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DISSERTATION RESEARCH PROJECT

THE RELATIONSHIP BETWEEN REWARD MANAGEMENT ON EMPLOYEE PERFORMANCE

A CASE STUDY OF NSSA

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONOURS DEGREE IN HUMAN CAPITAL MANAGEMENT OF BINDURA UNIVERSITY OF SCIENCE EDUCATION

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ABSTRACT

The investigation's main emphasis was NSSA, where the study intended to examine the connection between rewards management and productivity among employees in the pension sector. In order to be more specific and accurate, a descriptive survey was carried out at the NSSA Harare and Marondera regional offices. This method was used because it entails a well-planned description of occurrences. In order to carry out the research, the researcher adopted a mixed-methods technique and an exploratory research design. Primary data were gathered using questionnaires and interviews as research tools. Data was shown using Microsoft Excel and the Statistical Package for Social Sciences with graphs and charts. The sample consisted of 345 participants (64%) of the population s total of 542 people The study indicated that compensation, particularly income, work-life balance, training, and career progression have favorable effects on employees' decisions to remain with or leave an organization and as well to the employee performance from a human resource management perspective .However a poor compensation structure and lack of work life balance were the mechanisms that had the most intense impact on employee performance at NSSA.

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CHAPTER I

INTRODUCTION

1.1 Introduction

This chapter includes study's history, problem statement, and purpose. The following areas are covered in the study: objectives, statement of the hypothesis, research questions, assumptions, significance of the study, scope, delimitations, and limitations; definition of key terms; report format; and summary of the study.

1.2 Background of the study

Arukobha (2021) defines rewards as all financial benefits and tangible services that an individual obtains in return for their labor. According to Armstrong (1995), an employee incentive system is a method or device for inspiring employees. That's comparable to this description. The key resource for every organization is its workforce. Human resource managers are increasingly concerned about reward management, with a focus on its effects on worker performance.

Murphy et al. (2022), s study evaluated the impact of reward management on employee performance in the case of Keystone Foods LLC in the United States. The study was literature-based and was founded on the results of prior studies. The study found a connection between pay and worker performance. Reward management is concerned with managing expectations, or what workers anticipate from their employers in return for their contributions. Incentives are a key strategy used by organizations to draw in, keep, and motivate employees.

According to the study's findings, the American firm Keystone Foods LLC reaps the rewards of incentive management's positive effects on worker performance. A business is perceived to be doomed to failure if it disregards the requirements of its employees. Employee performance is significantly impacted by the reward management issue. The better a firm manages its awards, the better the employees perform since it is believed that how incentives are administered has a substantial impact on how well employees perform.

Formal recognition, career advancement, and financial rewards are examples of extrinsic incentives used in research, whereas appreciation, challenging work, and independence are examples of intrinsic rewards, according to Pakistan's Technical Education Authority Investigation into the relationship between employee performance and awards. A dependent variable is worker performance. A sample of 300 participants was chosen using the random sampling method. Data was collected through questionnaires, with an average response rate of 80%. Data analysis has employed descriptive statistics on graphs, tables, and charts. According to research, intrinsic rewards have a moderate to considerable impact on an employee's performance while extrinsic awards have little to no effect. It's also noteworthy that while both intrinsic and extrinsic rewards have an effect on a worker's performance, the former has a stronger influence.

The performance of health workers is positively impacted by intrinsic rewards from an African perspective, which has a significant effect on these employees' performance concerns. Due to the flexible nature of their occupations, the bulk of Uganda's health professionals are young individuals, with only 14% of them being adults, according to the annual Health Sector Performance Report (2017) estimate of 2015. Younger workers those under the median age of 25 have lower turnover intentions and are less likely to feel the need to advance their professional abilities when it comes to remuneration structures. This sentiment is equally common among older workers.

Children exhibited more happiness with extrinsic rewards, such as wage increases, when compared to adults. For them, job satisfaction is more important than salary satisfaction (Choudhury & Gupta, 2011).In reality, they receive similar pay (Segers & Bartram, 2012). In turn, this has a good effect on the performance of these personnel. As a result, intrinsic rewards have a significant impact on the performance concerns of health professionals. Extrinsic rewards are less significant as employees get older in their careers because different types of developed and implemented intrinsic reward systems are more significant for career advancement, promotions, praises, appreciation, democratic problem-solving, and the provision of healthcare services. Healthcare facilities for the general population should offer medical services.

The primary way for gathering data was through questionnaires. The study found a strong relationship between employee performance and remuneration. The majority of respondents claimed that earning a reward encourages them to work more diligently and that they would be willing to put in more hours if they received more incentives or greater pay. The survey also revealed that some respondents (staff members) were not aware of the company's extensive incentive schemes. The relationship between salary ranges and employee happiness has been hypothesized.

Additionally, using the City Council of Harare in Zimbabwe as a case study from 2009 to 2013, the research examined the efficiency of a performance management system in raising employee performance in a Local Authority. The study's goals included identifying the performance management system in use by the Harare Municipality, examining options available to the organization to enhance employee recognition and reward, establishing strategies the organization should use to foster employee loyalty and satisfaction, assessing the efficacy of feedback methods in the Harare municipality performance management system, and drawing conclusions and making recommendations to Harare City Council.

The study found that the Harare Municipality had a system in place for managing performance called Results Based Management. In order to maximize employee performance, the system was not appropriately implemented by the organization, according to the research findings. Performance and rewards were not connected. The result was a negative impact on worker satisfaction and morale. The researcher advised Harare Municipality management to routinely assess performance to ensure results were achieved.

Further research was done on the influence of employee engagement on organizational commitment in Zimbabwe's national higher education institutions by Shoko and Zinyemba (2014). Their research showed that management's main problem in a challenging economic environment marked by significant staff turnover and brain drain is to discover strategies for attracting and keeping inventive people who are dedicated to the company. Additionally, management must identify the working environments that inspire workers to demonstrate their best qualities, surpass expectations, and succeed in the face of adversity.

The study concludes that rewards significantly affect employee performance in the context of NSSA. Since NSSA is the organization in charge of creating competitive incentive programs with the intention of establishing long-term competitive advantage and a favourable working environment inside the company. The data demonstrates that there is a clear positive association between reward and employee performance, which was the main objective of the study. Techniques like the development of enticing remuneration incentives serve as examples of this.

Because money is the primary motivating element, followed by other aspects like safe working conditions & perks, NSSA's total performance will increase if the company applies this strategy. According to Armstrong's (2009) theory, NSSA has to invest more in staff retention initiatives to improve overall performance by boosting employee job satisfaction, reducing turnover, and reducing stress at work.

1.3 Background of the Organization

According to NSSA Act Chapter 17:04, the National Social Security Authority (NSSA) is a parastatal that was established on October 1st, 1989. It oversees two significant programs, the Accident Prevention and Workers Compensation Scheme (WCIF) and the National Pensions and Other Benefits Scheme (NPS), both of which are aimed at providing social security to Zimbabweans. The NPS plan is an old-age program that provides retirement, survivor, and invalidity pensions. Additionally, it provides a funeral grant to compensate for members' funeral costs. The NPS is supported by both businesses and employees.

In response to the evolving external environment, the HR Department of NSSA has recently implemented a number of improvements. In order to provide value, employee work satisfaction, and their accomplishments in achieving organizational goals, it has used intrinsic and extrinsic reward-based systems as a strategy that tackles strategic, operational, financial, and sustainability challenges.

Therefore, it is envisaged that the NSSA HR department will be equipped with the necessary knowledge and abilities to carry out its HR-related tasks and obligations in accordance with industry best practices. The NSSA HR department doesn't work alone. As a result, it contributes to the organization's vision and mission and hence shares in its values. HR needs supportive management that encourages the blooming of the reward management function in order for the department to effectively contribute to the vision and mission. The resources that are allocated to HR are determined by executive management at NSSA, just like senior management at other organizations. They contribute to the audit work plan, among other things.

1.4 Problem statement

However, the current NSSA HR Yearly Reports show a marked increase in exodus labor turnover. NSSA maintains its consistency across its operations in giving decent salary packages that include basic salaries, commission, and benefits like pension, healthcare, dental, and discounts.Employee turnover went from 13% in 2016 to 17% in 2017, 25% in 2018, and 35% in 2022. Exit interviews also revealed low salaries, unmet goals, and a high absenteeism rate as a result of subpar performance.However, the precise reason for the significant turnover was unknown.

The research sought to examine the relationship between reward management and employee performance on high staff turnover at NSSA because high turnover can have a serious negative impact on productivity, quality, and profitability. It also affects morale and organizational effectiveness. However, rewards aspects were isolated as the major causes of poor employee performance in numerous businesses in other studies.

1.5 Research Objectives

The study aims to achieve the following objectives;

- To identify forms of rewards administered at NSSA.
- To evaluate the Statistical significance, direction and level of correlation between reward management and employee performance.
- To examine the role of reward management in motivating employee performance at NSSA.

1.6 Research Questions

- What are the forms of rewards administered at NSSA?
- What is the link between reward management and employee performance?
- What is the role of reward in employee performance at NSSA?
- How can the reward system be improved to enhance performance at NSSA?

1.7 Significance of the study to the Researcher

The researcher will deepen her awareness of how reward management is used to recognize employee performance inside the company. Additionally, it would provide the researcher permission to develop their study techniques and experience in order to carry out similar studies in the future and link theoretical concepts to real-world practices.

Significance of the study to the Organisation (NSSA)

By implementing its recommendations, management in various organizations, including NSSA, will profit from this study. Because management abilities will advance, there will be a decrease in labor turnover and a rise in employee productivity.

Significance of the study to Employees

Because management will use the study's recommendations to keep staff (workers), employees will gain from it. Working conditions and compensation will improve when management becomes aware of the problem, according to the researcher's recommendations. As they are concentrated on attaining corporate goals and objectives, management and employees will also communicate more effectively.

Significance of the study to the Government

The government will benefit because it is an important shareholder and there will be political stability, economic growth, and an expansion of the tax base.If the researcher's suggestions are put into practice, productivity may increase, creating additional job opportunities and easing the burden on government spending.Additionally, the Gross domestic product of the nation would rise.

1.8 Delimitations of the Study

Regional offices in Marondera, Harare, and (NSSA) all participated in the study. It concentrated on using reward management to spur employee performance. The study concentrated on salary administration as the only element determining good employee productivity and performance, management, and staff commitment. The investigation was done between management, the HR function with just one manager, and independent variables such as staff commitment from other departments and independence of the cleaning crew, however there weren't many women. Corporate governance, organizational behaviors, and HR function records were used to create the study's constructs. Primary data from NSSA were collected via a self-administered questionnaire. Desk research typically included reviewing reports and other organizational items that the researcher deemed important.

1.9 Limitations of the Study

The National Social Security Authority, a participant in the pension business, was the sole subject of the study. Therefore, it may not be possible to generalize the research results to other industry participants both domestically and abroad. Finding all the data required for research may be challenging due to the sensitive nature of NSSA operations. Finding the resources needed to do the research could be difficult. To make causal conclusions based on results, the only measure is to apply the mixed approach method and take a relatively passive approach.

Time restrictions for carrying out the study and gathering respondent data. Only 2 unit managers participated in the study; more would have been helpful, and the study's findings cannot be extrapolated to other comparable organizations. As a result, the researcher may have received inaccurate data because some Committee and employee views and opinions are not represented in the study. However, as a measure, the researcher developed a project schedule with a budget time for each research phase, requiring some respondents to participate in questionnaires and others to participate in interviews conducted through various timelines since they were grouped for face-to-face, online calls, and zoom meetings.

1.10 Assumptions

• It is believed that respondents to questionnaires and interviews will provide accurate information during the question-and-answer phase.

• It is believed that the survey participants answered honestly and quickly submitted their responses.

• It is presumed that the respondents hesitated to provide the required information.

• The chosen sample was representative of the entire population.

1.11 Definition of Key terms

Reward Management: "Reward management is one of the tactics employed by human resource managers to draw in and keep qualified staff members as well as to assist them in enhancing their performance by inspiring and abiding by employment laws and regulations. Human resource managers attempt to create compensation structures that support the strategic aims and ambitions of both businesses and specific individuals as a result of these pressures. For a company, reward systems are essential (Maund, 2001).

Employee performance denotes an individual's level of productivity and efficiency that contributes to the achievement of organizational goals, which in turn affects the organization's overall performance (Markos & Sridev, 2010).Employee performance, according to (Robbins, 2010), is the outcome of the quality and quantity of work that is completed by an employee while carrying out his duties in line with the obligations assigned to him.

Productivity refers to the measuring of output per person employee., according to Blinder (1990),

Rewards that are intrinsic to the individual are referred to as intrinsic motivation. This kind of motivation typically results from the gratification an employee feels after finishing a task or, in some situations, even while doing it. Responsibility, flexibility to act, scope to use and develop skills and abilities, exciting job, and opportunity for promotion are a few elements that can have an impact on intrinsic motivation. As they originate from the individual and not the immediate surroundings, these motivators are intended to have a long-term impact (Armstrong, 2013).

Extrinsic rewards: In contrast, extrinsic motivation is produced when people are motivated by other people's activities. This incentive comes from outside factors like money, grades, criticism, or penalties. Employees that are intrinsically motivated can work on a task even if they are uninterested in it because they know that the reward will make them feel good and happy after the activity is over. Extrinsic motivation, sadly, only lasts a short time with employees; therefore, new rewards should be provided as soon as a new task needs to be completed (Armstrong, 2013).

Rewards is an inducement that serves as a motivating tool for desirable actions or behaviors (Kwenin, 2013).

Job Evaluation- an effort to assess and contrast the demands that the typical performance of a given profession places on typical employees without taking into account the particular skills or performance of the workers in question (Armstrong, 2001).

Job satisfaction- is the degree of satisfaction a person experiences with their employment. This emotion is primarily based on how satisfied a person feels. The ability to execute necessary duties, the quality of communication within an organization, and how management treats employees can all have an impact on job satisfaction (Lawler, 2000).

Total Rewards- All of the tools at the employer's disposal that can be utilized to entice, inspire, keep, and improve employee performance. Total rewards are all the benefits that an employee considers to be valuable as a result of their work (Kwenin, 2013).

1.12 Chapter Summary.

The context of the study, the problem statement, the research objectives and questions, the research assumptions, the significance of the study, and the definition of terminology were the main topics of the chapter. The scope and limitations of the study were also discussed. The following chapter will examine earlier research on the subject of reward management and how it relates to worker performance.

CHAPTER II

LITERATURE REVIEW

2.1. INTRODUCTION.

The study's background, problem statement, and purpose were the main topics of the preceding chapter. It also includes the study's objectives, research questions, assumptions, significance, limitations, and scope as well as the definition of important terminology and a chapter summary. The research objectives are used to steer the chapter's examination of conceptual and theoretical frameworks, empirical data, and gap analysis.

