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DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

**THE INFLUENCE OF TOTAL REWARD MANAGEMENT ON EMPLOYEE
PERFORMANCE. A CASE OF CITY OF HARARE COUNCIL**

BY

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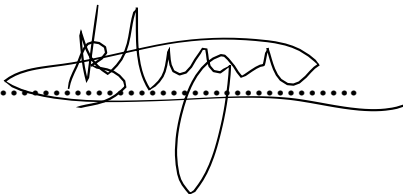
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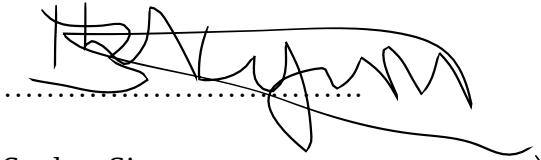
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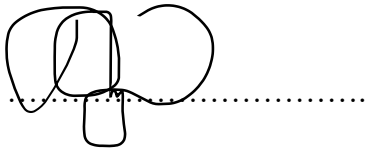
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DEDICATION

This dissertation is dedicated firstly to the Almighty God for continuously being with me throughout the process. To mother, my husband and the rest of my family who have supported me through my studies. (Luke 1vs 37)

ABSTRACT

Employee performance has become a major concern in the business industry and among human resource practitioners thereby creating a need to find ways to motivate them to perform better. The purpose of this study was to examine the influence of total reward management on employee performance at City of Harare. Employing a mixed method approach, a stratified random sampling technique was used to select a sample of 360 non managerial employees from six departments whilst a convenience sampling method was adopted to select three top managers. Data collection techniques included questionnaires for general employees and interviews for top managers. The questionnaires which had a response rate of 70% aimed to gauge employees' perceptions and experiences with the City of Harare reward management system. The study revealed a complex interplay between total reward management and employee performance, highlighting the significance of balancing intrinsic and extrinsic rewards to improve employee performance. Based on the findings, several recommendations were proposed, including enhancing clear and transparent communication. This research study made a valuable contribution to the existing body of knowledge on reward systems, specifically in the context of the City of Harare Council. It also provided a basis for future research and practical recommendations for optimizing employee satisfaction and performance within the organization.

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LIST OF ABBREVIATIONS

COH	City of Harare
TRM	Total Reward Management
HR	Human Resource
PSC	Public Service Commission
ILO	International Labour Organisation
LA	Local Authorities

CHAPTER 1

Introduction

The study tries to identify and examine the influence of total reward management on employee performance within the City of Harare (CoH) council. Total reward management (TRM) is a comprehensive approach to designing and implementing rewards that align with the organization's strategic goals and values. This approach goes beyond traditional compensation and benefits to include non-financial rewards such as career development opportunities, recognition, and work-life balance. Studies have shown that total reward management has a positive impact on employee performance, as it enhances employee motivation, job satisfaction, and commitment (Gattiker & Bureck, 2017; Gumbus & Wilson, 2017). However, there is limited research on the effectiveness of TRM in the public sector, particularly in local governments. The (CoH) Council, like many other local governments, faces challenges in managing its reward system, which has resulted in low employee morale and poor performance (Makonye, 2017).

Studies have shown that a well-structured total reward system can lead to increased employee engagement, motivation, and productivity. Puwanenthiren (2019) noted that organizations are increasingly realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. He went further to say that 'establishing this balance is one of the main reasons to reward employees.' Theoretically, total reward management is underpinned by the concept of motivation, which posits that employees are motivated when they perceive that their efforts are recognized and valued by their employer (Maslow, 1943).

Victor Vroom's Expectancy Theory supports the concept of total reward management by emphasizing the importance of aligning rewards with employee expectations, performance, and individual preferences. According to Armstrong (2019), "total reward management is a strategic approach that organizations use to attract, retain, and motivate employees." To successfully implement a total reward management system, the CoH council must align its rewards with its strategic goals and values, and regularly review and adjust the system to ensure it remains effective and relevant to the needs of its employees. By exploring how total reward management practices impact employee performance in this specific context, this research aims to provide valuable insights that can inform Human Resource (HR) strategies within public sector organizations. This chapter henceforth, consists of the background of study, problem statement, research objectives, limitations and delimitations as well as the significance of study.

1.1 Background of study

The City of Harare, operating under the Ministry of Local Government, Public Works and Urban Development, is a Local Authority (LA) that adheres to the Urban Councils Act Chapter 29:15. As the second-largest government employer, the City of Harare maintains a workforce of approximately six thousand employees distributed across six departments, as reported in the (City of Harare, Human Capital Department Annual Report 2013).

In Zimbabwe, reward management in the public sector is primarily overseen by the Ministry of Public Service, Labour and Social Welfare, which is responsible for the development and implementation of human resource management policies and practices. The ministry works closely with other government departments and agencies, such as the Public Service Commission (PSC), to ensure that reward systems in the public sector are effective, fair, and transparent. The PSC, in particular, plays a critical role in managing rewards for employees in local authorities. The commission is responsible for determining salary structures, benefits, and other rewards for public sector employees, and it works to ensure that these rewards are aligned with the government's strategic objectives and values. Additionally, the Zimbabwean government collaborates with

international organizations, such as the International Labour Organization (ILO), to improve reward management practices and ensure compliance with global standards. These collaborations help to inform the development of reward policies and practices that are not only effective in enhancing employee performance but also adhere to international best practices in human resource management.

The concept of total reward management has a long history dating back to the start of the industrial revolution. As cities began to grow and industrialize, employers recognized the need to provide employees with a comprehensive reward package that went beyond just financial compensation. The development of total reward management was driven by the need to attract and retain skilled workers in a competitive labor market (Douglas and Pringle, 2017). The challenges of total reward management are also significant, particularly for local authorities facing budget constraints and increased competition for skilled workers. The design and implementation of effective total reward management strategies require careful consideration of a range of factors, including employee needs and preferences, organizational culture and values, and external market trends (Payne and Williams, 2019).

In the context of local authorities in Zimbabwe, research has shown that the type of rewards offered can have a significant impact on employee performance. For instance, a study conducted by (Chikoko and Mberikwazvo, 2017) found that financial rewards, such as bonuses and allowances, were the most effective in motivating employees in local authorities, followed by non-financial rewards, such as recognition and career development opportunities. Similarly, a study by (Muringani and Muwanga, 2018) found that employees in local authorities who received non-financial rewards, such as training and development opportunities, had higher levels of job satisfaction and performance compared to those who received financial rewards only. In a study conducted by the Local Government Association, it was found that effective total reward management can have a positive impact on employee engagement, job satisfaction, and productivity (Local Government Association, 2019).

A study by (Mudzimu and Mukonoweshuro, 2019) found that local authorities in Zimbabwe faced challenges in designing and implementing effective total reward management strategies due to limited resources and a lack of expertise. The economic challenges faced by local authorities in Zimbabwe have resulted in a lack of resources, leading to a lack of investment in employee rewards and recognition programs, (Muringani and Muwanga, 2018). The government has also introduced initiatives aimed at improving the capacity of local authorities to provide rewards to their employees. For instance, the government has launched a number of training and development programs aimed at enhancing the skills and knowledge of local authority employees.

1.2 Problem Statement

City of Harare has recorded an increase in absenteeism cases, late completion of tasks, poor service delivery, substance abuse, high staff turnover, resignation and negligence. According to the CoH, Human Capital Department Annual Report (2011) there was 146 employees who were dismissed from Council services after committing various dismissible offences like absenteeism and 29 employees resigned from council services for various reasons. Inadequate compensation, limited career development opportunities, and poor work-life balance have contributed to low employee motivation and satisfaction, negatively impacting performance and overall service delivery within the council (O'Neal, 1998). This research aims to investigate the influence of total reward management on employee performance within the CoH council, examining the extent to which the implementation of a comprehensive and aligned reward system can improve motivation, job satisfaction, and overall performance among employees.

1.3 Research objectives

The main purpose of this research is to examine the impact of TRM on employee performance. Specific objectives are:

1. To explore the nature of the reward management system being used by City of Harare
2. To examine intrinsic and extrinsic reward and its relationship to employee's performance in CoH.

3. To examine the perceptions of employees and employers in relation to organizational reward system in Harare city council.

1.4 Research Questions

1. What is the nature of the reward management system currently being implemented by CoH?
2. What is the relationship between the intrinsic and extrinsic rewards and employees performance in CoH?
3. What is the perception of employees and employers concerning the reward system in CoH?

1.5 Significance of the Study

The research intends to analyze the impact of total reward management on employee performance. It is therefore crucial for a variety of stakeholders including:

Future research

This study contributes to the understanding of the effects of total reward management on employee performance, particularly within LA. By generating new insights and fostering discourse around the subject matter, academic research serves to deepen knowledge and understanding of the complexities related to total reward management. The findings of this research will prove beneficial for future academic endeavors, providing a foundation for further exploration and analysis of the topic.

City of Harare

This study is essential to the organization as it clarifies the roles of top management and supervisors in administering rewards. The CoH council will also gain valuable insights into employees' reward preferences and key motivators, which can help address issues related to employee performance. Furthermore, the study will provide recommendations to improve reward systems, ultimately fostering a more motivated workforce and organizational success. Research serves as a crucial foundation for any organization to thrive and maintain a competitive edge

The researcher

The researcher will gain a better understanding of how total reward management relates to employee performance. This knowledge will enable the researcher to provide informed recommendations and draw objective conclusions based on the research findings.

1.6 Assumptions

To enhance precision of the research findings, the following assumptions were made:

- Total reward management affects employees' performance
- The respondents gave accurate and honest information
- The research methods were trustworthy and valid.

1.7 Delimitation of the study

The study focuses exclusively on the CoH council and does not consider other local authorities in Zimbabwe. A limited sample of employees from different departments was used to achieve thorough conclusions

1.8 Limitations of the study

Response bias: Participants may provide socially desirable responses or be influenced by their personal perceptions, which could affect the accuracy of the data collected.

Sampling bias: The sample of employees selected may not be fully representative of the entire workforce, leading to skewed results that may not accurately reflect the overall population.

The study is limited due to the fact that the oath of secrecy will not allow the employees to give some important information which will be useful to the research since it will be confidential.

1.9 Definition of terms

Total reward management - As defined by Michael Armstrong (2007), total reward management is a holistic approach to rewarding people in line with the culture, values and goals of the organization, through a blend of financial and non-financial rewards.

Reward system - this refers to a mechanism or structure that is designed to motivate and reinforce certain behaviors by providing positive incentives or rewards. It plays a crucial

role in shaping individual and organizational behavior by encouraging desired actions and outcomes, (Armstrong 2014).

