4.3 Demographic characteristics of respondents.....	26
4.5 Educational Qualifications	30
4.6 The meaning of incentive.....	31
.....	31
4.7 The Impact of Incentives on Organisational Performance	33
4.8 Chapter summary	35
CHAPTER 5.....	36

SUMMARY, CONCLUSIONS AND RECOMMEDATIONS	36
5.0 Introduction.....	36
5.1 Summary.....	37
5.2. Conclusion	37
5.3 Chapter Summary	38
5.4 Recommendations	39
5.5 Areas of further study	39
5.6 Conclusion of the study	40
REFERENCES.....	42

LIST OF FIGURE

Fig 2.1: Herzberg's theory of motivation.....	10
Fig 4.1 Gender analysis.....	28
Fig 4.2 Respondents distribution by age.....	29
Fig 4.3 Academic qualification for council officials.....	30
Fig 4.4 Meaning of incentives.....	31

LIST OF TABLES

Table 4.1 Questionnaire response rate.....	25
Table 4.2 Interview guide response rate.....	26
Table 4.3 Demographic characteristic of respondents.....	27

LIST OF APPENDICES

Appendix	Description	page
Appendix 1	Cover letter for research Chaminuka RDC	42
Appendix 2	Questionnaire cover letter	44
Appendix 3	Questionnaire for respondents	45

LIST OF ACRONYMS

BUSE	Bindura University of Science Education.
ILO	International Labour Organisation
HR	Human Resource
RDC	Rural District Council
HRM	Human Resources Management
H.R.D	Human Resources Department
S.P.S.S	Statistical Packages for Social Sciences

CHAPTER 1

1.0 Introduction

The intent of this study is to shed light on how incentives effect the accomplishment of organizational goals. The study's backdrop, problem statement, goals, objectives, research questions, and underlying assumptions are all covered in this research chapter. It also emphasizes the importance of the subject, its boundaries, restrictions, explanations of key terminology, acronyms, and a summary of the chapter.

1.1 Background of the study

The importance of rewards in achieving organizational objectives and bringing together labor and management interests is a frequent theme (Larkin et al., 2014; Moriarty, 2014) that has been linked to the success of organizations. Domestic and international businesses continue to experiment with a range of compensation structures to realize these shared interests (Malik, 2012). According to Larkin et al. (2014), there is an extensive collection of theoretical and empirical literature on both pre-existing systems like profit sharing and gain sharing as well as purportedly new systems like knowledge-based pay, merit-based pay for performance, and value-based pay. Reward systems' fundamental tenet is to keep workers motivated in order to improve output and maintain a competitive edge while keeping costs down (Kanin-Lovers 2011). One of the important HRM techniques for attracting and keeping top talent while also improving organizational efficiency is reward management (Dalvi and Ibahim, 2013).

According to Caudill and Porter (2014), incentives may indicate individuals in both the internal and exterior environments. Organizational politics and social variables, such as how people interact, will have an impact on how an organization operates and, consequently, what strategy it chooses for employee compensation management (Armstrong, 2010). Additionally, the business sector of an organization such as education,

social services, or the media will shape its core beliefs and, as a result, the types of individuals it hires and the extent to which incentive management is used (Armstrong and Murlis, 2007). The management and execution of work can also have an impact on compensation structures and, ultimately, the usage of incentives or rewards. Furthermore, Hyland (2011) recognises that the adoption of new working practices and the subsequent development of modern reward management techniques may be influenced by the introduction of new technologies. Employees that are more driven by financial rewards, such as doctors, bankers, and business owners, may have different goals and requirements from other people (Newman, 2011). This suggests that plans and policies for reward management should include the various needs of the workforce.

Compensation look as the strategies , policies and procedures that helps in articulate how the organization values its employees and they contribution in achieving the goals of an organization. according to Armstrong and Murlis (2007). The report focuses on Chaminuka RDC, a significant force behind Zimbabwe's industrial growth and economic prosperity. Government pay remained low, which led a large number of highly skilled individuals to migrate to countries with more favorable economic conditions. Due to the weak reward packages compared to other councils, it was observed from interactions with Chaminuka RDC staff that they have over the years lost a significant number of skilled staff members to other colleges and other organizations.

1.3 Statement of the Problem

Not only is there varies published work on the significance of incentives in RDC's but also there is no or little done on the effects of incentive on the organizational performance. It is considered that RDCs' work on rewards and incentives in RDCs like Chaminuka RDC is restricted since there is a substantial paucity of study on the role of incentives in achieving organizational performance as shown by the literature on human resources in organizations. Numerous scholars believe that RDC incentives are not properly implemented. The following topics have not been examined, according to inquiry of the

written on matter reward management systems in a low and middle-income country like Zimbabwe: the significance associated with rewards or incentives, the contribution of reward management to the accomplishment of strategic goals, the connection between reward systems and job satisfaction, and the use of incentives to further organizational objectives. In a nutshell, the Zimbabwean RDC reward scheme is currently unknown. Therefore, this study's goal is to fill in this information gap. This research is expected to be the initial of its type to investigate a little-known topic.

1.4 Research objectives

1. To have an insight into the impact of incentives on the performance of Chaminuka RDC
2. To determine the effect of reward management as an incentive to the achievement of strategic goals.
3. To examine the relationship between reward systems and job satisfaction.
4. To recommend the use of incentives to achieve organisational goals.

1.4.1 Research Questions

1. What meaning is attached to incentives by Chaminuka RDC?
2. What is the impact of incentives on the performance of Chaminuka RDC?
3. What is the effect of reward management to the achievement of organizational goals?
4. What is the relationship between reward system and organizational satisfaction?
5. Which recommendations can be put in place to strengthen reward management systems?

1.5 Study Assumptions

- Employees at Chaminuka RDC have different interpretations of what the word "incentives" means.

- The Chaminuka RDC's business activities are impacted by incentives.
- At Chaminuka RDC, the staff and students are aware of some of the barriers to optimum reward management practices.
- Participants in the study would be truthful in their responses to the assessment about incentives at Chaminuka RDC.
- Participants in the study would honestly respond to questions on incentives at Chaminuka RDC.

1.6 Study Delimitation

The study was restricted to the incentives employed in Zimbabwe's Mashonaland Central Province's Chaminuka Rural District Council. Only employees of the Chaminuka RDC may participate in this study. As a result, the results could only be generalized to the same population. Additionally, this study's boundaries were set at each of its five objectives. More specifically, the study will concentrate on both temporary and permanent employees between January 2018 through January 2023.

1.7 Study limitations

The following limitations had an impact on this study's quality when the field research was being done.

- Due to the researcher's restricted time and the need to complete the research task, a timetable was created.
- Due to the difficulty in scheduling timely meetings with respondents and the lack of incentive on their part to complete questionnaires, the research set up some encounters and encouraged participants to provide truthful responses.
- The topic's confidentiality in some records and information, as well as some staff members' unwillingness to cooperate with the investigation.

1.8 Definitions of terms

1. **Reward management:** According to this study the definition, reward management is the discipline that is concerned with developing strategies and policies aimed at regularly, fairly, and equitably compensating employees in line with their value to the company and within the bounds of the law (Fishers, Schoenfeld, and Shaw, 2004).
2. **Organisational Performance:** According to Stoner (1995), organizational performance is an indicator of an organization's effectiveness and efficiency, and additionally the extent to which it accomplishes the right goals. The term has been used in the research.
3. **Motivation:** In this study, motivation is referred to as the factors within a person that inspire zeal and determination to pursue a particular path of action. According to Daft and Marcic (2007), different employees have different demands, such as food and financial gains.
1. **Strategy:** According to Swanepoel (2003), strategy is an approach that an organization might use to succeed in a hostile environment.
4. **Retention strategy:** Retention strategy in this study tries to ensure that essential personnel continue with the organization by lowering expenses related to turnover. To keep its staff, Chaminuka RDC offers cash incentives. (Armstrong, 2000. For this study, this definition has been utilized.

1.9 Abbreviations

- **RDC** – Rural District Council
- **HRM** – Human Resources Management
- **H.R.D** – Human Resources Department

1.10 Significance of the study

The promotion of incentives in institutions is essential in Zimbabwe given the multitude of problems that the nation faces and which can be resolved through organizations. The use of human resources practices would ensure the development and continued existence of the organization in Zimbabwe, and managers can possess a better knowledge of incentives. This study may be helpful for policy makers in identifying the elements that must be taken into account if institutions like Chaminuka RDC are to carry out their significant role in economic growth. The results of this study could be advantageous to RDCs since they could add to the little amount of information that is already provided on incentives. This report offers new viewpoints on the HR procedures at Chaminuka RDC. Additionally, a thorough investigation is made into the meanings associated with incentives, their effects, and the obstacles that prevent their application at RDCs in Zimbabwe. As a result, this study considerably provides to a collection of knowledge on incentives at Chaminuka RDC.

