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ASSESSING THE IMPACT OF FINANCIAL REWARDS ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION, ZIMBABWE

BY

B1437688

A DISSERTATION SUBMITTED TO THE FACULTY OF COMMERCE AT BINDURA UNIVERSITY OF SCIENCE EDUCATION (BUSE) IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE BACHELOR OF COMMERCE (HONOURS) DEGREE IN HUMAN CAPITAL MANAGEMENT.

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This dissertation, titled **'ASSESSING THE IMPACT OF FINANCIAL REWARDS ON ORGANIZATIONAL PERFORMANCE**: A Case Study of Bindura University of Science Education, Zimbabwe,' by B1437688, is submitted to Bindura University of Science Education (BUSE) for acceptance in partial fulfillment of the requirements for the Bachelor of Commerce (Honours) Degree in Human Capital Management."

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DECLARATION

I affirm that this dissertation is my original work and has not been previously submitted for any degree or examination at any university. All sources I have referenced or quoted are fully cited and acknowledged in the bibliography.

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B1437688

DEDICATION

As I stand at the culmination of my Honours Degree in Human Capital, I am filled with immense gratitude and appreciation. This achievement is not solely mine; it is a collective triumph made possible by the unwavering support of those who believed in me.

To my family, your sacrifices and encouragement have been the bedrock of my success. Your love and faith in me have propelled me forward, even during the most challenging times.

To my professors and mentors, your guidance and wisdom have been invaluable. You have not only imparted knowledge but have also instilled in me the importance of empathy, leadership, and the human element in every organization.

To my friends and peers, thank you for your camaraderie and shared experiences. Together, we've navigated the complexities of our studies, and your presence has made this journey more enriching.

This degree is a testament to the power of collaboration, perseverance, and the belief that human potential is the greatest asset to any organization. As I embark on the next chapter of my professional journey, I carry with me the lessons learned and the relationships forged.

Thank you to everyone who has been a part of this remarkable journey.

This dissertation is dedicated to the incredible people in my life whose support and encouragement give me the strength to overcome challenges beyond my own capabilities and imagination. I am where I am because of you. Thank you to everyone who has been a part of this remarkable journey.

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This achievement is a testament to the collective support and guidance I have received, and I am truly thankful to each individual who has contributed to this journey.

ABSTRACT

Financial incentives and reward management play a crucial role in shaping employee contributions and driving organizational performance. This study examined the impact of financial rewards on performance at Bindura University of Science Education (BUSE), focusing on issues such as low morale, absenteeism, and lack of motivation. The research sought to explore the relationship between financial rewards and organizational performance, with the goal of enhancing reward management practices."

The study employed an explanatory research design, utilizing stratified random sampling to select participants from various employee groups. Primary data was collected through questionnaires distributed to 40 employees and interviews with 8 senior management members, yielding an 85% response rate. Secondary data was sourced from company archives, including newsletters, strategic plans, and financial reports. Data analysis involved thematic examination and visual representations using tables, pie charts, and bar graphs.

The findings revealed a positive correlation between financial rewards and organizational performance, highlighting the importance of effective reward management. The study concluded that financial rewards significantly enhance employee performance by demonstrating appreciation for their efforts and valuing their well-being.

Based on the findings, recommendations were made for BUSE to:

- Establish a framework for evaluating reward management practices

- Adopt an integrated and strategic approach to reward management

- Develop a formal and systematic reward management policy

These recommendations aim to improve reward management and enhance organizational performance at BUSE.

Contents

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter introduces the study's foundation, covering background information, problem statement, research objectives, questions, assumptions, scope, limitations, significance, and key term definitions.

1.1 Background of the study

The modern workplace is characterized by intense competition and a growing emphasis on human rights. Organizations must offer attractive working conditions, competitive salaries, and growth opportunities to draw in top talent. Financial incentives, particularly pay, play a vital role in employee welfare and livelihoods.

Research underscores the significance of financial rewards in boosting employee contributions and organizational efficiency. In Zimbabwe's challenging economic landscape, organizations prioritize financial rewards that align with business performance. Fair and timely compensation motivates employees to act in the organization's best interests.

However, quantifying employee rewards poses a challenge, often resulting in low morale, absenteeism, and high turnover rates. This, in turn, hampers productivity and performance. This study explores the impact of financial rewards on organizational performance, seeking to understand the dynamics between compensation and employee output.

1.2 Statement of the Problem
This research is prompted by the adverse effects of delayed and insufficient financial rewards on organizational performance at Bindura University of Science Education (BUSE), Zimbabwe. Amid ongoing economic challenges, employees have experienced untimely compensation, resulting in reduced productivity, high employee turnover, extended project timelines, and increased time wastage. These issues have undermined the organization's overall performance, necessitating a thorough evaluation of existing performance management policies and reward systems to assess the impact of financial rewards.

1.3 Objectives

The objectives of this research are to:

1. Assess the effectiveness of the current financial reward system in driving organizational performance.
2. Examine the relationship between financial rewards and organizational performance.
3. Determine the extent to which financial rewards directly enhance organizational performance.
4. Provide recommendations for designing an optimal reward system that effectively promotes performance.

1.4 Research Questions

This study is guided by the following research questions:

1. How does the financial reward system contribute to achieving desired performance outcomes?
2. What is the relationship between financial rewards and organizational performance?
3. Do financial rewards lead to improved organizational performance?
4. What type of reward system is most likely to ensure optimal performance?

1.5 Study Hypotheses

- **H0:** Financial rewards do not have an impact on organizational performance.
- **H1:** Financial rewards positively influence organizational performance.

1.6 Study Assumptions

This study is based on the following assumptions:

1. Respondents will provide unbiased, accurate, and truthful information in response to the questionnaire.
2. Performance is directly influenced by the availability of financial rewards.
3. Sufficient funding was allocated to complete the study.
4. Interviewees will respond in a timely manner.
5. The findings will accurately reflect the perspectives of all relevant organizational stakeholders.
6. The researcher will have access to all necessary data and information required for the study.

1.7 Study Delimitations

- **Conceptual**: This study focuses on examining the impact of financial rewards on organizational performance.
- **Geographical**: The research is limited to Bindura University of Science Education (BUSE), Zimbabwe.
- **Time Frame**: The study covers a period of 2 to 3 years.

1.8 Study Limitations

This study faced several limitations. The economic challenges in the country impacted reward management budgets, potentially affecting the research results. Additionally, some respondents didn't return questionnaires, leading to a lower response rate, although reminders were sent to encourage participation. The researcher also encountered restrictions on accessing confidential information due to company policies, despite assurances of academic use. Furthermore, some respondents may have provided subjective information or declined to answer sensitive questions, potentially compromising data validity. To address these concerns, the researcher provided introductory letters guaranteeing confidentiality and explaining the study's purpose.

1.9 Definition of Key Terms

1. **Financial Rewards**: Monetary incentives provided to employees as recognition for exceptional performance, categorized as extrinsic motivators (Murray, 1987).
2. **Effectiveness**: The capability to achieve a desired result or outcome (Oxford English Dictionary).

3. Efficiency: The optimal use of resources to achieve intended purposes (Oxford English Dictionary).

4. Motivation: The willingness to act, driven by the ability to satisfy individual needs (Robbins, 2004).

5. Performance: The accomplishment or achievement of tasks and goals.

6. Productivity: The quantity or volume of output, influenced by factors like capital investments, innovation, learning, and employee motivation (DeCenzo and Robbins, 2004).

1.10 Abbreviations

BUSE- Bindura University of Science Education

1.11 **Significance of the study**

This study is significant for organizations seeking to boost productivity amidst declining employee motivation due to ineffective reward management policies. It provides valuable insights into the relationship between financial and non-financial rewards and employee motivation, helping organizations:

1. Enhance reward management strategies

2. Improve employee motivation

3. Increase productivity

The study's findings can inform organizational decision-making, contributing to more effective reward systems and improved overall performance.

a) To the organization

The research findings will benefit the organization by providing valuable insights to inform reward strategy decisions and identify ways to influence employee behavior for improved performance. Additionally, the study will serve as a foundation for evaluating and developing effective reward system policies and performance management systems, ultimately enhancing organizational decision-making and outcomes.

b) To the university

This study will benefit the university by providing a valuable resource for future students, serving as a reference point for those conducting similar or related research, and contributing to the academic knowledge base.

c) The researcher

This study benefits the researcher by providing practical experience in applying theoretical knowledge, enhancing research skills, and fulfilling the requirements for obtaining a degree.

d) To other related organisations

This study will benefit other ICT organizations by providing insights on effective reward administration, enabling them to retain highly skilled and productive employees and promote excellence in their operations.

e) To Human Capital professional practitioners

The study's findings will benefit HR professionals by informing effective reward strategies, enhancing employee motivation, and improving workplace performance.