Fig 2.2: Conceptual Framework

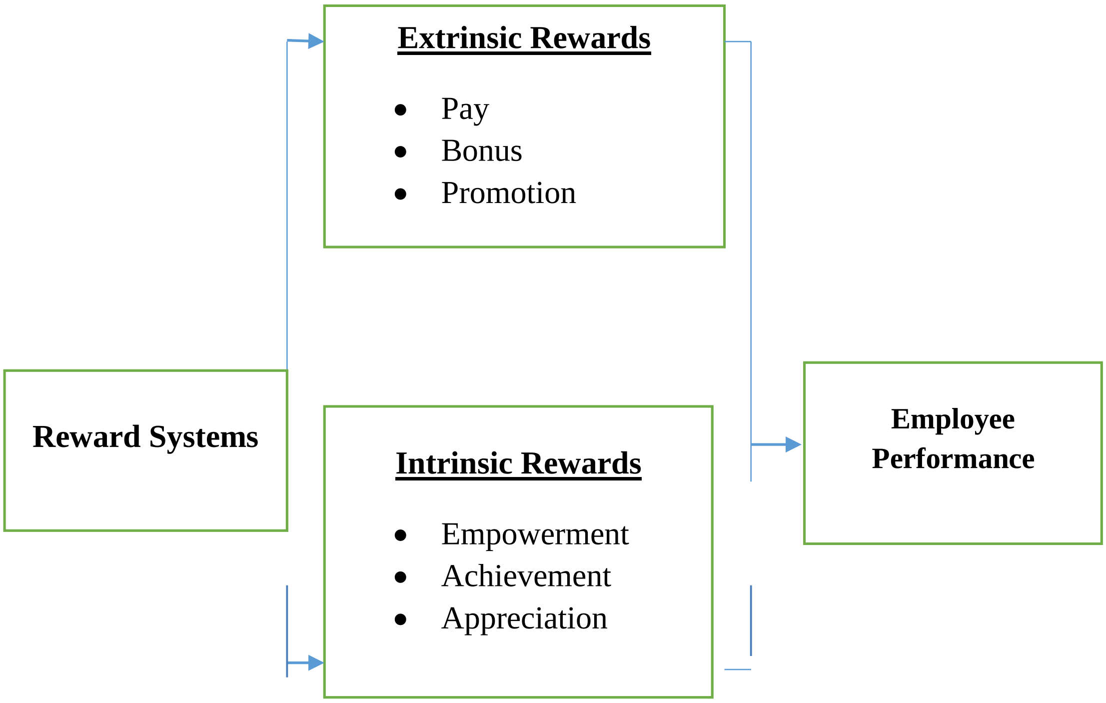


Fig 2.2: Conceptual Framework

Source: Constructed by the Researcher

A critical examination of the literature is essential, according to Saunders et al. (2009, p. 98), to aid in the development of a full grasp of and insight into prior research that is relevant to one's research question(s) and objectives.

The articulation of the concepts and their implementation were led by the conceptual framework. Reward Management is shown as the independent variable in Fig. 2.2, while Employee Performance is shown as the dependent variable. The major goal of this study was to determine how incentive systems, which might contain both extrinsic and intrinsic rewards, affect worker performance. Salary, bonuses, and promotions in Fig. 2.2 above serve as substitutes for external rewards. The approach also considers the three intrinsic reward aspects of empowerment, achievement, and recognition.

According to Armstrong (2003), the process of developing and putting into practice strategies and policies with the intention of compensating individuals fairly, equitably, and consistently in line with their contribution to the organization. Schwab and Smadja (1995) stated that reward management goes beyond simply assigning value to individuals; it also rewards them for the value they create by being recognized and treated in ways that match or exceed their expectations.

Wood (1999) emphasizes that the goal of incentive management is to draw in a highly skilled and competent workforce that is driven to perform at a high level. Bratton and Gold (2003) define rewards as any monetary and non-monetary benefits that an organization provides to its employees. The compensation structure in place influences employees' decisions to engage in exceptional behavior helpful to the business that goes above and beyond what is required by contract, as well as their acceptance of additional obligations and loyalty to the company.

2.2 Theoretical Framework

The theories of Abraham Maslow's Hierarchy of Needs Theory, Vroom's Expectancy Theory, and Adam's Equity Theory served as the basis for this study. The Expectancy Theory of Victor Vroom was utilized in this study to demonstrate the factors that affect an employee's decision to remain with a company. People will perform better if there is a desirable outcome or reward, claims Vroom (1961). The reward must be something that will make the work made valuable in addition to being something that is attractive (Borkowski, 2005).

Because what works for one person may not work for another, the organization needs to understand the types of things that inspire their employees (Kwenin, 2013). While some people may be driven by bonuses or benefits, others may be motivated by praise from their superiors. The higher the employee performance rate, the more closely the aims of the employees match those of the organization (Ibid). According to expectation theory, workers have a range of expectations (Capelli, 2009). Employees anticipate that management will enlighten them about their duties within the company and give them with the necessary training to carry out their roles successfully (Ibid). The degree to which an employee's ambitions align with the company's goals is, in fact, determined by the expectation hypothesis. The higher the employee performance rate, the more closely these are connected (Capelli, 2009).The three criteria are sufficient to completely account for this.

2.2.1. Expectancy

Employee expectations and confidence levels vary. Where employees require support, possibilities for advancement, or supervision, management must pinpoint those needs. This lends credence to the theory that people behave in different ways because of varied expectations that motivate them. It is crucial to note in relation to my study that NSSA must first understand the most basic expectations of employees, such as adequate salary and working conditions, in order to establish effective expectations. The main expectations of employees are fair compensation and benefits, as well as a secure work environment. However, when these crucial requirements are not met, it results in poor performance, frequent employee turnover, and work dissatisfaction.

2.2.2. Instrumentality

Despite the manager's assurances, the employees are now skeptical about whether they will actually get what they desire. The Zimbabwean government must make sure that the incentives offered to the workforce are enticing. According to Vroom's theory, an employee's expectancies, instrumentality, and valence beliefs interact psychologically to generate a driving force that leads them to perform in ways that maximize pleasure and minimize misery. This formula can be calculated using the following formula:

Valence x Expectancy (Instrumentality) = Motivation

Thus, utilizing variables like job contentment, career, optimal, likelihood of employment retention, and probable level of effort, one may hypothesize and forecast the relationship between incentive management and employee performance.

2.2.3. Valence

Value is a concept used to describe how rewards affect people emotionally. Value describes how much a worker wants either extrinsic (such as cash, promotions, time off, and benefits) or intrinsic (such as satisfaction rewards) incentives. NSSA needs to evaluate the workforce's value. Because of this, when workers are unhappy with chaotic conditions, including earning low pay, they frequently don't think about doing anything other except fighting to keep their jobs rather than leaving the company. The government's failure to value their labor is commonly attributed to poor performance, unfavorable working conditions, a lack of adequate ergonomics, and low compensation.

2.2.4. Equity theory

Another basis for this study is the equity theory by Adams (1965) and the expectancy theory by Vrooms (1964). The equity theory states that people who feel they are either underpaid or overpaid feel uncomfortable, and this discomfort leads to actions to make the relationship more equitable. The basic objective of the theory is to determine if the distribution of resources is fair to the two major others. A worker in every company hopes that their boss will recognize and reward them for their efforts and work performance. A worker who feels underpaid would likely develop animosity against the employer and perhaps even their coworkers, which could make them less productive at work.

The subtle elements can have a big impact on how equity is perceived. In equity theory, there are inputs and outputs. The contributions made by each participant to the relational exchange are known as inputs. The contributions of a participant to a connection may be either assets giving rise to benefits or liabilities giving rise to costs. The following list of inputs is typical: time, effort, loyalty, hard work, devotion, ability, and so forth. Flexibility, tolerance, perseverance, passion, selflessness, faith in leaders, assistance from coworkers and colleagues, and talent. Employees should be content with their jobs when the ratio of inputs to outputs is close.

People become distressed when they are discovered taking part in unequal interactions. With relationship inequity, distress increases. Individuals have opinions about total rewards models. Over the past ten years, several total rewards models have been published. The Towers Perrin model is an example of a reward management model. The remuneration, benefits, learning and growth, and working conditions elements make up the framework.

The top two quadrants are occupied by the financial industry. Rewards (pay and bonuses) are essential for retaining current employees and recruiting new hires, and they are simple for rival organizations to imitate. The quadrants (learning, growth, and effort) that are particular to a company and challenging for the organization's competitors make up the non-financial incentives; it is believed that these will increase the value of the model's upper half. To optimize this paradigm with the top quadrants, organizations must combine the bottom and higher quadrants.

2.3 The role of reward management in employee performance

Employees can only be motivated to perform at the level that is expected of them by a basic income. According to Armstrong and Murlis (2018), reward management systems can raise employee performance and productivity by enhancing job satisfaction and retaining staff. Businesses that do not recognize and address the basic requirements of their staff members will not be able to retain their important services for an extended period of time since no one wants to work hard and stay in an environment where they are not treated well. A rewarded employee is frequently more inclined to remain and contribute to the company (Shoaib and Bashir, 2009).

2.4 Forms of Employee Rewards

The majority of incentive programs, such as sales commissions, annual or recurring bonuses, employee awards, etc., are based on financial incentives to motivate personnel. On the other side, non-financial incentives come in the form of letters of gratitude for achievement, public acknowledgement of performance, better working conditions, a greater variety of job descriptions, job rotation, etc. (Armstrong, 2013).

2.4.1. Extrinsic Rewards

According to Raza (2012), financial incentives are the best extrinsic reward for motivating employees. To keep employees motivated, these rewards are customised to meet their individual expectations. Therefore, it is important to routinely deploy this incentive strategy to sustain employee engagement and productivity. By raising productivity and morale among the workforce, a business can maximise and improve employee performance as well as the performance of the overall organisation (Danish & Usman, 2010).

Extrinsic motivation emerges when people are inspired by the actions of others. External reasons like money, grades, criticism, or fines might give this motivation. Because they know the reward will make them feel good and joyful after the activity is completed, employees who are intrinsically driven may work on a task they are not interested in. Extrinsic motivation for employees is regrettably temporary, so whenever a new task needs to be accomplished, fresh rewards should be given (Armstrong, 2013). Cash incentives are well-liked by staff employees at all levels and raise their sense of accomplishment and job happiness, according to Andrew and Kent, (2007).

Financial incentives may also make a variety of professional possibilities more appealing for the workforce, encouraging ongoing skill development (Boehm and Lyubomirsky, 2008). The conclusion that extrinsic rewards utilized in NSSA have a favorable impact on employee performance may be drawn from the evidence provided above.

2.4.2. Intrinsic Rewards

On the other hand, intrinsic motivation refers to a person's own motivation. This kind of motivation is typically brought on by the joy that employee experiences after completing a task, or in some cases, even while carrying it out. A few factors that can influence intrinsic motivation include accountability, adaptability, the chance to use and develop skills and abilities, a fascinating profession, and development opportunities. These motivational factors are meant to have a long-term effect because they come from the individual rather than the immediate environment (Armstrong, 2013).

Non-cash awards, also known as non-material rewards, were studied by Torrington and colleagues (2009) who came to the conclusion that they tend to boost job satisfaction in workers, especially those who exhibit high productivity relative to other employees. According to the researchers' study, when an employee finds financial rewards satisfactory, he or she begins looking for something else because requirements cannot be met and motivation cannot be achieved in the same way with cash awards.

The study also underlined the coexistence of intrinsic and extrinsic rewards in a reward system, since only a well-balanced system can successfully meet employees' desires for motivation and, ultimately, maximise commitment, motivation, and job satisfaction.

2.5 Reward Strategies to improve employee performance

The organization's future plans for reward and the methods it will employ to implement them are outlined in its reward strategy (Homans, 2010). It is a statement of intent that defines priorities for creating and implementing reward schemes that can be coordinated with business and human resource initiatives as well as employee demands (Ibid). Reward strategy, according to Brown and Armstrong (2006), is essentially a way of thinking that you may apply to any reward-related challenges that come up in your business to determine how you might derive value from them.

The goal is to connect incentive policies and practices with organizational and individual goals in order to promote business and human resource strategies (Kanter 2014). It offers a sense of direction and purpose as well as a framework for arranging rewards. Business strategies, in the words of Rosabeth Kanter (2009), serve as "action vehicles" that integrate and institutionalize methods for change. They also serve to stimulate current behaviors for the future. Additionally, it gives the corporation a feeling of direction and purpose when implementing incentive programs that help achieve corporate objectives and satisfy stakeholder expectations (Ibid).

Offering competitive compensation and benefits is essential to enhancing employee performance. As described by Maslow's hierarchy of requirements, this aids employees in satiating their fundamental wants. Creating a clear path for career progression, according to Brown and Armstrong (2006), is another tactic. Employees who don't perceive any opportunities for advancement are less likely to perform effectively and productively. It is preferable for businesses to develop a structured career path together with resources and opportunities for training so that employees may picture a true future with the business. Homans (2010) asserts that in order to increase employee retention, organizations should emphasize their commitment to flexible work arrangements.

Employees are grateful that their employer is committed to helping them maintain a healthy work-life balance. Pink (2012) asserts that compensation and reward are crucial elements of human resources management. Employee engagement levels and performance are significantly influenced by the compensation package a firm offers its staff (Robbins 2012). In a previous study, Allen, Shore, and Griffeth (2013) found that in order to recruit and keep quality employees, employers must set themselves apart from the competition through their remuneration approach.

2.6 Employee Performance

Oakland (2019) asserts that an employee's performance is based on how well they meet the requirements of their position. He emphasizes that it is the result of a mix of ability, effort, and focus, and that external factors such as setting can affect results. In order to achieve the desired employee performance in terms of things like task completion time, job quality, and overall organizational profitability, according to Armstrong (2003:622), incentives and incentive systems should be put in place. This is in line with Syrett and Lamiman's (2013) explanation that performance can be divided into in-role and extra-role activities, with the former being covered by the employment contract and the latter consisting of employee tasks that are at the discretion of the individual.

Uncertainty exists over the relationship between employee performance and incentive management in Uganda's local governments. It should be kept in mind that factors other than incentive management also affect performance. For instance, Chandan (1997: 127) points out that although planning does not guarantee the achievement of organizational objectives, there is evidence that firms that regularly engage in formal planning outperform those that do not or only sporadically do so. Over time, the performance of these companies likewise improved.

2.7 Factors affecting Employee Performance

Paying salaries and benefits, giving rewards, promoting people, providing training, and enhancing jobs are all examples of reward practices and policies. According to Armstrong (2000), the benefits often include a monthly pay, benefits, housing, and intangibles like praise and recognition, advancement, and other things. In other words, informational justice results suggest that reward satisfaction can be increased by clearly and candidly explaining and communicating the organizational procedures and processes (Jawahar & Stone, 2011). Human resource policies and managers' behavior can influence pay satisfaction as much or more than actual pay.