1.11 Chapter Summary

This chapter focused on the study's background, problem statement, aims, research questions, research assumptions, importance, limitations, delimitations, and word definitions. The chapter on literature review comes next.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

The preceding chapter included the study's background, objectives, research questions, justification for the study, goal of the study, definition of key terminology, and a summary of the chapter. This chapter focuses on a review of the relevant published work.

2.1 Conceptual Framework

a) Definition of key terms

Motivation

Deci and Ryan (2010) contend that creating incentives requires an understanding of what inspires employees. Between internal and extrinsic motivation, several authors draw distinctions. Deci and Ryan (2010) pointed out that although external motivation involves performing something since it is rewarded with incentives and results in a distinct outcome, intrinsic motivation refers to undertaking something when it is naturally engaging or delightful. According to Manuere (2015), numerous studies have demonstrated that behavior and performance fluctuate significantly depending on whether one is motivated by intrinsic or extrinsic factors. Manuere (2015) continued by stating that the economic view is that extrinsically driven behaviors must be externally motivated in some manner since they are not naturally attractive. When there is a chance to acquire knowledge on a regular basis, intrinsic motivation is at its highest, according to Ryan and Deci (2010). According to Ryan and Deci (2000), behavior that is fueled by inner motivation is an essential component of intellectual, social, and physical development since it leads to advancement of knowledge and skills.

Incentives

The focus of economic research on personnel policy and workplace productivity, according to Hove (2015), has been on financial incentive systems. Hove (2015) continued by stating that financial rewards are used to encourage workers to match their goals with those of the company. However, for this to work, the company must be aware of the incentive's impact on motivation and performance as well as its essential scale. This information is not always available, which could lead to incentive issues for businesses.

Reward management

According to Fishers, Schoenfeldt, and Shaw (2004), it is a discipline focused on the creation of strategies and policies aimed at consistently, equitable, and fairly paying individuals in respect to their value to the business and within the legal framework. The study defines reward management as the techniques and non-financial policies necessary to ensure that employees' worth and their contribution to achieving organizational goals are recognized.

2.2 Theoretical framework

a) Theories

Organismic theory of motivation

Deci and Ryan (2010) claim that a subtheory of self-determination theory is the organismic theory of motivation. Deci and Ryan (2010) pointed out that the theory was developed in order to discuss various extrinsic motivational styles and the contextual elements that either encourage or inhibit internalization or integration of the corresponding regulation. Deci and Ryan (2010) continued by stating that contextual support for autonomy, completeness, and relatedness helps to internalization and integration according to the organismic theory. In other words, people like to connect with those who bring value, feel choice regarding it, and internalize and integrate it more. Munhande (2011) asserts that employees that are more autonomously motivated are more tenacious and productive.

Herzberg's two factor theory

Various theory has been put ever since Maslow's hierarchy of needs was developed. Herzberg established two factor theory. In this theory he believed they are two factors involved which are motivator and hygiene factors. He postulated that they are particular facts that contributes to job satisfaction than some factors. Herzberg's theory is derived for Maslow's hierarchy of needs, according to Kiruja and Mukuru (2003) as he separated them in to hygiene and factor and explain them in a simple manner as how they affect the employee's performance and of also foster a healthy working in environment. He assumes that employees are not motivated when by hygiene variables such as pay, job security, working environment, interpersonal relationships, and supervision quality as they necessary for a favorable work in environment as they are there to remove dissatisfaction amongst employees. According to Hodson (2001), Herzberg's hygiene features are important to minimize employee unhappiness but rarely serve as a motivating force for workers. Motivation is the inverse of demotivation only grammatically, not in terms of understanding how employees behave at work. Herzberg's theory emphasizes the strong relationship between employee motivation and performance by implying that performance might result in the development of motivational emotions such as achievement, advancement, and growth.

According to Herzberg (1993), the motivation theory says that there are two sorts of needs that have an impact on humans (motivators and hygiene). Long-term needs related to the employment context and a sense of satisfaction from completing the task are referred to as motivators (growth needs or satisfiers). Hygiene (dissatisfiers) are required for each employee to avoid dissatisfaction as job context needs; yet, they may not always result in motivation or satisfaction. Organizations use hygiene-related characteristics as motivators to improve employee performance. According to Herzberg, there is no evidence that workplace motivational strategies help employees feel satisfied; nevertheless, if they are not provided, they will feel dissatisfied and perform poorly. Motivation and hygiene, according to Herzberg's hypothesis, are important drivers of an individual's behavior. When attempting to explain motivation based on requirements, the two element theory is crucial.



Fig 2.1: Herzberg's theory of motivation

Hierarchy of needs theory

Rothman and Cooper (2008) claim that one of the first theories to identify behavior as being motivated by the fulfillment of human desires was Abraham Maslow's hierarchy of needs theory. Many need-based procedures to inspiration are hypothetically founded on his proposition. According to Maslow, people are driven to satisfy their fundamental needs, which can be categorized into the following five groups arranged in a 14-step hierarchy: physiological needs, social needs, security needs, esteem needs, and self-actualization needs are all important. The first three are categorized as lower level needs, while the last two are higher order demands. Physiological necessities are likewise suggested to be the principal organic requirements of air, water, food, and safe house. The interest for security and wellbeing from risk is known as the need might arise. Workplace safety requirements include safe jobs, perks, and employment security. According to Pinnington and Edwards (2004), one's social needs include the chance to make new friends and help other people. From the most fundamental groups one and two in Maslow's theory, group three, group four, and group five are a group of more complex social needs. Pay tends to bring down request necessities like those connected with security and physiology.

Employees prefer ego-satisfying experiences like status, authority, recognition, security, and special attention; consequently, when these fundamental demands are already met, it has little to no effect on motivation in the typical workplace. As per Rothman and Cooper (2008), regard is the craving for regard, which is affected by a singular's social position notoriety, longing for consideration, affirmation, and accomplishment at work. The need for recognition, increased responsibility, elevated status, and recognition for contributions to the organization are all examples of needs for esteem. The pursuit of self-fulfillment is the goal of self-actualization; It inspires individuals to develop creatively and personally as well as to find fulfillment in their work. Giving workers obligation and independence as well as preparing programs for them all add to their self-completion. The present investigation will also be helpful in determining whether Chaminuka RDC employees have developed motivational strategies other than basic physiological and security requirements.

b) Implication of theories on managerial practice

2.2.1 Impact of incentives

Alignment of the goals of the organization and employees.

The organization's objectives are supported by the reward management system. Consistency, fairness, accountability, equity, strategic alignment, procedural righteousness, culture fit, and distributive justice are the cornerstones of reward management. The accomplishment of organizational goals is the objective of reward management. When firms use distinction as a strategy, greater perks are available, and when they use cost leadership as a strategy, cheap wages are offered if overtime rates are to be avoided.

Recruitment and retention of skilled labour

Employee recruitment and retention are the goals of a successful reward management system. The research may have an impact on an organization's hiring, career, and turnover rates. According to Gehart and Mikovich (2005), the better the organization's rewards system, the greater the level of employee satisfaction, the longer the length of service, and the lower the rate of labor turnover. As a result, the company is able to keep more qualified and motivated employees on staff. In order to outperform their rivals, firms must conduct internal and external surveys in order to fire ineffective workers. In addition, high staff turnover can lead to higher cost of recruitment. According to Lundy (2005) management meetings try to reduce costs as their objectives since it is very costly to maintain very high reward system. This can increase labour cost the organization. Additionally, a high employee turnover rate might increase the cost of employing. Management meetings, according to Lundy (2005), aim to cut expenses because maintaining a high reward system is quite expensive. The organization may incur higher labor costs as a result. In addition, 50% of total operational costs were labor-related. Furthermore, Lawler and Jenkins (2002) argue that multiple levels of employee incentive are necessary to prevent treating higher workers in the same organization unfairly when they receive rewards at the same level as poor performers. When domestic and foreign market constraints determine salary levels, limiting the pay budgets, compensation becomes highly expensive. In 2007, Newman. Different pay rate incentives, which the organization must promote, are much more likely to draw in a staff that is more entrepreneurial and problem-solving oriented. Furthermore, Lawler (2002) suggests that reward management should be tailored to the needs of good workers who may look for organizations that reward performance. Retention of good workers and the encouragement of weak performers to leave are two benefits of turnover that are not always detrimental to an organization's effectiveness.

Motivate employees

The organization may enhance employee motivation and performance by using reward management systems (Vroom, 1964). The system of rewards must be connected to successful performance. This means that employees must receive rewards that correspond

to their needs. For instance, if employees receive rewards for exceptional performance, they can enhance their work process. The impact of these incentive programs varies according to the population's demands and the environment. Performance, attractiveness, and effort are three elements that are influenced by reward systems.

