

FACULTY OF COMMERCE
DEPARTMENT OF HUMAN CAPITAL MANAGEMENT



The Effects of Total Reward Management on Organizational Performance. A Case study of Trojan Nickel Mine.

By B203150B

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RELEASE FORM

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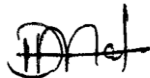
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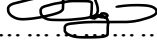


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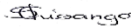
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DECLARATION

I, **B203150B** do hereby declare that this research report is entirely my work and was carried out while I was a student at Bindura University of Science Education as partial fulfilment of my Bachelor of Commerce Honours Degree in Human Capital Management it is result of my own work, except to the extent indicated in the acknowledgements, references and by comments included in the body of the report, and it has not been submitted in part or in full for any another degree to any other University.

DEDICATION

I dedicate this research project to my beloved father, mother and the rest of my family for their moral and spiritual support as well as prayers during my entire studies.

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This Work has been a result of a collective effort of a number of people. I would like to take this opportunity to thank the following individuals for their contribution in the successful completion of this dissertation. Firstly, the management and HR department of Trojan Nickel Mine where this study was conducted, for assisting me to do this study in their organizations.

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ABSTRACT

To recruit, motivate, and retain employees, Total Rewards Management (TRM) refers to a holistic method that manages and aligns all aspects of employee compensation and benefits, including non-financial and financial rewards. The purpose of this study was to examine the effect of total reward management on organisational performance of Trojan Nickel Mine in Bindura, Zimbabwe. The study was guided by the following specific objectives:

- (i) To identify the Trojan Nickel Mine's present incentive programs.
- (ii) To find out what the staff thinks about Trojan Nickel Mine's incentive scheme.
- (iii) To evaluate the impact of extrinsic incentives on Trojan Nickel Mine's performance, including compensation, bonuses, and promotions.
- (iv) To assess Trojan Nickel Mine's performance in relation to intrinsic benefits (such as recognition and appreciation).

The study used descriptive research design which incorporated both quantitative and qualitative approaches. The study surveyed 75 employees from three mining departments, including Mining, Engineering, and SHEQ, using self-administered questionnaire. It also interviewed selected employees. The data was analysed with use of descriptive statistics (WPS) and data presented as frequency distribution tables and histograms. The findings of this study showed that Trojan Nickel Mine offer both extrinsic (salary, bonus and promotion) and intrinsic (praise, recognition and genuine appreciation) rewards to their employees. However, the results found that employees were not satisfied with the current reward packages and salary level was viewed to be too low and did not reflect cost of living in Bindura City. The study further indicated the intrinsic (non-financial) rewards were not satisfactory to employee

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Chapter One

1.0 Introduction

The main purpose of this study is to find out how the organizational performance of Trojan Nickel Mine is affected by total reward management. This chapter acts as the study's introduction, giving background data, describing the issue, the goals and questions of the investigation, and emphasizing the importance and rationale of the findings. It also provides the conceptual foundation and specifies important concepts.

1.1 Background to the Study

Giving rewards to staff members is essential for boosting morale and enhancing overall productivity. Organizations must, however, overcome the difficulty of choosing which kinds and combinations of rewards to employ. Several studies have demonstrated that rewards improve workers' engagement, health, and safety at work, which in turn improves performance. Employees are regarded as the most important resources for success in the mining sector. Rich nations like the United States, Japan, the United Kingdom, and Germany understand how crucial employee advancement and recognition is to the success of their companies. Both internal and external rewards, such as commendation, recognition, pay raises, bonuses, and incentives, are what motivate employees.

In emerging nations such as China, India, and Thailand, employee incentives are also critical to the mining sector and overall organizational success. Appreciation and recognition play a crucial role in compensating staff members for their achievements. The success of mining firms is directly impacted by employees' motivation and job performance, which managers must recognize and reward. In Zimbabwe, as in other nations, establishing excellent work performance and fostering a competitive atmosphere depend on motivating employees through rewards. Different rewards, both intrinsic and extrinsic, can drive different types of employees. But little is known about the incentives that spur Zimbabwean workers, particularly in the mining industry.

1.2 Problem Statement

Organizations are under increasing pressure to comprehend and put into place suitable reward schemes that will boost staff morale and improve overall performance. It's difficult to determine what rewards are best for the mining sector right now. Salary increases are thought to be crucial for maintaining employee happiness, but less is known about how other reward

schemes affect workers' and organizations' performance in Zimbabwe. Managers shouldn't ignore the substantial impact that both intrinsic and extrinsic rewards have on worker performance, as demonstrated by earlier research carried out in other nations. But the majority of these research were carried out outside of Zimbabwe. Thus, the objective of this project is to conduct the effects of total reward management on organizational performance, with a focus on the Trojan Nickel Mine in Bindura, Zimbabwe.

1.3 Objectives of the Study

General Objective:

The primary objective of this investigation is to evaluate the effects of total reward management on Trojan Nickel Mine's organizational performance in Bindura, Zimbabwe.

1.4 Research Objectives

- (i) To identify the Trojan Nickel Mine's present incentive programs.
- (ii) To find out what the staff thinks about Trojan Nickel Mine's incentive scheme.
- (iii) To evaluate the impact of extrinsic incentives on Trojan Nickel Mine's performance, including compensation, bonuses, and promotions.
- (iv) To assess Trojan Nickel Mine's performance in relation to intrinsic benefits (such as recognition and appreciation).

1.5 Research Questions

- (i) Which reward programs are in place at Trojan Nickel Mine right now?
- (ii) What is the opinion of the workforce about Trojan Nickel Mine's incentive program?
- (iii) How does Trojan Nickel Mine's success relate to extrinsic rewards, such as compensation, bonuses, salaries, and promotions?
- (iv) How does Trojan Nickel Mine's performance respond to intrinsic rewards like recognition and praise?

1.6 Justification of the Study

This study is applicable in a number of ways. First of all, it will offer a more thorough grasp of the suitable reward schemes needed to inspire workers and improve output in the mining sector. Second, the results will direct HR planners in the application of efficient incentive schemes to enhance the performance of the organization. Thirdly, the study will force mining management to consider the rationale behind and advantages of compensating staff members according to their output. Finally, by evaluating the appropriateness and sufficiency of reward packages in raising employee performance, the study will broaden our corpus of knowledge already available on reward systems in the private sector, notably in the mining industry.

1.7 Limitations of the Study

Due to the small size and scope of the research sample, the results of this study may not be entirely applicable to all businesses or sectors. The particular attributes and circumstances of the chosen establishment could impact the outcomes and restrict their generalizability to alternative contexts.

Also, because the study depends on self-reported data gathered through interviews and questionnaires, biases in measurement, recollection, or social desirability may exist. It's possible that participants' answers don't always fairly represent their real experiences, viewpoints, or actions. In order to address these limitations, the research will make use of rigorous data collection techniques, guarantee anonymity and confidentiality, and utilize proven measuring scales.

1.8 Delimitation of the Study

This study was carried out at Trojan Nickel Mine and it focuses on the effects of total reward management system organizational performance of employees at Trojan Nickel Mine. It was additionally restricted to workers who had been employed by the mine for a minimum of 12 months, thereby gaining familiarity with the mine's incentive scheme. The mine was selected because it is close to the researcher and with easy access to the data needed.

1.9 Definition of key terms

Total Reward Management:

As a means of attracting, motivating, and retaining staff members while improving organizational performance, total reward management is the strategic approach to managing and coordinating all facets of employee compensation, including non-financial and financial components.

Organizational Performance:

Organizational performance refers to the accomplishment of the aims and objectives of the company, which could include both non-financial and financial metrics (including customer, employee, and productivity growth, and profitability and revenue growth, respectively).

Extrinsic Rewards:

Extrinsic rewards are material benefits that employees receive outside of their job duties, such as raises in wages, bonuses, and benefits.

Intrinsic Rewards:

Intrinsic rewards are intangible benefits include factors such as praise, recognition, a sense of accomplishment, and opportunities for personal and professional development.