Local authorities - As stated by Smith (2018), local authorities are governmental bodies at the local level that are responsible for the administration and governance of a specific geographic area. LA have the authority to make decisions and provide various public services within their jurisdiction, such as local planning, public transportation, waste management, social services, and education. They are typically established and regulated by national or regional governments and operate under specific legal frameworks.

Performance - According to Armstrong and Baron (2018), performance can be defined as the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost, and speed.

1.10 Chapter Summary

This chapter introduces the research topic and provides context by exploring the background and rationale for investigating the effect of total reward management on employee performance, using the City of Harare council as a case study. The research objectives and questions were established, along with the delimitations of the study. The significance of the research for the City of Harare council was also discussed. The following chapter will present a review of relevant literature and theories related to the topic.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

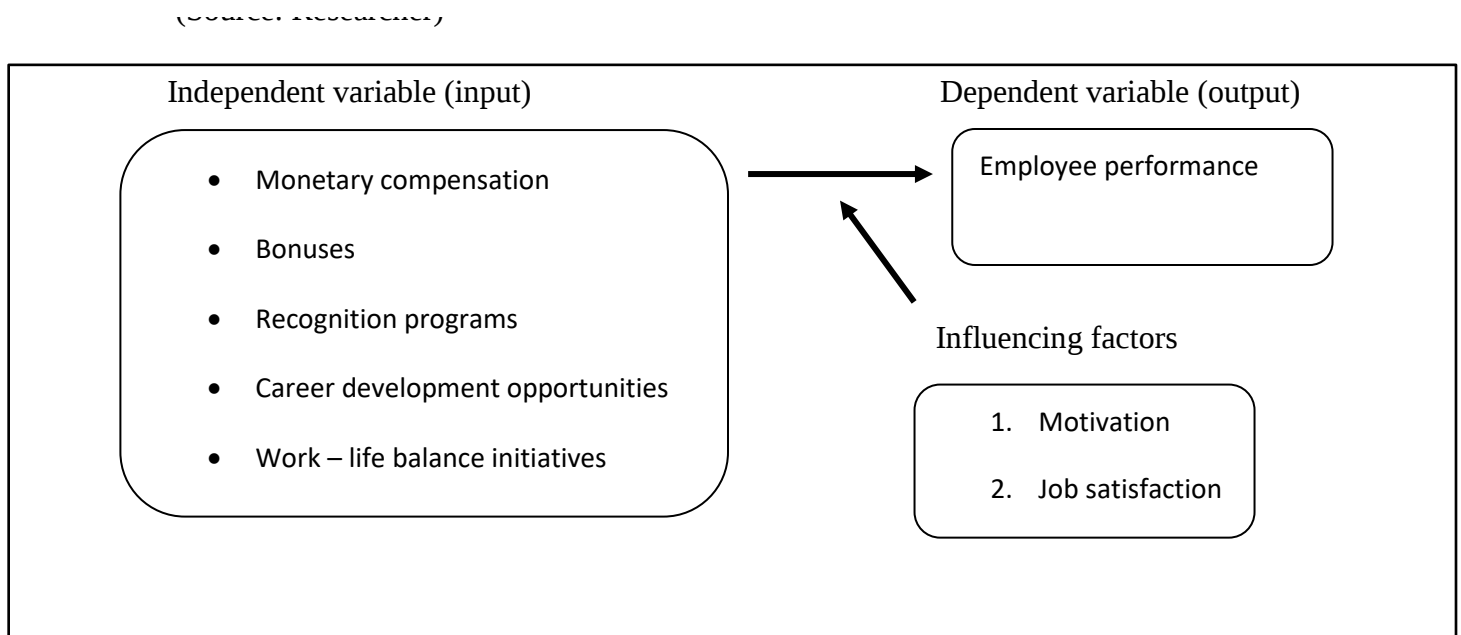
This chapter undertakes a comprehensive review of existing literature, examining the previous research that explores the relationship between total reward management and employee performance. It aims to shed light on the research questions by referring to the existing literature, which will help broaden the understanding of the study's context and examine past research studies.

According to Kitchenham (2004), literature review is the process of analyzing published information, often called the literature, to determine what has been done and reported. Conducting a literature review is crucial in research as it helps identify existing information and knowledge on a particular topic, like the impact of total reward management on employee performance. This involves critically examining various sources such as books, articles, and journals to understand what has already been researched and reported.

2.1 Conceptual Framework

Through literature review and theoretical framework, a conceptual framework has been formulated by the researcher to link reward systems and performance in CoH council. By considering these variables within the conceptual framework, this study aims to explore the direct impact of total reward management on employee performance influenced by motivation and job satisfaction

Figure 1 Conceptual Framework



2.2.1 To explore the nature of the reward management system being used by City of Harare

Reward is described as the financial and non-financial incentives provided to employees to motivate and retain them within the organization. McLaney and Atrill (2020)

According to Agarwal's research in (1998), there are two primary approaches to remuneration and reward: performance-based and skill-based systems. Within each approach, there is a choice between team-based and individually-based approaches to measuring and distributing remuneration and rewards. McCormick and Tiffelin's theory in (1979) suggests that performance-based pay links remuneration to individual achievement or non-achievement of predetermined outcomes and the overall performance of the company. In simple terms, this means that employees are rewarded based on how well they meet specific goals or targets. These rewards can take various forms, such as changes in base salary or the provision of bonuses and other one-time incentives. The underlying principle is that motivated employees tend to produce higher quality work and

require less supervision, which can benefit the organization by reducing costs and improving profitability.

Performance-based pay is a system where employees are rewarded based on their actual performance rather than their competencies or knowledge. To implement this, companies often use a performance measurement system to evaluate and rate employees' performance (Murlis, 1991). While performance-based pay is typically applied to individuals, it is increasingly being used to reward small groups as well. One advantage of individual performance-based rewards is that organizations can clearly communicate their top priorities and motivate employees to focus on improving those specific areas (Murlis, 1991). However, a major drawback is that the link between performance and reward might not always be clear, leading employees to feel that the effort required to earn the reward is not worth it (Murlis, 1991).

Armstrong and Murlis, 1991 gave three Types of Performance Based Pay;

Group based Rewards

Traditional compensation systems were designed for older industries with a strong focus on internal legitimacy. In many companies today, rewards are based on job accomplishments rather than individual performance, often leading to group rewards instead of individual recognition. Since people's actions are influenced by how they are compensated, this approach encourages collaboration and teamwork, as opposed to the individualized reward system (Deeprise, 1994). Team-based pay has gained popularity, particularly in organizations with many employees performing similar tasks and working towards shared goals. These reward programs are easier to measure and evaluate for organizations, making them a preferred choice in such settings (Deeprise, 1994).

Individual pay systems

One approach to employee rewards is an individual pay system, where employees receive higher salaries based on their performance. This system allows for salary differences among individuals in the same role, depending on their performance levels (Deeprise, 1994). Annual salary increases are often part of this system and are considered an

essential aspect of the reward structure because they offer continuous motivation as opposed to one-time rewards. However, employees quickly adapt to their new salaries, causing the motivational impact of the raise to diminish over time. In the short term, salary increases have a positive influence on employee performance and motivation (Deeprase, 1994). An increasing number of companies are adopting individual pay systems directly linked to employee performance.

Individual incentive pay

In an individual incentive pay system, an employee's salary is directly tied to their performance results. This type of reward system often consists of two parts: a low fixed base salary and a variable component based on performance. For example, salespersons typically receive a low base salary and earn commissions based on their sales (Deeprase, 1994). Individual incentive pay systems work best when employees have control over their work rate and perform simple tasks, making them less suitable for process industries and assembly line production.

2.2.2 To examine intrinsic and extrinsic reward and its relationship with employee's performance in CoH.

Intrinsic rewards have a significant impact on employee performance, as they foster a sense of internal motivation and satisfaction (Majid et al., 2020). These rewards are non-monetary, and they tap into an individual's desire for personal growth, achievement, and recognition. Several authors have explored the relationship between intrinsic rewards and employee performance in various contexts. Thomas (2000) highlights the importance of intrinsic motivation in enhancing employee performance. The author argues that employees who derive pleasure and satisfaction from their work are more likely to perform better, as they take ownership of their tasks and strive for excellence.

Studies by Sulea et al. (2019) have found that intrinsic rewards, such as opportunities for personal growth, recognition of achievements, and meaningful work, are strongly correlated with job satisfaction and employee commitment. In a study conducted by Kahn et al. (2020), intrinsic rewards were shown to enhance employees' sense of purpose and

well-being, leading to higher levels of job performance. In the public sector, where the City Council of Harare operates, intrinsic rewards play a significant role in employee motivation. Research by Mignan et al. (2021) in similar municipal settings emphasized the importance of providing employees with challenging and meaningful tasks, as well as opportunities for skill development, to improve performance and job satisfaction.

On the other hand, extrinsic rewards, such as salary, bonuses, and promotions, also have a substantial impact on employee motivation and performance. A study by Koch et al. (2020) highlighted the role of extrinsic rewards in attracting and retaining talent, especially in competitive job markets. In urban African contexts, research by Tsegaye et al. (2020) found that extrinsic rewards, such as fair and competitive salaries, are crucial for addressing employee needs and ensuring their commitment to organizational goals. Additionally, studies by Mousa and Shnaikat (2019) emphasized the importance of extrinsic rewards in the retention of skilled employees in public sector organizations.

The interplay between intrinsic and extrinsic rewards is also essential to consider. Research by Oyewunmi and Ojo (2019) suggested that a balanced reward system, incorporating both types of rewards, leads to higher levels of employee motivation and job satisfaction. This balance ensures that employees are not only adequately compensated for their efforts but also find meaning and fulfillment in their work. In the context of the City Council of Harare, understanding how intrinsic and extrinsic rewards influence employee performance is critical for designing effective incentive systems. By examining the current literature on this topic, the research aims to provide insights into the specific factors that contribute to employee motivation and productivity within the organization.

A study by Aljumah (2015) on three Saudi companies found that recognition improved job satisfaction among employees, as it addresses a fundamental psychological need and motivates them. On the other hand, Tan (2013) argues that intrinsic and extrinsic rewards are interconnected; emphasizing that recognition alone cannot cover financial needs. These studies, though differing in their conclusions, do not explore the connection between recognition and performance in terms of efficiency, effectiveness, or financial

outcomes. The current study aims to bridge this gap by examining the impact of recognition on performance.