Applying Maslow's theory of motivational needs, according to which an employee's needs and wants are arranged in a hierarchy, with lower-level demands serving as prerequisites for higher ones. According to Mol (2009), the relationship between motivation and reward management is complicated and related to debate. The employee can concentrate on obtaining the next level of hierarchy once the first has been reached. Furthermore, Tesone (2005) asserts that happier employees tend to be more productive. According to Wagner (1990), the effectiveness of a reward system depends on its ability to motivate people through effective work planning. Employee motivation and competitive advantage can be achieved by motivating employees.

2.2.2 Effects of reward management as an incentive for achievement of strategic goals

Setting targets or strategic objectives in relation to the job requested, such as exceeding sales targets or achieving desired objectives, can be used to motivate employees to perform better. Employees may receive a raise in pay when they surpass their targets or reach strategic objectives; this may encourage them to work more (Maund, 2001). According to research, people prefer to perform better by hitting their predetermined aims or goals when they are complimented and praised. Employees have a big role to play in compensating employees more frequently. This significantly improves performance in comparison to simply receiving awards at times. This is so that frequent rewards can be directly associated with performance. (Ramppton and Thomson, 2003). Customizing the award is another technique that organizations can utilize motivator projects to support efficiency. Representatives don't esteem grants when they are so conventional. By include appraisal or promotion for employees who have an excellent performance history, organizations may utilize rewards to increase employee performance. Managers ought to look for successful employers.

According to Thum (2012), businesses' performance indicators can be linked to their rewards and appraisal systems. When rewards aren't in line with work output, it can lead to low motivation, high attrition, and impact service delivery. To ensure that sufficient reward packages may boost an individual's motivation and improve work performance, rewards management must be of utmost importance. Reward systems can be used to entice and keep productive workers while also inspiring them to put up more effort and productivity in support of organizational objectives (Fox, 2003).

According to Ford (2011), successful organizations are those that are willing to use their innovation, talent, and expertise for the benefit of the business. This may be the outcome of increased willingness to contribute to the success of the company. As per Mendonca (2002), assumption hypothesis expresses that when laborers accept there is a critical relationship amongst presentation and prize, they are bound to be propelled to perform. Guest (2002) posited that reward management is also essential to spurring workers to meet expectations. The programs offer out monetary rewards to employees, groups, and other associated parties when they meet predetermined goals.

Based on Stephens (2006), total rewards can be used with both financial and non-financial resources, and financial resources are able to become accessible for all indirect and direct benefits as well as both extrinsic and intrinsic incentives. To achieve corporate goals, all are interconnected. The modification of reward management is made in order to keep the top workers who are suited for the organization's future growth and capable of competing with rivals. According to Bloom (2005), the equal pay system demotivates low paid groups since they feel that they are valued less than their colleagues in the same organization as a result of the job analysis and grade pay structures.

The flat rate pay that the system suggested has a flaw in that it makes highly competent workers feel devalued because they receive the same salary as the other workers.

According to Statt (2004), job analysis and job specifications are essential for incentive management since they allow for the collection of information on jobs. Job requirements that cover education, experience, skills, knowledge, and ability. This can be used to determine which tasks are more crucial than others and how to distribute them fairly within the business. Equity theory is supported by this. Additionally, internal promotion within the organization may be accomplished by means of a competitive interview process in which the candidate exhibiting the best performance is chosen. According to Cerotic (2012), non-cash rewards like recommendations, endorsements, certificates, and superior non-cash tangible gifts give employees a very strong incentive to do well and increase their chances of moving up in grades.

c) The relationship between reward management and job satisfaction.

High job satisfaction leads to higher performance and lower turnover rates among employees. Employee happiness and improved performance can help an organization achieve its strategic goals. This is accomplished through treating employees as assets. According to the early human relations paradigm, performance follows satisfaction (Spector 1997). More specifically, job discontent can lead to absenteeism, poor performance, intellectual migration, and labor turnover. According to Baron (1983), employees cannot produce results if they lack the necessary abilities and altitude knowledge. Similar to this, he proposed that work and performance are grounded in expectancy theory and that even a skilled and knowledgeable individual cannot perform successfully if they lack motivation.

Furthermore, Beer (2002) makes the argument that a motivating factor for workers can arise from the fact that effective performance does in fact result in compensation. Strikes occur from financial problems, demonstrating how important it is to reward employees in order to keep them motivated. Van (1998). More specifically, it is crucial for managers to comprehend theories of motivation like the Maslow hierarchy of needs and the equity theory, which can help them understand how to effectively manage rewards in order to

encourage employees. Boyazis says that task performance refers to how successfully an employee completes her needed tasks and meets the mandated tasks. The attainment of organizational objectives depends heavily on monitoring performance; the organization must blend organizational strategy and human resource management practices.

2.3 Empirical Evidence

This section focuses a lot on research that has been done in the field of human resources practices and how they relate to employee performance by other writers. The studies will be conducted from a local, global, and African perspective.

2.3.1 Global perspective

Jordan

Relationship between Incentives and Organizational Performance for Employees in the Jordanian Universities (Marwan Al-Nsour, 2012)

In Jordan, Nsour (2012) looked into the relationship between employee incentives and organizational performance. His study sought to determine how Jordanian university staff's organizational performance was affected by monetary and ethical incentives. His research sought to understand the role Jordanian universities play in addressing the social needs of its staff members, as well as the effectiveness of their use of incentives and their level of performance. Descriptive analysis was conducted using the SPSS (Statistical Packages for Social Sciences) application. He chose five universities to use in his research.

The major conclusions showed that employees receive an acceptable level of incentives. First place went to financial incentives, and second place went to moral incentives. Additionally, it was discovered that organizational performance is at an elevated level. Customer satisfaction came in first, internal company processes came in second, and education and development came in third. Organizational performance, internal company

processes, and consumer pleasure all have relationships with financial and moral incentives. In Jordan, Nsour (2012) explored the relationship between employee incentives and organizational performance. His study intended to ascertain the effects of monetary and ethical incentives on Jordanian university staff organizational effectiveness.

2.3.2 African Perspective

Ghana

The impact of hrm practices on organizational performance: the case study of Ghana organization (Nancy Quansah, 2013)

In the instance of a few organizations in Ghana's Ashanti region, Quansah (2013) examined the effect of HRM practices on organizational performance. A considerable positive association between HR practices and organizational performance has been found in Ghanaian research. The core assumption of HRM, according to Quansah, is that people are an organization's most important resource and that their performance is directly tied to it. As a result, if a proper set of HR policies and practices is created and efficiently implemented, HR will have a major impact on organizational performance. According to Quansah (2013), HR will have a major impact on organizational performance if the correct set of HR policies and procedures are developed and successfully implemented.

2.3.3 Local Perspective

Zimbabwe

The functional relationship between non-monetary rewards and employee motivation among employees at city of Harare (Anna Simon, 2014).

According to Simon (2014), the necessity to identify strategies to encourage employees has arisen as the issue of employee motivation has grown to be a top priority for practitioners of industrial psychology and human resource management. Given the aforementioned, the purpose of her research was to look into the relationship between non-monetary incentives

and worker motivation at the City of Harare. This is being done in an effort to address the reasons of absenteeism, tardiness, poor service delivery, substance abuse, high personnel turnover, resignation, and negligence. To achieve the study's objectives, a correlational study was undertaken in Harare, and data were collected via self-administered questionnaires. The 305 participants in Simon's (2014) study were chosen at random from each of the six departments using convenience sampling and stratified random selection. To evaluate demographic data, descriptive statistics were used, and Pearson's product moment correlation was performed to determine the relationship between non-cash incentives and employee motivation. According to the research, there is a weak and positive relationship between non-monetary awards and employee motivation, with a medium effect on the relationship between the two variables. Employee motivation and engagement were also found to be influenced by non-monetary incentives, however other factors such as leadership style, company culture, and work structure may also play a role.

2.4 Chapter Summary

The literature review in connection to organizational reward management systems and incentives was covered in this chapter. It examined the introduction, conceptual and theoretical frameworks, earlier investigations, and the study's justification. The research methodology is the topic of the following chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The conceptual and theoretical foundations of the investigation were explored in the preceding chapter. The methods employed to gather data for the research is the main topic of this chapter. It covers a wide range of research methodology topics, including research design, case study research tools and their benefits and drawbacks, data collection techniques, target population, sample size, sampling techniques, validity and reliability of data, and presentation and analysis procedures. It also discusses target population, sample size, and sampling techniques.

3.1 Research design

A research design, according to Greener (2008), is a comprehensive approach to a study issue. The study design is a technique the researcher employs to determine how the data is gathered, handled, and processed in order to yield the intended results (Kothari, 2009). The researcher develops and implements the research process using a road map or technology (Kothari, 2009). According to Richey (2008), a study design deals with issues including choosing research participants, setting up data collection, and carrying out tasks that streamline the research process. The research methodology adopted in this study is exploratory in nature. Flexibility of sources is one benefit of using an exploratory research approach, coupled with.