1.12 Chapter summary

This chapter laid the foundation for the study, outlining the background, problem statement, objectives, research questions, assumptions, significance, limitations, and key definitions. The following chapter will examine the existing literature on financial rewards and their impact on organizational performance.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

This study is significant as it evaluates the effectiveness of financial rewards and examines the role these incentives play in achieving the organization's overall goals and enhancing performance. The preceding chapter presented the study's background, problem statement, objectives, research questions, assumptions, significance, scope, limitations, and definitions of key terms. This chapter focuses on reviewing existing scholarly work related to financial rewards and organizational performance. The literature review includes the conceptual and theoretical frameworks, empirical evidence, and an analysis of the research gap.

2.1 Conceptual Framework

Financial rewards refer to monetary benefits provided by organizations to encourage behaviors and actions that align with and support the achievement of organizational objectives. These rewards also serve to recognize and compensate employees for their efforts and contributions, as highlighted by Armstrong (1997). Financial incentives act as a form of positive reinforcement, motivating behaviors that might not otherwise occur in the absence of such benefits. Typical forms of financial rewards include salaries, bonuses, commission-based pay, profit-sharing schemes, and performance-related pay. These rewards signal the organization's appreciation of employees' contributions and add value to their roles (Armstrong et al., 2010).

Organizational performance, on the other hand, refers to the successful attainment of predefinedgoals, objectives, and targets within an organization. It entails meeting or exceeding planned outcomes, which are driven by the collective or individual efforts of employees. According to Brown (2008), a highly motivated and purpose-driven workforce is a key determinant of organizational performance. Therefore, the conceptual framework suggests that financial rewards enhance employee motivation, which in turn boosts individual effort and task efficiency, ultimately leading to improved organizational performance. This relationship is visually represented in Figure 1.1: Organizational Performance Flow Chart.

Organizational Performance Flow Chart Source: Jeffrey Pfeffer (2007)

Figure 1: Organizational Performance Flow Chart Source: Jeffrey Pfeffer (2007)

Jeffrey Pfeffer (2007) highlights that financial rewards act as a key form of extrinsic motivation, enhancing employee morale and driving improved workplace performance.

When morale is high, employees tend to invest more effort into fulfilling their responsibilities, leading to improved task performance. According to Bandura (1999), this heightened performance can be attributed to two main factors: the motivation derived from previous financial incentives and the anticipation of future rewards based on continued good performance.

Pfeffer (2007) further notes that providing financial incentives has been a long-standing practice in management. For instance, car sales representatives earn higher commissions for boosting sales, teachers may receive bonuses based on students' performance on standardized tests, and executives are often rewarded with stock options for increasing the value of company shares.

Armstrong et al. (2010) argue that rewards communicate an organization's values to its employees. Ghoshal and Bartlett (1998) build on this idea, suggesting that rewards not only signal value but also actively contribute to employees' personal and professional growth. They highlight that employees are a company's most unique and non-replicable resource. Therefore, organizations that recognize the strategic value of their human capital should prioritize investments in their workforce.

Jensen et al. (2007) point out that while many companies strive to differentiate themselves through products, services, or pricing strategies, they often overlook the potential to stand out by leveraging their people. Real competitive advantage stems from employees who are willing to apply their creativity, skills, and knowledge for the benefit of the organization. As Markova and Ford (2011) note, it is the responsibility of the organization to foster and support this willingness through effective reward systems. Employees must be properly motivated to contribute meaningfully to the company's success.

According to Brown (2008), the purpose of employee rewards is threefold: to motivate current staff, support their development, and attract new talent. Markova and Ford (2011) stress that reward practices must align with both the organization's internal culture and external environmental factors, including industry compensation trends and managerial emphasis on recognition and reward.

However, identifying the most effective reward strategies remains a significant challenge. Many organizations find it difficult to evaluate how rewards influence key outcomes such as employee performance, motivation, commitment, and competitive positioning in the market (Pfeffer &

Sutton, 1998; Brown, 2008). Armstrong et al. (2010) also highlight the persistent struggles companies face in measuring the true effectiveness of their reward systems.

Effectiveness of reward system on producing required performance

A study conducted by Amin Karami, Hossein Rezaei Dolatabadi, and Saeed Rajaeepour (2013) investigated the impact of reward management systems on employee performance. The research revealed a positive and significant relationship between reward systems and employee performance, with motivation serving as a mediating variable. The findings indicated that various components of the reward management system are positively and significantly correlated with both employee motivation and performance outcomes. These relationships were analyzed and validated through a structural equation modeling framework, demonstrating the effectiveness of reward systems in driving desired employee behaviors and performance levels.

Relationship between financial rewards and organizational performance

The study conducted by Muhammad Ibrar and Owais Khan found a positive correlation between financial rewards and employee job performance. Many organizations implement reward systems as a strategy to boost both job performance and employee satisfaction. Financial incentives are considered essential across various sectors—whether in businesses, institutions, or schools—as they contribute to improved employee outcomes. Human performance is naturally influenced by motivation, and motivation is closely linked to rewards. The findings of the study demonstrate that financial rewards have a significant and positive impact on employee performance.

Reward system that guarantees performances

In a study conducted by Brian Murphy in 2015, it was concluded that implementing the right type of reward system can foster employee growth, maturity, and ultimately contribute to the value of the organization. According to a salary survey report by Zingheim (2010), both variable and base pay are crucial for maximizing the value derived from employees, particularly high performers. The report suggests that organizations which distribute pay too evenly tend to lose their high performers, as this practice encourages only average performance across the organization. It further argues that financial compensation should be aligned with the value an employee brings to the organization.

2.2 Theoretical framework

2.2.1 Hierarchy of needs theory

Abraham Maslow's Hierarchy of Needs theory posits that human behavior is shaped and driven by the fulfillment of a series of needs. This theory, which is a key motivation framework, is relevant to this study as it underscores the connection between a motivated workforce and improved organizational performance (Robbins, 2003).

Maslow's theory identifies five levels of human needs: physiological, safety, social, esteem, and self-fulfillment. These needs are organized hierarchically, with basic needs positioned at the bottom of the pyramid and higher-level needs at the top. Basic needs, such as physiological and safety needs, can be met externally, while higher-level needs—social, esteem, and self-actualization—are fulfilled internally (Robbins, ibid).

The theory suggests that once a lower-level need is met, individuals will be motivated to satisfy higher-level needs. As Armstrong (2009) notes, once a need is satisfied, it ceases to be a motivator. The process begins with fulfilling the basic needs at the bottom of the pyramid, and it is not possible to pursue higher-level needs without first addressing the foundational ones.

MASLOW'S HIERARCHY OF NEEDS

Figure 2: Maslow's Hierarchy of Needs Source: Christopher L. Heffner

The diagram above illustrates how employee needs, as outlined in Maslow's Hierarchy of Needs theory, align with various forms of workplace rewards. At the base of the hierarchy are physiological needs—considered the most essential for survival—including food, shelter, clothing, and health. These needs are typically met through financial rewards such as wages, salaries, bonuses, performance-based incentives, and commissions. As noted by Ramlall (2004), Maslow emphasized that individuals are driven by unmet or emerging needs, which must be addressed in a timely and structured manner to sustain motivation and performance.

In an organizational setting, managers should aim to motivate employees by offering rewards that fulfill these emerging needs as they arise. Therefore, for optimal organizational performance, financial rewards must be provided to satisfy these basic needs (Armstrong, 2009).

However, Maslow's theory suggests that once a need is fulfilled, it no longer serves as a motivator. This concept can be challenged when it comes to basic needs, which remain vital and continuous for individuals. If these fundamental needs are unmet, it will inevitably lead to dissatisfaction and decreased performance. This indicates that financial rewards are crucial in maintaining motivation and enhancing performance across the entire motivational hierarchy (Ramlall, 2004).

Wahba and Bridwell (1976), as cited in Robbins (2003), criticized Maslow's theory, pointing out that there is insufficient evidence to support the hierarchical organization of needs as Maslow proposed. They argued that these needs can be satisfied in any order and still lead to motivation. Additionally, individual preferences and types significantly influence the order in which needs are prioritized and the extent to which each need is considered fulfilled. Hall & Nougaim (1968), Lawler & Suttle (1972), and Rauschenberger et al. (1980) found it difficult to establish the practical application of Maslow's theory.

2.2.2 Victor Vroom's expectance theory

According to Vroom (1964), human behavior is influenced by three key factors. Robbins (2003) explains that Vroom's theory centers around three core relationships: **effort → performance**, **performance → reward**, and **reward → goal attainment**. In essence, individuals are motivated when they believe that their effort will lead to good performance, which will in turn result in desirable rewards that help them achieve their personal goals.

Vroom identifies three main variables in his theory: **Expectancy**, **Instrumentality**, and **Valence**.