Moving forward, the City Council of Harare should focus on continuous evaluation and improvement of its reward system. Regular surveys, focus groups, and performance reviews can provide valuable feedback from employees about the effectiveness of rewards (Meyer and Allen, 2019). By gathering data on employee satisfaction, engagement levels, and performance metrics, the council can identify areas of improvement and make informed adjustments to its reward system. Investing in employee development should also be a priority for the council. Training programs, mentorship initiatives, and leadership development courses can enhance employees' skills and capabilities (Gibbons et al., 2021). This not only improves individual performance but also builds a skilled and motivated workforce for the future. Additionally, promoting a culture of recognition and appreciation should be encouraged at all levels of the organization. Regularly acknowledging and celebrating employee achievements, both formally and informally, can boost morale and motivation (Gartenberg et al., 2020).

2.2.3 To examine the perceptions of employees and employers in relation to organizational reward system in Harare city council.

Employee and employer perceptions of the reward system greatly influence its effectiveness. Recent research by Ojewumi et al. (2021) emphasized the significance of perceived fairness and transparency in shaping employee attitudes towards rewards. When employees perceive the reward system as fair and equitable, they are more likely to be motivated and committed to their work (Hassan et al., 2020). In the African public sector context, studies by Akanji et al. (2019) have explored the role of communication and engagement in improving perceptions of the reward system. Research by Anakwe and Igwe (2020) highlighted the need for participatory approaches in designing reward systems to ensure employee buy-in and effectiveness. The perceptions that employees and employers hold regarding the organizational reward system play a crucial role in employee motivation, engagement, and overall organizational performance (Sulea et al., 2019). Research indicates that when employees perceive the reward system as fair,

transparent, and aligned with their contributions, they are more likely to be motivated to perform at their best (Bhattacharyya and Singh, 2020).

Similarly, employers' perceptions of the reward system's effectiveness in recognizing and rewarding employee efforts can impact their ability to attract, retain, and develop talent within the organization (Allen et al., 2019). Understanding these perceptions provides valuable insights into the strengths and weaknesses of the reward system and can guide strategic decisions for improvement. Several factors influence how employees and employers perceive the organizational reward system. One key factor is the clarity and transparency of the reward criteria and processes (Meyer and Allen, 2019). Employees need to understand how rewards are determined, what performance metrics are used, and how they can achieve recognition and advancement.

Research by Wrzesniewski et al. (2017) suggests that intrinsic rewards, such as a sense of purpose, accomplishment, and autonomy, can be equally important as extrinsic rewards in shaping employee perceptions. A reward system that acknowledges both the tangible and intangible contributions of employees is more likely to foster a positive work environment and higher levels of employee engagement. Employers' perceptions of the reward system also impact their leadership approach, decision-making, and overall organizational culture (Colquitt et al., 2001). When employers view the reward system as a tool for recognizing and developing talent, they are more likely to invest in employee development programs, performance feedback mechanisms, and opportunities for advancement.

To gain insights into the perceptions of employees and employers regarding the reward system, the City Council of Harare can conduct employee engagement surveys and feedback sessions (Allen et al., 2019). These surveys can include questions related to the fairness of rewards, clarity of reward criteria, satisfaction with recognition programs, and suggestions for improvement. Employer perception can also be assessed through regular reviews of the reward system's effectiveness in achieving organizational goals, attracting talent, and retaining top performers (Bhattacharyya and Singh, 2020). Gathering feedback from managers and leaders on the impact of the reward system on employee motivation,

performance, and overall organizational culture can provide valuable insights for enhancement.

Examining the perceptions of employees and employers regarding the organizational reward system within the City Council of Harare reveals the importance of trust, fairness, transparency, and alignment with organizational values. By addressing these perceptions through enhanced communication, fair reward practices, personalized recognition, investment in employee development, and a positive organizational culture, the council can create a work environment where employees feel valued, motivated, and committed to achieving the council's mission and goals. These recommendations can contribute to improved employee morale, engagement, retention, and ultimately, organizational success for the benefit of the city and its residents.

2.3 Theoretical framework

The theoretical framework for this study draws upon several key theories and concepts related to total reward management and employee performance. These theories provide a foundation for understanding the underlying mechanisms through which total reward management practices can influence employee performance.

2.3.1 Expectancy theory

Employees just like any other human beings, tend to put more effort when they believe that they will benefit from it. Expectancy theory, proposed by Victor Vroom in 1964, is a motivational theory that suggests individuals are motivated to perform based on their belief that their effort will lead to desired performance, which, in turn, will result in a specific outcome or reward. This theory is comprised of three components which are, expectancy, instrumentality, and valence. Expectancy refers to an individual's belief that their effort will lead to a specific level of performance. Instrumentality is the belief that performance will lead to a particular outcome or reward. Valence refers to the value an individual places on the outcome or reward. According to this theory, employees make rational calculations and decisions regarding their level of effort based on these three key factors.

Organizations that effectively align their reward systems with employee performance can enhance expectancy, instrumentality, and valence, thus motivating employees to perform at higher levels. By providing clear performance expectations, offering rewards that are perceived as directly linked to performance, and ensuring that the rewards are valued by employees, organizations can create a motivational environment that positively impacts employee performance. By integrating expectancy theory into total reward management strategies, organizations can ensure that employees perceive a clear link between their efforts, performance, and rewards, ultimately fostering higher motivation and performance levels (Gupta & Shaw, 2014).

Armstrong (2007) supports the idea that organizations can enhance expectancy, instrumentality, and valence by effectively aligning their reward systems with employee performance. He argues that a well-designed and transparent reward system, which clearly links effort, performance, and outcomes, can motivate employees and improve performance. This study can evaluate how well the council's rewards system supports employees' beliefs that their effort leads to desired performance levels

2.3.2 Herzberg's two factor theory

According to Cartwright and Cooper (2008) Herzberg put forward two factor theory which looks at hygiene factors and motivators as elements which influence people's behaviour to perform better. According to Pinnington and Edwards (2000) hygiene factors refer to the presence or absence of job de-satisfiers for instance salary, status and company policy. Hygiene factors do not themselves contribute job satisfaction and motivation of employee but they are maintenance factors which when reduced can lead to dissatisfaction

Rothman and Cooper (2008) suggest that motivators are elements directly related to the job, such as challenging assignments, opportunities for growth, recognition, and the nature of the work itself. These factors contribute to high motivation levels and a drive to excel when present. Conversely, their absence leads to a neutral attitude towards work. Based on this theory, organizations like the City of Harare council should prioritize providing adequate hygiene factors to meet employees' basic needs and prevent

dissatisfaction. Additionally, integrating intrinsic motivators can help employees achieve higher-level needs, promoting satisfaction and driving them towards greater accomplishments.

Through integrating both hygiene factors and motivators, organizations can create a total rewards system that not only minimizes dissatisfaction but also actively fosters a sense of achievement and personal growth among employees. This balanced approach contributes to higher employee performance and overall satisfaction in the workplace. By considering both hygiene factors and motivators, organizations can create a more motivating and satisfying work environment, ultimately leading to enhanced employee performance (Mohammed & Alawi, 2018). This study can contribute to both theory and practice by analyzing the CoH council's rewards system through the lens of Herzberg's two-factor theory, ultimately providing recommendations for optimizing their approach to total reward management and enhancing employee performance.

2.4 Empirical Review

In a research published in 2018, Nazir & Ul Islam explored the relationship between total reward and employee performance in the UK Healthcare sector. The study used a quantitative methodology, with data collected through an online survey of healthcare professionals in the UK. It included questions on total reward management practices, such as pay, benefits, work-life balance, and recognition, as well as employee performance measures, such as job satisfaction, motivation, and productivity. The survey was distributed to a sample of 1,500 healthcare professionals, and a total of 532 responses were received, yielding a response rate of 35%. They found a positive relationship between total reward management practices and employee performance, with recognition and work-life balance having the strongest impact on employee performance. The researchers used ANOVA to examine the moderating effects of employee demographics, such as age and job level, on the relationship between total reward management practices and employee performance measures. The study also found that the relationship between total reward management and employee performance was moderated by employee demographics, such as age and job level.

Wang & Chen, (2019) also examined the impact of total reward management on employee performance in China. The researchers found that the relationship between total reward management practices and employee performance was stronger for younger employees and those in lower-level positions. The study used a quantitative methodology, with data collected through a survey of employees in the manufacturing sector of China. The survey included questions on total reward management practices, such as pay, benefits, training and development, and work-life balance, as well as employee performance measures, such as job satisfaction, motivation, and productivity. It was distributed to a sample of 500 employees in the manufacturing sector of China, and a total of 323 responses were received, yielding a response rate of 65%. The study also found that employee demographics, such as age and job level, moderated the relationship between total reward management practices and employee performance. The researchers also recommended that organizations should consider the needs and preferences of different employee groups when designing and implementing total reward management practices. The study found that organizations with higher levels of total reward management practices had higher levels of employee performance, highlighting the importance of investing in effective reward management practices.

Fori & Aryeetey, (2020) conducted a study entitled the impact of total reward management on employee performance. The study was conducted from the University of Ghana and published in the Journal of Human Resources Management and Labor Studies in 2020. The study used a mixed-method approach, combining both qualitative and quantitative data. The qualitative data was collected through interviews with HR managers and employees in various organizations. The quantitative data was collected through a survey of employees in various organizations. According to the research, total reward management had a positive impact on employee performance in terms of job satisfaction, motivation, and productivity. It was found that there was a significant relationship between total reward management and employee performance. The researchers highlighted the importance of considering situational factors when implementing total reward management practices. The study emphasized the importance of tailoring total reward management practices to specific organizational contexts and

needs. Further research was suggested to explore the impact of total reward management in other contexts, industries, and additional aspects of employee performance.

The study published in the South African Journal of Industrial Psychology by Coetzee and Schreuder, (2016) based on the relationship between total reward management and employee engagement, a quantitative study in the South African context. The authors, aimed to explore the relationship between total reward management and employee engagement in the South African context. Quantitative methodology was used, with data collected through an online survey of employees in various industries in South Africa. The survey was completed by 668 respondents from various industries in South Africa. The majority of respondents (57%) were female, and 43% were male. The survey included measures of total reward management practices and employee engagement. The findings of the study showed a positive relationship between total reward management and employee engagement, with total reward management practices such as career development, performance management, and recognition and reward positively related to employee engagement. It also highlighted the importance of considering organizational culture and values when implementing total reward management practices. Overall, the study provides valuable insights into the relationship between total reward management and employee engagement in the South African context, and has implications for organizations seeking to improve employee engagement through the implementation of effective reward management practices.