3.3.1 The exploratory research design

The exploratory research design was employed to gather data from Chaminuka RDC management and employees utilizing "in-depth interviews" in order to supplement the survey's descriptive design for data gathering (Shukla, 2009). According to Nachmias and Nachmias (2008), the exploratory study design gave the researcher the chance to "probe" more deeply into the attitudes and perceptions of the RDC managers about their incentives. According to Shukla (2009), exploratory research should not be used to extrapolate findings or study outcomes to other instances of the population. The qualities of the three research methods—exploratory, descriptive survey, and causal

3.2 Population

As per Punch (2008), a populace is the complete objective gathering who might, in the ideal world be the subject of the exploration and about whom one is attempting to say something. Best and Khan (2008) saw populace as any gathering of people that share at least one qualities for all intents and purpose that are of extraordinary interest to the scientist. Saunders et al (2009) proceeds to say that a populace is a finished arrangement of cases or gathering individuals. Bhattacharjee (2012:) characterized populace as "all individuals or things with the attributes that one wishes to study. The objective populace of the review is 60 involving top administration and general specialists. The upside of utilizing this populace empowered the scientist to abstain from testing and the whole populace was in analyst's dataset. Research discoveries would be a delegate of the populace since examinations depend on the populace. In the interim there were a few predisposition on certain populaces

3.3 Sample and Sampling

Inspecting techniques can be classified into two which are likelihood and non-likelihood examining. A non-irregular example where the specialist utilizes many techniques to find all potential instances of a profoundly unambiguous and hard to arrive at populace. Babie (2001) examining techniques, for example, accommodation inspecting, amount testing and

judgment inspecting are utilized. In this examination, arbitrary testing cards in cap all together not just individuals from same office.

3.3.1 Sampling methods

The purposive inspecting strategy was utilized to pick research members for this review. The example would give the expected information to carry out the subjective exploration (Morse, 2008). Research members who had been engaged with impetus exercises before were inspected for this review (Coyne, 2008). An example of six exploration members were looked over the example coordinated for quantitative examination. Marshall (2013) makes sense of that "there is no standard example size for subjective exploration." Patton (2002) elaborates on example size more in Marshall (2013), stating that there are no rules for test size in subjective request. The size of the test depends on what you need to be aware of, the reason for the request, what's in issue, what will be useful, what will have validity, and how accessible time and funds can be managed (Marshall, 2013). Costs and the fact that the respondents were from a comparable region and had similar features necessary in this assessment influenced the decision to create six examination members for subjective exploration.

3.4 Data collection instruments

Interview and self –administered questionnaire's instruments were employed collect data.

3.4.1 Questionnaire

The inquiries can be utilized by both top administration and general specialists. Information given by surveys is effectively deciphered and dissected (Luis and Cardy, 2006). They were not difficult to regulate in that there are extraordinary number of ways of clarifying some pressing issues. Nonetheless, there are weaknesses in that they don't permit respondents to have lucidity of inquiries and don't permit scientist for test for the

examination. All the more in this way, they didn't give potential chances to contact or association among analyst and respondents. In this way, to moderate issues the specialist worked on polls to guarantee a high reaction rate and proficient examination of assembled information. A pilot investigation of 50 surveys was likewise used to evaluate the legitimacy and dependability of the instrument.

3.5 Primary and Secondary sources

3.5.1 Primary sources

This is information gathered from unique sources to address the exploration questions. With the end goal of this study information were essentially gathered through interviews. The assortment done by the scientists' requirements and the specialist had full control of the information estimation. Kotler (1988) recommends that, essential information as that the specialist gathers in this field particularly for the current venture. It includes from the respondents through meetings and examiners. The analyst utilized the essential wellspring of information since it was liberated from misinterpretations and loss of information as the scientist primarily centred around significant information explicitly for the examination issue in spite of the fact that its significant downside was that it was tedious.

Auxiliary information uses materials that come from somebody other than the first source. Because of the way that optional information addresses different understanding of essential information, the information should be painstakingly checked for precision. In this study the specialist utilized organization profiles and archives, client relationship promoting diaries, course readings as well as other scientist's reports. Optional information enjoys its benefits in accessibility, or absence of, may go about as a possibility study to the specialist as in he will actually want to survey regardless of whether the examination is useful. The utilization of auxiliary information lessens the time as in the information is promptly accessible to the specialist. Nonetheless, auxiliary isn't without its impediments as a portion of the information accessible insignificant by the subject under concentrate as it might likewise be confined by such issues like copyright or privacy.

3.6 Validity and Reliability

Legitimacy is worried about information gathered gives a genuine measure or portrayal of social reality. That's what the analyst guaranteed, legitimacy was guaranteed by pilot testing the exploration instruments by circulating them to individual companions. This was finished to guarantee that the exploration instruments would quantify what the analyst planned them as well. Unwavering quality confirm the consistency and security of the estimating instrument especially the way that exact and address it is. The, scientist did a pilot concentrate on in HR Office. To improve the "dependability" of subjective examination, this study used two techniques, specifically "conditional and ground-breaking legitimacy" (Cho and Trent, 2008; Pandey and Patnaik, 2014). According to Pandey and Patnaik (2014), it is critical to demonstrate that there is a reasonable proportion of value in subjective testing. Keeping this in mind, Joppe (2000) in Golafshani (2008) displays legitimacy in subjective exploration by stating that legitimacy determines whether the examination truly quantifies what was expected or how honest the exploration outcomes are. Generally, experts determine legitimacy by offering a series of questions, and they typically look for answers in the investigation of others. According to Saunders (2009), polls should be examined for authenticity and tested for accuracy.

3.7 Data Collection procedure

Numerous specialists like Babie (2001), Consumes (2000) Bryman and Ringer agree that normal information gathering strategies incorporate self-finishing, eye to eye interviews, phone meetings and perceptions. The poll approach was utilized to gather information for quantitative examination. A survey "is an examination instrument comprising of a bunch of inquiries (things) expected to catch reactions from respondents in a normalized way" (Bhattacharjee, 2012:). Collis and Hussey, (2009) noticed that a poll is 'rundown of painstakingly organized questions picked after significant testing with a perspective on getting reactions. In this review "a gathering managed survey" was utilized to gather

information from respondents (Bhattacharjee, 2012). Different kinds of polls, in particular, "self-controlled mail reviews" and "on the web or web study" were not utilized.

3.8 Chapter Summary

This chapter focused on the data collection process. It also presented the research design, sampling procedures, data gathering techniques, data presentation techniques and reliability and validity assurances. The next chapter is dedicated to the presentation and discussion of results.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The past section covered the exploration plan, populace, test of examination, inspecting methodology, research instruments and their benefits and negative marks, research legitimacy and dependability, inspecting techniques, information assortment, show and investigation systems. The current section zeroed in on the understanding of key outcomes. Quantitative information is introduced as recurrence tables, reference diagrams and pie-outlines in this part. Subjective information is likewise introduced in plain structure and the decrease technique was utilized to dissect information. The consequences of both quantitative and subjective exploration are summed up and introduced in plain structure. This study has utilized the blended exploration way to deal with assemble both subjective and quantitative information. Quantitative information is introduced utilizing the request for the examination questions. Out of 50 disseminated surveys, 35 polls were returned. A 70% reaction rate was enrolled for quantitative information. Subjective information is likewise introduced utilizing the request for the exploration questions.

4.1 Questionnaire analysis

Table 4.1 Questionnaire response rate

Questionnaires sent	Responded (%)	Not responded (%)
50	35 70%	15 30%

Source: Primary Data (2023)

The table 4.1 above shows that the scientist controlled a sum of 50 surveys with 35 substantial polls being returned. The reaction rate for this study was 70%, with a 30% non-reaction rate comprising of surveys totally not answered, inadequate polls and mistakes on the polls. A portion of the representatives were out of the work station and didn't figure out how to answer the polls circulated. The analyst had left space for mistakes and non-reaction subsequently the dismissed polls didn't influence the review assumptions. The 70% reaction rate was agreeable furnishing the specialist with a satisfactory example to do the review.

4.2 Interview response rate

Table 4.2 Interview guide response rate

Interviews scheduled	Interviews done (%)	Interviews not done (%)
10	5 50%	5 50%

Primary data source

Table 4.2.1 reveals that 10 interviews with Chaminuka RDC management were scheduled, however the researcher did not complete all of them, yielding a 50% response rate. The majority of management are planners and coordinators, and on the day in question, some of them were attending to other obligations outside of the work station, resulting in a 50% response rate. Because appointments were scheduled prior to the interview date, the response rate for interviews was high. The respondents were informative and willing to engage in the interviews.