1.10 Organization of the Dissertation

The report of the research study will be organised in five (5) chapters as follows:

Chapter One: Introduction

Chapter Two: Literature review

Chapter Three: Research Methodology

Chapter Four: Data Presentation Analysis and Findings

Chapter Five: Summary, Conclusions and Recommendations

1.11 Chapter Summary

This chapter covered the study's history, a description of the research challenge, and the objectives that will guide the inquiry. The chapter also included definitions for key words and the parameters and scope of the investigation. A thorough assessment of the literature pertinent to the study subject is given in the upcoming chapter.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter includes analytical elements as well as empirical examinations of pertinent studies on the influence of total incentive management on organizational performance at Trojan Nickel Mine.

2.2.1 Definition of Total Reward Management

To recruit, motivate, and retain employees, Total Rewards Management (TRM) refers to a holistic method that manages and aligns all aspects of employee compensation and benefits, including non-financial and financial rewards. It includes both material benefits like pay, incentives, and perks as well as immaterial ones like recognition, chances for professional growth, work-life balance, and a supportive work environment).

As to the findings of Carraher et al. (2006), it is imperative for firms to have an effective system of performance awards that is linked to their output level. In order to increase employee happiness, organizations must develop rules and procedures as well as a compensation system that complies with them. The reward structure and the direct correlation between pay and production are determined by the size of the organization, according to Bishop (1987).

2.2.2 Rewards Types

Businesses have access to a range of incentive programs. Two categories of reward systems were identified by McCormick and Tiffin (1979) extrinsic and intrinsic. Intrinsic reward systems are those that provide pleasure upon completing a task or accomplishing a goal and are inherent to the work. In contrast, extrinsic incentives are material in character and come from outside sources as a means of recognizing an employee's efforts. Extrinsic rewards, which have nothing to do with job responsibilities, include things like pay, perks, security, and opportunities for advancement. Incentives, bonuses, pay outs, employment stability, and service agreements are a few more examples. Tilekar and Badrinarayan (2011). Therefore, an organization like mining businesses ought to focus on this instead of the management as individuals.

According to Williamson, Burnett, and Bartol (2009), intrinsic incentive is a factor in employee psychological development. These are the intangible benefits, such as participation in decision-making, autonomy, and input (Hackman & Oldham, 1976). It was decided that the intention

of valuing workers in terms of their sense of self-worth and how they feel about their progress inside the company. When they complete a task that is valued by the company and receive verbal recognition for it, employees feel satisfied (Nawab, Ahmad, and Shafi, 2011).

(i) Intrinsic Rewards

Intrinsic rewards refer to the internal, psychological, and intangible rewards that individuals derive from their work and organizational experiences. These rewards are self-generated and arise from the inherent satisfaction, meaning, and fulfilment that employees find in their jobs and the work environment. Intrinsic rewards are crucial for motivating and engaging employees, as they tap into their innate desires for growth, self-actualization, and a sense of purpose. When organizations are able to design jobs and work environments that foster these intrinsic motivators, employees tend to exhibit higher levels of job satisfaction, commitment, and performance.

(ii) Extrinsic Rewards

Extrinsic rewards refer to the tangible, external rewards and incentives that organizations provide to their employees in exchange for their work and efforts. These rewards are typically controlled by the organization and are not inherently linked to the work itself. Extrinsic rewards are primarily focused on providing tangible, external incentives to motivate and reinforce employee behaviors and performance. They are often used by organizations to attract, retain, and motivate employees, as well as to align individual goals with organizational objectives.

While extrinsic rewards can be effective in the short-term, research suggests that they are less effective in fostering long-term employee engagement and intrinsic motivation. A balanced approach that combines both intrinsic and extrinsic rewards is often recommended for optimal organizational performance and employee well-being.

(i) Use of Combination of Intrinsic and Extrinsic Rewards

According to Kreitner (1999), an alternative typology for organizational incentives distinguishes between extrinsic and intrinsic rewards. Extrinsic rewards refer to the tangible, external incentives provided by the organization, such as compensation, benefits, and recognition. Intrinsic rewards, on the other hand, are the intangible, psychological satisfactions that employees derive from their work, such as a sense of accomplishment, personal growth, and meaningful contributions.

It is important to note that this framework does not suggest a preference for one type of reward over the other. Rather, both extrinsic and intrinsic rewards play crucial roles in motivating and engaging employees. Organizations should strive to create a balanced and comprehensive reward system that effectively combines these two reward types to optimize employee performance and well-being. Companies usually include both extrinsic and intrinsic rewards in their recommended award packages.

While cash incentives are appreciated by employees, managers should never use them as a strategy of forcing staff members to meet performance requirements, according to Nelson & Spitzer (2002). If this happened, there's a possibility that the prize's primary point would be missed. In a research, Bewen (2000) advises managers to be aware of "non-rewards." These kinds of incentives should only be used sparingly and carefully. They're also thought to be passive and don't necessarily lead to enduringly positive behaviours.

Building on the insights from Shore and Shore (1995), when employees are able to receive meaningful recognition and acknowledgment for their performance, it can have a profound impact on their overall perceptions and attitudes towards their work, the organization, and the people they work with. Specifically, when employees feel that their efforts and contributions are genuinely appreciated and valued by the management and the organization, it can foster a stronger sense of connection, loyalty, and commitment. This is because the act of recognition communicates to the employees that the organization is actively concerned about their well-being and that their individual efforts are seen as valuable and important to the broader success of the organization.

As a result, employees who experience this type of positive reinforcement and acknowledgment are more likely to develop a more favourable impression of their work, their workplace, and the individuals they collaborate with on a day-to-day basis. This, in turn, can lead to increased job satisfaction, motivation, and a heightened sense of belonging within the organization. To cultivate this positive dynamic, it is incumbent upon employers to make a concerted and sincere effort to communicate to their employees that the management and the organization as a whole genuinely care about their well-being and recognize the importance of their contributions. This can be achieved through various means, such as personalized feedback, performance-based rewards, public acknowledgment, and fostering a culture of appreciation and respect.

By prioritizing the implementation of such employee recognition and acknowledgment practices, organizations can unlock the potential for enhanced employee engagement, improved organizational performance, and the development of a more positive and productive work environment. Buchanan (1974), who noted that an employee's appreciation of their accomplishments is positively connected with their loyalty to the organization and its goals, further backed this idea. In conclusion, the majority of academics and experts are in favour of applying intrinsic and extrinsic incentive at the same time.

2.2.3 Reward and Government Policy

Based on the provided information, it appears that government policy has placed a strong emphasis on revamping reward systems, such as incentives and compensation, as a means to dramatically improve organizational performance. This strategic shift in policy was evident during the macroeconomic reforms initiated in the 1980s and continued through the 1990s. The government has recognized that issues related to the underwhelming performance of organizations were often rooted in flaws or inadequacies within the existing pay systems and compensation structures. As a result, policy has been increasingly focused on remuneration as a crucial element of organizational efficiency since 1994.

It is now widely acknowledged that an effective reward system must go beyond just financial compensation. The framework of government policy has made it clear that firms, particularly commercial banks, have an obligation to implement a holistic reward system that considers both intrinsic and extrinsic aspects of reward.

This means that in addition to competitive salaries and benefits, organizations must also prioritize elements such as employee appreciation, acknowledgment, and opportunities for advancement, performance-based bonuses, and the overall quality of the work environment. By addressing these diverse aspects of reward, organizations can better meet the evolving needs and expectations of their employees, which is a critical factor in driving organizational performance and success.

The government's policy approach underscores the recognition that a well-designed and comprehensive reward system is a cornerstone of organizational effectiveness. It is intended to guide and support businesses, particularly in the financial sector, in their efforts to cultivate a

work environment that motivates, engages, and retains top talent, ultimately leading to enhanced organizational outcomes

2.3 Organizational Performance

2.3.1 Definition of Organization Performance

Organizational performance is a multifaceted concept that encompasses the actual results and outputs of an organization in relation to its intended goals and objectives. According to Richard et al. (2009), the three key domains that constitute organizational performance are financial performance that includes measures such as profitability, return on assets, and return on investment and product market performance which refers to outputs like sales and market share and Shareholder return which encompasses metrics like total shareholder return and economic value added. The broad and comprehensive nature of organizational performance makes it a crucial dependent variable of interest for researchers and managers across various management disciplines. This is because it allows for the assessment and comparison of companies over time, as well as in relation to their competitors.