Arora (2003) asserts that his perspective on total reward policies allow for the adoption of a holistic reward management strategy, ensuring that all reward-related factors are considered as a unified portfolio of policies and practices. Given that the majority of businesses have implemented new award programs that call for payment in foreign currency, which is more valuable, it becomes clear whether this can similarly apply to employees in Zimbabwe.

I. Paying Salaries

According to Cushway (2010), giving feedback is a crucial practice since people have a strong desire to know how they are doing. He underlines that the company, coworkers, and customers all demand feedback. He adds that for payment to be timely, competitive, and equal, it must be positive, immediate, pictorial, and specific.

According to Torrington and Hall's (2022) observations, employees who feel underpaid or unfairly treated typically exhibit withdrawal behavior, such as being late, sloppy, angry, and missing from work. According to Mpata (2009), it is vital to find out whether people are happy with their jobs, whether the work is well-designed, and whether the remuneration and promotion systems in place are satisfactory.

Employees frequently anticipate pay and promotions as compensation for their efforts. This seems to be consistent with Bruce & Blackburn's (1992) assertion that salary and promotion tend to increase satisfaction when they are viewed as fair, which is in line with Locke, Fitzpatrick, & White's (1983) assertion. In order to determine a fair salary, consideration should be given to the person's abilities, the job's requirements, and local wage norms. These authors don't even attempt to discuss salary management in an equal manner. According to Bruce and Blackburn (1992), pay equity is more significant than the actual cash amount because it gives employees a clear understanding of what they should be paid in respect to others and in accordance with their expertise, experience, and other factors.

"Pay means more to an individual than just the potential of acquiring material goods," wrote Gruneberg in 1979. According to DeCenzo & Robbins (1999), seniority-based pay increases are allocated based on non-performance factors; they serve more to maintain employees in the organization than to motivate them to put forth high levels of effort. This suggests that the entire council should adopt the resolution before the wage packages are put into effect.

Despite the issues with conventional pay methods, a recent examination of the research papers found that money that is provided contingently can have a favorable impact on employee behavior, according to Luthans (2005:522). However, he notes that merit pay also has drawbacks, primarily because of implementation issues like poor performance measurement, a lack of acceptance of supervisory feedback, limited desirability of merit increases that are too small, a lack of links between merit pay and performance, and potential unintended consequences like focusing only on merit-related activities and behaviors. According to Shower (1987), those who are nice report the highest pay satisfaction, perceived pay equity, and lowest intents to leave their jobs.

In contrast to equity sensitive people, titled people did not report reduced overall pay satisfaction, perceived pay fairness, or more turnover. According to Shower, equity sensitive groups preferred being overpaid to being fairly compensated and were generally unhappy when underpaid. This concurs with Stringer, et al. (2011) who found that people who felt their pay was unfair typically compared themselves to others or believed their compensation did not reflect their effort. Pay fairness is therefore more significant. The hazards of equity in any organizational context were made clear by this. This is because when pay for Performance systems were being designed, pay equity was seen to be a crucial problem.

II. Allowances

A contented staff produces more work since there are fewer disturbances like absenteeism, good employees leaving, and instances of destructive behavior, according to Robbins (1998). A happy workforce also correlates into cheaper medical and life insurance expenditures, such as NSSA. The standard paycheck, allowances, and bonuses are a few examples of financial benefits. Giving Prizes A formal recognition award, such as the Hewlett-Packard or "Employee of the Month" provided at many organizations, might initially serve as reinforcement but over time may cross the line and turn into an empty incentive and could be seen negatively, according to Luthans (2005).

III. Recognition

According to a recruiting firm, this is the main justification given by workers for quitting. Companies struggle with a lack of recognition and acclaim. He claims that it was discovered that remuneration for performance was substantially higher when administered when social recognition and performance feedback were both present. For the majority of people, explicitly expressing contingent attention and appreciation seems to be a very potent reinforcer. According to Kandula (2006), the organization must devise and select the most suitable recognition systems, ranging from invitations to the company's board of directors as special advisers to presenting annual prizes. Second, these programs need to be run with unwavering devotion and honesty.

The criteria used to choose recipients of acknowledgment must be transparent, transparent, and impenetrable. According to Armstrong (2000), addressing needs for job satisfaction is highly prioritized when it comes to recognition, authority, and independence. Herzberg's theory that hygiene considerations like recognition do not result in having content employees is refuted by this. However, according to Durst and DeSantis (1997), employee views of job security, opportunities for professional advancement, and recognition are strongly connected with job satisfaction. The US Rewards and reward Review (2002) had the same opinion, stating that improving performance, employee happiness, and retention are the goals of any reward program. Armstrong continues by saying that the total employee recognition program might include a significant amount of motivation and reward.

IV. Appreciation

If institutional rewards like remuneration are seen as inadequate and are thus not valued by staff members, it is unreasonable to expect them to value quality, think critically about quality, and create quality work (Mpaata, 2009). This supports the claims made by Newstrom and Davis (2002:190), who claim that in order to motivate people to work hard, rewards must be given in a way that is acceptable in terms of nature, timing, and distribution. There are good reasons to pay quick attention to reward systems. The authors claim that giving prizes is not always a good idea. They clarify that rewards are results rather than causes and can deter risk-taking. Based on these factors, Dressler (2003:388) warns managers to ask each employee about their preferred method of reward and observe their responses.

The desired performance should be determined, and employees should be informed that it will be linked to awards. It is important to analyze any factors that can reduce a reward's effectiveness. whether this is advantageous to NSSA staff or those working for local governments.

Promoting equity in compensation systems requires measuring employee performance. Identification of crucial performance behaviors is the first step (Davar, 1996).Critical performance behaviors, according to Delhi (1985: 122), include a lack of commitment, absenteeism, and tardiness, failing to complete tasks, and interfering with other people's work. According to Oakland (1999: 173), baseline measurements are used to estimate the frequency of occurrence while measuring performance behaviors. He comes to the conclusion that measurement should produce information on turnover, absenteeism, the number of clients served, staff complaints, and other factors. Stewart (1996:83) asserts that a functional analysis of behavior that identifies antecedent behavior, the behavior of the individual, and consequences should be a part of the evaluation of employee performance.

There was a belief that contented employees produce more. According to Locke, Fitzpatrick, and White (1983), research undertaken with the intention of demonstrating a favorable link between job satisfaction and job performance came up short. According to Bruce and

Blackbum (1992), there is a chance that there will be a positive relationship between job satisfaction and performance, but there is also a chance that there won't be one at all or that it will be negative. In addition to the satisfaction-performance relationship, Spector (1997) highlighted the possibility of a performance-satisfaction relationship. According to this opinion, there is more proof that people who perform better have higher levels of job satisfaction since they are rewarded for their efforts.

Work output is based on an employee's commitment to put in consistent effort in presenting quantified work, claims Armstrong (2003). Rue and Byars remark that punctual attendance helps the amount of work produced. By taking the initiative, being creative, sharing knowledge, accepting change, and cooperating with others on a team, successful performance employees will aim for quality (Oakland, 1999: 142). Task completion cannot be completed, according to Oakland (1999), if employee attendance is irregular, if they neglect to complete tasks, or if they participate in slowdowns.

2.8 The Problem of Employee Turnover

According to a study (Hendrie, 2004) that sought to uncover the primary factors influencing employee turnover, American companies experienced an average labor turnover rate of 44% in the middle of the 1990s, which increased to nearly 80% as the company grew. Younger, part-time workers who had been employed for less than six months exhibited the greatest rates and also shown poorer levels of performance (Arliely et al., 2009).

The method used in this study involved mailing surveys to employees, and the main reasons given by respondents for leaving the company were: insufficient working hours, poor pay, lack of career prospects, demands for excessive overtime, and unsocial hours; inadequate training; subpar staff facilities; a fear of layoffs; and a lack of consideration for staff opinions (Ibid).

Given that Germany's typical labor turnover rate lately varied between 25 and 30%.The development of the turnover rate shows that mobility may have increased after 2006, even though the turnover rate does not reflect mobility compared to earlier decades (German Economic Institute, 2023).

According to the Emerald Publishing Limited Africa (2023), South Africa has the highest labor turnover in the continent, with an estimated average turnover rate of 49.8%. Just under 40000 employees left 82 companies as a result of working excessively long hours, working inconvenient hours, and receiving subpar training.

According to NSSA HR Yearly Reports, labor turnover in Zimbabwe has significantly increased.Employee turnover went from 13% in 2016 to 17% in 2017, 25% in 2018, and 35% in 2018. Exit interviews also revealed low pay, missed deadlines, and a high absenteeism rate as a result of subpar performance, which contributed to the high labor turnover.

All of the reasons given for leaving by the employees involved personnel policies and required strategic or tactical management judgment. This raises a few inquiries that might be tested in a larger setting (Arliely et al., 2009). For instance, factors including insufficient compensation and benefits, inadequate training, a lack of career opportunities, and not being listened to may be more frequently stated as reasons for employee turnover. These difficulties can be viewed as management-related (Ibid). Deery (1996) investigated the topic of staff turnover and discovered that high turnover rates were accompanied by a loss of revenue. Additionally, they contend that high turnover rates exacerbate low staff morale.

Manley (2006) puts forth the idea of turnover's "subliminal" impacts. These include regular clients not being acknowledged by new employees and clients following favorite employees to other companies. Since managers need more experience, education, and training before starting a position, the investment for both the manager and the organization is likely to be greater. This can be explained by the likelihood that managers are more committed to the industry as a career than line employees (Stalcup, 2011).

2.9 Relationship between Reward management and employee performance

The sum of each employee's unique performances makes up an organization's overall performance (Kim, 2010). Employee performance is tracked using a company's reward system, which is also used to inspire workers. Therefore, a company like NSSA implements an incentive system to encourage employee performance. Designing the jobs and responsibilities of employees helps the organization achieve its goals and objectives. The success and efficiency of an organization as a whole depends on how well each employee performs their respective tasks and responsibilities. The literature mentioned above lends support to the idea that rewards and employee performance are positively correlated.

Any reward system should be developed based on the preferences and demands of the employees since some people may find satisfaction from monetary awards while others are looking for non-cash benefits like training, promotions, and admiration. To satisfy the expectations of all employees, an effective incentive system should be adaptable and include both monetary and non-monetary awards.

2.10 Empirical Evidence

Saira, Madiha, Sumaira, and Anam (2014) investigated the impact of monetary and non-monetary rewards on worker motivation. The researchers did a survey at Astro films (PVT) in Lahore City, Pakistan. The study used a questionnaire to gather data on the sentiments of the staff members who worked for these companies. A semi-structured interview was also conducted to get more details regarding employee motivation. The study's findings indicated that among the many factors that affect an employee's motivation are both monetary rewards and non-monetary benefits.

Ngwa, Adekele, Aghaeze, and Ghasi (2019) looked at the impact of reward systems on worker performance in a few chosen industrial companies in the Littoral Region of Africa. The purpose of the study was to determine how much profit sharing influences employee commitment. A total of 5146 employees were in the population when 538 participants were chosen, and the study sampled a number of Cameroonian industrial firms. Regression analysis and percentages were used to analyse the data. Profit sharing has a significant favorable association with employee performance, according to the study's findings. Accordingly, the study came to the conclusion that reward systems and employee performance are positively correlated.

Mtazu (2009) designed and carried out an empirical investigation at Lobels Bread Zimbabwe. The study's objective was to assess how Lobels Bread Zimbabwe's compensation and rewards system interacted. Interviews and questionnaires from Lobels bread were used to gather data. According to the survey's results, Lobels Bread uses a typical base pay system and perks to retain and motivate its employees while also boosting productivity. The system appeared to be inadequate, which made it necessary for the company to set up a total reward system that comprises total remuneration, investments in people, career advancement, open communications, involvement, and performance management (Ibid).

Further research was done on the influence of employee engagement on organizational commitment in Zimbabwe's national higher education institutions by Shoko and Zinyemba (2014). Their research showed that management's main problem in a challenging economic environment marked by significant staff turnover and brain drain is to discover strategies for attracting and keeping inventive people who are dedicated to the company. Additionally, management must identify the working environments that inspire workers to demonstrate their best qualities, surpass expectations, and succeed in the face of adversity.

An adequate reward system is essential for employee motivation, according to a number of studies, including Dewhurst, Guthridge, and Mohr (2009). This is true for both high achievers and poor achievers. This is because rewards encourage low performers and boost job satisfaction among great performers. All reward systems have the same goal of motivating employees for continual improvement, personal development, and professional advancement. However, the systems may differ amongst organizations due to workforce personalities, backgrounds, and preferences.

Shields and associates (2015) conducted another study that supports the idea that any reward system should be developed based on the needs and preferences of employees. While some employees may find fulfillment in monetary rewards, others may seek non-cash rewards like promotions, recognition, increased responsibility, training opportunities, and other non-cash benefits. To satisfy the expectations of all employees, an effective incentive system should be adaptable and include both monetary and non-monetary awards.

Ifeoma, M. (2022) carried out research at Port Corporation to determine the impact of total reward management by analyzing the impact of pay, work environment, and work discipline on employee performance. All departments and divisions make up the population of this study. Data was gathered utilizing a descriptive survey method and a questionnaire instrument, which is known as saturated sampling. The Port Corporation Vision 2030 Delivery population as a whole was the subject of a census survey. Since the researcher was interested in every individual in the organization's population, the census method was chosen.

Surveys were utilized to gather information from respondents, and the reliability of the data was assessed using Cronbach's alpha coefficient. According to the study, employees' decisions to work successfully and efficiently at the top of the organization are positively impacted by salary, work-life balance, training, and career progression. Additionally, each variable showed a simultaneous and partly positive and significant impact on employee performance. The findings of this study thus support the need for the port business to focus on reward management in order to encourage outstanding employee performance. Inferential statistics also showed that, from a human resource management perspective, pay, work-life balance, training and development, and career growth are important drivers of employee success.

Furthermore, Sharon (2014) looked at how awards affected nurses' job happiness and retention, and the results showed that while staff rewards promote retention, they do not produce job satisfaction. This indicates that while deciding whether to perform well for an organization, employees heavily weigh compensation. 180 nurses were chosen at random to participate in the study, which used a quantitative research approach. Participants and respondents filled out self-administered questionnaires. Another important element of a successful firm is productivity. Bartel, Freeman, and Kleiner (2003) discovered a link between happiness and output.

Jones (2007) contrasted Italian construction companies that use a cooperative (co-op) model with those that adhere to the conventional top-down management approach, which is the opposite of Vanek's conclusion. The co-op enterprises' productivity levels, where workers have more job ownership, do not appear to be higher than those at conventional businesses. In actuality, the relationship is more complicated. According to Kruse and Blasi (1995), ownership may have a favorable or unfavorable effect on employee attitude. Their research showed that employee ownership only succeeds when the added responsibility benefits the individual both directly and indirectly. Otherwise, the employee's productivity can even drop if they start to view the ownership as a burden.