4.3 Demographic characteristics of respondents

This section contains information on the sample's socio-demographic characteristics. These data are particularly significant in incentive management, as indicated by Kotler et al. (2009) and Schiffman and Kanuk (2014), because they are one of the major factors used in study. The data

on demographic factors is presented in sections, namely descriptive statistics and variable connection.

.Table 4.3 Demographic Characteristics of respondents

Variable	Category	Number	Percentage
Gender	Male	26	65%
	Female	14	35%
Age	Below 20	2	5%
	20-30	10	25%
	31-40	10	25%
	41 and above	18	45%
Qualifications	Ordinary level	16	40%
	Diploma	4	10%
	Degree	14	35%
	Masters	4	10%
	Other	2	5%

4.4 Gender Analysis

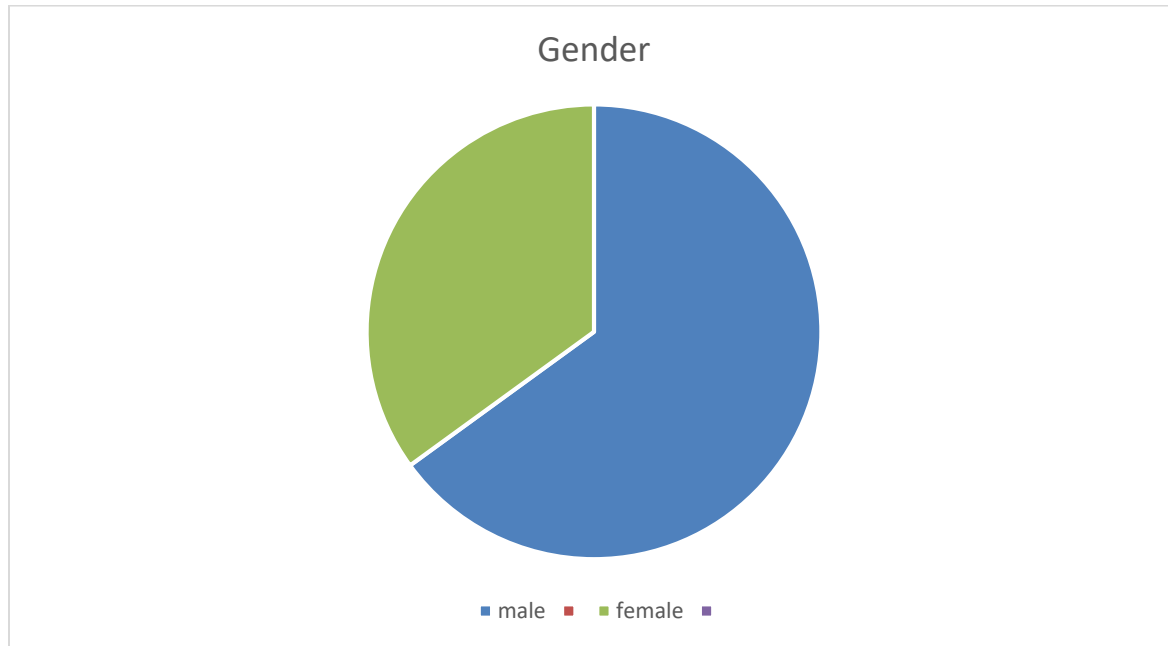


Fig 4.1 Gender Analysis

Source: primary data

The gender of the individuals was depicted as males and females. As a result, **Figure 4.1** above reveals that 26 (65%) of the respondents were male, whereas 14 (35%) were female). According to the statistics in **Table 4.3** and **Figure 4.1** above, the majority of respondents were males. This is because the council employ more male employees than females hence showing gender disparities within the organisation as more males are given the opportunity than females. The nature of jobs which is provided by Chaminuka RDC such as security personnel, cleaning workforce and gardeners are mostly preferred by men than females. As a result of the data presented in **Figure 4.1** above, it is possible to conclude that more males completed the questionnaires concerning the incentives offered by Chaminuka RDC, indicating that patriarchy still prevails in the workplace. According to Vakil (1994), the number of female participants is definitely increasing because women are now exhibiting

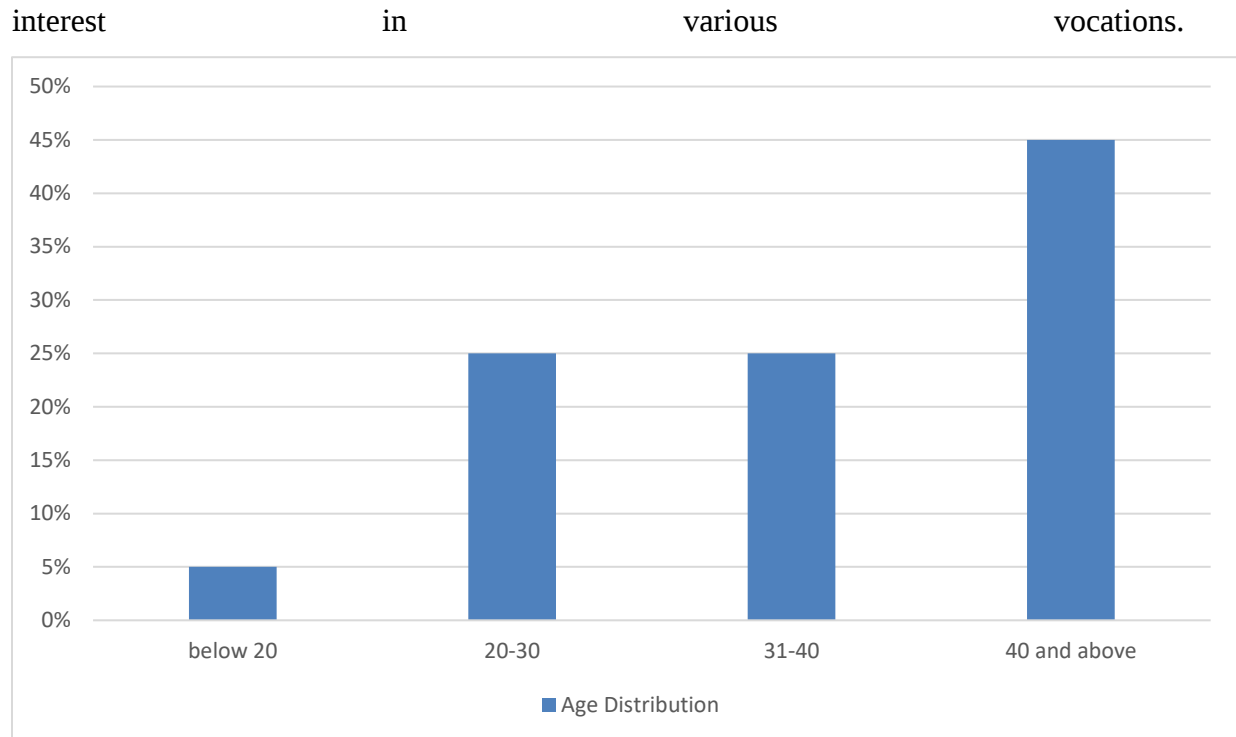


Fig 4.2: Respondents distribution by age

The graph above depicts and summarizes the ages of respondents, including regular employees and high officials, in order to identify the most affected ages in terms of job acquisition. According to **Figure 4.2**, 2(5%) of the respondents were under the age of 20, 10 (25%) were between the ages of 20 and 30, 10 (25%) were between the ages of 31 and 40, and 18 (45%) were between the ages of 41 and above. As a result, the results in **Figure 4.2** above reveal that the majority of respondents were 40 and older, and they were mature and experienced enough to provide trustworthy information. Form the data in **Figure 4.2** above it can be concluded that the answers given to the questionnaire were reliable.

4.5 Educational Qualifications

The pie chart below indicates the level of education acquired by employees at Chaminuka RDC.