- **Expectancy** refers to the belief that increased effort will result in improved performance. For instance, if an employee believes that working harder will enhance their output, their motivation to exert effort increases.
- **Instrumentality** is the belief that good performance will be rewarded. It reflects the perceived likelihood that a first-level outcome (performance) will lead to a second-level outcome (reward). For example, if employees believe that doing a good job will result in a bonus or promotion, they are more likely to be motivated.
- **Valence** represents the value or importance an individual places on the expected reward. A positive valence indicates that the individual strongly desires the outcome and sees it as worthwhile compared to other alternatives (Robbins, ibid).

These three elements are often referred to as **E→P expectancy** (effort-to-performance) and **P→O expectancy** (performance-to-outcome). E→P expectancy reflects an individual's perception of the likelihood that their effort will achieve the required performance level. P→O expectancy, on the other hand, indicates the belief that successful performance will lead to specific, desired outcomes (Robbins, 2003).

Expectancy theory also highlights the role of monetary rewards in influencing the desirability of certain outcomes. According to Bonner (1999), financial incentives enhance the appeal of achieving performance targets, thereby motivating individuals to invest more effort. The belief that increased effort will lead to higher performance—and thus higher compensation—encourages employees to commit to performance-related goals.

However, Vroom's theory is grounded in perception, which means that motivation is subjective. Even if an employer believes they have implemented appropriate motivational tools, not all employees may perceive them as effective. As Armstrong (2009) notes, the applicability of expectancy theory is most evident in traditional work settings where motivation depends on the employee's desire for the reward and their belief that their effort will lead to achieving it.

Ultimately, Vroom's expectancy theory focuses on how individuals form expectations about future outcomes and how their perceived ability to contribute influences their motivation to achieve those outcomes (Porter & Lawler, 1968).

2.2.3 Albert Bandura's Social Learning theory

Albert Bandura's Social Learning Theory emphasizes the importance of **attention**, **memory**, and **motivation** in the learning process. Bandura (1999) argues that individuals learn by observing the behaviors of others and the consequences of those behaviors—a process known as *modeling*. He outlines four key conditions necessary for modeling to occur: **attention**, **retention**, **reproduction**, and **motivation**.

Motivation refers to an individual's desire or willingness to perform a specific behavior (Robbins, 2003). People evaluate the potential outcomes of a behavior—whether rewards or punishments—and decide whether to imitate it based on this evaluation. If the anticipated rewards are greater than the perceived costs or discomforts, the behavior is more likely to be adopted. Reinforcement plays a crucial role in this process. **Positive reinforcement**, such as financial rewards, strengthens desired behavior by offering a tangible benefit, thereby encouraging individuals to perform tasks in expectation of a reward. When learning occurs by watching others receive rewards or consequences for their actions, it is referred to as **vicarious reinforcement** (Bandura, 1999).

Despite its contributions, Social Learning Theory does not fully account for all aspects of human behavior—especially in situations where individuals lack role models to emulate. The theory also tends to downplay the **cognitive dimensions** of learning. As Armstrong (2009) notes, people exercise significant cognitive control over their behavior, which can impact both learning and performance beyond what observational modeling alone can explain.

2.3 Empirical Evidence

A study conducted in the United States by **Sarah E. Bonner and Geoffrey B. Sprinkle (2002)** examined the influence of monetary incentives on employee effort and task performance. The researchers utilized internal financial data, including annual production and productivity reports, provided by the organization under investigation. The data were manually analyzed by comparing financial records detailing employee incentive payments with corresponding productivity figures for the same periods. The study employed a case study and descriptive research design, relying primarily on quantitative methods. Findings revealed that while monetary incentives significantly enhance effort and task performance in the short term, their motivational effect diminishes over time, ultimately resulting in limited or no long-term impact on employee performance.

Lotta Laasko (2012) conducted research on the influence of financial and non-financial rewards on employee motivation at **Turku University of Applied Sciences**. A self-administered online questionnaire was used to collect data, and a case study approach was adopted to address the organization-specific research questions, in line with Robson (1993). The study applied both qualitative and quantitative methodologies. Results showed that none of the respondents believed their job lacked motivating elements as defined by the job characteristics model. Among the 21 participants, 33.33% identified salary as their top motivator, while 28% selected meaningful and valuable work as the most influential factor. Additionally, 54.17% supported Herzberg's motivation theory, emphasizing that intrinsic factors such as interesting, challenging, and meaningful work were their main sources of motivation. Furthermore, 20.83% of the participants aligned with expectancy theory, another 20.83% with equity theory, and only 4.17% agreed with Maslow's hierarchy of needs (Herzberg, 1987).

Angela Goverde (2011) carried out a study at **Universiteit Van Tilburg** to assess the effect of financial incentives on employee performance. The study, primarily quantitative in nature, also included qualitative elements and followed a descriptive research approach. The researcher found that financial rewards and intrinsic motivation often interact, with monetary incentives initially boosting intrinsic motivation. However, once the reward is introduced, motivation becomes predominantly extrinsic. Performance-contingent reward systems generally led to improved outcomes, although the increase in performance varied. The study also observed that individuals tend to invest more effort into tasks when rewards are contingent on performance. Furthermore, previously unattractive tasks became more appealing when linked to incentives, thereby enhancing task performance. Overall, the findings indicated that while monetary rewards elevate effort, their impact on actual performance is influenced by how decision-makers perceive and interpret the reward system (Skinner, 1935).

2.4 Gap Analysis

Numerous insightful studies have explored the impact of financial rewards on organizational performance, with most placing a strong emphasis on how these rewards influence employee motivation. However, many of these studies stop at motivation and fail to establish a clear connection to the overall performance or output resulting from these rewards. A significant research gap lies in the insufficient examination of the direct relationship between financial rewards and actual organizational performance. As G. Bennet aptly stated, for compensation to hold real value, it must be directly tied to performance—otherwise, it merely becomes an entitlement. This study seeks to address this gap by investigating the explicit link between financial rewards and organizational performance.

2.5 Chapter Summary

This chapter presented a comprehensive review of the relevant literature, including the conceptual and theoretical frameworks, empirical findings, and the identified research gap. The following chapter will outline the research methodology employed in the study.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter highlighted the study's conceptual and theoretical frameworks, empirical evidence, and the gap analysis. This chapter outlines the methodology used to gather data for the research. It covers the research design, sampling techniques, target population, data collection instruments, secondary sources, as well as the procedures for ensuring data reliability and validity. Additionally, it explains the methods for data collection, presentation, and analysis.

3.2 Research Design

The researcher adopted an explanatory or causal research approach to explore the relationships between variables and understand the cause-and-effect dynamics of specific events. This method facilitated the examination of how different factors interact, providing insight into how particular changes might affect existing assumptions. The focus of the study was on drawing conclusions about the associations and causal links, specifically investigating the impact of financial rewards on organizational performance.

The advantages of using this research method included its ability to explain the reasons behind events and activities. In this case, the explanatory research method allowed the researcher to uncover the factors influencing the organization’s performance. Additionally, the approach was straightforward to implement, and the data collected was easy to analyze. Another benefit of explanatory research is that it allows for easy and accurate replication if needed. Moreover, the structured approach contributed to the validity of the data.

However, there were some drawbacks to using the explanatory research method. For example, it was sometimes challenging to distinguish between coincidence and cause-and-effect relationships. In certain cases, the researcher faced difficulties in clearly identifying which factor was the cause and which was the result (Best, 1993).

To address these challenges, the researcher allocated sufficient time for the study, carefully considering coincidences and ensuring a clear understanding of the actual cause-and-effect relationships. The variables—the cause and the impact—were analyzed thoroughly and in detail.

3.2.1 Case Study

Bindura University of Science Education (BUSE) was selected as the focal point for this research. The case study approach facilitated a detailed analysis of the statistical relationships between financial rewards and organizational performance, while also providing a comprehensive examination of the variables at play. The researcher aimed to conduct an in-depth assessment of how financial rewards influence the organization's overall success. However, as the study focused on a single case, the ability to generalize the findings to other organizations was limited.

3.3 Population

The study targeted all permanent employees, as they are the individuals who will remain in the organization for an extended period and whose contributions significantly influence organizational outcomes. Their performance is crucial to the organization's success. This group represented the majority of the workforce, making the generalization of the results justifiable. The total population consisted of 776 individuals, including teaching and non-teaching staff, as well as senior management and executives.

To minimize the impact of limitations on the study, the researcher selected a larger target population, as recommended by Mitchell (1982). Additionally, measures were taken to ensure that only the intended population provided the necessary data, preventing any bias. The researcher also obtained prior approval from top management to access the targeted population.

3.4 Sample and Sampling

3.4.1 Sample size

The sample included 100 employees.

Table 3.1 Statistical profile of the sample size

		Total population	Sample
Academic Staff		266	38
Admin and Support staff		482	54
Textile and production staff		12	4
Printing Press		4	1
Farm		6	2
Senior Management		10	1
Total		**776**	**100**

Source: Secondary Data

3.4.2 Sample Procedures

For this study, a stratified random sampling technique was employed, combined with Survey Monkey, to select the sample of targeted employees. This approach ensured that each member of the population had an equal opportunity to be chosen. Employee names within each category were compiled and assigned unique codes, which were then pooled together. From this pool, the required respondents were randomly selected, ensuring that the sample accurately represented the entire population.