Thompson and Prottas (2005) investigated the link between organizational support—including flex time, work-family policies, and coworker support—and employer turnover intention. They came to the conclusion that organizational support decreased employee turnover intention. Employees who have greater access to workplace flexibility are "more likely to plan to stay with their current employers for at least the next year," according to a study of 2012 data from the families and Work Institute's National Study of the Changing Workforce (South Africa). "90% of organizations say their work-life balance programs have improved worker satisfaction, and nearly three-fourths (74%) say they have improved worker performance," according to the results of another survey of employers and employees.

(2012) Aktar, Sachu, and Ali inspected the effects of intrinsic rewards (recognition, learning opportunities, demanding work, and career advancement) and extrinsic rewards (base salary and performance bonus) on employee performance in twelve commercial banks of Bangladesh. A study found that every component of extrinsic and intrinsic reward had a significant impact on how effectively employees performed. Farooq and Asghar (2013) suggested that the links between compensation, bonuses, and other elements are weak and insignificant for an organization's success, in contrast to Yasmeen's research findings on the impact of rewards on employee performance in Pakistan. It was found that employee performance and promotion do, nevertheless, have a weak to moderate correlation.

2.11 Gap Analysis

The majority of the examination of the literature revealed that some organisations implementing incentives management are having a notable impact on worker performance in the retail and education sectors. The use of incentives administration as a motivator for worker performance in Zimbabwean organizations, however, received little attention. The goal of the study was to pinpoint the discrepancy between conceptual understanding and practical application. The goal of the study is to determine the connection between award administration and worker productivity.

2.12 Chapter Summary

This chapter has discussed the usage of incentives for employee performance through a survey of the relevant literature, an introduction to the subject, a theoretical framework, and empirical evidence. The methodology to be utilized to gather data for the research is therefore examined in the following chapter. The research design, research subjects, research tools, their benefits and drawbacks, validity and reliability, data collection techniques, ethical considerations, and presentation and analysis are all covered in detail.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

The methods to be used to gather data for the research is examined in this chapter. The research design, research subjects, research tools, their benefits and drawbacks, validity and reliability, data collection techniques, ethical considerations, and presentation and analysis are all covered in detail.

3.2 Research Design

According to Creswell (2016), a research design is a strategy that provides the underlying structure for integrating all components of a quantitative study in order to ensure that the findings are accurate, objective, and as widely applicable as possible. A descriptive study was carried out to ascertain the connection between incentive programs and worker performance at the NSSA Harare Region office. According to Pilot and Hurgler (1995), descriptive surveys are more concerned with seeing, describing, and recording information about an event as it occurs naturally than they are with trying to understand it.

The format has the advantage of eliciting a significant number of responses from a broad spectrum of individuals. Additionally, it uses descriptive design, generally with simple descriptive statistics, to describe and explain what happened at a specific period and paints a more accurate image of what occurred at that moment. Gay (1992) asserts that because descriptive data are typically obtained through survey, interview, or observation, the descriptive survey approach is advantageous for examining a variety of social issues, including evaluation of mindsets, convictions, and statistical details, circumstances, and practices.

3.3 Research Strategy

A research strategy is the researcher's proposed course of action for addressing their research question. The authors Saunders et al. (2012, p. 173) state that the consistency of your research questions and objectives with your philosophy, research strategy, and purpose, as well as more pragmatic factors like the breadth of existing knowledge, the time, other resources, and potential you have available to your participants, will all influence your choice of strategy.

Researcher options include experimentation, surveys, case studies, archival research, and other techniques, according to Saunders et al. (2012). Grounded theory, ethnography, action research, and narrative inquiry.

The researcher calmly selected a case study mixed method approach as her research methodology. According to Yin (2003), case study research is an empirical investigation that examines a current phenomenon in its real-life environment when the divisions between phenomena and context are not well defined. The evidence is plentiful and comes from a variety of sources. The researcher decided to do a case study on a business that conducted semi-structured interviews with its staff. A case study has been conducted as a result.

3.4 Research Method

To investigate the connection between reward components and employee performance, the researcher used a mixed study methodology approach. The systems of planned steps and instruments used to conduct a research project can be referred to as methodology. The procedures and activities discussed in this chapter specifically relate to the study's research. Design, data collection, data analysis, sampling, sample techniques, and equipment development. a framework for acquiring data, compiling it, and interpreting it in a research article. There are two fundamental research methodological approaches. They are methodologies that are qualitative and quantitative, respectively.

Qualitative research yields more In descriptive and quantitative research, statistical approaches are more frequently employed to conduct surveys using questionnaires and analyze statistical data utilizing interviews.

3.5 Probability Sampling

The method of selecting a sample from a population using the randomization principle, commonly referred to as chance or random selection, is known as probability sampling. Selection of samples using probability involves more time and work. However, because units from the population are randomly selected and the selection probability for each unit can be calculated, statistical conclusions about the population can be made.

When choosing a probability sample design, the goal is to cut survey costs and time while also lowering the estimation error for the most important survey variables. Operational limitations, such as the characteristics of the survey frame, may also have an impact on this choice.

Mixed methods research can have several advantages for academics and practitioners who desire to comprehend their research topic in greater depth and detail. By providing a richer, deeper data set that can capture the diversity and complexity of the research phenomenon, mixed methods research can enable the triangulation or corroboration of the data or results from various sources or methodologies, increasing the validity or trustworthiness of the research. Additionally, it can enable the exploration or justification of the findings from one approach using data or findings from another, enhancing the comprehension or interpretation of the research.

The population is divided into homogeneous, mutually exclusive groups known as strata in the case of stratified sampling, and independent samples are then selected from each stratum. Any sampling method specified in this section may be used to sample each stratum. The sample plan could alter between each strata. A population can be stratified using any variable that has a value for each unit on the sample frame before sampling, such as age, sex, province of residence, income, and department.

Another benefit is that stratified sampling guarantees an adequate sample size for population subgroups of interest. A sample size is determined for each stratum when a population is stratified, which turns each stratum into an autonomous population.

Consider the scenario where you wish to calculate the proportion of employees who are happy with their pay at the company. If the researcher were to choose a simple random sample of 345 individuals from a list of every employee at the NSSA Harare Region, you would end up with just a little over 246 individuals because they make up a smaller proportion of the organization population (if such a list was available for selection). The size of this sample is probably insufficient for the kind of thorough study you were hoping to conduct. You might obtain the necessary sample size by stratifying your list by department and then figuring out how many people to include in each level of accuracy for the NSSA Harare Regional Office as well as for all other Regions.

3.6 Target population

Mugenda (2003) defined population as a big group of people or things that share observable traits. The researcher made sure that surveys were sent out to both management and lower-level employees in each department.According to the NSSA Marondera administrator, the researcher focused on NSSA, which had a target population of 542 NSSA personnel at the

Harare and Marondera Regional Offices, including management and non-management grades from the various eight Organizational departments.

These are Director of Legal Affairs and Corporate Secretarial Services, Director of Social Security, Director of Occupational Safety and Health, Director of Investments, Finance & ICT, Risk & Compliance, Control, Human Resources & Operations, Internal Audit Management. In this study, 345 questionnaires were distributed, and 246 of them were returned, yielding a response rate of 71%. Included one security from Marondera regional offices, two outside housekeeping cleaners, and five senior staff.

3.7 Sample Population

According to McCodes (ibid), a sample is a subset of data that a researcher chooses from a broader population using a predetermined selection procedure. Of the total 542 people in the population, 345 participants (or 64%) made up the sample.Using the formula below, the researcher calculated the number of staff that were available from each department.

$$\boxed{\frac{Number\ of\ employees\ in\ each\ department}{Total\ Population}\ X\ Sample\ Size}$$

Source McCombes (2022)

The population was sampled as shown in the table below.

Table 3.7.1 Statistical representation of the Sample Size

Department	Total Population	Number Of Participants	Percentage of Sample Population %
Administration director legal affairs and corporate secretarial Services	53	30	56.60377358
ICT & Finance	63	32	50.79365079
Internal Audit Management	72	46	63.88888889
Risk & Compliance	56	28	50
Human Resources & Operations	86	65	75.58139535
Director Social Security Director and investments	97	60	61.8556701
Control	46	32	69.56521739
Director Occupational Safety and Health	69	52	75.36231884
Total	542	345	63.65313653

The study's target audience is the management of NSSA, divisional level, and lower level. A study sample and sampling techniques will be used by the researcher. 542 workers from the study's overall population made up the study's entire sample size. The researcher selected a sample size of 64% because McCombes asserts that a big sample size yields more reliable and credible conclusions.

According to the department profiles, 76% of the employees from Human Resources, 75% from Safety and Healthy, 70% from Control, and 64% from Internal Audit participated. Director of Social Security accounted for 62% of the workforce, followed by Administration at 57%, and ICT & Finance at 51%.While risk and compliance accounted for 50%. According to Saunders et al. (2009), the researchers believed that the practical sample was in a position to provide insights on the interaction between rewards and organizational strategy, particularly how the rewards management strategy affected employees' decisions to pursue or forego the stated organizational goals and their performance.

3.8 Sampling Techniques

A probability sampling system was used in the study to choose respondents because it gives every unit in the population a chance (greater than zero) of being included in the sample and enables accurate estimate of this probability. Probability sampling mechanism was used in this investigation at random. According to Polit and Hungler (1999), sampling is the process of choosing a subset of the population to represent the full population. The same authors added that the chosen subset of the complete population should have characteristics common to both.

3.8.1 Sampling Procedure

In order to ensure that the sample is representative of each gender identity group, the researcher used stratified probability random sampling in this study. A simple random selection was used to ensure that both the complete population and important categories of the population were represented after segmenting the population into homogeneous groups according to employment categories from each occupation category.

Furthermore, stratified random sampling is frequently used when the occurrence of one or more subgroups in a population is low relative to another stratum. A random sample technique was used in each stratum. Since there are a large number of participants in Harare, the research concentrated there in order to obtain timely and reliable data.

It did, however, have some drawbacks. One of the drawbacks was the requirement for more administrative labor. Furthermore, it was only used when the entire population was listed and just one person fit into each stratum. Compiling a thorough list of the population was also difficult due to confidentiality laws.

The researcher specifically chose grades that were both management and non-managerial, with representation from all eight divisions, as was already established. The researcher saw to it that surveys were given out to both management and lower-level (non-management) employees in each department. In this study, a sample of 345 participants, or 64% of the total population of 542, was taken from the Harare Regional Office and the Marondera Office. These participants included 5 administrative staff members, 2 outside cleaners, and 1 guard.

3.9 Research Instruments

Through the use of a self-administered questionnaire, primary data were gathered. Structured questions were included in the survey. The questionnaire included inquiries that would help the researcher identify variables that would illuminate the connection between NSSA employee performance and reward management. Questions were asked about management and employee dedication to each of the eight departments, as well as about the competence of human resources, their objectivity and independence, their communication and leadership skills, and their planning and control.

But because the researcher's beliefs are reflected in the sample and could lead to significant biases if they are erroneous, judgment sampling was also used in the study. In exploratory research, it could be useful to select participants for focus groups or in-depth interviews to test out specific questionnaire components, for example.

A Likert scale with five possible outcomes—strongly agree, agree, neutral, disagree, and strongly disagree—was employed. Because it gave respondents a chance to express how strongly they agreed or disagreed with the created statements, which varied from positive to negative, the researcher included the Likert scale in the questionnaire.

3.9.1 Questionnaires

The term "questionnaire" has been defined in a number of ways by the researcher. According to some scholars (like Kevin (1999), for instance, the respondent truly records their own responses. Bell (1999) uses it as a broader phrase to encompass interviews conducted over the phone, in person, or through zoom meetings. Self-administered questionnaires, in which the responder records their own responses, or interviewer-administered questionnaires, in which the interviewer records their own responses. Online, postal, or mail-and-delivery and collection options are all available for self-administered questionnaires. To get the information, a systematic questionnaire was used. The participants received self-administered questionnaires by email and hand delivery from the researcher. According to Saunders et al. (2005), the benefits and drawbacks of questionnaires are as follows.

Advantages

- It spans dispersed groups and makes data collection easy to compare.
- It requires little skill to administer.
- It eliminates interview bias (halo effect).
- Respondents answer questions at their convenience, saving money because no interviews are necessary.

Disadvantages

- Since respondents see all questions before responding, there is a high likelihood of bias;

- mailed questionnaires have few responses;
- interviewer has no influence over response rate;
- Questions that are poorly written may not be answered

Both open-ended and closed-ended survey questions will be included in the questionnaire since they are semi-structured and allow respondents to freely express their full knowledge, emotion, and comprehension in an open-text format. This is so that data can be measured, compared over time, and compiled. It also offered the employees who are already familiar with the Net promoter score an opportunity to use it. There are numerous possible responses to this question.

Regardless of whether they are happy or sad, employees need a space where they may freely express their opinions. Because there are no provided answer options in close-ended questions, the respondent is free to give information with regard to sentiments, attitudes, and views that they normally wouldn't be permitted to do, which is why both types of questionnaires were used.

Users can react in whatever way they want with the kind of flexibility that open-ended inquiries provide, whether it's with words, information, or tone. By using open-ended questions that allow respondents the freedom to express their opinions in a way that is insightful for organizations, you can learn from your respondents and gain insight into how their brains work. These questions can reveal a lot about the logic, thoughts, language, and reference choices of the respondents.

Interviews were also conducted and used secondary data sources such as journals of NSSA, reports from the Human Resources yearly reports, and daily attendance records from the belina log in system. This is because using questionnaires suggests that the researcher and the respondents did not communicate, limiting the opportunity for fact checking and explanation.

3.9.2 Interview

According to Saunders et al. (2012), an interview is a planned conversation between two or more people that calls for the interviewer to establish a rapport, ask succinct, clear questions that the interviewee is willing to answer, and, ultimately, pay close attention. Choosing the interview format that will best advance a researcher's research is a vital consideration while conducting an interview. In 2009, Anderson.

Saunders et al. (2012) categorize interviews into the following three groups: interviews that are structured and in which the interviewer uses a series of uniform questions: Semi-structured interviews in which the researcher will have a list of topics and questions to cover; the following are some important questions that should be asked but may differ from interview to interview: casual, unstructured interviews in which the interviewer does not have a planned set of questions. This gives the researcher more freedom to go deeper into their research subject.

Semi-structured interviews were used by the researcher in this study. These took the form of a list of important questions pertaining to the main problem of the study. An interview that is semi-structured allows the researcher to remove or add information as needed. The conversation can flow more easily with the aid of some interview questions. A semi-structured interview is a research technique that entails flexible, conversational open-ended questioning. Semi-structured interviews are suitable for this study because they enable researchers to delve further into participants' experiences and perceptions in the context of incentive management and employee performance. The nuances of incentive management and employee performance can be understood using this vast supply of data, which can produce subtle answers.