In essence, the most important factor to consider when evaluating organizational environments, behaviours, and outcomes is the concept of organizational performance. This importance is evident in the frequent use of organizational performance as the dependent variable in research, as illustrated in the conceptual framework presented in Figure 1. By adopting this holistic view of organizational performance, academics and practitioners can gain valuable insights into the drivers, dynamics, and implications of organizational success and effectiveness. This understanding can inform strategic decision-making, resource allocation, and the implementation of interventions aimed at improving overall organizational outcomes.

2.3.2 Performance Measurement

There are various methods and frameworks that have been developed to evaluate organizational performance at both the individual employee level and the broader organizational level. There are two types of traditional performance measurements: accounting-based and financial. The underlying premise behind the development of these metrics is that performance inside an organization can only be quantified. Accounting and financial indicators are valuable tools for evaluating performance, but their antiquated and cost-based nature has not been well received (Manzoni & Islam, 2009).

Financial professionals are implementing improved performance measurements these days, such as activity-based costing and economic value added (Beheshti & Beheshti, 2010). The balancing scorecard is yet another innovative idea in performance assessment.

The balance scorecard is described by Manzoni and Islam (2009) as a pool of several presentation metrics for a company. A complementary scorecard typically incorporates organizational effectiveness metrics for internal operations, customer service, innovation and learning, and financial performance in addition to financial success. Customer service effectiveness indicators encompass various aspects such as the volume of complaints received and addressed, the number of returning customers, the effectiveness and quality of services provided, and any modifications or enhancements made to the staff member's skill set. Although less typical, customer surveys can also be used to obtain information on how satisfied customers are with the business relative to its rivals.

Within a oriented businesses, time needed for producing goods otherwise provide a service is accounted for in inner course organizational effectiveness metrics, which take more effort to find and assess. Rendering to Taljaard (2003), performance evaluations are a means of gauging performance and have been expanded to encompass management instruments.

Jalaini (2013) asserts that organizational effectiveness can also be evaluated in terms of some outputs, like the amount and caliber of work produced, the layout of the job, and others. Furthermore, according to Taljaard (2003), several scholars had been quoted as arguing that work performance should be scheduled to match corporate objectives.

The Trojan Nickel Mine's organizational effectiveness was assessed on two fronts in this study which are the overall output and transactions volume of the organization, as fit as the speed, precision, and tons of nickel produced in a specific period of time by workers carrying out their duties.

2.4 Theories and Models for Explaining Rewards System

There are many theories out there that explain why employee reward programs and organizational success are related. These include Fifty-Fifty (Srivastava, 2005), Herzberg's Two Factor Theory (Herzberg, 1959), Maslow's Hierarchy of Needs (Maslow, 1943), and Expectancy theory (Vrom, 1964). Since both intrinsic and extrinsic qualities are closely correlated with the two variables in this study, Herzberg's two factor theory was chosen as the guiding theory. It is then covered in detail.

2.4.1 Herzberg's Two Factor Theory

The idea states that people have two distinct types of wants. In order to get answers to the issues about animals' need to avoid suffering and humans' need to develop psychologically, Herzberg's study involved a series of interviews. Based on the results, Herzberg clinched that popular answers of humans on their feelings about their professions (whether good or negative) varied significantly. There seems to be a correlation between fundamental qualities such as responsibility, achievement, and the work itself and job happiness. It is clear that contented employees frequently attribute these qualities to themselves.

This theory takes into account two variables that impact work performance makes it pertinent. Stated differently, there are two categories of factors: extrinsic (such as promotions and remuneration) and intrinsic (such acknowledgment and admiration). It follows that giving mining personnel incentives from both the outside and the inside should have an effect on their job performance in this study. Job performance is a measure of overall organizational performance when it is totalled and extrapolated to the corporate level.

2.5 Reward Systems and Organization Performance

Regarding their impact on, performance of employees and the organization as a whole the two types of reward systems have inconsistent outcomes. Their thorough conversation comes next.

(i) Effect of Intrinsic Rewards on Individual and Organization Performance

Intrinsic rewards, such as praise, recognition, and opportunities for personal and professional development, have also been linked to organizational performance. Research has shown that employees who receive regular praise and recognition for their contributions tend to be more motivated and engaged in their work. Intrinsic rewards contribute to employees' sense of achievement, autonomy, and growth, which in turn positively impacts their performance. Opportunities for personal and professional development, such as training programs and career advancement prospects, are also important intrinsic rewards that can enhance employee performance and contribute to organizational success.

(i) Extrinsic Rewards' Impact on Performance of Individuals and Organizations

Extrinsic rewards, such as salary, bonuses, and promotions, have been extensively studied in relation to organizational performance. Research has consistently shown that fair and competitive compensation systems positively influence employee motivation, satisfaction, and performance. Employees who perceive that their salaries are equitable and competitive are more likely to be motivated to perform well. Bonuses and other monetary incentives have also

been found to enhance employee performance, especially when they are tied to specific performance goals and are perceived as attainable. Similarly, promotions provide employees with a sense of advancement and recognition, motivating them to exert more effort and contribute to organizational success.

2.6 Empirical Studies

Numerous research papers have examined the influence of incentive schemes on the performance of organizations across various global regions. A review of a few recent studies follows.

In the Pakistani cement industry, Quresh, Zaman, and Shah (2010) found a strong relationship between workers' performance and both intrinsic and extrinsic reward. The study also found that cement firms can maximize employee performance by implementing recognition methods (approaches). This study is relevant, but it is not the same as the current one because the former addressed the target group of white collar employment, while the later concentrated on industrial workers. The new study focuses on the effects of extrinsic rewards (pay, bonus, and performance promotion) and intrinsic rewards (social acknowledgment and praise) on job and organizational performance. Furthermore, this study examined the connection between performance and extrinsic, monetary, and social recognition rewards.

Similar to this study, Aktar, Sachu, and Ali (2012) examined the effects on employee performance in twelve commercial banks in Bangladesh of extrinsic rewards like base salary and performance bonus and intrinsic rewards like learning opportunities, challenging work, and career development. Every element of internal and external incentive, according to the study, has a significant impact on how well employees perform.

On the other hand, a weak and insignificant correlation was found between compensation, bonus, and organizational performance in Yasmeen, Farooq, and Asghar's (2013) study on the impact of rewards on performance in Pakistani organizations. Nonetheless, it was discovered that there is a moderate to high correlation between organizational performance and promotion. Although these two studies and the current study are comparable, they were conducted outside of Zimbabwe, and the incentives management study's findings might differ in Zimbabwe due to cultural variations and other quirks.

Extrinsic benefits, however, have been demonstrated through empirical research to improve, individuals' artistic performances which in turn improves organizational performance. The models provide minimal guidance on the kinds of rewards that are most effective at optimizing particular outcomes for a work group, and it is unclear how extrinsic rewards improve job performance or group effectiveness. They found, specifically, that managers can motivate employees to work effectively and efficiently by offering pay, performance bonuses, praise, and recognition. Pay packages are therefore significant, and both employers and employees ought to be worried about them. In summary, the research findings seem to indicate that the awards have no discernible relationship to either organizational performance or job achievement.

Ong and Teh (2012) initiate that the majority of Malaysian commercial banks offer both rewards, and that the adoption of reward systems is unaffected by a company size. The study focused on reward systems and performance in these banks. Nonetheless, the study did find a negative link and a positive correlation between an organization's financial performance and its intrinsic rewards and extrinsic rewards. In the proposed study, however, indices that are both financial and non-financial make up the dependent variables.

2.7 Research Gap

The research mentioned in the preceding section was carried out outside of Zimbabwe. Additionally, several of these studies like Quresh, Zaman, and Shah (2010) examined a single incentive system or a broad range of variables, like monetary rewards and recognition rewards. Furthermore, the majority of these studies produced contradictory findings, pointing to potential cultural variations. As a result, more research is required to determine how Zimbabwean mining workers respond to various incentive schemes. This study closes this knowledge gap by investigating how Trojan Nickel Mine organizations' performance is impacted by both intrinsic and extrinsic total.