Mtazu (2009) evaluated remuneration and reward systems at Lobels Bread, Zimbabwe. The study used a mixed-methods approach, combining both qualitative and quantitative methods. Data was collected using interviews and questionnaires from employees at Lobels Bread in Zimbabwe. Lobels Bread primarily used traditional base pay and benefits to motivate and retain employees. The rewards system was found to be moderately effective in improving employee performance and satisfaction. The study included a sample of 80 employees from Lobels Bread in Zimbabwe, representing various departments and job levels. Data was collected using questionnaires and interviews, with a response rate of 70% for questionnaires and 100% for interviews. The study

recommended a more comprehensive total rewards system, with 89% of respondents indicating that non-monetary rewards, such as training and development opportunities, would improve their motivation and performance. The study found that the rewards system had a positive impact on employee retention, with most respondents indicating that it influenced their decision to stay with the organization. This highlights the importance of effective rewards systems in retaining top talent, thus improving performance.

A Study of Public Sector Organizations in Zimbabwe" by Nyere and Chikweche (2019) focused on examining the relationship between employee motivation and performance in public sector organizations in Zimbabwe. The study used a quantitative methodology, with a survey conducted on 200 employees in public sector organizations in Zimbabwe. The study used regression analysis to examine the predictive relationship between employee motivation and performance, while controlling for the effects of other variables, such as employee demographics. It found that employee motivation had a significant positive impact on employee performance. Specifically, intrinsic motivation (such as job satisfaction and recognition) and extrinsic motivation (such as pay and benefits) both had a significant positive impact on employee performance. The importance of employee motivation in improving performance in public sector organizations in Zimbabwe was highlighted. The findings suggest that organizations should focus on both intrinsic and extrinsic motivators to improve employee performance.

2.5 Gap Analysis

Past studies on the connection between total reward management and employee performance have mostly been done in developed countries, with fewer studies in developing countries. Although research shows that total reward management affects employee performance in private companies, not much is known about its impact on local authorities in Zimbabwe.

Despite recognizing that total reward management influences employee performance, there's limited information on how this relationship works. More research is needed to

understand which motivational factors are impacted by total reward management practices and how these factors affect employee performance.

This research is a mixed method approach encompassing both qualitative and quantitative research to assess the impact of total reward management on employee performance at CoH Council. I am of the view that this research will bring in new insights and strategies to improve employee performance through total reward management.

2.6 Summary

This chapter managed to reveal what other authors and researchers are saying about total reward management and employee performance. The chapter provided a theoretical framework that will be used to answer the research questions provided in chapter one. The next chapter's research methodology section includes details on the research design, sample size, sampling methods, and research tools used in the study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the general methodology to be used to conduct the study. It specifies the research design, target population, sampling design, data collection method and instruments, and data analysis and interpretation. The methodology chapter of this research paper will present the data collection and analysis methods employed by the

author to gather relevant and reliable information from various sources. These techniques and tools will be discussed in detail to demonstrate how the author was able to effectively obtain a comprehensive understanding of the topic and generate meaningful insights. The chapter will also highlight the specific methods used to present and analyze the data in a structured and coherent manner, ensuring that the results of the research are accurately and effectively communicated to the reader.

The study used a mixed method approach encompassing both qualitative and quantitative research to analyze the impact of total reward management on employee performance. By combining qualitative and quantitative methods, researchers can gain a more comprehensive understanding of the phenomenon under investigation. Qualitative methods, such as interviews, can provide in-depth insights into employees' perceptions, attitudes, and experiences regarding total reward management. On the other hand, quantitative methods, such as surveys, can provide numerical data to measure and quantify the impact of total reward management on employee performance.

3.1 Research Approach

The purpose of the study is to investigate and understand the relationship between total reward management practices and employee performance outcomes. The study adopted a mixed method approach encompassing both qualitative and quantitative research to make an analysis. According to Saunders et al. (2019), a mixed methods approach involves collecting, analyzing and integrating both quantitative and qualitative data within a single research design. By combining qualitative and quantitative methods, researchers can gain a more comprehensive understanding of the phenomenon under investigation. Qualitative methods, such as interviews, can provide in-depth insights into employees' perceptions, attitudes, and experiences regarding total reward management. On the other hand, quantitative methods, such as surveys, can provide numerical data to measure and quantify the impact of total reward management on employee performance.

In the study, a mixed-methods approach was employed to gather comprehensive data from different levels of the organization. Qualitative research methods were used to collect information from top management, as they provided an in-depth understanding of

the organization's total reward management strategies, decision-making processes, and overall perceptions of their impact on employee performance. Semi-structured interviews were conducted with top management personnel, allowing them to share their insights, experiences, and perspectives on the topic.

On the other hand, quantitative methods were used to gather information from lower-level employees. This allowed for a broader understanding of the impact of total reward management practices on employee motivation and performance across different departments and job roles. Survey questionnaires, consisting of closed-ended questions, were distributed among lower-level employees to collect standardized data on their perceptions of the organization's reward management practices and their influence on individual performance.

3.1.3 Research Design

The design used for the study is a mixed-methods approach that combines both a survey and a case study.

Survey:

According to Armstrong (2010), a survey is "a method of obtaining information from a defined group of people by asking them questions and analyzing the results" (p. 133). It is a systematic data collection method that involves gathering standardized information from a specific population or sample through the use of questionnaires or interviews. A quantitative survey was used to collect data from lower-level employees. This approach allowed for the collection of standardized data on employees' perceptions of the organization's reward management practices and their impact on individual performance.

Case study

According to Armstrong (2010), a case study is a narrative or history of an event or sequence of events in a real life situation. A qualitative case study was conducted with top management of CoH council, which involved in-depth, semi-structured interviews. This design allowed for a comprehensive understanding of the organization's total reward

management strategies and decision-making processes, as well as the perceived impact on employee performance from the perspective of top management.

The mixed-methods design was chosen to gain a holistic understanding of the relationship between total reward management and employee performance, incorporating both the breadth of quantitative data and the depth of qualitative insights. This approach provides a richer, more nuanced perspective on the topic, allowing for a deeper understanding of the phenomena under study. The design used for the study is a mixed-methods approach that combines both a survey and a case study.

3.2 Study Population

Jennings (2001) defines a research population as all the individuals or units that are the main focus of a study. In this research, the population consists of the employees of the City of Harare, which has a total of 6453 employees. Among these employees, 41 hold managerial positions, 60 have junior supervisory roles, and the rest are general employees.

This study involves a sample size of 363 participants, representing various roles within the City of Harare workforce. This sample size is considered representative of the total population. The research concentrates on two employee groups: the managerial team and their subordinates.

3.2.1 Sampling Approach

Selecting the right respondents is crucial for the quality of the study. To ensure proper representation of the City of Harare's workforce, the researcher will use a stratified random sampling technique. This method involves dividing the population into smaller groups, or strata, based on department and job level (management and non-management).

Jackson (2012) explains that stratified random sampling aims to fairly represent different subgroups within a population. Similarly, Breakwell et al. (2006) emphasize that this technique involves randomly selecting participants from each subgroup, then combining these subsamples to form the complete study sample.

The researcher will distribute questionnaires to general employees using the convenience sampling technique. According to the City of Harare Rationalization exercise (2014), the

organization has six departments and a total of 6453 employees, including 35 senior management and 6 top executives.

To create the sample, 360 participants will be randomly selected from the 6453 general employees, and 3 participants will be chosen from the management level using convenience sampling. This results in a total sample size of 363 participants.

3.2.2 Data collection Method

To collect data from lower-level employees, the researcher used self-completion questionnaires. Coolican (2009) defines a questionnaire as a structured list of questions that respondents complete on their own, providing valuable insights into their experiences, opinions, and perceptions. In the context of this study, questionnaires served as an effective tool for gathering standardized information from a large number of employees in a time-efficient and convenient manner.

In this quantitative study, closed-ended questionnaires were employed. These questionnaires offered guided response options, such as "yes" or "no" answers, which provide several advantages. They are easy to compile, minimize ambiguous responses, and reduce the likelihood of coding errors.

The researcher has chosen to utilize online self-completion questionnaires, as they facilitate the collection of factual information more efficiently compared to alternative methods. This approach ensures a convenient and streamlined data-gathering process, allowing for effective analysis and interpretation of findings.

Interviews through zoom meetings were scheduled with 3 top management individuals. Interviews provide an opportunity to gather in-depth and detailed information, allowing participants to express their opinions, experiences, and insights more fully. Through Zoom meetings, the researcher was able to observe non-verbal cues, such as body language and facial expressions, which may provide additional insights into participants' thoughts and feelings.

3.3 Ethical Considerations

Coolican (2009) defined research ethics as the appropriateness of the researcher's behavior in relation to the rights of those who become the subject of your work or affected by it. Throughout the research process, the study adhered to the ethical principles of protecting participants from harm, ensuring voluntary participation, obtaining informed consent, maintaining service secrecy, and preserving anonymity. Participants were informed that their involvement was entirely voluntary and that they could withdraw at any time without penalty.

To further protect participants' confidentiality, the researcher emphasized that all data would be collected, stored, and analyzed in a manner that maintained maximum privacy and anonymity. This included safeguarding personal information and ensuring that any identifiable details were removed or altered before presenting the findings. By following these ethical guidelines, the study aimed to prioritize participants' well-being and respect their rights while facilitating a transparent and trustworthy research process.

3.4 Data Presentation Analysis

The data analysis process for the qualitative method involved several steps, beginning with defining research objectives and questions. Qualitative data was then collected through Zoom interviews with three top management employees at the City of Harare. Data cleaning was performed by transcribing and reviewing the interview transcripts for accuracy. Thematic analysis was employed to identify patterns and themes, focusing on the relationship between total reward management and employee performance. Findings were presented using narrative descriptions and participant quotes culminating in a cohesive narrative that provided insights to inform decision-making.

The quantitative data analysis process began with data cleaning to ensure accuracy and completeness. Descriptive statistical techniques were then employed to identify trends and patterns within the data. Frequency distributions and cross-tabulation were utilized to examine the distribution of opinions and compare responses across subgroups, such as departments and job levels. The findings were presented using visual aids, such as tables, graphs, and charts, to effectively communicate the results. The insights gained from the

quantitative analysis were combined with the qualitative findings to provide a comprehensive understanding of the impact of total reward management on employee performance at the City of Harare.

3.5 Reliability and Validity

To ensure reliability and validity, the study employed a mixed-methods approach combining qualitative and quantitative data collection methods. Triangulation of methods allowed for cross-validation and a more comprehensive understanding of the research problem. The use of stratified random sampling for questionnaire distribution ensured a representative sample, improving the generalizability of the results. Standard data analysis techniques were employed for both qualitative (thematic analysis) and quantitative (descriptive statistics) data, ensuring the consistency and explicability of the findings. Moreover, the adherence to established research guidelines, such as informed consent and confidentiality, further enhanced the credibility and trustworthiness of the study's outcomes. These measures collectively contribute to the reliability, validity, and generalizability of the research.