Semi-structured interviews can give access to participants' irrational experiences, such as their emotions, driving forces, and attitudes. The ways in which employees perceive and react to various sorts of rewards can be revealed by this information, which can be very helpful in determining how rewards affect employee performance.

Participants can give context for their comments during semi-structured interviews, allowing for a fuller understanding of their experiences and viewpoints. This can be very helpful when researching employee performance and reward management because various people may have varied reward preferences. Researchers can learn more about what kinds of rewards work best and why by looking at the context of participants' experiences.

Researchers can detect similarities or variances in how employees perceive and react to reward management strategies by comparing replies from various participants in semi-structured interviews. This can serve as a starting point for creating more efficient reward management programs by pointing out best practices and potential improvement areas in reward management systems.

This gives the interviewer more leeway to conduct the interview and, in some situations, to undertake a more in-depth probe. A review of the literature served as the basis for the selected questions. Due to various work schedules, the decision to conduct the interviews in person rather than over the phone or through a Zoom meeting was decided to allow the researcher to watch the interviewee and offer questions (Quinlan, 2011). Before the interview, participants were given a list of interview questions to help build trust and give the interviewer access to the candidates.

3.10 Methodology

An exploratory case study methodology was employed in the investigation. According to Yin (2013), the boundaries between the phenomena and the context in which it is studied are not always clear in case studies. According to Morris and Wood (1991), this approach is essential for building a solid understanding of the context for the study and the technology being employed. There are numerous opportunities presented by this to establish justifications for the why, what, and how (Saunders et al. 2009).

Data for this study were gathered using a self-administered questionnaire. The survey had both closed-ended and open-ended questions. Questionnaires are frequently used to collect data for surveys (Bryman and Bell, 2007). In the surveys' pilot testing, the items' usefulness and relevancy were evaluated. The participants believed that each and every question was clear. Senior management at the Marondera-based Head Office gave their consent for the study to be carried out. In order to safeguard the study's secrecy, participants were asked not to write their names on the form. Additionally, participants received the guarantee that their responses would be kept confidential and used only for the purposes of this study.

3.11 Validity & Reliability

Zikmund (2000) defined validity as an instrument's capacity to faithfully reflect the idea it is designed to measure. There are four main ways to test for validity.When the purpose of a test is clear to even the most uninformed respondents, it is considered to have high face validity. Nevo (1985, p.) hypothesized that tests with an uncertain purpose have low face validity as a result.

In 1955, Cornball and Meehl coined the phrase "construct validity." This validity factor overlaps with some of the other validity features and deals with how well a test reflects a particular theoretical notion or attribute. Construct validity has nothing to do with the basic factual question of whether a test evaluates an attribute. The complicated question at hand instead is whether test score interpretations are consistent with a nomological network that combines theoretical and observational elements (Cronbach & Meehl, 1955).Concurrent validity is the degree to which a test is related to an external criterion that is simultaneously identified and occurs. Predictive validity is the degree to which a test accurately predicts a future criterion.

One of the practical benefits of using construct validity as the proper method of validity for reward management and employee performance measurement is that it is quick and easy to apply. Instead of delving into the underlying factors that determine whether a measure is robust, as you must do when applying content validity or construct validity, it is easy and quick to build measures that are face valid. The types of measures (such questionnaire questions) that you would find appropriate in the questionnaires and interviews are frequently all that need to be taken into account.

The construct was pretested before being used in this investigation. Eight employees from non-managerial grades and two business control unit managers each pretested it. Since NSSA has eight divisions, eight people were chosen from each division. As they were not preserved with the questionnaire, the employees who were used in the pre-testing phase did not take part in the study procedure. The pre-testing phase had a response rate of 100%. Pre-testing was used to validate the questionnaire, and content analysis was used to make sure all of the items continued to be relevant to the research issue and contributed to answering the research questions.

Reliability

Reliability was defined by Zikmund (2003) as the extent to which measurements are error-free and produce consistent results. It describes the extent to which repeated observations of the same occurrence yield consistent and steady results from an instrument measurement. The pilot study and alpha coefficient were used by the researcher to assess the dependability of the data. The researcher made it apparent that internal consistent reliability testing would be used as the method for instrument reliability testing, and that the researcher would receive a Cronbach alpha value to show the degree of such validity.

Data Collection Procedures

Data collection is the methodical process of compiling observations or measurements. Data gathering enables the researcher to gain first-hand information and distinctive insights into the study problem. You can gather either quantitative or qualitative data, claims (Bhandari, 2022).

The chosen participants were physically given an introduction letter, questionnaires, and a formal request for approval from the head office HR manager to conduct the research. Additionally, it was vital to remind respondents that they still had seven days left to turn in their questionnaires. To ensure a high response rate, follow-up calls were made to the sampled respondents.

3.12 Ethical Considerations

According to Saunders et al. (2010, p. 226), ethics in the context of research studies refers to the moral principles that should govern a researcher's conduct with regard to the rights of people who participate in or are impacted by the research study., According to Quinlan (2011) argues that ethical standards should be clear in how the research project was conceived, created, and implemented, as well as in how the researcher interacted with the research population and managed the fieldwork for the study.

Researchers must take into account a number of fundamental principles when doing their research, according to Saunders et al. (2012). These guidelines consist of the following: The researcher's honesty and neutrality, together with their regard for others, Non-maleficence, preserving participants' privacy. The contributors' right to withdraw and the NSSA employees' voluntary participation, Participants' free and informed consent. Ensuring data confidentiality, the preservation of participant anonymity, and researchers' reasonableness in the analysis of the data they collect and the dissemination of their conclusions.

In light of the researcher's decision to use both qualitative and qualitative research methodologies (interviews and questionnaires). The participating company had to give ethical consent from the start, which both directors agreed to as long as the company remained secret. An email explaining the research's goal and all pertinent information was delivered to all staff members while the researcher was conducting in-person, phone, and Zoom interviews. Then, a consistent form was distributed to all agreeable participants. Before the interviews, participants had to read and sign the consent form. Each permission form gave participants the right to remain anonymous and the option to end their participation.

3.13 Limitations

Due to the scale of the pension industry in Zimbabwe, the sample size chosen is not indicative of the sector as a whole. The results of this study may not be generalizable to other businesses operating in the same industry because it only included employees from one company. The researcher called a few groups, but the majority of people were preoccupied. Furthermore, it showed that, out of the total population of 542 people who gave their agreement to participate in the study, only 345 of them were actively involved in the company. Because those that did just had one manager, who might have a different viewpoint on rewards, it would have been preferable to involve more managers.

A distorted perspective can emerge from the fact that the majority of the responders to the research endeavor are men. Due to the fact that the majority of women are married, have extensive job experience, have faced prejudice, and have a difficult time balancing work and family obligations, they were mostly absent. The deadline for finishing the research investigation was another limitation. The investigation of motivational theories may have been neglected because the researcher focused on the literature review on the various reward schemes that had a beneficial effect on employee performance.

The researchers concentrated on incentive programs, which could be common in other businesses. However, accurate steps that would have reduced the impact of the absence of women included documenting absences, understanding the causes of their absences, encouraging involvement at work, and allowing a flexible schedule and extra time for research.

Data Presentation and Analysis

To present the findings, the researcher will combine descriptive analysis with tables, graphs, and pie charts. The primary presentation tool for both graphical and tabular content will be Microsoft Excel. Tables, bar graphs, pie charts, and percentages of actual statistics will be employed as supplementary presenting formats for reaching conclusions.

3.14 Chapter Summary

The research design has been provided in this chapter. There were discussions about study methodology, methods, tools, data gathering strategies, and target group selection. This chapter also detailed the procedures followed to guarantee the accuracy and dependability of the data. There were also offered ethical issues and restrictions on the research. The data from the surveys that were successfully completed and returned are analyzed and discussed in chapter four.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

Research methods was the subject of the prior chapter.The presentation, analysis, and discussion of data are the main topics of this chapter. Tables, bar graphs, and pie charts were used to illustrate the data.

4.2 Questionnaire analysis

A total of 345 questionnaires were employed in the study to elicit information from NSSA management and personnel about the connection between reward administration and worker performance. According to a response rate of 71%, or 246 out of the 345 questionnaires, legitimate replies were completed and returned, showing that the study's response rate is good. This is corroborated by Creswell, who noted that in most cases, a survey response rate of 50% or greater should be regarded as excellent.

4.3 Questionnaire response Rate

The results of the study are summarized in Table 4.3.1, along with the proportion of participants that answered the questionnaires.

TABLE 3.4.1: Questionnaire

Department	Questionnaires administered	Questionnaires Completed	Response Rate %
Administration director legal affairs and corporate secretarial Services	30	25	83.33333333
ICT & Finance	32	21	65.625
Internal Audit Management	46	32	69.56521739
Risk & Compliance	28	15	53.57142857
Human Resources & Operations	65	42	64.61538462
Director Social Security Director and investments	60	48	80
Control	32	24	75
Director Occupational Safety and Health	52	39	75
Total	345	246	71.30434783

Source; (Primary Data, 2023)

A response rate of 71% was attained after 345 questionnaires were distributed, and 246 of them were returned, according to the findings in Table 4.3.1 1 above.

4.4 Interview Response Rate

Table 4.4:1. Interview Response Rate

Department	Interview scheduled	Interview Conducted	Response Rate %
Administration director legal affairs and corporate secretarial Services	7	5	71.42857143
ICT & Finance	8	3	37.5
Internal Audit Management	12	7	58.33333333
Risk & Compliance	6	5	83.33333333
Human Resources & Operations	13	9	69.23076923
Director Social Security Director and investments	22	15	68.18181818
Control	8	4	50
Director Occupational Safety and Health	13	6	46.15384615
Total	89	54	60.6741573

Source (primary data, 2023)

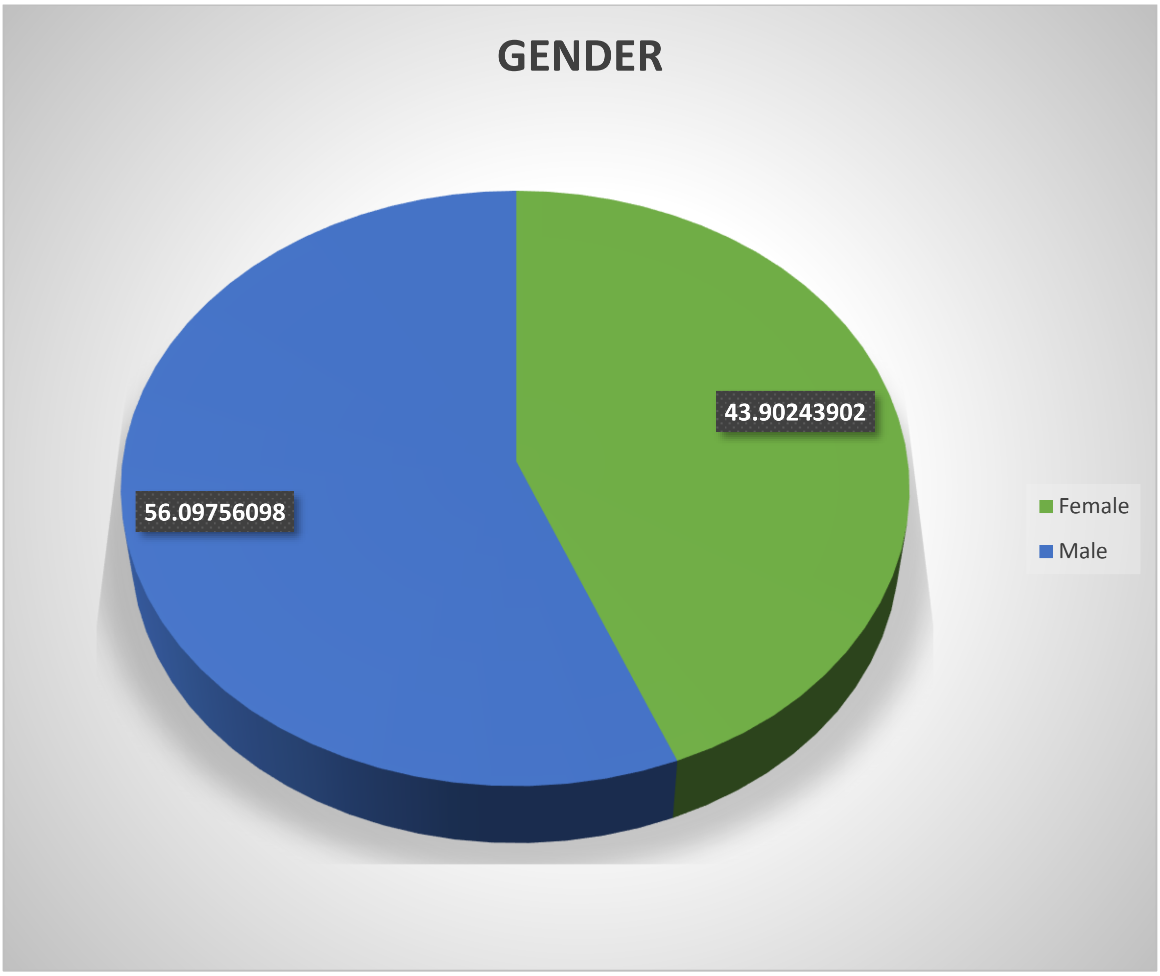
A response rate of 61% was attained after 89 interviews were scheduled and 54 were conducted, as shown by the results in Table 4.4.1 above.