3.5 Data Collection Instruments

Primary data for the study was collected using both quantitative and qualitative methods, including questionnaires and interviews. Given the explanatory nature of the study, this mixed-methods approach was ideal, as the quantitative findings were further clarified and enriched by qualitative insights, thereby justifying the use of both techniques.

Furthermore, employing both methods ensured the validity and reliability of the data collected, as the strengths of one method compensated for the weaknesses of the other. The integration of quantitative and qualitative techniques made the research more efficient and effective, facilitating easy analysis and evaluation of the data through both statistical and non-statistical means (De Vaus, 2006).

However, using both methods together presented challenges, particularly in aligning the two approaches. Additionally, it was more costly to implement both quantitative and qualitative methods in the same study. To address these issues, careful attention was given to ensuring coherence and cohesion between the methods, clearly specifying where each method was applied, which helped mitigate the disadvantages.

3.6 Secondary Sources

Secondary data for the study was gathered from organizational documents, including reward statements and performance management records. Before collecting primary data, the researcher reviewed secondary data, primarily from textbooks and employee records related to non-financial rewards. This approach was advantageous because the data had already been collected, eliminating the need to approach respondents for information. The main benefits of this method included its cost-effectiveness and the ease of obtaining the necessary information. However, a limitation of secondary data was that some of the information was outdated and not fully applicable to current conditions, highlighting the need for primary data collection (Armstrong, 2009).

Additionally, there was a possibility that the data provided by the organization could be subjective or altered, as there may have been concerns about disclosing sensitive or confidential company information (Nelson, 2004).

3.7 Validity and Reliability

The validity and reliability of this study were strengthened through triangulation, which operates under the assumption that any weakness in one method could be counterbalanced by the strengths of another. This approach, as proposed by Armstrong (2009), allows for the reconciliation of differing accounts. The researcher employed method triangulation, which involved cross-checking the consistency of findings obtained through different data collection methods, including both qualitative and quantitative data.

Potential threats to reliability, such as subject bias, subject error, observer bias, and observer error, were acknowledged during the questionnaire design phase (Mitchell, 1982). To minimize subject bias, the questionnaires were structured to ensure anonymity, and this was explicitly communicated to the respondents. To mitigate observer error, a well-structured questionnaire was used, as this helped to reduce the likelihood of such errors (Nelson, 2004).

3.8 Data Collection Procedures

The researcher first obtained permission from the organization to access and gather the necessary information for the study's success. Once approval was granted, data collection began (Nelson, 2004). The majority of the instruments were delivered by hand to ensure that the targeted respondents completed them personally. This approach also helped emphasize the importance of confidentiality, while encouraging active participation and maintaining interest throughout the process.

3.9 Research Instruments

1. **Online Survey Tools**

   SurveyMonkey: Offers customizable, logic-based surveys with real-time analytics and platform integrations.

   Google Forms: Free and simple tool for survey creation and response analysis via Google Sheets.

Qualtrics: Advanced platform for detailed surveys, ideal for market research and employee feedback.

Typeform: Provides visually appealing, interactive surveys suitable for both qualitative and quantitative data.

- **Mobile Data Collection Apps**

  KoBoToolbox: Open-source tool for offline mobile data collection, commonly used in humanitarian and field research.

  Open Data Kit (ODK): Enables offline survey data collection, widely applied in health, education, and development sectors.

  REDCap: Secure web-based platform for clinical and academic research, used for managing complex data sets.

- **Observation Tools**
- **Eye-Tracking Technology**: Tracks visual behavior to assess user interaction with visual content like websites and ads.
- **Ethnographic Fieldwork Tools**: Includes wearable devices for recording real-time behavior, useful in sociological and anthropological studies.

3.9.2 Questionnaires

Questionnaires are sets of carefully formulated questions designed to gather information from selected participants through their responses. They can be either structured or unstructured, depending on the specific requirements of the research. In this study, both types were utilized to ensure accurate data collection while also maintaining respondent engagement.

One key benefit of using questionnaires is standardization—every participant received the same questions and, where applicable, the same predefined answer options. Additionally, questionnaires support respondent anonymity, as names were not required. However, a limitation of this method is the difficulty in gauging the respondents' level of enthusiasm or sincerity, which can impact the validity of the data (Robbins, 2003). To mitigate these drawbacks, triangulation was incorporated, and questions were kept brief and straightforward.

3.9.2 Interviews

Interviews are an interactive method of data collection that allow for direct, face-to-face engagement between the interviewer and respondents, as noted by Mitchell (1982). One of the main advantages of using interviews is the opportunity to clearly explain the purpose of the study to participants and encourage their involvement. This method also allows the interviewer to clarify any questions that may be misunderstood by the respondents. Interviews often yield rich, detailed, and valid data, and typically result in a higher response rate since the researcher gathers responses in real time. However, a key limitation is the potential for response bias, as participants may be inclined to give answers they believe will please the interviewer (De Vaus, 2006).

3.10 Data Presentation and Data Analysis

Both quantitative and qualitative methods were employed to analyze the collected data. The techniques used for data collection guided how the data was presented and analyzed. Primary data was organized systematically using tabulations to ensure clarity and coherence. Bar graphs and pie charts were also utilized, supported by relevant statistical classifications, to enhance understanding and highlight key insights. These visual tools were chosen to facilitate clear analysis and ensure that no critical information was overlooked (Nelson, 2004).

3.11 Chapter Summary

This chapter outlined the methodological framework of the study. An explanatory research design was adopted to explore the relationships between variables. Data collection was carried out using a combination of research instruments, including questionnaires, personal interviews, and observation techniques.

CHAPTER IV

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.0 Introduction

The previous chapter detailed the research design, population, research subjects, and the instruments used, including their strengths, weaknesses, and considerations regarding validity and reliability. Additionally, it covered the sampling procedures, data collection methods, and the approach to presenting and analyzing the data. This chapter focuses on presenting and analyzing the research findings, followed by a discussion of the results. The data will be presented through tables, pie charts, and bar graphs, structured according to the research objectives outlined below:

1. Assess the effectiveness of the current financial reward system (Q6, Q7, Q8)
2. Explore the relationship between financial rewards and organizational performance (Q1, Q2, Q3, Q4)
3. Determine whether financial rewards contribute to organizational performance (Q5, Q13, Q15)
4. Provide recommendations for the most effective financial reward system for the organization (Q9, Q10, Q12, Q11, Q14)

4.1 Data and Questionnaire Analysis

4.1.1 Response Rate

The following summarizes the response rates for the administered questionnaires:

Table 4.1 Response rate by department (n=35)

	Questionnaires Administered	Questionnaires Returned	Response Rate (%)
Academic Staff	38	28	73.68
Admin and Support Staff	54	44	81.48

Textile and Production staff	4	2	50
Printing Press	1	1	100
Farm	2	1	50
Senior Management	1	1	100
Total	**100**	**76**	**76**

Source: Primary Data

Table 4.1 above showed that out of 100 questionnaires administered only 76 were returned, and the overall response rate was 76%.

Table 4.2: Response rate for interviews (n=6)

Participants	Targeted Interviewees	Interviews Conducted	Response rate (%)
Executive	10	6	60

Source: Primary Data

Table 4.2 shows that out of 8 interviewees initially planned for, only 6 interviews were conducted.

4.3 Response Composition distribution

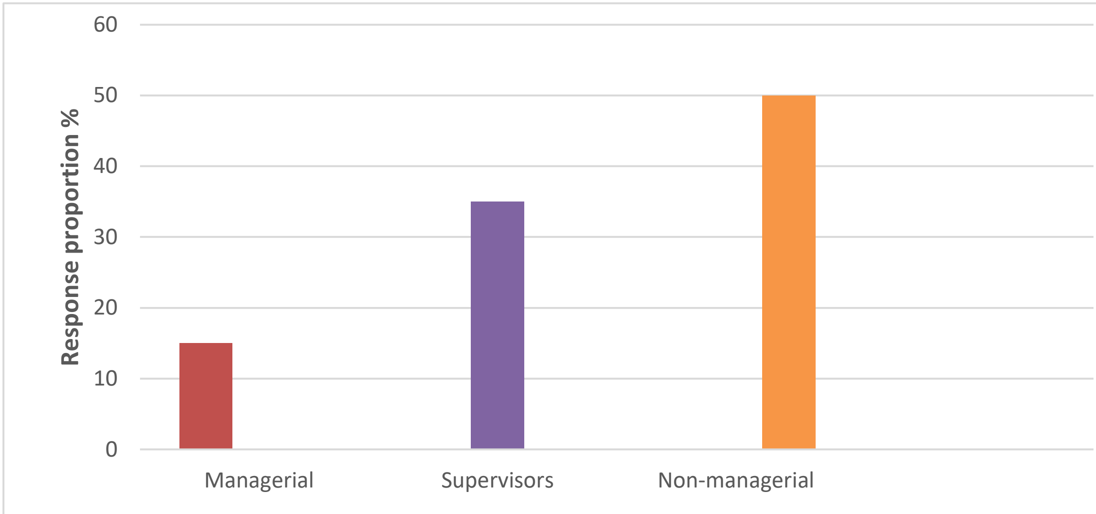

Figure 4.3 Response composition distribution

Source: Primary data

The figure above indicates the composition of the respondents in terms of job categories. It shows that 15% of the respondents were managers, 35% were supervisors whilst 50% of the respondents held non-managerial positions.