3.6 Chapter Summary

This chapter focused on research methods, covering various essential topics such as gap analysis, research design, data presentation, data analysis, and ethical considerations. These aspects provide a strong foundation for the upcoming chapter, which delves into data presentation, analysis, interpretation, and discussion, enabling a comprehensive understanding of the study's findings and implications.

CHAPTER 4

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

4.0 Introduction

This chapter presents the primary research findings and their significance in addressing the research questions and hypotheses. Through a thorough analysis of the data collected from fieldwork, this chapter illuminates the impact of total reward management on employee performance at the CoH council. It will give valuable insights into the complex relationship between these two factors, as well as a deeper understanding of their implications.

Quantitative Data

4.1 Data Presentation

Table 1 RESEARCH RESPONSE RATE

Group of Respondents	Questionnaires Sent	Questionnaires Returned
Non - managerial	360	252
Total	360	252

Response rate = $(252/360) * 100 = 70\%$

The data is based on responses from 252 individuals, referred to as the sample size (N). Frequency represents the number of respondents who provided a specific response.

Appendix 1: Questionnaire

4.2 Presentation of demographic data

N = 252

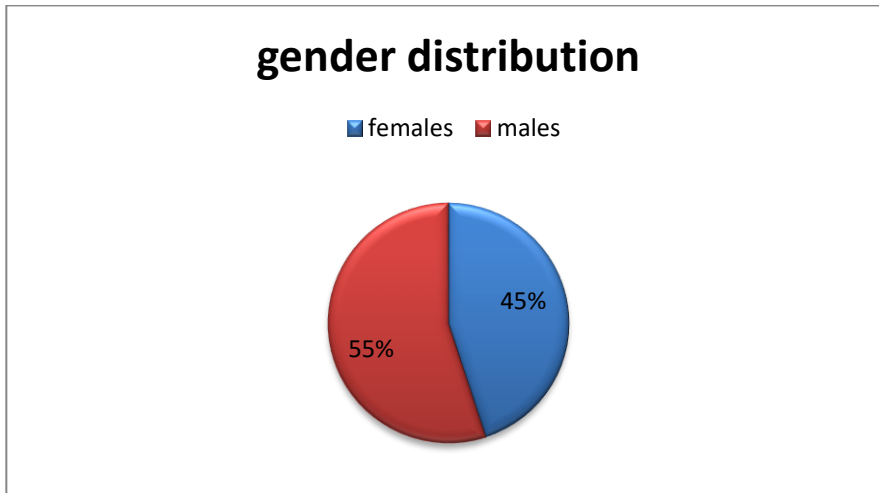


Figure 2 gender distribution

Figure 4.2 shows the gender distribution of respondents, with males making up the majority (55%) and females the minority (45%). The total number of male and female respondents was 139 and 113, respectively, indicating a relatively balanced gender representation.

4.2.1 Job position distribution scale

N = 252

Table 2 JOB POSITION DISTRIBUTION SCALE

Job position	frequency
Human Capital	42
Amenities	46
Engineering and Work	46
Finance	36
Town Clerk	38
Information Technology	44
Total	252

Table 2 shows the distribution of respondents based on their job positions and departments. The majority of the respondents of 46 are from amenities and engineering and works. These two departments generally have a large number of employees who work in the field. Information technology department has the second largest number of respondents with 44. The human capital department has 42, whilst the town clerk has 38 and the finance department has 36. This shows a generally fair representation from each department within the study.

4.2.2 Age groups of respondents

N = 252

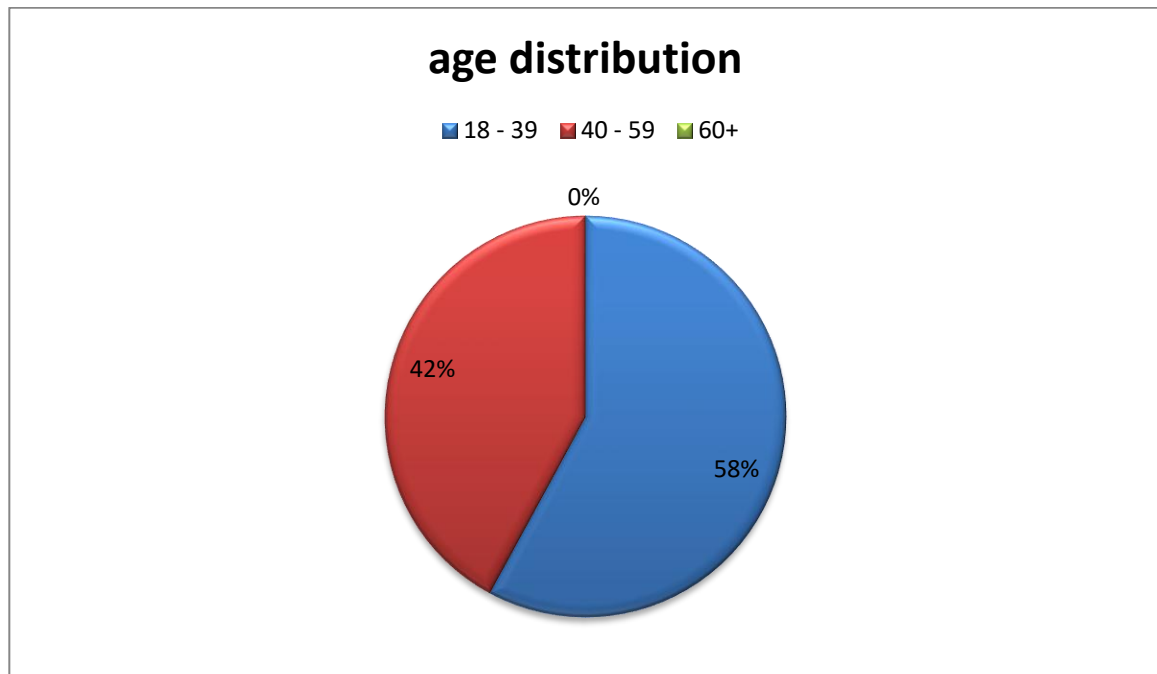


Figure 3 Age Distribution

Figure 2 above shows the age distribution of respondents. Most of the respondents fall between the ranges of 18 – 39 at 60 %, whilst there are 40 % respondents in the range of 40 – 59. There is no one in the age range of 60 and above in this research. This is due to the fact that when organisations conducted the 2014 rationalisation exercise; it retired employees in that range to comply with the retirement policy. The majority of respondents are economically active.

4.2.3 Educational Qualifications

N = 252

Table 3 EDUCATIONAL QUALIFICATIONS

Educational qualifications	O`Level	A` Level	Diploma	Degree	Masters	Non
Frequency %	25%	15%	30%	20%	2%	8%
Number of respondents	63	38	76	50	5	20

The distribution of qualifications among lower level employee respondents at CoH council indicates a diverse workforce in terms of educational backgrounds. A significant portion of respondents hold a diploma (30%), ordinary level (20%), degree (20%), advanced level (15%), no qualifications (8%) and masters certificate (2%). The high proportion of respondents with diploma and O`Level qualifications suggests that many lower level positions at city of Harare require minimum educational level. The notable presence of employees with higher educational levels indicates that some individuals are working in positions below their educational qualifications, and some are getting opportunities to develop.

4.2.4 Employee years of service

N = 252

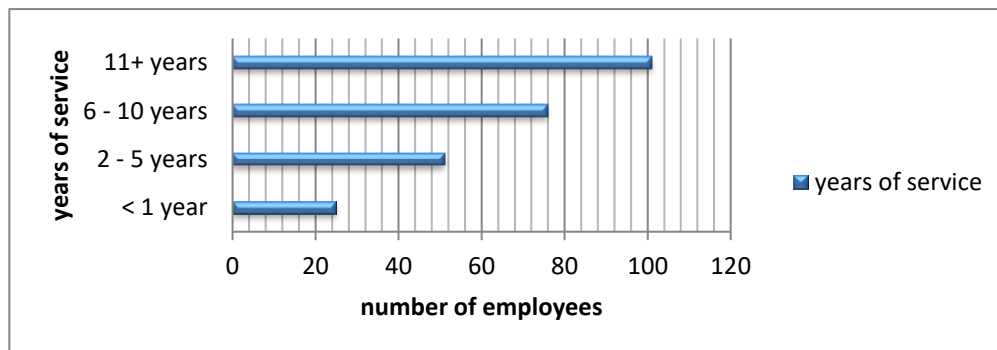


Figure 4 Years of Service

The data on years of service from the questionnaire administered to lower level employees at city of Harare shows a substantial number of employees with long tenures. About 40% of the employees have been with the organization for more than 11years, 30% for 6 to 10 years, 20% for 2 to 5 years and 10% for less than a year.

This data indicates that the organization has been successful in retaining a significant portion of its lower level employees over the long term. The high percentage of employees with long tenures suggests a stable working environment and potential job satisfaction. However, a smaller percentage of newer employees could also signal

potential challenges in attracting and recruiting new talent. A well-structured total rewards system that acknowledges long term service and dedication could contribute to the high retention rates observed among employees.