4.5 Quantitative analysis

4.5.1 Demographic Presentations

4.5.1.1 Gender Statistics

N=246



(Source: Primary data, 2023)

N=246

Fig 4.5.1: Illustrating Gender Statistics Distribution of the Study

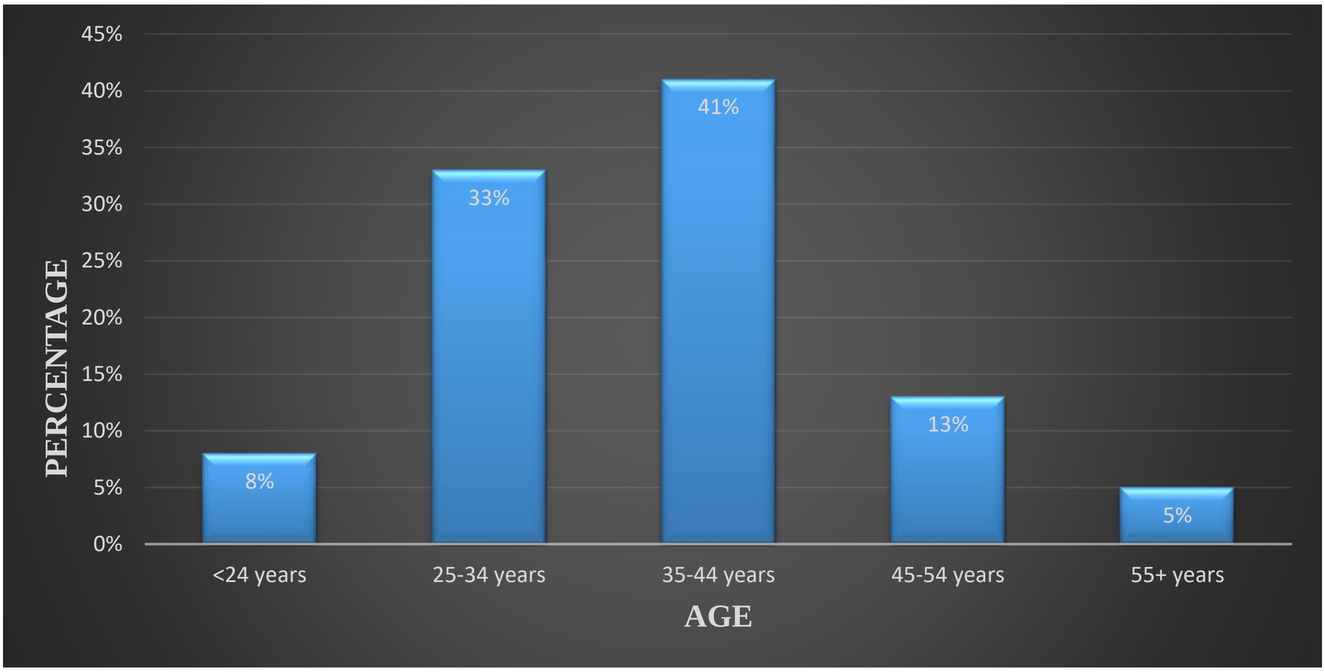
According to the figures in figure 4.5.1, the majority of participants (56%) were men and (44%) were women.

4.5.2 AGE

Percentage Distribution of Respondents by Age

N=

246



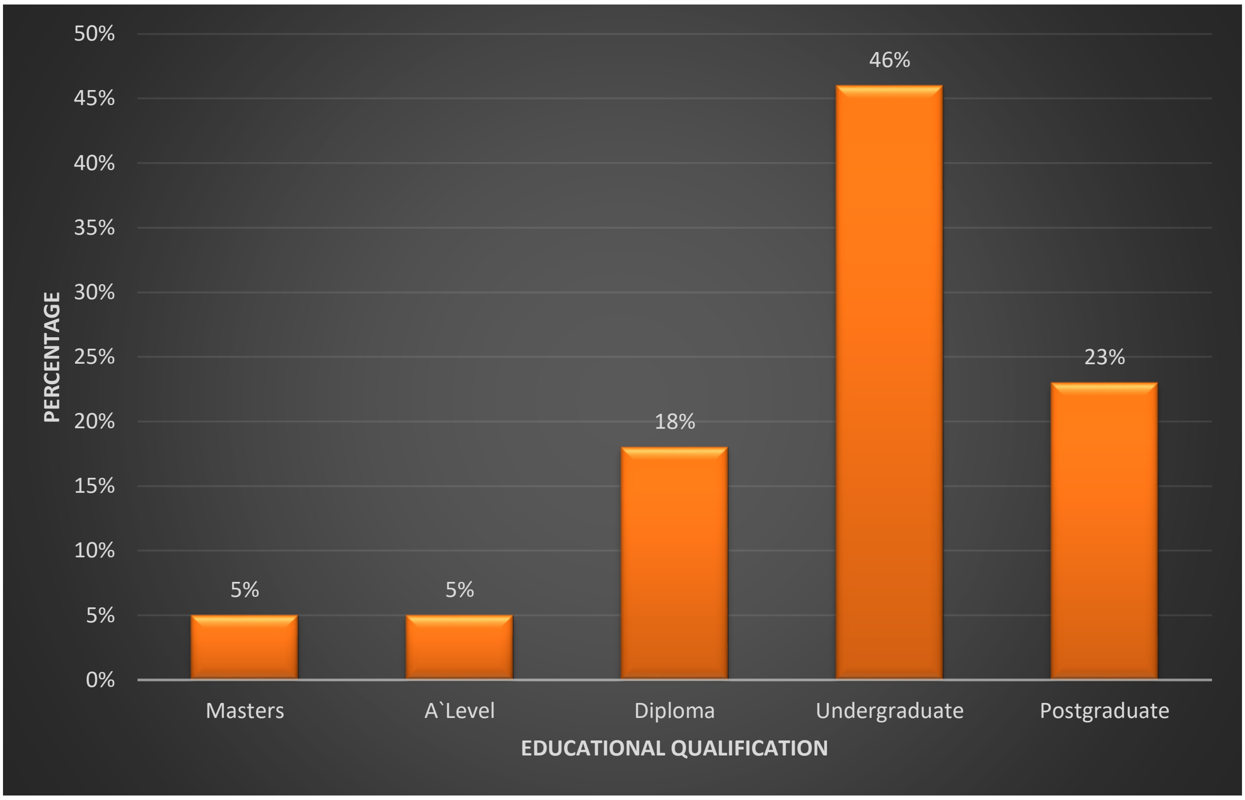
Source: Primary Data, 2023

N=246

According to the results shown in Fig. 4.5.2, the majority of respondents (41% of all respondents) were between the ages of 35 and 44. Following closely behind were respondents between the ages of 25 and 34 (33%), 45 to 54 (13%), 24 (8%), and 55 and older (5%).

4.5.3 Percentage Distribution of respondents by Educational Qualification

N=246



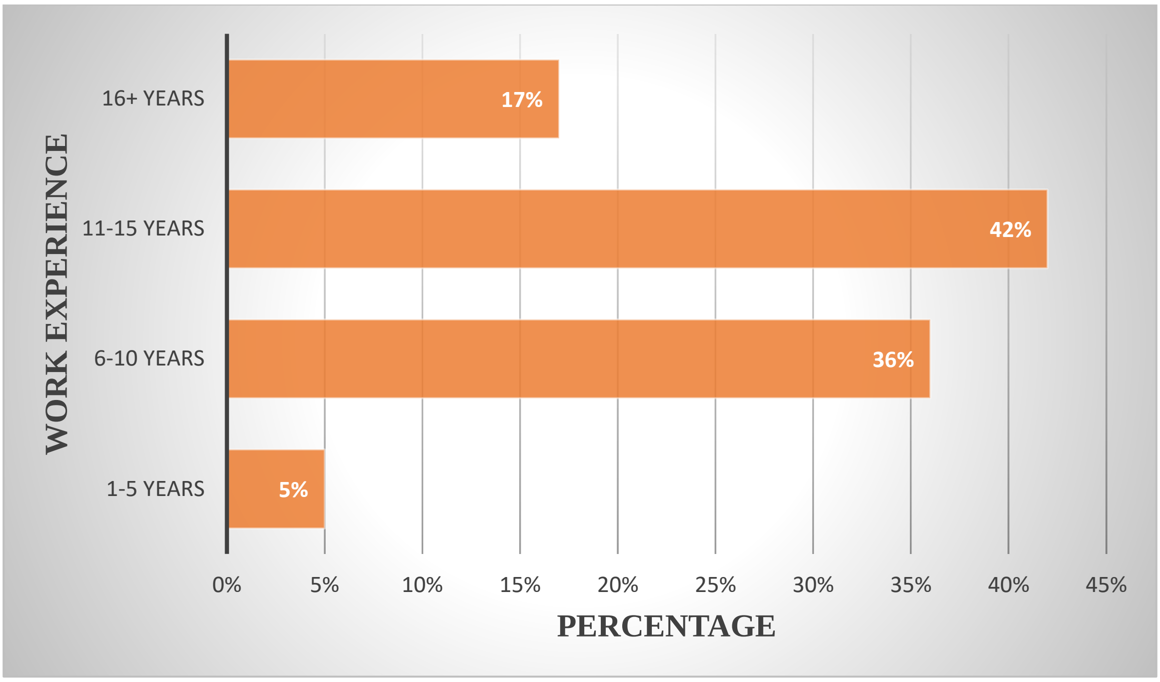
Source: Primary Data, 2023 **N=246**

Fig 4.5.3 shows the Percentage Distribution of respondents by Educational Qualification

According to the statistics shown in Fig. 4.5.3 above, 46% of respondents had undergraduate degrees, 23% had postgraduate degrees, 18% had diplomas, and 5% had both master's degrees and A levels.

4.5.4 Percentage Distribution of respondents by Years of work Experience

N=246



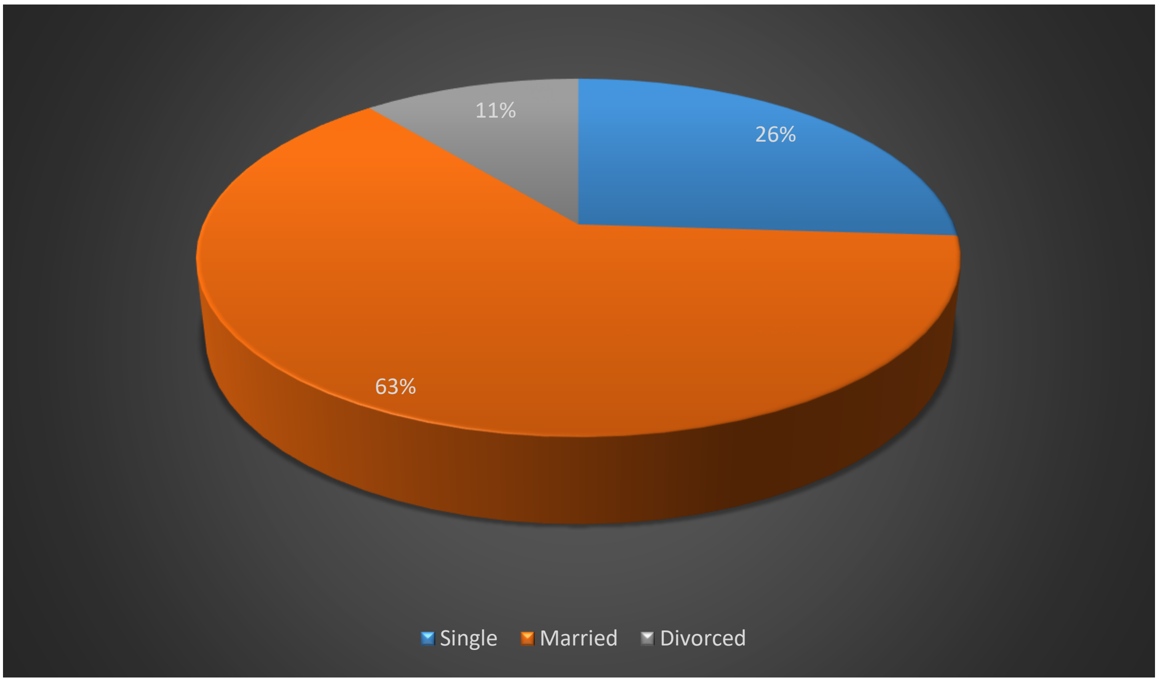
(Source: Primary Data, 2023)

N=246

Fig 4.5.4 Percentage Distribution of respondents by Years of work Experience

According to the results shown in Fig. 4.5.4, the majority of respondents (42%), those with work experience between 6 and 10 years (36%), those with work experience of 16 years or more (17%), and those with work experience of 1 to 5 years (5%), had the most experience. Those that are consistent with the nature of work as proposed by Ahluwalia (2018), whose research indicates that more experienced workers are more committed to their careers and that this not only strengthens organizational culture but also enhances company performance.

4.5.5 Percentage Distribution of respondents by Marital Status



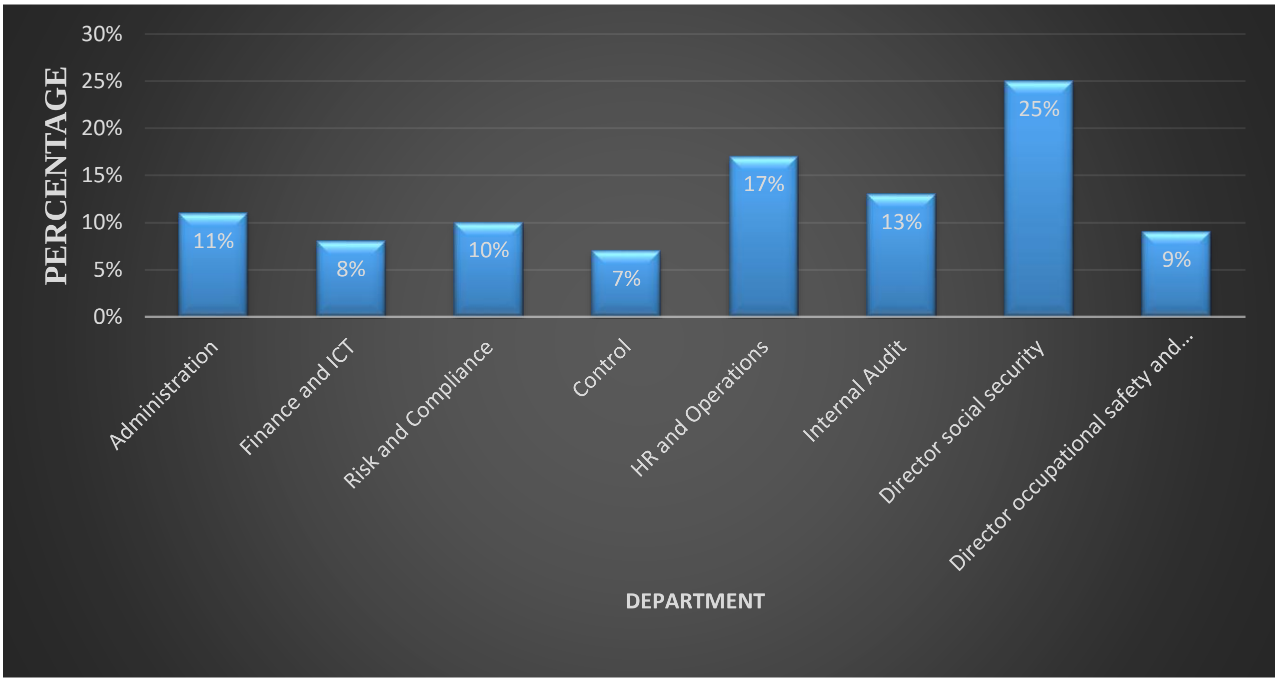
(Source: primary data, 2023)

N=246

Fig 4.5.5 Reveal Percentage Distribution of respondents by Marital Status

According to the findings in Fig. 4.5.5 above, 63% of respondents identified as married, 26% as single, and 11% as divorced.