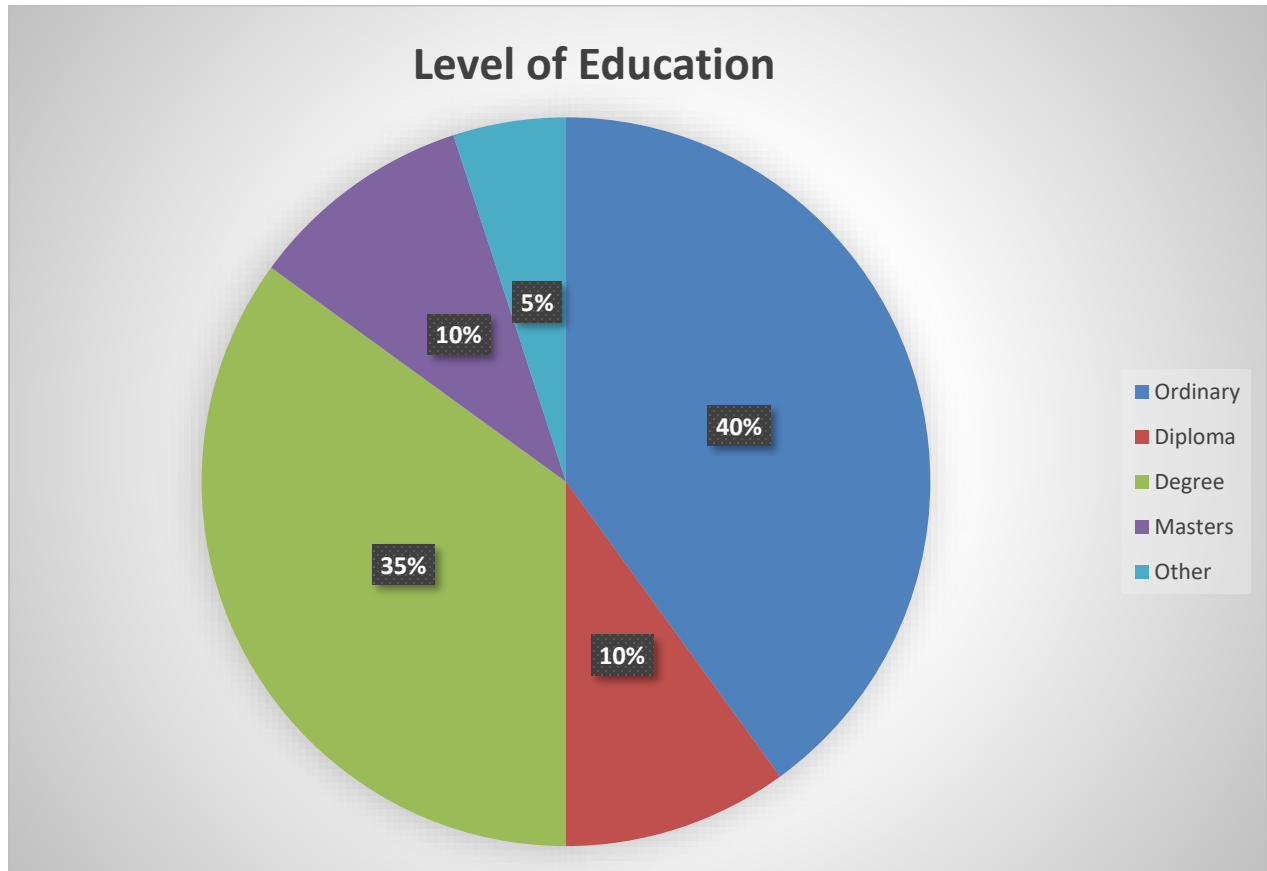


Fig 4.3 Academic qualification for council officials

From the pie chart above, there seemed to be educated council employees who participated in the research as illustrated. 40% attained ordinary level, 35 % degrees, 10% diplomas and masters and lastly 5 percent without any of the mention. This entails that the participants had capacity to respond to the questionnaires and interviews. This also suggests that council personnel are better positioned to detect and address organizational incentives concerns. It should also be mentioned that councils have human resources who are skilled in dealing with issues of incentives and organizational performance.

4.6 The meaning of incentive

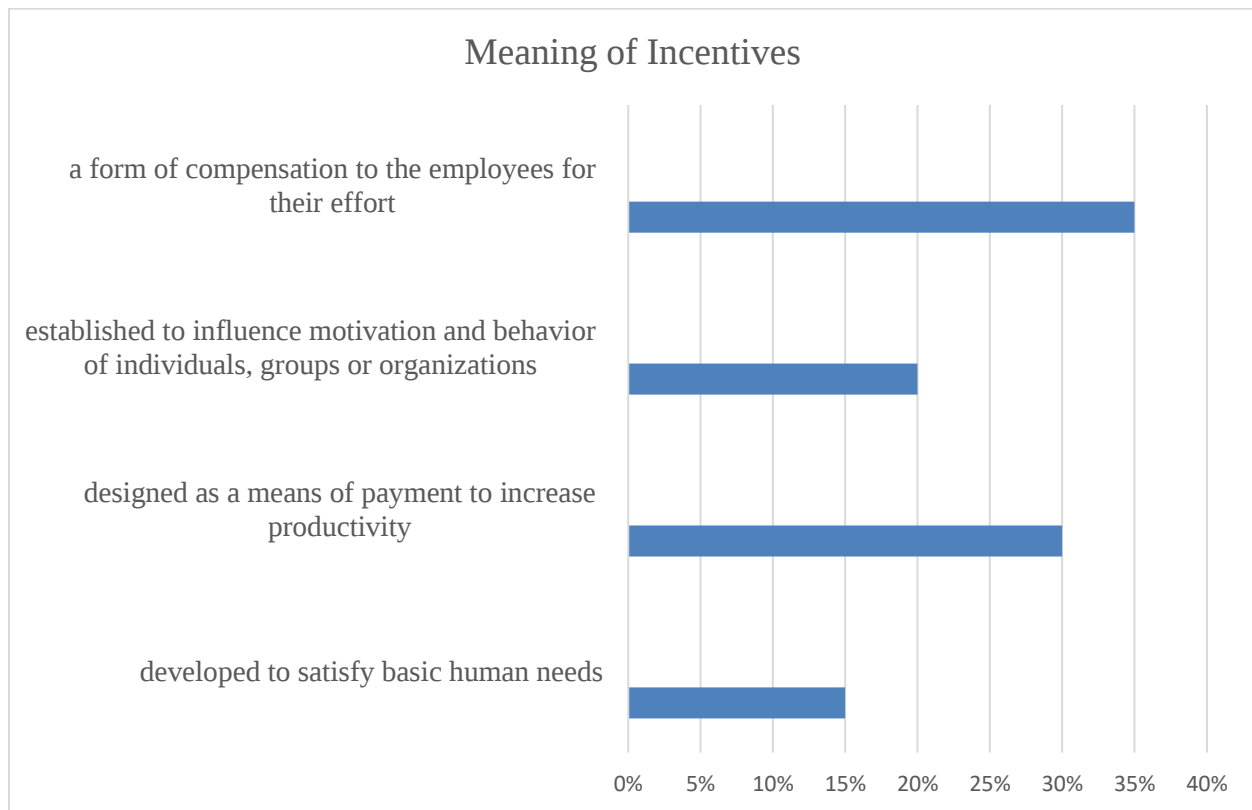


Fig 4.4 Meaning Incentives

According to the comments on the surveys and interviews, all motivating tactics, particularly performance-related compensation, are very significant at work. 35% of employees agreed that an incentive is a type of remuneration for their efforts. In this case employees are given allowances such as overtime and field work as compensation of work done outside their normal working condition. Most of the employees indicated that they partially enjoy this benefit as it can be given once in a while, hence it reduces their work performance.

It can be noted that 30% of employees especially management at Chaminuka responded incentives are designed as a means of payment to increase productivity. According to the comments on the surveys and interviews, all motivating tactics, particularly performance-related compensation, are very significant at work. 35% of employees agreed that an incentive is a type of remuneration for their efforts. It was however noted that due to low financial resources, council was not in a position of providing adequate incentives to its employees.

Furthermore, 20% of those who completed questionnaires and interviews characterized incentives as external measures intended and implemented to impact the motivation and behavior of people, groups, or organizations. Thus, when it comes to difficult work and relationships with superiors, the majority of respondents felt that incentives are crucial, and performance-based compensation had mixed feelings, as seen by the responses. According to the participants, performance-based compensation is not appropriate for other employees. According to Mullins (2007), it is critical for companies to understand what motivates their staff rather than focusing productivity increases. The environment in which employees operate as a team should be created and maintained so that they are driven to achieve the common goals. As a result, motivating tactics are receiving increasing attention in the organization in order to better understand people and their behaviour.

Finally, 15% of respondents in interviews and questionnaires stated that incentives are created to meet basic human needs. In this instance, each employee in any organization is unique and executes the task based on their mental abilities and the level to which they are applied at work. The researcher discovered from the responses that incentives are very significant in addressing human basic wants. The researcher stated that Chaminuka RDC can employ a variety of incentive techniques, including a high wage, bonuses, hard work, promotion and progress, and favourable working circumstances, to name a few. According to the findings, the most frequently reported definition of incentives was a form of pay to employees for their efforts. This means that Chaminuka RDC defines incentives based on their actions. The findings also suggest that there is no universal notion of incentives.

4.7 The Impact of Incentives on Organisational Performance

Alignment of the goals of the organization and employees.