2.8 Conceptual framework

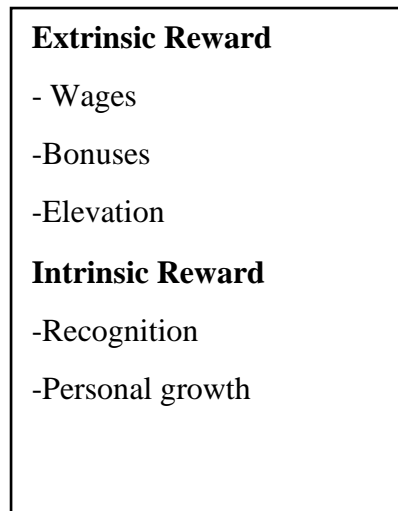
A logically structured collection of ideas or concepts that are simple enough for others to understand is called a conceptual framework (Schwartz, 2006). Figure 1 displays the conceptual framework for the research problem as well as the connections between the independent, dependent, and intervening variables. The independent variables were

conceptualized as intrinsic rewards (recognition, learning opportunities, challenging work, genuine appreciation and career advancement) and extrinsic rewards (basic salary and performance bonus), according to Luthans (2000), Quresh, Sachu & Ali (2012), Sajuyigbe, Bosede and Adeyemi (2013), and others. Conversely, the dependent variables evaluate work performance, encompassing job quality and accomplishment, as well as organizational choice overall (Taljaad, 2003).

It has been demonstrated that the independent factors have impact for instance, research by Aktar, Sachu, and Ali (2012) shown that every reward component in both intrinsic and extrinsic reward systems has a high substantial impact on workers' performance. Other variables that have a moderating effect on the dependent variables, such as other government policies, the state of the economy, and employee cultural differences, have been taken into account. The research is primarily guided by the Herzberg two component theory of intrinsic and extrinsic variables.

Idea Structure

Independent Variables



Dependent Variables

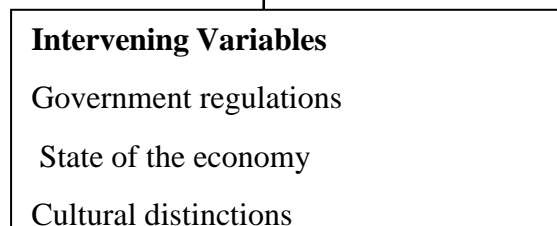
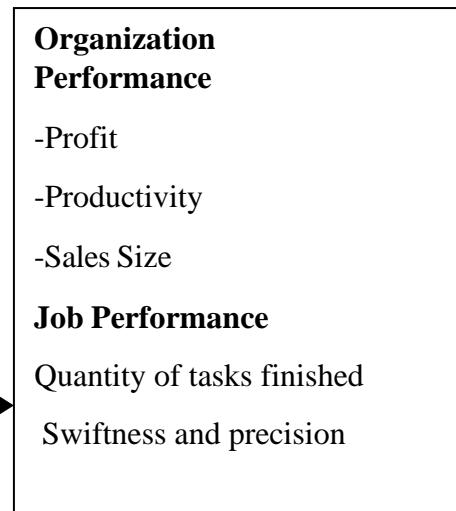


Figure 1 Conceptual framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a detailed overview of the research methodology used in the study. It covers the key elements of the research design, including the study area, study population, sample size, and sampling strategy. The chapter also outlines the data sources, data collection

tools, and data analysis techniques employed. Finally, it discusses the approaches used to present the study's findings and conclusions

3.2 Research Design

Rendering to Cooper et al. (2003), the study design selected for this research project is a descriptive research design. People are surveyed as part of a descriptive research strategy, and their answers are recorded for analysis. To enhance comprehension of the link between variables in the research problem, this study integrated both quantitative and qualitative research methodologies into the descriptive research design.

3.3 Geographical Area

The study was done in Bindura, located in Mashonaland Central Province, Zimbabwe. Bindura is known for its economic activities in mining, agriculture, manufacturing, trade, and education. The presence of mining organizations in Bindura makes it a suitable location for the study, as the focus is on mining organizations and their employees.

3.4 Target Population

The study's target demographic is made up of mining workers.. The management of the mine comprises thirty-two employees, while the other employees comprise sixty-eight individuals. The study population is categorized into mining departments, including Mining, Engineering, and SHEQ. Table 1 provides specifics on the target population's groups and total numbers.

Table 1 Type of population

Category	Mining Departments			total
	Mining	Engineering	SHEQ	
Managers	12	9	3	24
Hr Officers	4	3	1	8
Employees	37	20	1	68
Total	53	32	15	100

3.5 Sample Size

The personnel of Trojan Nickel Mine served as the study's sample. Managers, HR representatives, and other staff members made up the sample size of 75 respondents.

3.6 Sampling Technique

Purposive sampling as well as basic random sampling were both used in the sampling process. At Trojan Nickel Mine, purposive sampling was utilized to gather mine management and human resource officials, while simple random sample was used to choose intermediate staff.

3.7 Data Collection Instruments

3.7.1 Primary Data

Original data that are gathered straight from the field are referred to as primary data. This study's primary data were gathered through interviews and questionnaires.

(i) Questionnaires

A questionnaire is a type of research tool that consists of a list of inquiries and prompts intended to elicit data from participants (Foddy, 1994). Mine workers' responses to questionnaires were utilized to gather information about the impact of total reward management on organizational performance. With the help of the questionnaire, a lot of data may be gathered quickly and affordably from a big number of respondents. Based on the goals of the study, the questionnaire's questions were created.

(ii) Interviews

In an interview, the participant and the researcher converse while the researcher poses questions intended to extract information or remarks (Seidman, 1998). Key informants, including Managers and HR officers, were interviewed to get their opinions and thoughts on the impact of rewards both monetary and non-monetary on organizational performance. Interviews made it possible to explore new research avenues and provide explanation on unclear responses. The goals of the research were the basis for developing the interview questions.

3.7.2 Secondary Data

Data that has previously been gathered and is available in public or unpublished sources is referred to as secondary data. Via documentary reviews, secondary data for this study were gathered.

(i) Documentary Review:

In a documentary review, many documents are analysed to obtain data about the study themes from numerous sources, including online resources and libraries (Scott, 2006). To obtain secondary data, the researcher went over a number of documents pertaining to organizational performance and awards.

3.8 Data Analysis

The research involved the collection and manual processing of both primary and secondary data. This data processing stage included steps such as editing, categorization, coding, transcription, and tabulation. The data was analysed using descriptive analysis, which made it possible to identify the Trojan Nickel Mine's present reward scheme. Regression analysis and Pearson's correlation coefficient were used to look at the connection between organizational success and total reward management. Data analysis was conducted using the World Population Survey (WPS). The key variables pertaining to the impact of total reward management on organizational performance were highlighted in the results, which were displayed as tables and graphs.

3.9 Reliability and Validity

Validity and reliability are crucial factors in research.

3.9.1 Reliability

A measure's overall consistency is referred to as its reliability (Neil, 2009). If a measure yields comparable results under constant circumstances, it is deemed trustworthy. The study's dependability was guaranteed by employing a purposive sample technique in conjunction with suitable random sampling. Supervisor opinions and recommendations regarding the impact of total reward management on organizational performance were also included in the study.

3.9.2 Validity

Validity is defined as the extent to which a study fairly represents or evaluates the particular ideas that the investigator hopes to measure (Fidel, 1993). Internal validity was attained in this study by an analysis of the cause-and-effect research concepts. By contrasting the study findings with previously published theories and literature on the subject, external validity was established. Additionally, the researcher validated the validity of the data collection tools by pilot testing them on a small sample of participants and modifying the instruments as needed in response to their input.

3.10 Ethical Considerations

The research adhered to ethical principles throughout the investigation. All participants provided their knowledgeable to be part of the study .Participants had guarantees of privacy and anonymity, and their personal data was protected. The study was carried out in an ethical and responsible manner since the researcher complied with ethical rules and guidelines.

3.10.1 Limitations

A number of restrictions came up while doing the research. Initially, the research was carried out inside a particular geographic region and concentrated on a certain mining company, which can restrict the applicability of the results in other situations. Furthermore, the results may not be entirely representative due to the limited sample size. Furthermore, the study used self-reported data, which could be biased or interpreted incorrectly. Notwithstanding these drawbacks, the study's conclusions offer insightful information about how overall incentive management affects organizational performance in the particular setting of Trojan Nickel Mine.

3.11 Summary

The research design, study area, target demographic, sample size, data collection tools, data analysis, and study-related ethical considerations were all covered in this chapter. The integration of quantitative and qualitative methodologies yielded a thorough comprehension of the impact of overall incentive management on the performance of organizations. The study's findings and outcomes will be presented in the upcoming chapter.