4.5.6 Percentage Distribution of respondents by Departments



(Source: primary data, 2023) **N=246**

Fig 4.5.6 shows Percentage Distribution of respondents by Departments

According to the results in Fig. 4.5.6, the director of social security received the most responses with 25%, followed by the HR & Operations department with 17%, internal audit with 13%, administration with 11%, risk & compliance with 10%, director of occupational safety & health with 9%, finance & IT with 8%, and control department with 7%.

4.7 Research Findings

4.7.1 Financial Compensation perceptions of the sample

Fig 4.7 indicates the responses regarding financial compensation as an incentive for increasing employee performance.

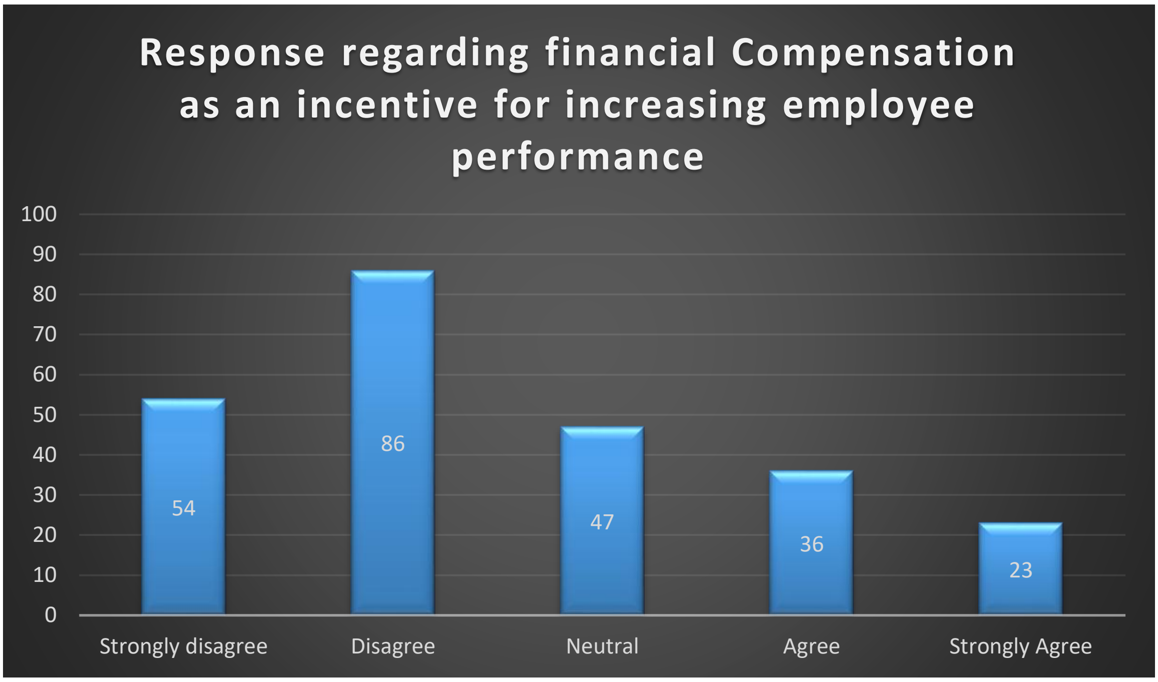
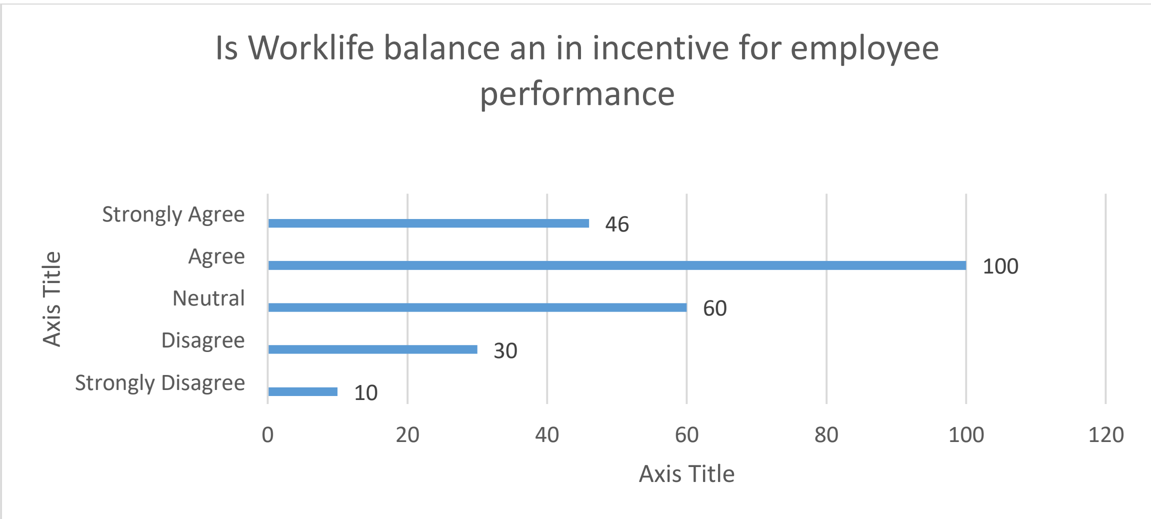


Fig 4.8 indicates the responses of the employees on worklife balance as an incentive to increase employee performance.

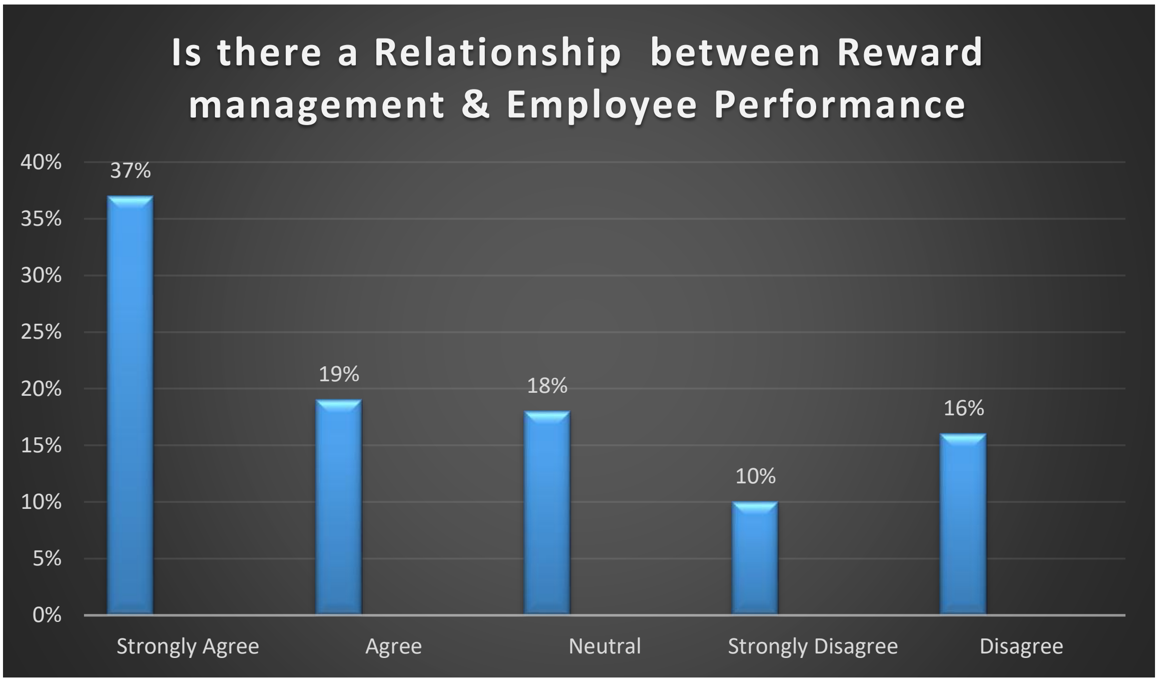


4.8.1 Analysis

4.8.1 Statement 1: What are the forms of rewards administered at your organisation?

According to the majority of respondents (37%), basic salary was the most typical kind of incentive at the organization, as seen in fig 4.8.1 above. Additionally, they mentioned that employees at all levels place a high value on financial incentives because they boost their sense of accomplishment and job satisfaction. Financial incentives may also motivate employees to develop their skills by making a variety of career options more appealing. They did add, though, that a well-balanced system is the only one that can successfully respond to employees' requests for motivation and, ultimately, optimise commitment, motivation, and job happiness. They emphasised the coexistence of intrinsic and extrinsic benefits in a reward system. Because it has a favourable effect on staff performance.

Fig 4.8.2



4.8.2: Statement 2: what is the link between reward management and employee performance?

According to the data findings and results shown in Fig. 4.8.2, 37% of respondents strongly agreed and 19% agreed that there is a connection between award administration and worker performance at NSSA. The majority of respondents indicated that NSSA's reward management system and employee performance were positively associated, according to the research findings. This was because of the high performance ratings, productivity indicators, and financial results. However, 10% strongly disagreed, and 16% disagreed as well, indicating a negative correlation coefficient, which would imply that improved methods in reward management are associated with worse employee performance.

As a result, efficient reward system management may boost productivity in a number of ways, such as by encouraging a sense of ownership among the workforce, facilitating long-term focus and continuous improvement, lowering service operating costs, fostering teamwork, lowering employee dissatisfaction, and raising employee interest in the company's financial performance. In accordance with my idea, only a small number of businesses, such as General Mills, compensate their employees for acquiring new abilities that could boost organizational performance and permit job rotation, cross-training, and self-managed work teams.

Few businesses also pay lump-sum merit rewards and recognition awards to employees who perform very well in an effort to gain their loyalty and achieve long-term advantageous outcomes. For instance, TISCO's Shabashi program offers its staff members monthly awards, annual prizes, and rapid or on-the-spot benefits.

4.8.3 Statement 3: what are the Roles of Reward Management to employee performance?

According to the respondents, compensation is based on an organization's values and what the workers are ready or able to pay for. The HR department specifically said that it supports employee welfare, pays employees for the value they create, and rewards behavior that sends the right message about the behaviors and outcomes that matter in an organization.

It strengthens your organization's employee value proposition (EVP), which distinguishes it from rivals and attracts top talent. It supports a wholesome, advantageous workplace atmosphere. According to the responders, it can inspire employees to show their commitment to the organization and level of engagement, as well as inspire hiring top talent for your business.

They also mentioned that it increases productivity, helps build a strong foundation, and helps build a solid reputation, all of which can have a positive impact on clients, employee engagement, and reputational enhancement.

4.8.4 Statement 4: How can the reward system be improved to enhance performance at NSSA?

They added that it boosts productivity, aids in laying a firm foundation, and aids in developing a favorable reputation, all of which can benefit clients, employee engagement, and reputational enhancement.

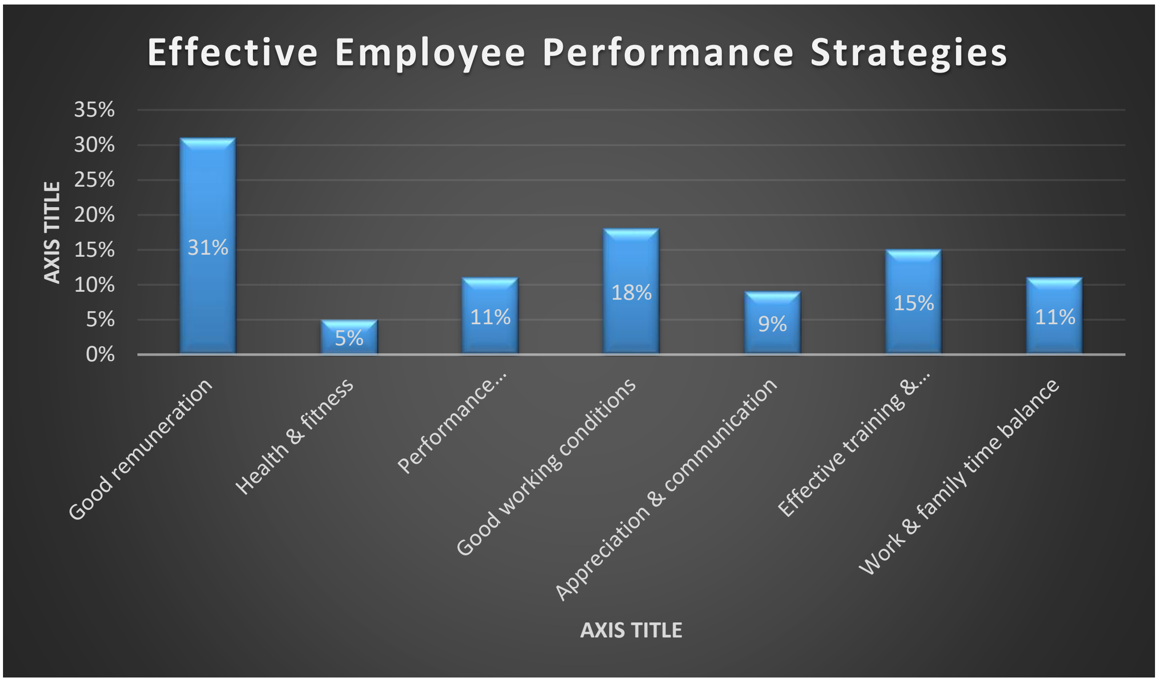
They also demonstrated the significance of performance-based incentives. When designing an effective rewards program, performance-based incentives must be included. Giving incentives to workers who meet or exceed performance targets encourages them to put in extra effort. Additionally, rewards and recognition must to be provided out without delay. Consistent feedback and appreciation from leadership, in particular, can have a big impact on employee motivation and engagement.

The responders also talked about being flexible.Everyone is unique. Each employee should have access to a rewards program that is specifically created to cater to their needs, goals, and interests. In order to achieve their goals and eventually increase performance, employees are encouraged to work hard.

Additionally, they said that every employee would receive non-monetary rewards. Non-monetary incentives like work flexibility, remote working, paid time off, access to training and development opportunities, health and wellness initiatives, and recognition programs should be included in employee rewards and recognition programs because they can all increase employee motivation and satisfaction.

By putting these strategies into action, firms may create a rewarding system that motivates personnel more successfully, enhancing both employee performance and enterprise performance.

Fig 4.9.1: Effective Employee Performance Strategies



4.9.1 Strategies to increase employee performance

The respondents asserted that although strategies for improving employee performance were in place, such as reward policies like good remuneration at 31% and benefits, promotions, training & development opportunities, pension, dental & discounts, health work-life balance, communication & appreciation, they were ineffective because of the employees' negative perceptions. The company frequently holds programs for which it gives certificates, covers the expense of this training, and promotes employees internally whenever possible, according to employees.

However, even when employees want to further their education for the sake of the company, they must pay for it themselves out of the meager income they receive. Employees believe that the corporation doesn't care about them as a result of how they interpret it as an attempt to prevent them from learning.