4.4 QUESTION RESPONSES

SECTION A: Relationship between financial rewards and organizational performance

4.4.1 **Are the available rewards encouraging you to work towards the organizational goals?**

76 % of the respondents answered NO whilst 24% of them indicated that the available rewards encourage them to work towards the organizational goals

4.4.2 Options taken when employees feel under rewarded or not relevantly rewarded.

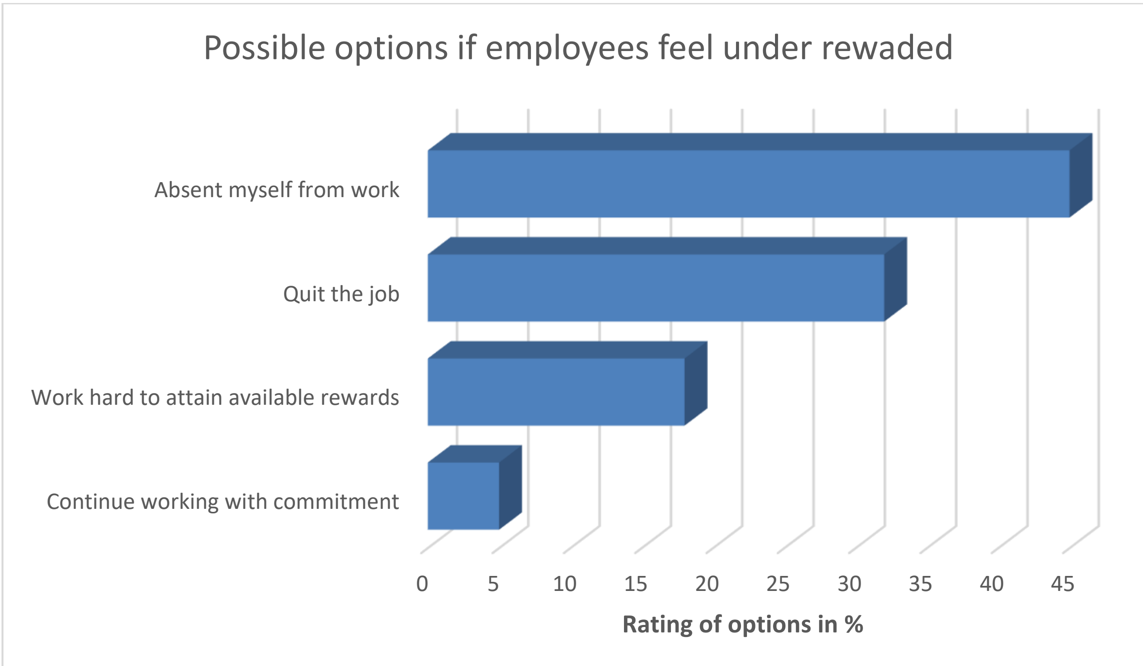

Figure 4.4.2 Employees commitment options

Source: Primary data

Figure 4.4.2 illustrates the actions employees are likely to take when they feel under-rewarded or inappropriately rewarded. The data shows that the largest portion of respondents (45%) would frequently be absent from work as a way to balance their perceived low rewards with their effort. The second most common response was from those who indicated they would consider leaving the job altogether if they felt their rewards were insufficient or irrelevant.

4.4.3 Situations that would make employees quit their jobs

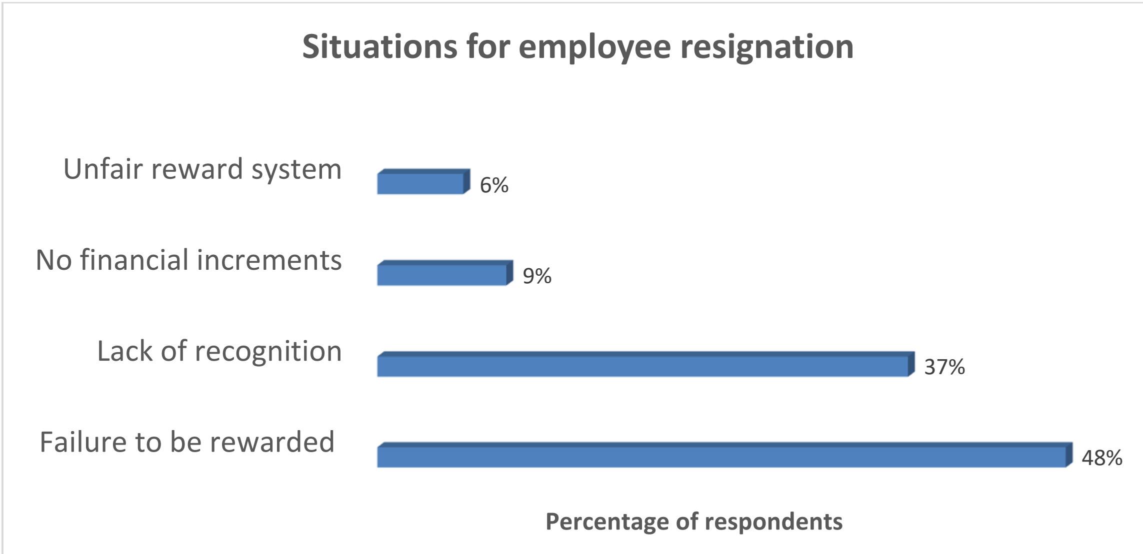

Figure 4.4.3 Situations that make employees quit their jobs

Source: Primary data

Figure 4.4.3 shows that an unfair reward system is the least cited reason for employees leaving their jobs, accounting for only 6%, followed by the lack of financial increments to existing rewards at 9%. The leading reason employees would consider resigning is the failure to receive recognition or rewards for good performance, which was identified by 48% of respondents.

4.4.4 Does BUSE has the financial resources to reward increased performance?

Most employees indicated that the organization possesses the financial capacity to enhance employee rewards. They pointed out that BUSE serves a wide range of large, well-paying institutional clients, suggesting strong revenue potential. Additionally, some respondents noted that the executive management enjoys lucrative contracts and benefits, implying that adequate financial resources are available but may require more equitable redistribution.

4.4.5 **Are employees encouraged to put extra effort in the future?**

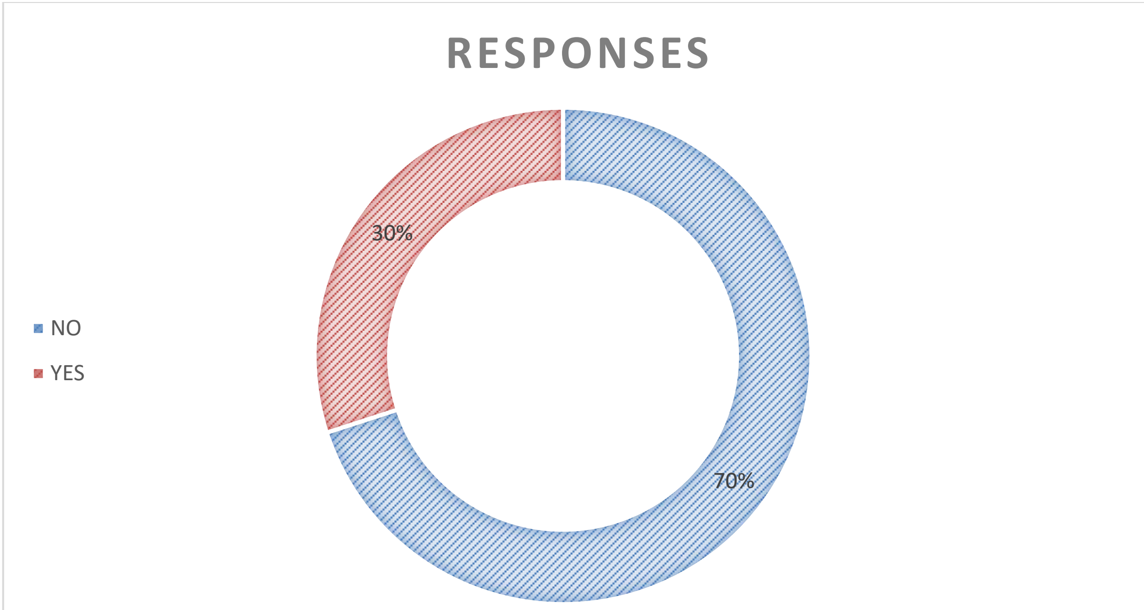

Figure 4.4.5 Employees encouragement towards work

Source: Primary Data

70% of respondents answered NO, while 30% responded YES. Those who answered NO explained that salaries were frequently paid well after the end of the month. They perceived this as a deliberate and ongoing practice by the organization—one that would likely continue regardless of employee effort or the institution's actual financial capacity to pay on time. In contrast, the minority who responded YES appeared to have a clearer understanding of the company's financial situation.