CHAPTER FOUR

4.0 ANALYZING THE DATA AND DISCUSSING THE FINDINGS

4.1 Overview

This study set out to investigate how Trojan Nickel Mine's organizational performance was impacted by total reward management systems. The following goals are addressed in the chapter as it examines the questionnaire's results:

- (i) To identify the Trojan Nickel Mine's present incentive programs.
- (ii) To find out what the staff thinks about Trojan Nickel Mine's incentive scheme.
- (iii) To evaluate the impact of extrinsic incentives on Trojan Nickel Mine's performance, including compensation, bonuses, and promotions.
- (iv) To assess Trojan Nickel Mine's performance in relation to intrinsic benefits (such as recognition and appreciation).

The background characteristics of the respondents are presented first, followed by more details from the in-depth interviewees, to create a clear picture of the kind of people that participated in the study.

4.2 Background Data on Respondents

(i) Respondent Categories and Response Rate

Respondents fell into one broad category: Trojan Nickel Mine employees working in the three mining departments. Out of the 100 questionnaires distributed to three mining departments, only 75 were found to be complete and functional. This indicates a 75% response rate, which is marginally higher than the 40–60% industry average (Mugenda & Mugenda, 2003).

(ii) Features of the Respondents

In order to understand the effects of total reward management which includes recognition, praise, salary, promotion, remuneration, and advancement on the organization performance at Trojan Nickel Mine, the researcher took into account the respondents' gender, age, marital status, and educational attainment. The general traits and data of the respondents were also considered in the investigation.

a) The respondents' gender

According to Table 4.1, 40% of respondents are women and 60% of respondents are men. According on these findings, the sample appears to be well representative.

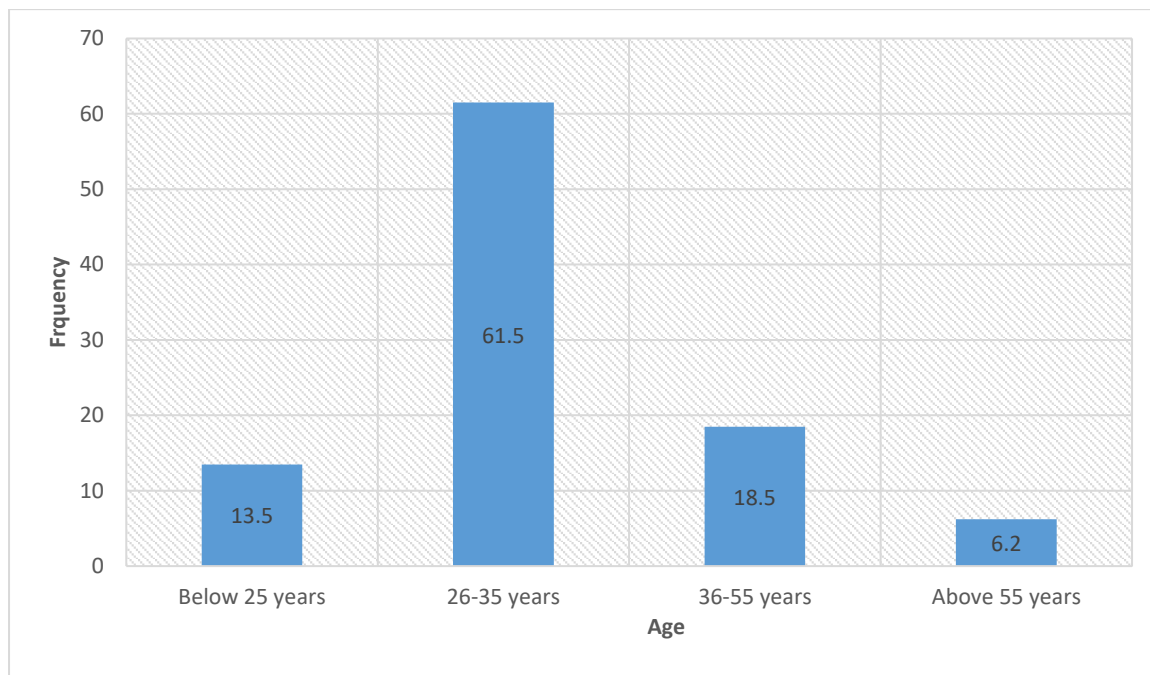
Table 2 Gender of respondents

Category	Regularity	Percentage	Cumulative Percentage
Male	45	60	60
Female	30	40	40
Total	75	100	100

Primary data (2023)

(i) Respondents' age

According to Figure 2, 13.5% of respondents are in the 18–25 age range, and 61.5% are in the 25–35 age range. This suggests that Trojan Nickel Mine employs a youthful and dynamic workforce. Of the responders, 18.5% were between the ages of 35 and 55, and just 6.2% were older than 55 or 60. These findings typically suggest that the majority of Trojan Nickel Mine workers are young and unmarried, and that a weak compensation structure will lead to higher employee turnover as they search for better opportunities. And a strong system of rewards will keep them



Primary data 2023

Figure 2 Respondents Ages

b) Respondents' Level of Education

According to Table 3, the educational background of the respondents is as follows:

The majority, 60%, hold a diploma certificate-level education, 26.7% have obtained a bachelor's degree, 6.6% have an advanced diploma and 2.7% are holders of certificate-level education and 4% have a master's degree.

In summary, the respondents represent a diverse range of educational attainment, with the largest group having earned diplomas, followed by those with bachelor's degree. The remaining respondents have master's degrees, advanced diplomas and lower-level qualifications such as certificates.

Table 3 Respondents by level of education

Type	Rate	Percentage	Collective Percentage
Certificate	2	2.7%	2.7%

Diploma	45	60%	62.7%
Degree	20	26.7%	89.4
Master's Degree	3	4%	93.4
Advanced diploma	5	6.6%	100
Total	75	100%	

Primary data (2023)

The data shows that over 60% of the respondents at the Trojan Nickel Mine have a diploma-level education, with 4% possessing a master's degree and 26.7% having a bachelor's degree. This indicates that the Trojan Nickel Mine has a highly educated workforce.

Given the skilled and competitive nature of the mining industry, this high level of educational attainment among the workforce is not surprising. Mining is a complex field that requires technical expertise and specialized knowledge, which degree-level education can provide.

As you noted, this well-educated workforce is likely a valuable asset for the Trojan Nickel Mine. To retain these highly skilled employees, the company will need to offer a competitive and rewarding compensation and benefits package. Providing a good reward system is crucial, as these degree-holders have in-demand skills and expertise that could be sought after by other mining companies.

Maintaining a stable, educated workforce is important for the Trojan Nickel Mine's long-term success and competitiveness within the mining sector. The high proportion of degree-holders suggests the company has been able to attract and retain a skilled, knowledgeable employee base - a key advantage in such a specialized industry.

4.3 Research Objectives

There were four goals for this study. The next subsection contains a presentation of each objective's outcomes.

4.3.1 Research Objective 1: To identify the Trojan Nickel Mine's present incentive programs.

(i) Monetary compensation given by Trojan Nickel Mine:

Table 4 shows that 20% of respondents said that Trojan Nickel Mine offered a wage as an incentive. Indicated bonus was 62.7%. Commission was indicated by 5.3%, allowance by 8%, and other forms of compensation by 4.6%. Based on these findings, it appears that most employees (62.7%) rank bonuses as the most significant form of compensation, ahead of salaries and other benefits. The findings imply that most employees (62.7%) rank bonuses as the most significant form of compensation, with salaries and other benefits coming in second and third. This is so because bonuses are performance-based rewards that might be more motivating than salary, which is a predetermined monthly payment that is not directly based on how much work or time an employee puts in.

Table 4 Monetary compensation given by Trojan Mine

Category	Frequency	Percentage	Cumulative Percentage
Salary	15	20%	20
Bonus	47	62.7%	82.7
Commission	4	5.3%	88
Allowance	6	8%	8
Others	3	4%	100
Total	75	100	

Primary data (2023)

(ii) The degree to which workers are content with the current state of financial rewards

Table 5 shows that 55.4% of respondents are happy with the money Trojan Nickel Mine gave them. 13.8% are unsatisfied, 18.5% are extremely satisfied, and 13.8% are neutral. The majority of workers (73.9%) appear to be content with Trojan Nickel Mine's overall financial rewards package, according to these findings.