From the 70% questionnaires responded and 50% of the interviews conducted, it was noted that the reward management system and the provision of incentives had a positive impact in the achievement of organizational goals. Management at Chaminuka RDC indicated that the consistency, transparency, fairness, equity, strategic alignment and procedural justice are core values to the attainment of organizational performance through incentives. It was further highlighted from the research that if Chaminuka RDC fully adopts the incentives strategy it means employee performance and productivity can be achieved. Thus, increasing in terms of bonuses, allowances, advancements and awards. However other respondents indicated that some incentives are not being received due to financial constraints being faced by the organization. This results in some employees turning over and less committed as they are not being considered and fully engaged.

Quantity and Quality Performance Goals

The researcher discovered that whether the goal is to raise quantity or quality of performance, incentives will always have a beneficial effect on a large majority of participants (70%). Furthermore, no significant change in the quality and quantity of task performance was detected. Poor organizational reward systems, according to the majority of respondents, can have an impact on both the quality and quantity of work. The best conclusion from the analysis is that incentives appear to be useful regardless of the type of performance benefit management is aiming to achieve. Employees indicated that effective reward systems especially payment of overtime and other extra activities ensures that one produces quality work during that period. This shows that incentives contribute to the quantity and quality performance of goals.

Recruitment and retention of skilled labor

The researcher managed to obtain information regarding incentives and recruitment and retention of skilled labor with 50% of interviews and 60% questionnaires response rate. The finding was that the incentives can affect job choice, career choice and turnover rate of the organization. The study discovered that incentives can influence job choice, career choice, and the organization's turnover rate. Gehart and Mikovich (2005), illustrated that the more the organization awards its employees, the greater the satisfaction level of employees, the longer the length of service and reduce labor turnover rate. From the research, the employees with many years of experience at Chaminuka RDC mentioned that they used to receive bonuses and allowances and some who had lower qualification had to develop their careers and improve their skills. In addition, it was indicated that high staff turnover can lead to higher cost of recruitment and an organization must advocate different pay rate incentives to attract more entrepreneurial and problem-solving staff.

Employee Motivation

Employee motivation was another element mentioned by Chaminuka RDC's general employees and management. 70% of the participants from the questionnaires mentioned that they feel more engaged and honored when receiving various benefits at work. They mentioned that their organization use the reward management systems as a tool for motivating employees and increase their performance as stated by Vroom (1964). This means staff must be rewarded to their need for instance if staff rewarded for outstanding performance, they can improve their work process because they will be motivated. According to Mol (2009), the link between reward management and motivation is very strong and the assumption is that once the employee is happy, more work can be produced. Motivation of employees can be used to secure employee motivation and create competitiveness and commitment hence reduces labor turnover.

Relationship Between Reward System and Organizational Satisfaction at Chaminuka RDC

All respondents agreed that they are awarded various types of awards based on their success as individuals or as a team. Employees reported being rewarded in the form of bonuses, merit pay, promotion, training and workshops, gifts such as computers, certificates of merit, allowances, and, on occasion, non-financial acknowledgment. They reported that they were also provided allowances such as transportation and meal allowances to encourage them to continue going to work and non-monetary acknowledgment for their efforts. In this situation, the incentives build the relationship between the employer and the employee, which increases organizational performance, the hiring of qualified personnel, and the efficient delivery of services owing to employee satisfaction.

However, the researcher went on to ask the respondents to what extent they agreed to each of these rewards they were offered. From the results the researcher noted that bonuses do not equally motivate council employees as most employees from the interviews claimed that the bonus was too little and it was given to employees to share as a team even if some of the employees performed better than others employees strongly disagreeing on the issue of bonuses as a reward.

4.8 Chapter summary

This chapter looks at the data presentation and discussion of the research findings. The next chapter presents the conclusions and recommendations of the study.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Chaminuka is a spoke council in Bindura RDC's hub and spoke programme for gender mainstreaming. The council is collaborating with junior councillors, for whom a budget has been set aside for their activities because they represent youth in their wards.

The purpose of this study was to look into the impact of incentives on the achievement of organizational goals in Chaminuka RDC. As a result, a mixed research approach was used to address both the qualitative and quantitative concerns of this study. For quantitative study, five research questions were developed, while interview questions were developed for qualitative research. In Chapter Four, the findings from both quantitative and qualitative data were examined and presented. The goal of Chapter Five is to draw meaningful inferences from the results reported in Chapter Four and to offer appropriate suggestions based on those conclusions. Finally, recommendations for future CSR research are presented. The promotion of incentives in Zimbabwean institutions is critical, given the country's numerous problems that can be remedied through organizations. Managers may have a better knowledge of incentives, which is a crucial business model for the implementation of human resource policies that ensure the organization's growth and survival in Zimbabwe. This study may be useful for policymakers in determining which variables need to be addressed if groups like as Chaminuka RDC in Zimbabwe are to play a key role in economic growth. The findings of this study may be beneficial to RDCs.

5.1 Summary

The purpose of the study was to look at the impact of incentives on the achievement of organizational strategic goals. The findings revealed that using reward management as an incentive improves the achievement of organizational strategic goals. According to the study, the primary goals of a reward system are to align award practices with both company strategic goals and employee values. The study also discovered that the greatest barrier to implementing a reward management system is when an organization's goals and policies are unclear. It was also determined that CUT has a reward management system in place, and that resource practices ensure the organization's growth and survival in Zimbabwe. This study may be useful for policymakers in determining which variables need to be addressed if groups like as Chaminuka RDC in Zimbabwe are to play a key role in economic growth. RDCs may benefit from the findings of this study since it may provide fresh understanding on incentives, an area that has received little attention. This research provides new insights into the human resource practices of Chaminuka RDC in Zimbabwe. Furthermore, the meanings of incentives, the impact of incentives, and the hurdles to using incentives at RDCs in Zimbabwe are thoroughly examined. As a result, this study considerably contributes to the literature on incentives at Chaminuka RDC.

5.2. Conclusion

The study revealed that there was a considerable positive association between a reward management system and strategic objective achievement. The study also indicated that an effective reward management system benefited employees. Many findings suggested that suitable incentives are offered to employees. Financial incentives were placed first, while moral incentives were ranked second. It was also discovered that there is a high level of organizational performance. Customer satisfaction was voted first, followed by internal corporate processes and learning and growth. Financial and moral incentives have a relationship with organizational performance, as well as financial and moral incentives with internal company processes and consumer satisfaction. Nsour (2012) observed that moral incentives have an influence on

learning and growth but that financial incentives have no effect on learning and growth. Finally, this study has confirmed additional research opportunities that could improve understanding of incentives and organizational performance in Jordanian universities.

5.3 Chapter Summary

This chapter concentrated on the data collection procedure. It also presented the research design, sampling procedures, data collection methodology, data presentation techniques, and assurances of reliability and validity. The following chapter is devoted to the presentation and discussion of findings.⁴ According to the comments on the surveys and interviews, all motivating tactics, particularly performance-based compensation, are very significant at work. 35% of employees agreed that incentives are a type of pay for their efforts. Employees are compensated for labor done outside of their typical working conditions by receiving allowances such as overtime and field work. Most employees responded that they only partially appreciate this benefit because it is only supplied on occasion, which decreases their work performance. It should be emphasized that 30% of Chaminuka employees, particularly management, stated that incentives are meant as a form of remuneration to enhance productivity. It was stated in this case that bonuses are important, as are high salaries, promotions and advancement, as well as good and favourable working conditions, and that this ensures that employees produce good quality work and increases productivity at Chaminuka RDC, whether it is on revenue collection or client satisfaction. However, due to limited financial resources, the council was unable to provide suitable incentives to its personnel. Furthermore, 20% of those who completed questionnaires and interviews characterized incentives as external measures intended and implemented to impact the motivation and behavior of people, groups, or organizations. Thus, when it comes to difficult work and relationships with superiors, the majority of respondents felt that incentives are crucial, and performance-based compensation had mixed feelings, as seen by the responses. According to the participants, performance-based remuneration is not suitable for other employees. According to Mullins (2007), it has become critical for businesses to understand what motivates their staff rather than stressing productivity increases. The environment in which employees operate as a team should be created and maintained so that they are motivated to achieve the common goals. As a result, motivational strategies are given more attention.

5.4 Recommendations

The study recommends that RDC must consider the effects of incentives in order to achieve organisational goals. RDC must have a counselling system for employees on career development that can enhance employee loyalty and retention. The study also recommended that the organisation must have an exit interview system, that helps to establish the reasons employees are leaving which will help RDC and to formulate a reward management system that can be used to retain employees and enhance the achievement of strategic organizational goals. Chaminuka RDC should consciously implement human resource techniques to improve organizational effectiveness. This implies that CUT, Zimbabwe should standardize its human resource processes in order to take a more professional approach to human resource management. Formalizing human resources requires including human resource objectives in mission statements, developing distinct budgets for incentives, including workers in human resource management, having a specialist department that deals with incentive issues, and developing meaningful human resource plans. Incentives and rewards should be taken seriously in human resource management.