SECTION B: Effectiveness of current financial reward system on performance

4.4.6 **Relevance of the current performance appraisal at BUSE**

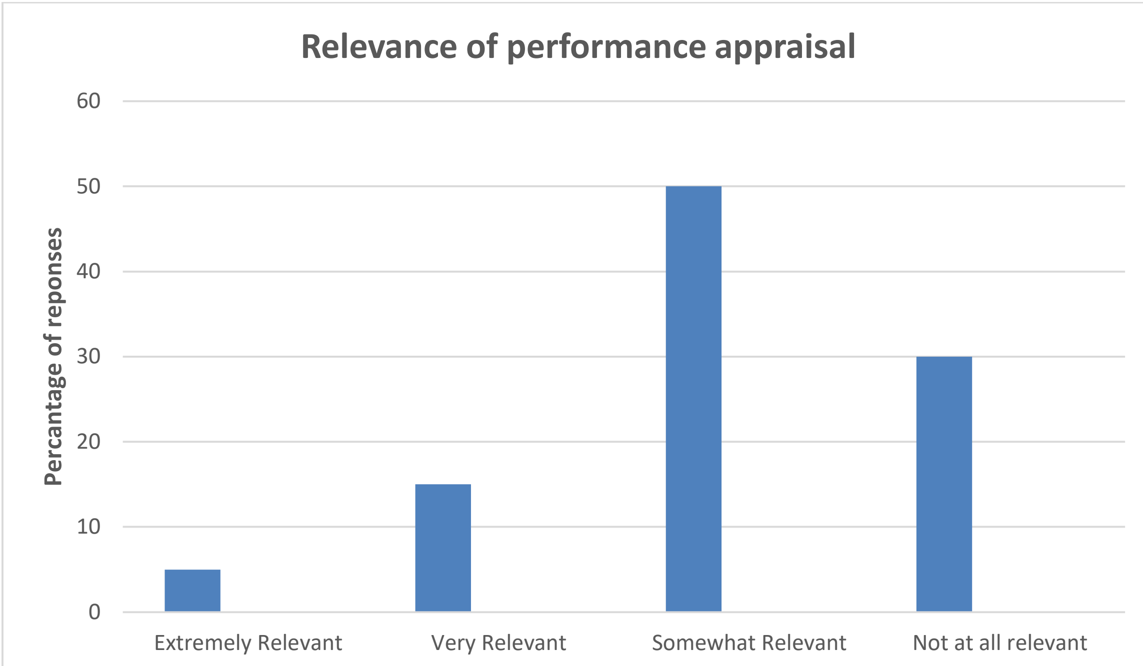

Figure 4.4.6 Relevance of the performance management

Source: Primary data.

As shown in Figure 4.4.6, half of the employees (50%) reported that the performance appraisal system was somewhat relevant to them. Meanwhile, 30% of the respondents felt that the system was not relevant at all. A smaller portion of employees considered the appraisal system to be either very relevant or extremely relevant.

4.4.7 **Description of current employment rewards**

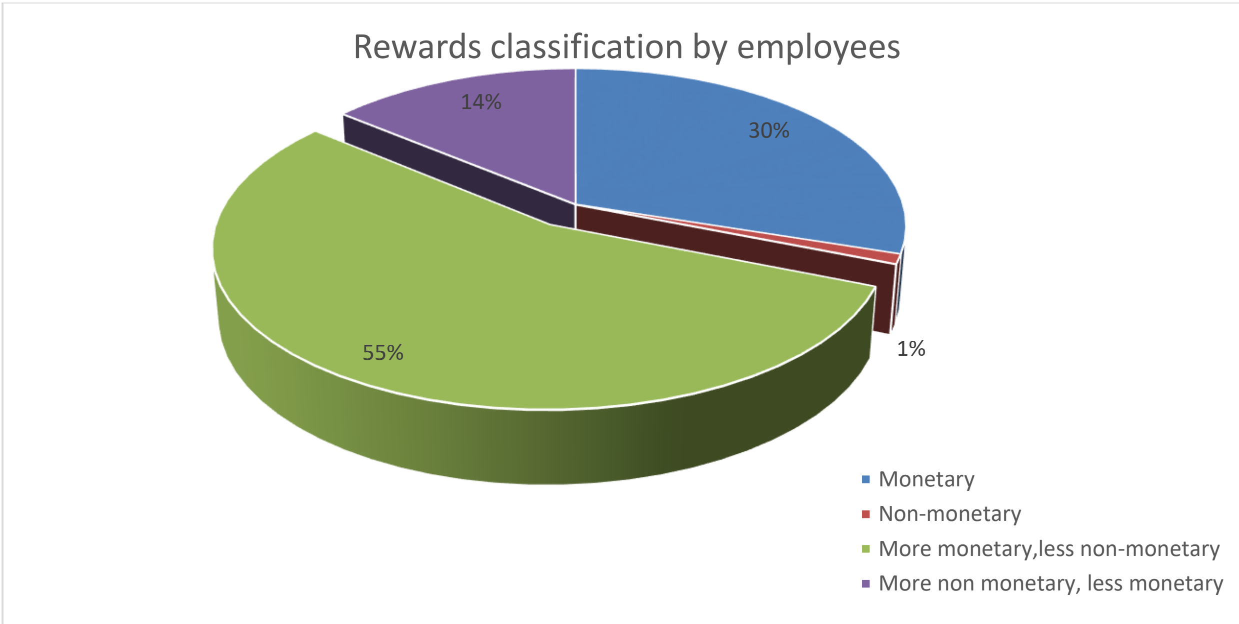

Figure 4.4.7 Description of the employment rewards

Source: Primary data

Figure 4.4.7 shows that 55% of the respondents receives more monetary rewards and less non-monetary rewards.

SECTION C: To establish the reward system that guarantees performance

4.4.8 Do you think that the procedure of the reward distribution is fair?

The majority of employees (62%) responded negatively, while 38% believed that the reward distribution system is fair.

4.4.9 Employees motivation to work towards achieving the goals of the organization

In their responses, 64% of the employees indicated they were not sufficiently motivated, answering "NO," while 36% answered "YES," suggesting they were motivated to work towards achieving the organization's goals. Those who answered "NO" explained that issues with the reward system and lack of recognition for good performance were key factors. They highlighted the organization’s recurring trend of delayed monthly salaries. Non-managerial employees further expressed that their rewards did not align with the effort they put into their projects. Additionally, they mentioned that they felt their contributions were not adequately recognized in relation to the organization’s progress toward its goals.

4.4.10 What does the current reward practice signal/say to you as an employee?

This was an open-ended question, allowing respondents to express their views. The majority of employees did not provide positive feedback or express satisfaction. Since non-managerial employees made up the largest portion of the respondents, they shared that rewards appeared to be more focused on senior and managerial roles. Many explanations pointed to the organization's reward system showing that managers and those in senior positions were valued more than non-managerial or junior employees. Respondents noted that managers received better compensation compared to non-managerial staff, leading them to believe that managers were more important to the organization.

However, a smaller group of respondents suggested that the organization's reward system seemed to favor non-managerial and junior employees, citing that when salaries were delayed, junior employees would receive their payments first, followed by managers and senior staff.

4.4.11 **Improvements to the organization**

This was another open-ended question where respondents shared their views. The majority of employees focused on issues related to the organization's reward system and management. Several employees also raised concerns about motivational factors within the organization. They suggested that the reward system should be revised, proposing that rewards for management positions be reduced while those for non-managerial staff be increased. Some respondents even used the term 'redistribution' to describe this change. Additionally, many employees expressed a desire for more recognition and motivation from both their immediate supervisors and the organization as a whole.

A smaller group of respondents highlighted the need for improvements in the organization's financial management system to provide more rewards for employees. Some also suggested enhancing project management, arguing that with better financial management, there would be greater efficiency in completing projects and securing additional resources, which would, in turn, positively impact the overall reward system and employee motivation.

4.4.12 **Perceptions about motivation**

Employees had varying perceptions and definitions of motivation, which can be summarized as follows:

- Adequate financial and non-financial rewards, along with favorable working conditions.
- Acknowledgment and appreciation of good effort and exceptional performance to foster further motivation.
- Management and supervisors demonstrating a sense of unity with the team, despite their higher rank, experience, or qualifications. Employees emphasized the importance of feeling a sense of belonging within the organization, free from barriers created by seniority or assigned duties.