Table 5 The degree to which workers content with the current state of financial rewards

Category	Frequency	Percentage	Cumulative Percentage
Very satisfied	16	21.3%	21.3
Satisfied	40	53.3%	74.6
Not sure neutral	9	12%	86.6
Dissatisfied	10	13.4%	100
Total	75	100	

Primary data (2023)

Table 6 Non-Monetary rewards used by Trojan Mine

Type	Rate	Percentage	Cumulative Percentage
Flexible working	18	24%	24
Employee of the month	15	20%	44
One- on – one meetings	9	12%	56
Set up mentorship programs	25	33.3%	87.3
Extra leave	8	10.7%	100
Total	75	100	

Primary data (2023)

(iii)Non- Monetary Rewards Offered by Trojan Nickel Mine:

Table 6 shows that 33.3% of participants had their conference and mentorship program expenses covered, 20% had official recognition like employee of the month, 12% had informal recognition like one-on-one meetings, and 10.7% had extra leave granted for exceptional performance.

According to these findings, Trojan Nickel Mine employs a range of non-cash incentives to inspire employees, however the frequency of each kind varies.

(iv) Satisfaction Level with the Current Amount of Non- Monetary Rewards:

According to Table 7, 40% of respondents are not content with the non-financial benefits that are now offered, 13.3% are extremely unhappy, 24% are satisfied, 12% are very satisfied, and 10.7% are neutral.

Based on the findings, the majority of participants express dissatisfaction with the non-monetary benefits that Trojan Nickel Mine presently provides.

Table 7 Level of Satisfaction with the Current Level of Non-Financial Rewards

Category	Frequency	Percentage	Cumulative Percentage
Very satisfied	9	12	12
Satisfied	18	24	36
Neutral	8	10.7	46.7
Dissatisfied	30	40	86.7
Strongly dissatisfied	10	13.3	100
Total	75	100	

Primary data (2023)

4.3.2 Research Objective 2: To find out what the staff thinks about Trojan Nickel Mine's incentive scheme.

(i) Workers' View on Current Wage Level

Table 8 shows that, of the plaintiffs, 60% strongly disagreed that their pay is outstanding, followed by 26.7% who disagreed, 6.7% who agreed, 5.3% who strongly agreed, and 1.3% who are neutral. These findings imply that the mainstream of Trojan Nickel Mine workers

(86.7%) are dissatisfied with their present pay scale. An interviewee's response summed up this observation.

“The Trojan Nickel Mine in Zimbabwe offers low wages”. The promised pay is not commensurate with the state of the economy. To live one is far too low. Furthermore, the yearly rise is in line with the rate of inflation. Employee satisfaction with contemporary pay scale is high.”

Hence, if administration views salaries as a source of financial incentive for staff members, they must address this issue.

Table 8 Current Wage Level as Perceived by Workers

Class	Occurrence	Percentage	Collective Percentage
Strongly Disagree	45	60.0	60.0
Disagree	20	26.7	86.7
Neutral	1	1.3	88
Agree	5	6.7	94.7
Strongly Agree	4	5.3	100
Total	75	100.0	

Primary data (2023)

(ii) Workers' Perception of the Current Bonus Amount in Relation to Rivals

Table 9 reveals that 44% of participants strongly disagreed that bonuses are more important than competition, followed by 30.7 % of respondents who disagreed, 6.7% who agreed, 10.7% who highly agreed, and 8% who are neutral. According to these findings, the majority of Trojan Nickel Mine workers (74.4%) are not happy with the amount of bonuses they are now receiving. Responses from an interview corroborated this observation.

The bonus that Trojan Nickel Mine in Zimbabwe pays is less than what other financial institutions or other sectors pay. This in no way inspires employees.

Table 9: Workers' Assessment of Present Situation in Relation to Rivals

Type	Rate	Percentage	Aggregate Percentage
Strongly disagree	33	44	44
Disagree	23	30.7	74.7
Neutral	5	6.7	81.4
Agree	8	10.7	92.1
Strongly agree	6	8	100
Total	75	100	

Primary data (2023)

(iii) Views of the commission level provided by Trojan Nickel Mine employees

According to Table 10, the commission is good, however 36% of respondents strongly disagreed with that assertion, 25.3% disagreed, 12% agreed, 16% highly agreed, and 10.7% are indifferent. These verdicts imply that the common of Trojan Nickel Mine workers 61.3% are dissatisfied with the commission they receive from the company.

Table 10 Employee Opinions Regarding the Commission Level Provided at Trojan Nickel Mine

Type	Rate	Percentage	Collective Percentage
Strongly disagree	27	36	36
Disagree	19	25.3	61.3
Neutral	9	12	73
Agree	12	16	89.3
Strongly agree	8	10.7	100
Total	75	100	

Primary data (2023)

(iv)Excellent Performance Is Recognized

According to Table 11, 45.3% of respondents disagreed, 24% strongly disagreed, 4% agreed, 18.7% strongly agreed, and 8% were neutral about receiving recognized for good work. These findings suggest that Trojan Nickel Mine staff members receive recognition for their achievements, as expressed by 69.3% of respondents.

The interviewee's remarks, which summed up this viewpoint, were, "We work a lot and overtime every day." The mines produce a income, nevertheless we don't always get acknowledged for our efforts. Because no one notices whether you work by hand or not, employees become demotivated as a result.

As a result, mechanisms for praising excellent performance are required.

Table 11Excellent Performance Is Acknowledged

Class	Regularity	Percentage	Collective Percentage
Strongly Disagree	18	24	24
Disagree	34	45.3	69.3
Neutral	6	8	77.3
Agree	3	4	81.3
Strongly Agree	14	18.7	100
Total	75	100	

Primary data (2023)

(v) Accolades for Outstanding Work

According to Table 12, 50.8% of plaintiffs strongly disagreed, 41.5% disagreed, 3.1 agreed, 1.5% very agreed, and 3.1% are neutral on the statement that praise is provided for excellent achievement. According to these findings, the majority of Trojan Nickel Mine workers (92.3%)

do not receive recognition for their outstanding work. The interviewee's words best captured this observation:

"At our mines, praising a job well done is not common." For instance, even though I consistently surpass my monthly sales goals, my immediate supervisor never acknowledges this.

Therefore, Trojan Nickel Mine does not use this type of intrinsic reward to encourage staff members; instead, it should be implemented as a regular procedure to maintain staff morale.

Table 12: Expressing Acknowledgment for Outstanding Achievement

Type	Rate of recurrence	Percentage	Collective Percentage
Strongly disagree	38	50.7	50.7
Disagree	31	41.3	92
Neutral	2	2.7	94.7
Agree	2	2.7	97.4
Strongly disagree	2	2.6	100
Total	75	100	

Primary data (2023)

4.2.3 Research Objective 3: To evaluate the impact of extrinsic incentives on Trojan Nickel Mine's performance, including compensation, bonuses, and promotions.

(i) Rate of Increase in Wages

Agreeing to Table 13, 45.3% of plaintiffs strongly disagreed, 26.7% disagreed, 16% agreed, 8% strongly agreed, and 4% were indifferent on the statement that salaries are evaluated and increased on a regular basis. These findings suggest that most workers are not incentivized to perform better at work as they do not receive pay raises on a regular basis.

Table 13 Wage Increase Frequency

Type	Regularity	Percentage	Collective Percentage
Strongly disagree	34	45.3	45.3
Disagree	20	26.7	72
Neutral	3	4	76
Agree	12	16	92
Strongly agree	6	8	100
Total	75	100	

Primary data (2023)

(ii) Impact of Bonus on Annual Work Performance

According to Table 14, 36% of participants powerfully agreed that knowing they will earn a bonus motivates them to work more and more regularly throughout the year. 34.7% of those surveyed agreed, 10.7% disagreed strongly, 17.3% disagreed, and 1.3% had no opinion. These findings show that most Trojan Nickel Mine employees (70.7%) believed they would work more if they were assured of a bonus that was greater than what they currently earn.