5.5 Areas of further study

The study was a case study of Chaminuka RDC, focused on the impact of incentives on organizational goals attainment. As a result, the researcher suggests that a comparable study be conducted in private universities to compare the outcomes.

- ✓ This study focused on effects of incentives of organizational goals at Chinhoyi University of Technology in Chinhoyi, Zimbabwe.
- ✓ The study suggests that the following areas be investigated in order to generate more knowledge on human resources practices by CUT in Chinhoyi, Zimbabwe:
 - The attitude Chinhoyi University of Technology Managers as a barrier to reward system adoption.

- The contribution of incentive programs to the financial well-being of Chinhoyi University of Technology in Chinhoyi, Zimbabwe
- The effects of formalizing human resources incentive programs at Chinhoyi University of Technology

5.6 Conclusion of the study

The impacts of incentives on organizational performance were the subject of this study. The study's primary goal was to evaluate the impact of incentives on organizational goal achievement. The study's objectives were to align reward practices with both organizational strategic goals and employee values, to identify the main barriers to implementing a reward management system in an organization with unclear organizational strategic goals and policies, and to establish a positive relationship between reward system and job satisfaction. According to a review of the literature, firms should consider their employees to be stakeholders and invest in providing them with incentives as a retention strategy for improved performance.

Empirical research conducted in Malaysia, Kenya, and locally revealed that firms should retain their employees by giving incentives and constantly improving employee retention tactics for improved performance. The research philosophy used in the study was pragmatism, which allowed for the use of both qualitative and quantitative approaches. The study used an exploratory research approach with a sample set of 100 nonacademic and 60 academic workers. The sample size of 160 was estimated using the Raosoft sample size calculator from a population of 800, and convenience sampling was employed to distribute questionnaires to employees. Employee questionnaires and an interview guide were used to collect primary data.

A pilot study was conducted to examine the questionnaire's validity and reliability. The quantitative data was examined with SPSS version 21, while the qualitative data was analyzed with theme grouping. The study indicated that incentives at CUT are not effectively dispersed since CUT fails to adequately communicate with employees and deliver incentives as promised, resulting in employees losing trust in the business. The study concluded that using a reward system. According to the study, CUT should have an efficient compensation system that promotes job

satisfaction and addresses employee organizational commitment. The report also suggests that CUT adequately preserve its staff by utilizing multiple media platforms to engage with employees, inform them on rewards, and motivate them. management system as an incentive improves the achievement of organizational strategic goals.

REFERENCES

- Armstrong, M., 2006. A Handbook of Human Resources Management Practice (10th Ed.). Kogan Page: London.
- Armstrong, M., and Baron, A., 1995. The Job Evaluation Handbook. IPD: London.
- Beardwell, J., and Clayton, T., 2010. Human Resources Management (6th Ed.). Prentice Hall: London.
- Bersin, J., 2003. 'Training analytics': Journal of Social Service Research, Vol. 7(4): 51-69
- Cooper, C. L., 2000. Theories of stress. Oxford University Press: Oxford
- Cronje, D., and Marais, M., 2004. Introduction to Business management (6th Ed.). Oxford University Press: New York.
- DeCenzo, D.A., and Robbins, S.P., 2005. Fundamentals of Human Resources Management (8th Ed.). John Wiley and Sons, Inc: New York.
- Ellison, K. W., 2004. 'Stress and police Officer, (2nd Ed.). Charles C. Thomas Publishers,
- Fairbrother, K., and Warn J., 2003. 'Workplace dimension, stress and Job satisfaction, J. Managerial Psychology., 18(1): 8-21.
- Fincham, J.E., 2008. 'Response Rates and Responsiveness for Surveys': American Journal of Pharmaceutical Education, Vol. 72(2): 43 – 47.
- Gomez-Mejia, R. Luis, B., and Cardy, L., 2006. Managing Human Resources (5th Ed.). Prentice Hall: London. <http://www.investopedia.com/terms/b/bottomline.asp> on 26 October 2012.
- <http://www.nwlink.com/~donclark/hrd/isd/kirkpatrick.html> on 26 October 2012..
- Ipe, M., 2003. 'Knowledge sharing in organizations: a conceptual framework': Human Resource Development Review, Vol. 2(4): 337-59.
- Kandula, S.R., 2001. Strategic Human Resources Development. Prentice Hall: New Delhi.
- Karani, A., 2012. 'The impact of academic stress on MBA students of Gujarat Technological University.'
- Korte, R.F., 2007. 'A review of social identity theory with implications for Training and Development': Journal of European Industrial Training, Vol. 31(3): 166 – 180.
- Electronic copy available at: <https://ssrn.com/abstract=3417544> 38

- Larkin, I., Pierce, L., & Gino, F. 2012. 'The psychological costs of pay-for-performance: Implications for the strategic compensation of employees'. *Strategic Management Journal*, 33: 1194-1214
- Latham, G.P. and Ernest, C.T. 2006. *Work Motivation: History, theory, research and practice*, Thousand Oaks: New York.
- Longenecker, C.O., Simonetti, J.A. and LaHote, D., 1998. 'Increasing the ROI on management efforts': *Career Development International Journal*, Vol. 3(4): 154-60.
- Moriarty, J. 2014. 'Compensation ethics and organizational commitment'. *Business Ethics Quarterly*, 24 (1): 31-53.
- Phillips, J., 1996. *Measuring the results of training. The ASTD Training and Development Handbook*. McGraw-Hill: New York.
- Phillips, J.J., 2003. *Return On Investment in Training and Performance Improvements Programs* (2nd Ed.). Butterworth-Heinemann: London.
- Pineda, P., 2010. 'Evaluation of training in organisations: a proposal for an integrated model': *Journal of European Industrial Training*, Vol. 34(7): 673 – 693.
- Plant, R.A. and Ryan, R.J., 1992. 'Incentives: A Procedure for Validating an Organization's Investment in Incentives': *Journal of European Industrial training*, Vol. 16(10): 22–38.
- Saunders, M., Lewis, P., and Thornhill, A., 2007. *Research Methods for Business Students* (4th Ed.). Prentice Hall: London.
- Sloman, M., 1994. *A Handbook for Remuneration Strategy*. Gower Publishing House: London. Springfield, IL, pp. 71-86.
- Swanson, R.A., and Gradous, D.B., 1998. *Forecasting financial benefits of human resource development*: Cambridge University Press: San Francisco.

Appendix 1: Questionnaire for Chaminuka RDC Employees

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF HUMAN RESOURCES

INTRODUCTION

My name is Mupikata Shingirai C, and I am a BSc in Human Resources, a student at Bindura University. As part of my studies, I am conducting a research on the The effects of incentives on the achievement of organizational goals using Chaminuka RDC as a case study. My you kindly help me out by answering the questions on this questionnaire. Your participation in this study is completely voluntary, and all information you provide will be kept confidential. The responses to this questionnaire will only be used for academic purposes and will be safeguarded. For greatest utility and relevance, the answers should also represent your most honest point of view on the issues raised in each question.

Instructions

- Tick in the appropriate box []
- Write your answers on the blank spaces provided.
- Do not write your name or any person's name

Section A: Demographical Data

1. Gender Female [] Male []
2. Age 20-30 [] 31-40[] 41- 50[] 51 and above []
3. How long have you been employed by Chaminuka RDC?
- 0-5 [] 6-10[] 11 and above []

4. What is your academic qualification?

O Level	A Level	Certificate	Diploma	Degree	Masters	Others
[]	[]	[]	[]	[]	[]	

SECTION B

- 5 Can you highlight the impacts of incentives on employee and organisational performance?

.....

.....

- 6 To what extent are you motivated by the current incentives used by Chaminuka RDC?

To a greater extent []

To a lesser extent []

- 7 May you please show your level of job satisfaction by ticking in the appropriate space?

Strongly satisfied	Satisfied	Neutral	Unsatisfied	Strongly unsatisfied

8 You are allowed to pursue your career by furthering you studies? Please show your answer by ticking in the appropriate space

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree

9 What strategies do you think can be put in place to strengthen reward management system?

.....

10 Which of the reward systems listed below motivates you most?

Financial rewards []

Non-financial rewards []

MANAGEMENT INTERVIEW GUIDE

1. For how long have you been employed at Chaminuka RDC?

2. What do you understand by the word work incentives?

3. What is the impact of Incentives on Organisational Performance?

4. What do you think is the relationship between reward system and organizational satisfaction

5. As part of the management team how do you involve employees in decision making?

6. Does involving employees in decision making have any effect on their level of performance at the workplace?

7. What strategies have been used by management to counter poor employee motivation at the organisation?

8. Did these strategies have any impact on employee motivation and performance?
9. Does the organisation offer training programmes to its workers?
10. In your own opinion are employees motivated by these training programmes