4.3 The nature of the reward management system used at City of Harare

Presentation

N = 252

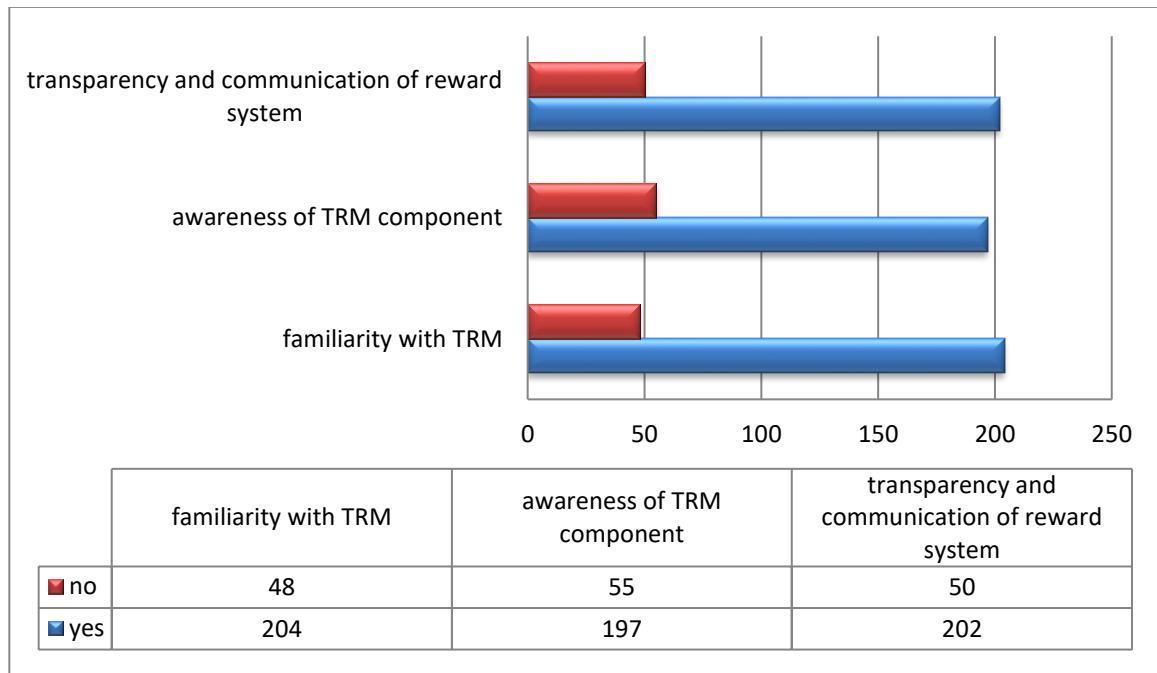


Figure 5 Nature of Reward System

Analysis

The majority of the respondents are familiar with the concept of total reward management and aware of the components of the reward system at CoH. Most respondents also believe that the system is transparent and well communicated. However a notable percentage of employees are unfamiliar with the concept or components and they perceive the system to be less transparent and poorly communicated.

Interpretation

These findings suggest that overall; the CoH has been effective in implementing and communicating its reward management system. Nevertheless, there are still opportunities for improvement in raising awareness and ensuring transparency, as significant minorities of employees are not fully informed about the system.

Discussion

Addressing these gaps can enhance the effectiveness of the reward management system and contribute to improved employee performance and satisfaction. The organization can use communication strategies to reach employees who may be less informed. They should create channels for employees to provide feedback on the reward system and ask questions, which can help identify areas of confusion or miscommunication. Nyere and Chikweche (2019) , also reviewed that employees who had better understanding of the reward systems and their components tended to be motivated and performed better in their roles.

4.4 Relationship of intrinsic and extrinsic rewards to employee performance

Presentation

N = 252

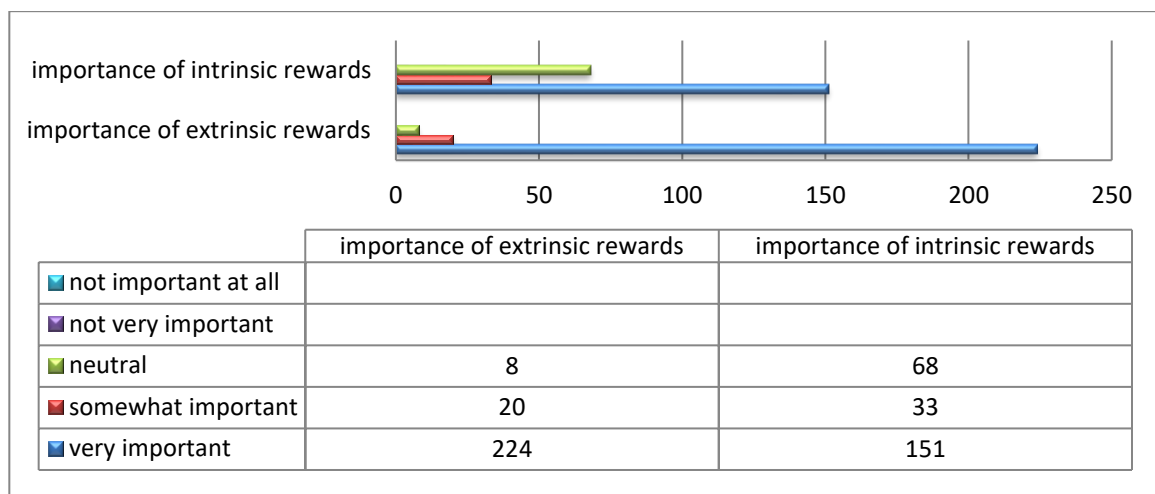


Figure 6 Relationship of Rewards



Figure 7 Necessity of Both Rewards

Analysis

The findings reveal that both extrinsic and intrinsic rewards play a significant role in motivating employees at CoH council. Extrinsic rewards such as salary and bonuses are perceived as very important by a majority of respondents. Intrinsic rewards including job recognition and job satisfaction are also considered important, although to a lesser extent than extrinsic rewards. Most respondents acknowledge the importance of both reward types for improving their performance.

Interpretation

The results suggest that a balanced mix of extrinsic and intrinsic rewards is essential for motivating employees and enhancing their performance at CoH. Financial incentives are critical, but non – financial aspects like recognition and job satisfaction are also valued by employees.

Discussion

Based on these findings, CoH should strive to implement a well-balanced total reward system that incorporates both extrinsic and intrinsic elements. By doing so, the organization can effectively motivate its employees and enhance their performance, leading to better organizational outcomes. This may include providing competitive

salaries, offering performance based bonuses, recognizing achievements and investing in professional development.

Relating to Mtazu`s (2009) study on Lobels bread in Zimbabwe, the current findings echo the importance of both financial and non-financial rewards in influencing employee motivation and performance. However, in contrast to Mtazu`s study which found an inverse relationship between financial and non-financial rewards. The City of Harare employees seem to value both reward types positively.

4.5 Perceptions of employees and employers in relation to organizational reward system in City of Harare

Presentation

Perceptions of employees in relation to organizational reward system

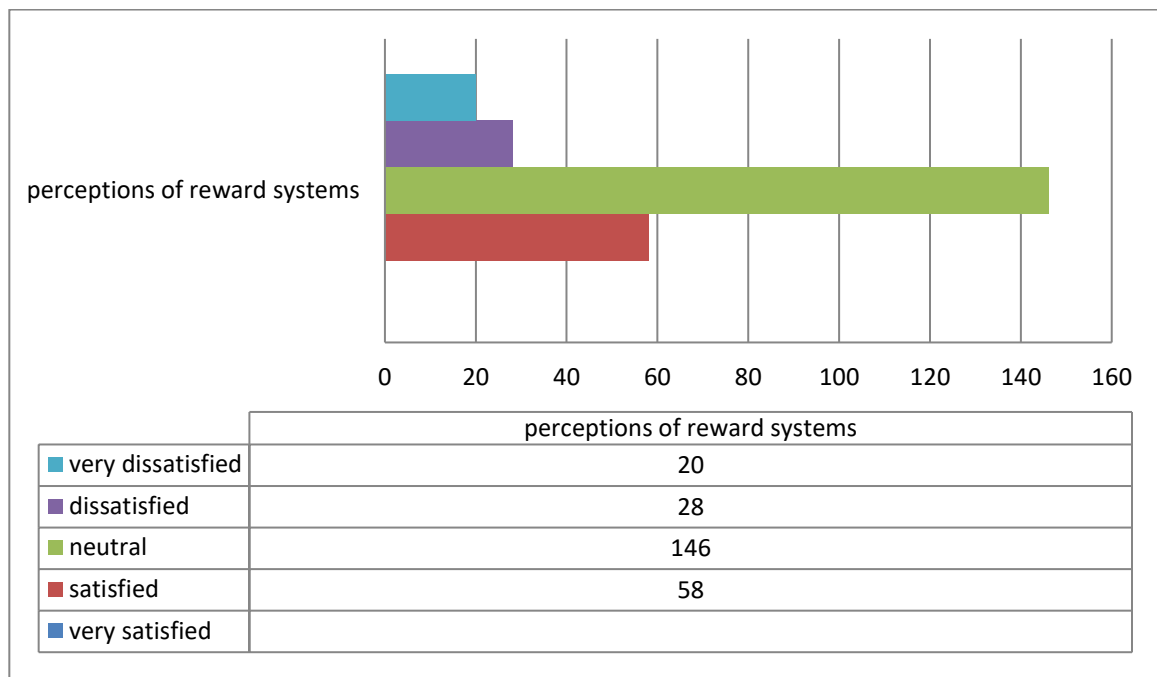


Figure 8 Perceptions of Employees

N = 252

Belief that reward system aligns with expectations and needs

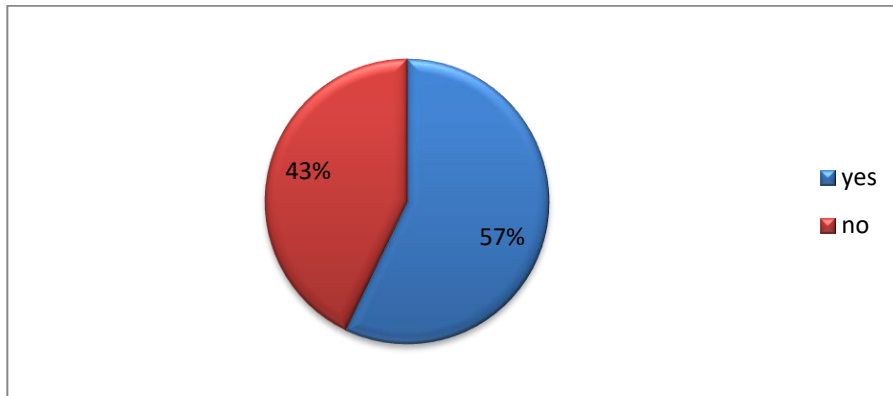


Figure 9 Alignment of Reward System

Belief that CoH values and recognizes employee contributions

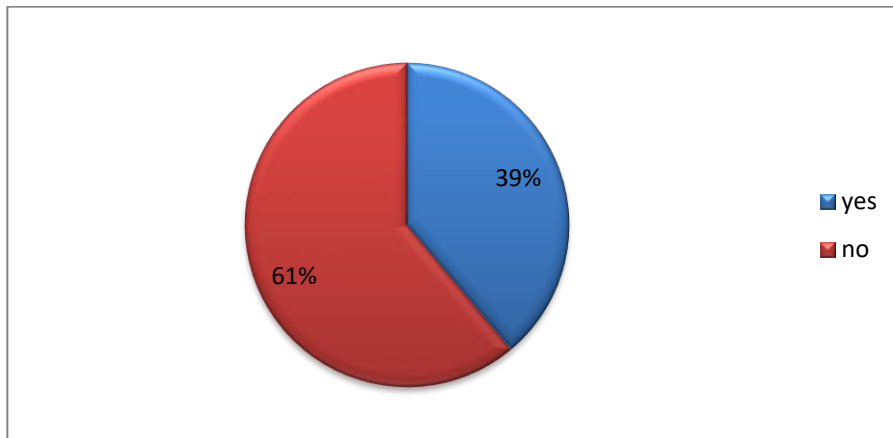


Figure 10 Recognition of Employee Contributions

Analysis

The findings suggest a mixed perception of the City of Harare's reward system among employees. While a significant portion is satisfied, the majority has a neutral opinion or is dissatisfied with the current reward system. Less than half of the respondents believe that the system effectively aligns with employee expectations and values their contributions.