Table 14 Effect of Bonus on Job Performance

Category	Frequency	Percentage	Cumulative Percentage
Strongly disagree	8	10.7	10.7
Disagree	13	17.3	28
Neutral	1	1.3	29.3
Agree	26	34.7	64
Strongly agree	27	36	100
Total	75	100	

Primary data (2023)

(iii) Impact of Promotion on Workers' Year-Over-Year Performance

Referring to Table 15, 52% of plaintiffs agreed that being upheld to a higher position or responsibility at work encourages them to put in more effort throughout the year, whereas 20% disagreed, 8% powerfully disagreed, and 10.7% were neutral. According to these findings, the majority of Trojan Nickel Mine workers (60.7%) report that they become more motivated after receiving a promotion, and Trojan Nickel Mine performance would follow suit.

Table 15 The Impact of Promotions on Workers' Year-Over-Year Performance

Type	Rate	Percentage	Collective Percentage
Strongly Disagree	6	8	8
Disagree	15	20	28
Neutral	7	9.3	37.3
Agree	39	52	89.3
Strongly Agree	8	10.7	100
Total	75	100	

Primary data (2023)

4.2.4 Research Objective 4: To assess Trojan Nickel Mine's performance in relation to intrinsic benefits (such as recognition and appreciation).

1) Effect of a Superintendent's Acknowledgment of a Well-Done Task on Worker Performance

Referring to Table 16, 40% of respondents agreed, 20% strongly agreed, 20% disagreed, 10.7% very agreed, and 9.3% are neutral when it comes to how much their superiors' praise inspires them to keep getting better at work. These results show that most employees (60.7%) are more driven to do their tasks more successfully when they receive feedback from their bosses.

Table 16: Impact of a Superintendent's Acknowledgment for a Job Well Done on Employee Performance

Category	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	8	10.7	10.7
Disagree	15	20	30.7
Neutral	7	9.3	40
Agree	30	40	80
Strongly Agree	15	20	100
Total	75	100	

Primary data (2023)

2) Impact of Official Acknowledgment (such a Certificate) on Workplace Effectiveness

According to Table 17, 40.% of participants agreed that official acknowledgement such as credentials given to employees for prototypical performance could encourage staffs and colleagues to perform healthier. Of those surveyed, 20% strongly agreed, 9.3% disagreed, 6.7% disagreed strongly, and 24% were neutral. These findings suggest that when formal recognition occurs in the workplace, the majority of Trojan Nickel Mine employees (60.0%) become more motivated to perform better.

Table 17 Formal Recognition's Impact on Work Performance (Example: Certificate)

Category	Frequency	Percentage	Cumulative Percentage
Strongly disagree	5	6.7	6.7
Disagree	7	9.3	16
Neutral	18	24	40
Agree	30	40	80

Strongly Agree	15	20	100
Total	75	100	

Primary data (2023)

3) Impact of Mine Workers' Family Day Outing on Their Annual Performance

The annual family day held by the mine for its workforces and their relatives motivates them to work more throughout the year, according to table 4.17, which shows that 36% of participants agreed, 20% strongly agreed, 20% disagreed, 22.7% strongly disagreed, and 1.3% were neutral. The yearly family day motivates the majority of Trojan Nickel Mine employees (56%) to work more throughout the year, according to these findings. These observations were supported by the remarks of one interviewee.

Every year, I can't help but think about the impending annual family day since I know that this is when Trojan Nickel Mine will recognize my hard work and give me a reward. Additionally, it serves as a means for Trojan Nickel Mine to thank my family for their support throughout the year and to recognize their hard work. Families can socialize together, have more time to relax and chat, and take stock of the previous year's events during this time. For the majority of mine workers, it is an excellent instrument for motivation.

As a result, the mine's management must carefully organize this yearly celebration to honour the work that the employees put in throughout the year.

Table 18: Impact of Mine Workers' Family Day Outing on Their Annual Performance

Class	Rate	Percentage	Cumulative Percentage
Strongly disagree	17	22.7	22.7
Disagree	15	20.0	42.7
Neutral	1	1.3	44.0

Agree	27	36	80
Strongly agree	15	20	100
Total	75	100	

Primary data (2023)

Impact of Unofficial Acknowledgment on Employee Performance

Table 19 shows that 40% of participants agreed 28% strongly agreed that receiving informal praise like "thank you," "very done," and "you are a star" encourages them to perform better throughout the year. The remaining respondents disagreed 14.7% disagreed, 12% strongly disagreed, and 5.3% were neutral. According to these findings, the majority of Trojan Nickel Mine employees (78%) are driven to put in more effort because they receive informal recognition for their efforts as a team or individually.

Table 19: Impact of Unofficial Acknowledgment on Employee Concert

Class	Regularity	Percentage	Cumulative Percentage
Strongly Disagree	9	12	12
Disagree	11	14.7	26.7
Neutral	4	5.3	32
Agree	30	40	72
Strongly agree	21	28	100
Total	75	100	

Primary Data (2023)

To sum up, the results about the influence of intrinsic incentives on employee performance are consistent with previous studies carried out by Fairbank and Williams (2011), who found that intrinsic rewards may enhance employees' capacity for creativity.

4.3 Concerns Raised in Interviews

A number of the Trojan Nickel Mine's chosen staff were interviewed. First, regarding the Trojan Nickel Mine's present reward system, staff members said they receive both monetary and non-monetary awards. Regarding monetary compensation, they concurred that it does not adequately compensate for the amount of time and effort invested in the work. Employees, however, claimed that bonuses were only paid to supervisors and not to other staff members. Employee dissatisfaction has increased as a result, as they feel that the performance of the mine as a whole is the result of group efforts rather than the actions of specific management.

In order to address this, they recommended that all mine workers, regardless of status, get an annual bonus. Non-monetary benefits primarily took the form of promotions, commendations, and appreciation, such as exceptional performers' certificates at work or on family days. Although the infrequent non-financial prizes were welcomed, the Trojan Nickel Mine employees were generally dissatisfied with the money reward scheme.

With respect to the second query concerning the influence of incentive schemes on productivity, staff members unanimously acknowledged that intrinsic incentives such as salary, commissions, and stipends do have an impact on both individual and group productivity. According to their explanation, when these intrinsic benefits are given commonly instead of only once a year, motivated employees naturally do better and more dependably. But most did agree that basic rewards like official and informal credit and appreciation for a job well done are necessary to preserve enthusiasm.

Lastly, workers are concerned that the total reward management program at Trojan Nickel Mine needs to be reviewed frequently to be up to date with changes in the market, particularly in the fiercely competitive climate. They also observed that workers are leaving one mine for another in search of greater benefits, which is demotivating the existing staff. The workers advise that any incentive program should aim to retain current members of the system motivated to work hard in addition to luring new, qualified candidates into the company.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to determine how Trojan Nickel Mine's organizational performance was impacted by total reward management. The summary and conclusion, suggestions for further research, and recommendations are all included in this chapter.

5.2 Summary and Conclusion

Research Objective 1: To identify the Trojan Nickel Mine's present incentive programs

According to the research, Trojan Nickel Mine provides financial benefits in the form of commissions, bonuses, salaries, and payments. Employees are judiciously fulfilled with the levels of the incentives. Even though non-cash perks like yearly family day, official and informal recognition, and compliments from management aren't often used in these commercial mines, the workers are generally happy with them.

Research Objective 2: To find out what the staff thinks about Trojan Nickel Mine's incentive scheme.

The findings showed that the salary offered to mine employees is not up to par, that bonuses are only given to management, and that commission is only given to a small number of employees. In terms of non-financial rewards, most employees are not happy with recognition they receive, and praise is scarce in the job. Just 4.6% of mine workers said they had received rewards for appreciation.. These findings support the introduction of non-financial reward systems in the mining industry.

Research Objective 3: To evaluate the impact of extrinsic incentives on Trojan Nickel Mine's performance, including compensation, bonuses, and promotions.

The research's conclusions showed that while most employees are content with their bonus level, they are not happy with the amount of pay increases they receive. Employee satisfaction with the mine's advancement process was also high. However, the study found that when annual bonus levels are raised, frequent compensation increases occur, and performance-based promotions are implemented in the relevant mines, work performance will significantly increase.