4.4.13 **Employee disappointment in the organization**

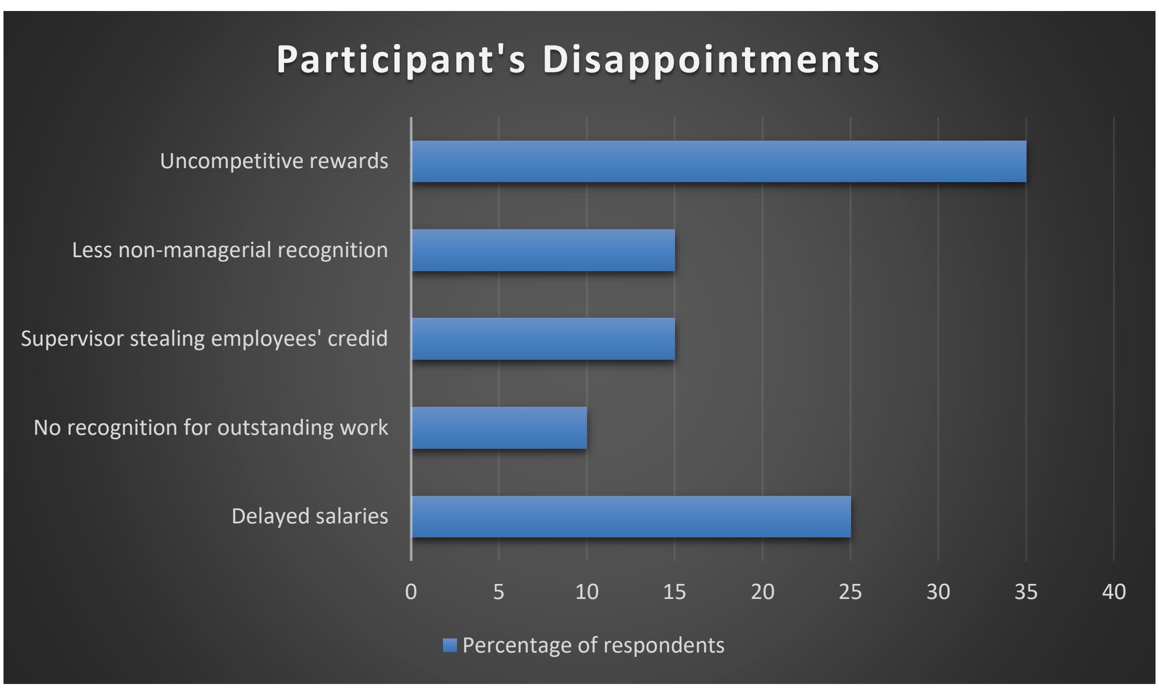

Figure 4.4.13 Employee disappointments

Source: Primary Data

Figure 4.4.13 above provides a summary of the disappointments expressed by participants in response to Q13 of the questionnaire. The percentages reflect the number of respondents who agreed with the various concerns listed below:

- Delayed salary payments
- Lack of recognition for good efforts and exceptional performance
- Supervisors taking credit for work done by subordinates
- Insufficient recognition of non-managerial employees, as reflected in the reward structure
- Uncompetitive rewards given the organization's presumed profits and its prominence in the SAP industry.

Table 4.4.14 Evaluation of importance of different factors to employees

	Not at All Important	Some Importance	Extremely Important
• Being motivated and geared up for work	22%	32%	46%
• Organizational performance and goals	0%	82%	18%
• Your contribution to the organization	0%	35%	65%

• Feeling that your work is appreciated	2%	8%	90%
• Bonuses and other financial incentives	0%	8%	92%

Source: Primary Data

Table 4.4.14 indicates the importance of the factors of performance above as rated by the respondents.

4.5 INTERVIEWS ANALYSIS

4.5.1 **Problems being experienced with the current performance management and reward system**

The majority of senior staff indicated that the performance management and reward system were being treated as mere formalities, with activities being conducted without achieving the desired objectives. The HR Director further explained that departments at BUSE were not fully committed to ensuring the success of the system. Each department had specific responsibilities, and the lack of contribution from any department hindered the system’s effectiveness. For example, after performance evaluations, the finance team was supposed to implement the rewards as recommended by HR, but this was not happening.

4.5.2 **Perceived objective of a reward system**

The informants suggested that this was a method for recognizing and rewarding performance within an organization. However, the Quality Assurance Director emphasized that it is an ongoing process aimed at improving, identifying, and rewarding exceptional work.

4.5.3 **Would you say that the employees of BUSE are driven to the organizational goals and why?**

. Most of the senior executives suggested that BUSE employees are motivated, as they contribute to the organization's profits. However, the HR Director and Senior Project Manager disagreed, arguing that employees were not fully driven towards the organization's goals. They believed that employees' commitment was only partial, with many expressing concerns about their welfare and questioning whether the organization truly valued their efforts.

4.5.4 **Has previous attempts of financial rewards yielded significant increases in organizational performance?**

Most of the senior managers indicated that previous efforts to implement financial rewards led to substantial improvements in organizational performance. Profits rose, a new campus was established in Harare, and additional offices were opened, making the organization one of the top-performing universities in the country at that time. The Finance Director further mentioned that student enrollment also saw an increase during this period.

4.5.5 **Determinants of increased organizational performance**

Rewards, recognition, development and benefits were the determinants that were raised.

4.5.6 **Does the culture of the organization recognize the importance of financial rewards?**

Senior executives believed that the culture of the organization did not put great importance on employees’ financial rewards.

4.5.7 **Efforts have been put to reward good performance in the organization**

The HR Director mentioned that a policy was created stating that performance management would take place quarterly in order to regularly assess, monitor, and recognize exceptional performance for the purpose of rewarding it.

4.5.8 **DISCUSSION OF FINDINGS**

Tables 4.1 and 4.2 show a 90% response rate for the questionnaires and 85% for the interviews, validating the generalizability of the research findings. Huang (2001) suggested that a response rate of 80% or higher for questionnaires is effective in ensuring a true representation of the population.

Figure 4.4.1 reveals that most participants were not motivated by the financial rewards offered, indicating that many employees at BUSE were not sufficiently driven to achieve organizational goals. This aligns with the literature in Chapter 2, which suggested that financial rewards motivate individual effort, leading to improved task performance. As Pfeffer (ibid) also noted, financial incentives drive workers to strive for higher performance.

Additionally, Figure 4.4.3 indicates that employees at BUSE assess their efforts in relation to the rewards they receive. As shown, 48% of respondents stated they would quit if they were not rewarded for good performance, and 37% would quit if not recognized for their work. This points to a significant turnover issue within the organization. Maslow's Hierarchy of Needs emphasizes that individuals are first motivated by fulfilling physiological needs, such as food, water, shelter, and clothing—needs met through rewards, often financial.

Sections 4.4.4 and 4.4.5 discussed employee perceptions of the reward system, organizational goals, and their efforts. Most employees expressed dissatisfaction with the current reward system, believing it unfairly favors management. As a result, many felt unmotivated to put forth greater effort to help the organization achieve its goals. Victor Vroom's expectancy theory (as cited by Robbins, ibid) asserts that people are motivated when effort leads to performance and performance leads to rewards. When employees perceive no connection between performance and rewards, they tend to withhold effort.

However, a small percentage of employees, mainly senior and managerial staff, expressed that although the current reward system does not motivate them to ensure the organization meets its goals, they would increase their effort in the future. These employees, situated at the apex of Maslow’s hierarchy, are driven more by self-actualization and esteem than by financial rewards (Ramlall, 2004).

Figure 4.4.6 shows that most respondents viewed the current performance appraisal system at BUSE as only somewhat relevant. The system lacks confidence from employees, with only 5% believing it is truly effective, likely consisting of top managers and supervisors.

Sections 4.4.10 and 4.4.11 reveal that most respondents perceive the reward system as favoring management over non-managerial employees. As they also see the system as unfair, many suggestions for improvement focused on remuneration and reward systems. The equity theory suggests that employees are motivated when they feel their efforts are rewarded equally compared to others exerting similar efforts (Robbins, ibid). Some employees proposed increasing their own financial rewards while reducing those of management. Others highlighted the need for improved staff motivation and more recognition for outstanding performance from both supervisors and the organization.

Section 4.4.13, an open-ended question on employee disappointments, revealed that most responses were related to dissatisfaction with the reward system and the insufficiency of financial rewards. Some employees expressed that the organization, being an industry leader, should be able to offer better rewards. Pfeffer (ibid) noted that a more efficient and effective reward system enhances organizational performance.

Finally, Section 4.4.13 explored employees' perceptions of their performance, motivation, rewards, and the organization’s overall performance. In general, most employees valued motivation, recognition, and financial rewards as critical factors. This aligns with Bandura’s theory in the literature review, which states that positive reinforcement drives employees toward organizational goals (Bandura, ibid).

4.6 Chapter summary

This chapter presented and analyzed the data, discussing the research findings. The following chapter will focus on summarizing the study, drawing conclusions, and offering recommendations.