Interpretation

The results indicate that the City of Harare's reward system may not be meeting the expectations and needs of a significant number of employees. This can have implications for employee motivation, satisfaction, and overall performance.

Discussion

To deal with these perceptions, the City of Harare should consider reviewing its reward system to ensure it aligns with employee expectations and values their contributions. This may involve conducting regular employee surveys, analyzing industry benchmarks, and enhancing communication about the reward system. By addressing these concerns, the City of Harare can foster a more motivated, satisfied, and high-performing workforce.

Relating to the study by Fori & Aryeetey (2020), the findings emphasize the importance of a well-structured total reward management system for enhancing employee performance. As per Herzberg's two-factor theory, the City of Harare should focus on both hygiene factors (such as fair compensation and job security) and motivators (like as recognition and opportunities for growth) to improve employee satisfaction and performance.

QUALITATIVE DATA

4.6 Response Rate

Despite efforts to engage with three top managers at the City of Harare Council, only one was available for an in-depth interview due to other professional commitments. However, the single interview conducted proved fruitful as the manager shared valuable insights and provided quality data relevant to the study. The information obtained from this interview provided essential context and depth to the research on total reward management and its influence on employee performance, in the context of the City of Harare Council. Although a larger sample size would have been desirable, the interview with this key informant contributed significantly to the understanding of the research topic.

Appendix 2 Interview guide

4.7 Nature of the reward management system being used by City of Harare

The next section presents findings from an in-depth interview with a top manager at the City of Harare, focusing on the nature of the reward management system. Key themes discussed include the system's components, alignment with organizational goals, and its perceived impact on employee performance. Additionally, the section highlights challenges and potential areas for improvement to ensure the reward system effectively addresses the needs and expectations of employees and employers within the organization.

4.7.1 Overview of the reward management system currently in place at the City of Harare

The key informant provided an overview of the reward system and explained what the organization offers to its employees. She even stated examples when she said,

"Well, our system is designed to recognize and motivate our employees through a combination of extrinsic and intrinsic rewards. Although not as competitive as I would prefer, the reward system offers salaries, performance-based bonuses, and allowances. We also offer benefits like medical insurance, retirement plans, and vacation time."

She further went on to explain why it is not as competitive as she would prefer as she said,

"The economic situation in this country has terribly affected the budget structure of most local authorities including City of Harare. This is really affecting our ability to be competitive with our rewards but we value our employees and so we are trying our absolute best to make sure they are satisfied."

The key informant provides insights into the City of Harare's reward management system, highlighting the use of both extrinsic and intrinsic rewards. The organization aims to achieve a balance between financial rewards and non-monetary benefits to attract, motivate, and retain employees. However, the key informant admits that the system's competitiveness is affected by the economic situation in the country, which poses budgetary constraints on local authorities.

The City of Harare's reward management system demonstrates an understanding of employees' diverse needs and preferences, as evidenced by the integration of both extrinsic and intrinsic rewards. The organization recognizes the importance of a comprehensive rewards package that goes beyond financial compensation to encompass benefits and work-life balance initiatives. The informant's acknowledgment of the system's limitations suggests a realistic perspective on the external factors impacting the organization's ability to provide more competitive rewards.

The key informant's account aligns with the principles of expectancy theory, which indicate that employees are motivated to perform when they see a strong link between effort, performance, and desired outcomes (Vroom, 1964). By offering a range of rewards tailored to employee needs, the City of Harare seeks to strengthen this connection and foster higher levels of motivation and performance. However, the economic context poses a challenge to the effectiveness of this strategy, as financial constraints may limit the organization's ability to offer rewards that employees deem valuable and competitive.

4.7.2 Alignment of reward management system with the overall strategic goals and objectives of the City of Harare

CoH council strives to align their reward systems with the overall strategic goals. This was affirmed by the key informant when she said,

"Yes, I would say our reward management system is aligned with the overall strategic goals. Our mission is to provide first-class service delivery and promote investment, along with our vision to achieve "World Class City Status by 2025," serves as the foundation for our approach to employee rewards and recognition. First class service and a world class status cannot be achieved by a poorly structured system of rewards that does not mirror the organization."

This response suggests that the City of Harare's reward management system is well-aligned with the organization's strategic goals and objectives, reflecting the belief that a well-structured reward system is crucial for achieving the desired level of service and

status. This alignment demonstrates a strategic approach to human resource management, as the organization recognizes the importance of linking its reward system to its overall mission and vision.

According to the informant, the City of Harare acknowledges the significance of employee engagement in delivering first-class service and achieving world-class status. By aligning the reward management system with strategic goals, the organization aims to foster high levels of employee engagement and motivation, ultimately driving performance and contributing to the attainment of its mission and vision.

Similarly, this reflects Coetzee and Schreuder's (2016) research on the relationship between total reward management and employee engagement. Their study highlights the importance of a comprehensive reward system that addresses various aspects of employees' needs and expectations, including financial, developmental, and psychosocial elements. By addressing these factors, organizations can enhance employee engagement, leading to improved performance and better alignment with strategic goals.

4.8 Intrinsic and extrinsic reward and its relationship to employee's performance in CoH.

The following section delves into the findings regarding intrinsic and extrinsic rewards and their relationship to employee performance at the City of Harare. Drawing from an in-depth interview, the findings highlight the importance of balancing financial incentives with non-monetary aspects, to foster a high-performing workforce that is synchronized with the organization's overall mission and objectives.

4.8.1 Contribution of intrinsic and extrinsic rewards to employee performance at City of Harare

The key informant agreed that intrinsic and extrinsic rewards are critical in enhancing employee performance. She said,

" I believe that both intrinsic and extrinsic rewards play crucial roles in enhancing employee performance. While extrinsic rewards such as competitive salaries,

bonuses, and benefits are essential in attracting and retaining talent, they are only one part of the equation. Intrinsic rewards, such as recognition, opportunities for growth, and a positive work environment, are equally important in fostering a motivated and engaged workforce."

There is an emphasis on the importance of both intrinsic and extrinsic rewards in improving employee performance at the City of Harare. The key informant acknowledges that while extrinsic rewards like are vital for attracting and retaining employees, intrinsic rewards are equally essential for fostering motivation and engagement.

The key informant's views reflect an understanding of the significance of both extrinsic and intrinsic rewards in employee motivation and performance, as highlighted by Herzberg's two-factor theory. By acknowledging the need to balance these two types of rewards, the City of Harare demonstrates a comprehensive approach to employee engagement and satisfaction. This recognition of the importance of intrinsic factors can help create a more motivating and satisfying work environment, ultimately leading to improved employee performance and better alignment with organizational goals.

4.8.2 Illustration of the impact of intrinsic and extrinsic rewards on employee performance within City of Harare council.

Examples on the use of both intrinsic and extrinsic rewards at City of Harare were provided. These were the key informant's words,

"Sure, I would be happy to share a few examples. Recently, we introduced a performance-based bonus system that has significantly improved productivity and motivation among our employees. Our waste management team exceeded their targets by 15% after the implementation of this extrinsic reward, leading to a cleaner and more efficient city."

She went on to talk about the use of intrinsic rewards use when she said,

"We have also seen remarkable results from our employee recognition program. One notable example is our customer service team, where we acknowledged an

outstanding team member down there in the banking hall for their exceptional problem-solving skills and dedication to citizen satisfaction. This public recognition not only boosted their morale but also encouraged other team members to strive for excellence in their work."

The key informant's account offers valuable insights into the impact of intrinsic and extrinsic rewards on employee performance within the City of Harare Council. The examples provided demonstrate a positive correlation between a well-rounded reward system and enhanced employee motivation, productivity, and overall performance. The study by Nyere and Chikweche highlighted the significance of employee engagement and satisfaction in Zimbabwe's public sector organizations, which is echoed in the City of Harare Council's approach to reward management.

The key informant's examples provide tangible evidence of the positive outcomes that can result from a well-designed reward system. The introduction of performance-based bonuses led to increased productivity in the waste management team, while the employee recognition program boosted morale and encouraged excellence within the customer service team. These findings emphasize the importance of aligning an organization's reward system with its strategic goals and objectives, ultimately fostering a culture of continuous improvement and high performance.

4.9 Perceptions of employees and employers in relation to organizational reward system in Harare city council.

This section brings out the views and opinions of both employees and employers regarding the effectiveness of the organization's reward system. The findings underscore the value of a comprehensive approach to reward management.

4.9.1 Effectiveness of the organizational reward system in meeting the expectations and needs of both employees and employers at the City of Harare.

The key informant made a comment on this topic, she said

"Our performance-based bonuses and employee recognition programs have been well-received by our workforce, demonstrating that we are addressing their desire for both

financial incentives and non-monetary forms of appreciation. However, we acknowledge that there is always room for improvement. In light of the economic challenges facing our country, we are continually seeking innovative ways to make our reward system more competitive, while maintaining a focus on meeting the diverse needs of our employees and aligning with the organization's strategic goals. By fostering open communication and collaboration between employees and management, we aim to refine our reward management approach and ensure its ongoing effectiveness."

This highlights the perceived effectiveness of the City of Harare's organizational reward system in addressing the needs and expectations of both employees and the organization. The positive reception of performance-based bonuses and employee recognition programs indicates that the Council is successfully addressing employees' desires for financial incentives and non-monetary appreciation.

The informant's acknowledgment of the need for continuous improvement and the challenges posed by the economic environment underscores the importance of ongoing adaptation and innovation in reward management. By fostering open communication and collaboration between employees and management, the City of Harare aims to refine its reward system and ensure its ongoing effectiveness.

These findings align with studies by Akanji et al. (2019), which emphasize the role of communication and engagement in enhancing perceptions of the reward system. The City of Harare's commitment to open dialogue and collaboration between employees and management is crucial for ensuring that the reward system remains responsive to the evolving needs and expectations of the workforce, ultimately contributing to improved performance and satisfaction.