Research Objective 4: To assess Trojan Nickel Mine's performance in relation to intrinsic benefits (such as recognition and appreciation)

According to the study, intrinsic benefits like recognition and praise from co-workers inspire employees, who then perform better at work. Employee appreciation has a higher effect on employee engagement and performance than the annual family day. Nonetheless, a large proportion of workers stated that such actions would boost morale and enhance productivity. It can be inferred that informal praise, like saying "thank you," "well done," or "you are a star in the organization," can be an effective motivator when applied appropriately and regularly to both people and groups.. Therefore, these seemingly insignificant items have a far bigger influence on encouraging workers to achieve better than extrinsic rewards, and their significance needs to be acknowledged in the demanding workplaces like Trojan Nickel Mine

5.3 Conclusion

It is impossible to overstate the significance of total reward management systems in the daily execution of employees' responsibilities, particularly when it comes to receiving compensation for work well done. Enhanced motivation improves human performance in any context. The relevance of the reward system for mine workers should worry the mine and its workers, according to the study's conclusions. The study's findings showed that employees highly value the various incentives provided Trojan Nickel Mine. Trojan Nickel Mine's current existing total reward management system is insufficient to continuously inspire employees.

The study also found that the presence of both monetary and non-monetary workplace rewards increases employee motivation, which improves job performance. The performance of the entire organization then reflects these efforts. Employees that are underpaid frequently express their displeasure by giving subpar work and displaying a lack of dedication to their duties. The study also shown how adequately and consistently rewarding staff members motivates them to work harder and improves the performance of the entire company.

To sum up, this study has shown how intrinsic rewards, such as social recognition and appreciation, and extrinsic rewards, such as money, bonuses, and performance advancement, affect how well individuals perform at work and how the Trojan Nickel Mine organization functions.

5.4 Recommendations

The Trojan Nickel Mine's stakeholders need to pay attention to the areas of concern that this investigation found. The study found that the extremely low pay levels that are now being offered to employees result in low worker motivation and considerable employee turnover. To create a fair and competitive pay scale that takes into account the current economic environment, the HR department, managers, and workers unions must update the pay structure. Employee motivation will grow as a result, and turnover will be decreased as well.

The study found that bonuses are only given to managers, causing discontent and demotivation among non-managerial staff who see organizational performance as a collective effort. Managers and the HR division ought to create a creative bonus program that acknowledges each employee's contributions. This will motivate staff, promote teamwork, and improve overall performance.

The current reward system, especially remuneration, is not sufficiently motivating workers. The HR and managers should design a suitable incentive program that encourages improved performance by combining intrinsic and extrinsic rewards

5.5 Recommended Areas for Future Research

The research project evaluate the effects of total reward management on worker performance at Trojan Nickel Mine. There is a need to do other studies at on mines to assess the generalizability of the findings.

This was a mainly a quantitative study, so there must consider a more qualitative study to review the real reasons for low motivation at Trojan Nickel Mine and determine the most appropriate total reward management systems. Examining how much emphasis employees focus on intrinsic versus extrinsic rewards is also necessary.

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APPENDICES

Appendix 1: Questionnaire (English Version) Dear Respondents

This questionnaire aims at collection of information for the study concerning the impact of rewards on organization Performance specifically on Trojan Nickel Mine.

This study is conducted as a requirement of research proposal to be submitted in the faculty of Human Capital Management for the partial fulfillment of the. The outcome of this research will be alert to the Trojan Nickel Mine management to appropriately design the system of rewards that will adequately influence organization performance.

The purpose of this questionnaire is to request you to express your opinion/views about the impact of rewards in organization performance at Trojan Nickel Mine. All these information are clearly demanded for academic purposes and not otherwise hence feel free when you fill the questionnaire and the information that you provide will be treated as confidential.

Thank you for your assistance

QUESTIONNAIRE FOR EMPLOYEES AT TROJAN NICKEL MINE

Instructions

Please answer all the questions by selecting the option that suit best. Also more comments where applicable.

PART ONE: Demographic Data

Tick only one appropriate answer.

1. Gender of respondent

Male ☐ Female ☐

☐

2. Age of the respondents

Below 25 years ☐

25-35 years ☐

35- 55 years

Above 55

3. Which Level of education do you possess?

Certificate Diploma

Degree

Masters Degree

Advanced Diploma

Others Specify.....

Objective one. To identify the Trojan Nickel Mine's present incentive programs

RQ 1 What are reward system currently used in commercial Bank?

(a) Financial (extrinsic) rewards

(i) Which of the following does Trojan Nickel Mine reward?

- a. Salary
- b. Bonus
- c. Commission
- d. Allowance

Other (Please specify)

(ii) Are you satisfied with the current level of financial rewards?

Very satisfied

Satisfied

Not sure/ neutral

Dissatisfied

Strongly dissatisfied

(b) None financial intrinsic rewards

(i) Which of the following non-financial rewards are used Trojan Nickel Mine

Praise from your boss ☐

Formal recognition (such as certificate, employee of the month) Informal recognition ☐

(Thank you note, part on the bank Job allowance ☐

Sent out for a conference / workshop / seminar ☐ Fucity day out

End of the year social part ☐

Other (Please specify)

.....

(ii) Are you satisfied with the current level of non -financial rewards?

Very satisfied ☐

Satisfied ☐

Neutral ☐

Dissatisfied ☐

Strongly dissatisfied ☐

Objective Two: To find out what the staff thinks about Trojan Nickel Mine's incentive scheme.

RQ 2: The current reward system offered at your bank motivate you to perform the work diligently?

	Statements	1	2	3	4	5
	Employee views on the rewards system used by Trojan Nickel Mine	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	Financial Rewards					
1	Salary is excellent					
2	Bonus above competitors					
3	Commission is excellent					
	Non-financial Rewards					
1	Recognition is given to good performs					
2	Praise for excellent performance					
3	Formal praise (Certificate)					

Objective Three: To evaluate the impact of extrinsic incentives on Trojan Nickel Mine's performance, including compensation, bonuses, and promotions.

RQ3: What are the effects of extrinsic rewards (Remuneration, bonus, salary and promotion) on organization performance?

Please indicate the extent you agree or disagree with each of the following statement using the given scale

Number	Statements	1	2	3	4	5
		Agree	Strongly agree	Neutral	Disagree	Strongly disagree
1	Frequency of increase in salary level.					
2	When I get a bonus increases my job performance increases					
3	When I'm promoted by my employer really motivates me to work harder during the year					
4	When I'm better remuneration it increase my job performance					

Research Objective 4: To assess Trojan Nickel Mine's performance in relation to intrinsic benefits (such as recognition and appreciation)

RQ4: What are the effects of intrinsic Rewards (Praise and Recognition) on organization performance?

Number	Statements	1	2	3	4	5
	Intrinsic Rewards for Organization Performance	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Praise for a job well done from my supervisor encourage me to perform my job better					
2	When I get formal recognition such as certificate of employee after month, certificate of good customer service my job performance increases					
3	A family day offered by the bank to employees really motivates us to work harder during the year					
4	Informal recognition (Such as thank you, very done, you are a star) motivates me to improve my performance					
5	Overall non-financial (intrinsic) rewards encourages employees to improve bank performance					

Thanks you Appendix 2: Interview Guide –To Management

My name is B203150B, a student of Bindura University pursuing a Degree in Human Capital Management (HCM) am carrying out research on total reward management and organizational performance at Trojan Nickel Mine.

This interview is a part of my degree thesis, and your kind help is very important for the successful completion of this research project. Your responses to questions in this interview will be anonymous and data will be combined and analyzed as a whole.

Your participation in the study will be greatly appreciated. May I now commence the interview?

Thank in advance

Please tell me a story of reward systems you use or get in your bank.

- a. What form of intrinsic rewards do you use at Trojan Nickel Mine
.....
- b. What form of extrinsic rewards do you use in your bank
.....
- c. What do you think are the effects of extrinsic rewards (Remuneration, bonus, salary and promotion) on organization performance at Trojan Nickel Mine
.....
- d. What do you the effect of Intrinsic Rewards (praise and recognition) on organization performance Trojan Nickel Mine
.....
- e. What do you suggest to be the best means of bringing about high job/organization performance at Trojan Nickel Mine like is one?
.....
- f. What other comments can you make about the use of extrinsic and intrinsic reward for improving organization performances at Trojan Nickel Mine?

Thank you for your time and assistance