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The previous chapter focused on presenting, interpreting, and analyzing the data. This chapter will provide a summary of the research, draw conclusions, and offer recommendations.

5.1 Summary

This study aimed to examine the impact of financial rewards on organizational performance at Bindura University of Science Education (BUSE). The findings demonstrated that financial rewards play a crucial role in motivating employees, thereby enhancing their contributions and overall organizational performance. However, the research also revealed that the existing financial reward system at BUSE was ineffective in driving the desired performance levels, as evidenced by the performance gaps. The study confirmed a positive relationship between financial rewards and organizational performance at BUSE. Furthermore, it was established that a well-structured reward management system is essential for achieving organizational goals, improving effectiveness, productivity, and other performance-related outcomes by boosting employee motivation. In conclusion, financial rewards were found to be a key factor in influencing organizational performance.

5.2 Conclusions

The study found that financial rewards play a crucial role in driving and influencing employees' performance in the workplace. It confirmed a positive correlation between financial rewards and organizational performance at BUSE. The research also highlighted that effective financial reward management is essential for achieving organizational goals and enhancing performance. It was concluded that when implemented through an efficient reward system, financial rewards contribute to organizational success. As a result, the researcher accepted the Null Hypothesis (H0) and concluded that financial rewards indeed impact organizational performance.

5.3 Recommendations

Recommendations

• the study recommends that BUSE implement a structured framework for evaluating reward management. This will help the organization design financial reward systems that effectively motivate employees and drive higher organizational performance.

• Moreover, the study advocates for a comprehensive and strategic approach to reward management, addressing both managerial and non-managerial staff. By aligning reward policies with organizational goals, the organization can view reward practices as investments rather than costs to be minimized.

• Furthermore, the study suggests that BUSE develop a formal, systematic reward management policy to prevent fragmented or ad-hoc approaches. Establishing clear and consistent reward practices will enhance transparency, efficiency, and effectiveness, ultimately leading to the achievement of the desired organizational outcomes.

5.4 Areas of further study

Additional studies are required to examine the impact of reward management systems on employee motivation. This will help deepen the understanding of the subject, as employees appear to be particularly focused on the transparency and fairness of these system.

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APPENDIX 1: REQUEST FOR CARRYING OUT THE RESEARCH

Bindura University of Science Education

Private Bag 1020

Bindura

23 January 2025

The Human Resources Manager

Bindura University of Science Education Zimbabwe

Bindura

Dear Sir

Ref: Request for permission to carry out a research at your organization

I am a student studying towards a Bachelor of Commerce Honors Degree in Human Capital Management. It is a requirement of the university that all students on attachment carry out research projects in partial fulfilment of the degree's requirements. I am hereby kindly seeking permission to carry out my research at your organization on the impact of financial rewards on organizational performance.

Your positive response is greatly appreciated.

Yours Faitfully

………………………………………

HUMAN RESOURCES ATTACHEE

APPENDIX 2: QUESTIONNAIRE COVER LETTER

BINDURA UNIVERSITY OF SCIENCE EDUCATION

QUESTIONNAIRE

INTRODUCTION

I am studying towards a Bachelor of Commerce Honors Degree in Human Capital Management at the Bindura University of Science Education. In the pursuit of my academics, I am carrying out a research on the impact of financial rewards on organizational performance. The purposes of this research is to ensure equitable rewards, value for performance and fair and effective administration of monetary rewards in organizations. This study will be of great value to the University, the organization under study, other organizations or entities and future studies. Having obtained authorization from the University, I kindly ask for your treasured contribution in this research and overall in the completion of my studies through offering your honest opinions in the questions to follow. You are assured that your responses will be used for purposes of this survey only. All of the answers you provide in this survey will be kept confidential. No identifying information will be provided to the organization under study. The survey data will be reported in a summary manner only and will not identify any individual person.

In case you have any questions regarding this survey, please be at liberty to contact me. Your support and contributions are profoundly appreciated. Thank you for your thoughtful feedback.

Survey Questionnaire: Section A

Research Topic: The Relationship between Financial Rewards and Organizational Performance

Instructions: Please answer the following questions honestly. Your responses will be kept confidential and used solely for academic purposes.

---

1. How satisfied are you with the current financial rewards offered by your organization?

()Verysatisfied
()Satisfied

( ) Neutral
( ) Dissatisfied
( ) Very dissatisfied

---

2. Financial rewards (e.g., bonuses, salary, incentives) influence my motivation to perform better at work.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

---

3. There is a clear link between my performance and the financial rewards I receive.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

---

4. My productivity increases when there is a financial incentive involved.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

5. Financial rewards at my organization are fairly distributed based on performance.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

6. In your opinion, which financial reward contributes the most to improved performance?

( ) Salary increment
( ) Bonuses
( ) Overtime pay
( ) Profit sharing
( ) Commission-based pay

7. Do you think improving financial rewards would lead to higher organizational performance?

( ) Yes
( ) No
( ) Maybe

<u>SECTION B: Effectiveness of current financial reward system on performance</u>

1. How would you rate the effectiveness of your organization's current financial reward system in enhancing performance?

( ) Very effective
( ) Effective
( ) Neutral
( ) Ineffective
( ) Very ineffective

---

2. The current reward system motivates employees to work harder and exceed performance expectations.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

---

3. The current reward system recognizes and rewards high-performing employees consistently.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

---

4. The criteria for earning financial rewards are clearly communicated and understood by employees.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

---

5. The current reward system improves job satisfaction and employee morale.

( ) Strongly agree
( ) Agree
( ) Neutral
( ) Disagree
( ) Strongly disagree

---

6. In your opinion, what are the major weaknesses of the current financial reward system?

[Open-ended text box]

---

7. Which of the following areas need improvement in the current reward system? ***(Select all that apply)***

[ ] Transparency in how rewards are allocated
[ ] Timeliness of reward distribution
[ ] Fairness and equity across departments
[ ] Variety and relevance of reward types

[ ] Communication of reward policies
[ ] None of the above

SECTION C: To establish the reward system that guarantees performance

. Which type of financial reward do you believe has the greatest impact on employee performance?

( ) Salary increment
( ) Performance bonuses
( ) Overtime pay
( ) Profit-sharing
( ) Commission-based pay
( ) None of the above

---

2. In your opinion, how frequently should performance-based rewards be reviewed or updated?

( ) Monthly
( ) Quarterly
( ) Bi-annually
( ) Annually
( ) As needed based on organizational performance

---

3. The reward system should be linked to: ***(Select all that apply)***

[ ] Individual performance
[ ] Team or department performance
[ ] Overall organizational performance

[ ] Seniority or years of service
[ ] Achievement of specific project goals

---

4. Which characteristics do you believe are essential in a reward system that guarantees performance? ***(Select all that apply)***

[ ] Fairness and equity
[ ] Transparency
[ ] Consistency
[ ] Flexibility to individual roles
[ ] Clear communication
[ ] Alignment with organizational goals

---

5. How important is employee involvement in designing the reward system?

( ) Extremely important
( ) Very important
( ) moderately important
( ) slightly important
( ) Not important at all

APPENDIX 3: INTERVIEW GUIDE

INTERVIEW QUESTIONS

TITLE: ASSESSING THE IMPACT OF FINANCIAL REWARDS ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION, ZIMBABWE:

Purpose of the Interview:

This interview is designed to gather in-depth insights into the relationship between financial rewards and organizational performance, the effectiveness of the current reward system, and recommendations for an optimal reward strategy.

Instructions to Interviewer:

- Begin with a brief introduction of yourself and the purpose of the research.
- Assure the respondent of confidentiality and voluntary participation.
- Use a conversational tone, probe when necessary for clarity or elaboration.
- Record responses accurately (audio or notes with consent).

SECTION A: Relationship Between Financial Rewards and Organizational Performance

1. In your experience, how do financial rewards influence employee performance in this organization?
2. Can you describe any noticeable changes in productivity or morale after the introduction of specific financial incentives?
3. Do you believe financial rewards alone are sufficient to enhance organizational performance? Please explain.
4. How would you describe the link between employee motivation and the financial incentives offered by BUSE?

SECTION B: Effectiveness of the Current Financial Reward System

5. How would you rate the current financial reward system at BUSE?
6. What aspects of the reward system do you think are working well?
7. What challenges or concerns have you or others raised regarding the current reward system?
8. Do you believe the reward system is fair and transparent? Why or why not?

SECTION C: Identifying a Reward System That Guarantees Performance

9. In your opinion, what financial incentives would most effectively motivate staff across departments?
10. How can the reward system be better aligned with the organization’s goals?
11. What would an ideal financial reward structure look like at BUSE?
12. How important is employee participation in the design of the reward system?

Concluding Questions

13. What non-financial factors also influence performance, in your view?
14. If you could make one major change to the current reward system, what would it be and why?
15. Is there anything else you'd like to share about the relationship between rewards and performance?