4.9.2 Challenges identified or experienced in relation to the reward system, and strategies that have been or could be implemented to address them.

Several challenges were highlighted as well as strategies available to solve them. This is the response obtained from the key informant,

"I can identify several challenges we've experienced in relation to our reward system. One major challenge is the economic instability in our country, which can make it difficult to offer competitive financial incentives. Additionally, we've observed the need to enhance our employee performance evaluation processes to ensure fair and accurate assessment of performance-based rewards. Lastly, fostering effective communication about our reward system and its benefits remains an ongoing priority."

She also stated some strategies when she said,

"Well, we have implemented and continue to explore various strategies. For instance, we are exploring innovative, non-monetary incentives to complement financial rewards, such as professional development opportunities and flexible work arrangements. We are also reviewing and refining our performance evaluation methods to ensure fairness and objectivity, including the use of 360-degree feedback and clearly defined performance metrics."

Several challenges faced by the City of Harare were highlighted in relation to its reward system, including economic instability, performance evaluation processes, and communication. They also mention strategies implemented or considered to address these issues, such as non-monetary incentives, refining performance evaluations, and fostering open communication. The key informant mentioned the need to refine performance evaluation processes, which aligns with Fori & Aryeetey's (2020) findings on the significance of fair and accurate performance assessments. Their study highlighted that a well-structured performance appraisal system contributes to improved employee performance.

The key informant's insights reveal a commitment to addressing the challenges faced by the City of Harare in relation to its reward system. By exploring innovative solutions and aligning their strategies with research on total reward management, the Council seeks to enhance employee performance and satisfaction, ultimately contributing to the overall success of the organization.

4.10 Chapter Summary

This chapter presented data, analysed, interpreted and discussed it as well as participants' demographics. The overview of the results, conclusion and problem's recommendations will be discussed in chapter 5.

CHAPTER 5

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter provides a comprehensive summary of the research findings presented, focusing on the influence of the reward system on employee performance within the City of Harare. It highlights the major findings, draws conclusions based on the data analysis, and provides recommendations for organizational practice and future research.

5.1 Summary of Findings 1

The first research question the study attempted to address was:

What is the nature of the reward management system currently being implemented by City of Harare council?

The nature of the reward management system currently implemented by the City of Harare Council is one that emphasizes a balance between intrinsic and extrinsic rewards. Efforts have been made to refine performance evaluation processes to ensure fairness and objectivity, which in turn contributes to improved employee performance. The findings from the questionnaire further support the nature of the reward management system at the City of Harare Council. Respondents indicated that they valued both financial incentives and non-monetary rewards, such as recognition programs and opportunities for growth. This aligns with the Council's approach to balancing intrinsic and extrinsic rewards, as discussed by the key informant.

The City of Harare's reward management system aligns with literature review on McCormick and Tiffelin's theory (1979), which emphasizes the importance of intrinsic, extrinsic, and social rewards in the workplace. The Council's approach addresses intrinsic rewards through employee recognition programs and professional development opportunities, while competitive financial incentives serve as extrinsic rewards. Although the information provided mainly focuses on intrinsic and extrinsic rewards, the City of Harare's commitment to fostering open communication and collaboration among

employees may also contribute to positive social rewards. Ultimately, this alignment with McCormick and Tiffin's theory demonstrates the Council's comprehensive approach to enhancing employee motivation and performance

5.2 Summary of findings 2

The second research question the study attempted to address was:

What is the relationship between the intrinsic and extrinsic rewards and employees performance in CoH?

City of Harare's reward management system demonstrates a positive relationship between intrinsic and extrinsic rewards and employee performance. By offering a balance of financial incentives, such as performance-based bonuses, and non-monetary rewards, like recognition programs and professional development opportunities, the Council caters to the diverse needs and expectations of its employees. This comprehensive approach to reward management aligns with research findings and the insights shared by the key informant, ultimately fostering a motivated and high-performing workforce.

The converging findings from the questionnaire, interview, and overall analysis of the CoH's reward management system emphasize the value of a comprehensive and balanced approach to rewarding employees. City of Harare's approach to reward management reflects Herzberg's two-factor theory by emphasizing the importance of both intrinsic and extrinsic rewards in fostering job satisfaction and motivation

Majid et al. (2020) found that intrinsic rewards, such as recognition and opportunities for growth, positively impacted employees' intrinsic motivation, leading to increased job satisfaction and engagement. Conversely, extrinsic rewards, like financial incentives, were linked to employees' extrinsic motivation and played a role in reducing job dissatisfaction. City of Harare's findings align with those of Majid et al, (2020).

5.3 Summary of findings 3

The third research question the study attempted to address was:

What is the perception of employees and employers concerning the reward system in CoH?

The quantitative questionnaire findings suggest that the CoH's reward system may not be fully meeting employees' expectations and needs, potentially impacting their motivation, satisfaction, and performance. The qualitative interview findings demonstrate that employers acknowledge the challenges faced by the CoH's reward system, including economic instability, performance evaluation processes, and communication. Employers also recognize the importance of open dialogue and collaboration in addressing these challenges, as well as the need to refine performance evaluations and foster transparent communication.

Sulea et al. (2019) highlighted the positive impact of rewards on employee satisfaction, motivation, and performance when these rewards align with employees' preferences and are communicated effectively. The CoH's efforts to refine its performance evaluation processes and explore innovative, non-monetary incentives, as mentioned in the qualitative interview, exemplify a commitment to addressing employees' needs and enhancing the perceived value of rewards.

5.4 Recommendations

1. To ensure that the reward system continues to meet the evolving needs and expectations of employees, the City of Harare should regularly review and refine its reward strategies. This includes evaluating the effectiveness of existing financial and non-financial incentives, as well as exploring innovative reward options that cater to the diverse needs of the workforce.
2. Clear and transparent communication about the reward system and its benefits is crucial for fostering employee understanding and appreciation. The City of Harare should prioritize regular and open communication channels between employees and management, ensuring that employees are well-informed about performance expectations, reward criteria, and available incentives.
3. A well-structured performance appraisal system is essential for ensuring that rewards are distributed fairly and objectively. The City of Harare should continue to refine its performance evaluation processes, providing employees with

constructive feedback and recognizing their achievements in a manner that promotes motivation, satisfaction, and overall performance.

5.5 Areas for further studies

Given the importance of clear and transparent communication in ensuring the perceived value and understanding of rewards, future research could explore the most effective communication strategies for disseminating information about reward systems. This could involve examining various channels and methods of communication, as well as the frequency and level of detail required to promote employee engagement and understanding of the rewards offered by the City of Harare.

5.6 Conclusion

The findings offered an in-depth examination of the City of Harare's reward management system, emphasizing the importance of balancing intrinsic and extrinsic rewards and fostering open communication to enhance employee performance and motivation. While the City of Harare's approach aligns with existing research on reward management systems, challenges such as economic instability, refining performance evaluations, and improving communication were identified. This study contributes to the existing body of knowledge on reward management systems, providing a basis for future research and practical recommendations to optimize employee satisfaction and performance within the City of Harare.

5.7 Chapter Summary

In summary, the chapter successfully facilitated a discussion of the findings, conclusions, and recommendations. Additionally, other variables that influence employee performance were also highlighted.

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Appendix 1: Questionnaire

I am a student at Bindura University and I am pursuing a Bachelor of Commerce Honors Degree in Human Capital Management. I am conducting a research on the impact of total reward management on employee performance. This is a questionnaire on this topic related to your organization and your current job. Your participation in this survey is strictly voluntary and the information provided will be treated with confidentiality for use in academic research only.

Instructions:

Please do not write your name in the questionnaire

Tick your selected response

Fill in blank spaces where applicable

Section A: Background Information

1. Gender

2. Job post

3. Age

18 - 39	40 - 59	60+

4. Educational qualification

O`level	A`level	Diploma	Degree	Masters	N/A
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5. Years of Service

Less than 1 year	2 – 5 years	6 – 10 years	11 years +

Section B : Questions

Tick box with desired answer

1. Are you familiar with concept of Total reward management

Yes	No

2. Are you aware of the components of the reward management system at city of Harare

Yes	No

3. Is the reward management system at City of Harare transparent and clearly communicated to employees?

Yes	No

--	--

4. How important are extrinsic rewards in motivating you to perform better (eg; salary, bonuses)

Very important	Somewhat important	Neutral	Not very important	Not important at all

5. How important are intrinsic rewards in motivating you to perform better (eg; recognition, job satisfaction)

Very important	Somewhat important	Neutral	Not very important	Not important at all

6. Do you believe that the presence of both intrinsic and extrinsic rewards is necessary to improve your performance

Yes	No

7. How satisfied are you with the current reward system at City of Harare

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied

8. Do you believe that the reward system at City of Harare aligns with expectations and needs of employees

Yes	No

9. Do you think that City of Harare values and recognizes employee contributions through its reward system

Yes	No

Comments

THANK YOU!

Appendix 2: Interview guide

Interview Guide:

Section A:

To explore the nature of the reward management system being used by City of Harare

- 1) Could you provide a detailed overview of the reward management system currently in place at the City of Harare?
- 2) How does the current reward management system align with the overall strategic goals and objectives of the City of Harare?

Section B:

To examine intrinsic and extrinsic reward and its relationship to employee's performance in CoH.

- 3) In your opinion, how do intrinsic and extrinsic rewards contribute to employee performance at the City of Harare?
- 4) Can you share any specific examples or success stories that illustrate the impact of intrinsic and extrinsic rewards on employee performance within your organization?

Section C:

To examine the perceptions of employees and employers in relation to organizational reward system in Harare city council.

- 5) How do you perceive the effectiveness of the organizational reward system in terms of meeting the expectations and needs of both employees and employers at the City of Harare?
- 6) What challenges have you identified or experienced in relation to the reward system, and what strategies have been or could be implemented to address them?

APPENDIX 3: REQUEST TO CARRY OUT RESEARCH

Bindura University of Science Education

Private Bag 1020

Bindura

4 June 2024

The Acting Human Capital Director

City of Harare

PO Box 1680

Harare

Dear Sir

REF: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT YOUR ORGANIZATION

I am a 4th year student at Bindura University of Science Education, studying towards attaining a Bachelor of Human Capital Management Honours Degree. In fulfilment of my studies, I am required to carry out a research project. I am therefore kindly seeking permission to carry out research at your organization entitled: **‘The Influence of total reward management on employee performance’**.

Be assured that the information will be strictly and specifically used for academic purposes and shall be treated with confidentiality.

Yours Faithfully

.....

.....

APPENDIX 4 TURNITIN REPORT



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