The business offers program coverage for the price of this training. However, even when employees want to further their education for the sake of the company, they must pay for it themselves out of the meager income they receive. Employees believe that the corporation doesn't care about them as a result of how they interpret it as an attempt to prevent them from learning. The responses also showed that, despite the organization's wish to maintain its stringent regulations that control their behavior, they develop their skills by using their own resources.

It was challenging for them to develop their abilities using their own income, particularly in light of the current economic difficulties. General employees receive vehicles some allowances as a sign of appreciation for their work, whereas managers receive free vacations, free stands and expensive healthcare.

The managers who took part in the study added that in their experience, it takes a lot more supervision to oversee work on teams that have team-based rewards systems implemented, so as a result, they profit more than regular employees. Perkins & White's (2011) findings show there needs to be a high level of monitoring because team members who don't do their share of the work may still be eligible for rewards.

4.10 Challenges faced by the employees

NSSA HR Yearly Reports, according to the unit managers, show a noticeably higher rate of exodus labor turnover. Employee turnover went from 13% in 2016 to 17% in 2017, 25% in 2018, and 35% in 2022. Exit interviews also revealed low compensation, missed deadlines, and a high absence rate as a result of subpar performance. The main reasons given by respondents for leaving the company were: insufficient working hours; poor pay paid in local currency in (RTGS) Real Time Gross settlement dollars with low value to meet their obligations and expenses; lack of career prospects; employees' expectations to work excessively long and unsocial hours; inadequate training; a fear of redundancy; and a lack of consideration for staff opinions.

The employees' explanations for departing were all related to personnel regulations and necessitated strategic or tactical management decisions. This prompts a few of questions that could be explored in a bigger context (Arliely et al., 2009). For instance, reasons for employee turnover may more frequently include things like inadequate pay and benefits, poor training, a lack of career possibilities, and not being listened to. It is possible to attribute these issues on poor management (Ibid).

Deery (1996) looked into the issue of staff turnover and found that businesses that experienced high turnover rates also experienced revenue losses. Furthermore, they assert that low staff morale is made worse by high turnover rates.The reason for the stated lower rates of managerial turnover may be that managers are more likely than line staff to be devoted to the industry as a career (Stalcup, 2011).

4.11 Discussion

After 345 questionnaires were distributed, 246 of them were returned, and 61% of the interviews were conducted, the response rate from the questionnaire which was 71% was sufficient to generalize the study's findings. A response rate of 80% is deemed enough by Huang (2001) to represent the population.

Results for gender in Figure 4.5.1 indicated that males made up the majority of the sample. Male respondents made up 56% of the total, indicating that men predominate in the workplace for both practical and health-related reasons. Since most women work in offices, the flexible work schedules necessitate challenging conditions, which explains for the 44% of female respondents.

Additionally, according to the sample's age distribution (see figure 4.5.2), 33% of respondents were in the 25–34 age range, followed by 41% of respondents in the 35–44 age range. My argument is to show that they are the workers who can handle a lot of work and who need a job right away after high school and university. The Expectancy Theory of Victor Vroom was utilized in this study to demonstrate the factors that affect an employee's decision to remain with a company. People will perform better if there is a desirable outcome or reward, claims Vroom (1961). The reward must be something that will make the work made valuable in addition to being something that is attractive (Borkowski, 2005).

Additionally, as indicated in figure 4.5.3, the plurality of responders (46%) had earned undergraduate degree, followed by 23% with postgraduate degree, .Diploma holders came in at 18%, followed by those with master's degrees and both A level and them at 5%. This is primarily due to the fact that the majority of the work at NSSA does not just call for higher educational qualifications; typically, a participant's inputs also include time, effort, loyalty, hard work, devotion, and the capacity to work in management positions, as supported by the equity theory.

As shown in Fig. 4.5.4, the majority of respondents (42%), who had worked for the company for 11 to 15 years, expressed the optimism that working conditions and compensation will improve in the future. As evidence that the organization continually hires to replace those who leave, 36% of respondents had experience of less than 6 to 10 years, 17% had experience of 16 or more years, and 5% had experience of 1 to 5 years. Those that are consistent with Ahluwalia's (2018) theory on the nature of work, according to which employees with more experience are more committed to their careers, helping to strengthen organizational culture and boost corporate performance.

According to the findings in Fig. 4.5.5 above, 63% of respondents identified as married, 26% as single, and 11% as divorced.My model suggests that the majority of respondents who complained about rewards were married because they had more responsibilities than singles, and it discusses the connection between reward administration and employee performance.

According to the results in Fig. 4.5.6, the director of social security received the most responses with 25%, followed by the HR & Operations department with 17%, internal audit with 13%, administration with 11%, risk & compliance with 10%, director of occupational safety & health with 9%, finance & IT with 8%, and control department with 7%.This is so because the organization's primary missions and goals are related to the Director of Social Security.

The majority of respondents, as shown in Figure 4.7, did not find their monetary compensation to be satisfactory, and 54 people strongly disagreed. This indicates that the current compensation programs, working conditions, retirement plans, overtime policies, and pay were not satisfactory to the employees. According to a 2003 Mercer study, if employees are sufficiently compensated, they stay with the company. This suggests that in order to successfully retain people, the company must enhance its financial compensation packages.

However, he notes that there are even shortfalls with merit pay, primarily because of implementation issues like subpar performance measurement, a lack of acceptance of supervisory feedback, limited desirability of too small merit increases, a lack of links between merit pay and performance, and potential unintended consequences like focusing only on merit-related activities and behaviors.

Additionally, as shown in figure 4.8 100 respondents statistically indicated that they felt that work-life balance was a motivator for great employee performance.To retain personnel and improve employee performance, the organization must offer flexible work schedules, time off for dependents, and health and wellness initiatives. According to Chang (2009), who agrees that when businesses support their workers' extracurricular activities, work objectives are reached, employees are content and loyal, and as a result, productivity and performance go up. However, despite being told about additional incentives including privileges, recognition, and awards for excellent employee performance, about 30 respondents disagreed.

According to a study by Margaret Ifeoma published in 2022, employees' decisions to work successfully and efficiently at the top of the organization are positively impacted by salary, work-life balance, training, and career progression. Additionally, each variable showed a simultaneous and partly positive and significant impact on employee performance.

According to Fig. 4.8.1 from the survey, 37% of respondents thought that the sole accessible best reward was basic pay, while 26% thought that employment flexibility was an alternative better incentive. Performance-based pay came next with 19%, followed by incentives and benefits with 18%. This demonstrates that, except from the basic salary, which is required and some of which was paid in arrears, there were no other more effective types of incentives to encourage workers to seek job satisfaction and recognition. Additionally, financial incentives have the capacity to increase the attractiveness of various employment opportunities for the workforce, encouraging ongoing skill development (Boehm and Lyubomirsky, 2008).

According to the researchers' study, when an employee finds financial rewards satisfactory, he or she begins looking for something else because requirements cannot be met and motivation cannot be achieved in the same way with cash awards. The study also emphasized the coexistence of intrinsic and extrinsic rewards in a reward system because only a well-balanced system can effectively meet employees' needs for motivation and, ultimately, maximize commitment, motivation, and job satisfaction Torrington and colleagues, 2009.

The majority of respondents, according to the research's findings, claimed that remuneration and flexible working hours are two strategies for keeping staff. Time off and communication were the other methods that may be employed, according to the remainder of the sample. To lower staff turnover and increase employee retention, organizations could boost compensation.

Interviews with managerial staff members revealed that the business had a high labor turnover rate because of poor practices in rewards administration. The interview also revealed that incentives encourage employees to stay with the business since they make them feel appreciated and devoted.

Offering competitive compensation and benefits is essential to enhancing employee performance. As described by Maslow's hierarchy of requirements, this aids employees in satiating their fundamental wants. Creating a clear path for career progression, according to Brown and Armstrong (2006), is another tactic. Employees who don't perceive any opportunities for advancement are less likely to perform effectively and productively. It is preferable for businesses to develop a structured career path together with resources and opportunities for training so that employees may picture a true future with the business.

The results of the interviews also showed that managerial staff members attempted to defend the company by saying that it has policies in place to keep and improve employee performance, such as internal promotions, training initiatives, layby stands, and medical aid services. They acknowledged that the plans' quality was subpar, however, and laid the blame at the feet of the nation's challenging economic climate and the company's underperformance in terms of compensation structures.

According to the study, employee performance and rewards management have a good association. This indicates that improved rewards management helps the company retain employees. Some empirical research that investigated the factors influencing satisfaction and productivity came up with conflicting results. According to Vanek's (1970) theory, encouraging workers to take an active role in their work will increase production. This is consistent with a study by Quresh, Zaman, and Shah (2010) who discovered a direct connection between extrinsic rewards, intrinsic rewards, and employee performance in the Pakistani cement business.

The study also discovered that employee performance can be maximized by using the recognition strategies (approaches) employed in cement manufacturers. This study is pertinent but distinct from the current study because the former focused on industrial workers, whereas the latter dealt with the target population of white collar jobs.

4.12 Chapter Summary

This chapter's key subjects included the presentation, interpretation, and discussion of the research findings. The next chapter discusses the overview, conclusions, and recommendations of the study.

CHAPTER V

CHAPTER SUMMARY, CONCLUSIONS & RECOMMENDATIONS

Introductions

The three key topics of this chapter were presentation, analysis, and discussion. of the research findings were covered in the preceding chapter.

5.1 Chapter Summary Findings

The study's primary goal was to describe the types of rewards given out by NSSA. According to the study, the majority of respondents said that at their organization, basic salary was the most typical form of reward. Furthermore, they claimed that financial incentives considerably raise employees' feelings of accomplishment and job satisfaction and are highly valued by workers at all levels. Financial incentives may make a person more attractive to a wider range of employment prospects, which would promote ongoing skill development.

Although they stressed that intrinsic and extrinsic rewards should coexist in a reward system, they also noted that only a well-balanced system can effectively meet employees' demands for motivation and, in the end, maximize commitment, motivation, and job satisfaction. Because it has a favourable effect on staff performance. Even though they disagreed in their answers to the questionnaire, the organization's award system is unjust.

The study did, however, show that the primary factor driving the migration was basic pay, which was a typical type of compensation. Therefore, the availability of sophisticated technology, less work overload, career growth and development chances, and government assistance all contributed to labour turnover to hunt for better prospects in industrialized countries.

The results of the second objective, which focused on the connection between reward management and employee performance, showed that most respondents strongly agreed and agreed that there is a connection between reward management and employee performance at NSSA.

The majority of respondents indicated that the NSSA's reward management system and employee performance were favorably associated as a result of superior performance evaluations, productivity indicators, and financial results, according to the research findings.

The fact that some respondents disagreed with the assertion, however, indicates that there is another negative correlation coefficient, which would imply that incentive management has a considerable relationship to any outputs and employee performance has a strong tie to the advantages they receive.

The third goal was to show how reward management affects employee performance. According to the respondents, basic pay can only motivate workers to perform at the level expected of them. Systems for rewarding employees can boost job happiness, keep employees on board, and ultimately boost output and performance. No one wants to stay and perform effectively in an environment where they are not treated properly, thus businesses that fail to understand and address their employees' basic requirements will not be able to retain their important services for an extended period of time. A valued employee is frequently more inclined to stick around and contribute to the company.

5.2 Conclusion

Therefore, the main goal of the study was to determine how reward management and employee management are related at NSSA. I come to the conclusion that competitiveness is essential for retaining talented employees in the company and achieving the desired result, and it will act as a standard by which an employee's performance in the global workplace will be judged. For any company, finding and keeping qualified people is a challenge. People that are motivated to achieve their goals tend to perform better in work. In order to attain their desired goal of luring and keeping their workforce, NSSA enhances their current incentive system by fusing reward strategy with human resource strategy. The business must consider compensation.

Reward must be seen by the organization as a performance motivator and as a component of its business plan. According to the study, incentives have a big impact on how well employees perform. Since the NSSA is the organization in charge of creating competitive incentive programs with the intention of establishing long-term competitive advantage and a favorable working environment inside the company. The data indicates that there is a clear positive association between incentive and employee performance, which is the main objective. Techniques like the development of enticing remuneration incentives serve as examples of this.

Money is the primary motivational element, followed by other factors like safe working conditions, so if the organization uses this strategy, NSSA's overall performance will also improve. To improve NSSA's overall performance, NSSA must engage more in staff retention programs to improve employee job satisfaction, reduce turnover, and diminish stress at work.

5.3 Recommendations

It is advised that the Zimbabwean government, through the relevant ministries, thoroughly assess the management of incentives for personnel in the country's local governments in light of the aforementioned conclusions. In order to more accurately reflect both the expectations of the employees and the actual work that is done, the basic salary and other perks should be raised. According to the research, all departments and employees ought to be treated fairly and ought to have an equal chance of earning monitory rewards.

The current reward system criteria of NSSA need to be encouraged in conformity & attraction to the desired purpose due to an indication of some poor salaries offered at NSSA to non-managerial employees, who are paid monthly in local currency RTGS while managerial employees receive both local and foreign USD currency. Employees typically take part in industrial actions because of their low wages. Therefore, it is crucial to modify the compensation structure for non-managerial staff, make it appealing, and always make payments on schedule each month. The total pay package should include non-cash incentives. As a result, employees will feel more intrinsically motivated and as like their employer is taking care of all of their requirements.

For increased satisfaction, there will be a much smaller refund for dissatisfaction. Other necessary benefits should also be provided because doing so will make workers feel more at home and less likely to leave their positions in search of better opportunities. Pay scales are perhaps the most significant element affecting employee performance.

Due to their perception that incentives and pay are unfair in developing nations and that earnings in developed and developing economies are considerably different from one another, employees frequently relocate. As well as that. Performance-based compensation is another strategy that needs to be used consistently and to promote parity across the board for the entire workforce. High productivity and fulfilment at work result from this.

The study contends that a high turnover rate damages an organization's reputation and is a factor in the performance of that organization. An institution has an edge in employee performance when it offers employees a solid value proposition that includes both monetary and non-monetary rewards.

The research also recommends that an organization establish a work-life balance policy outlining its obligation to employees' demands for a positive balance between work and personal life. Flexible work schedules are also necessary to give employees the freedom to choose what suits them. Work-life balance should be encouraged by employers. By granting time off so that workers can attend to balance and show this support for private concerns without infringing on their right to privacy.

Annual employee trainings on the NSSA reward schemes are a further development that is very significant. Access to high-quality training should be available to both employees and managers. Workers would gain important knowledge about prospective benefits, and managers would receive training to administer awards more effectively and raise staff performance levels.

According to the study's recommendations, NSSA should put in place flexible work practices that are governed by regulations that formally permit staff members to submit uncommon requests. Work practices, educating organizations about the advantages of upholding employees' rights to a variety of leave policies that will improve staff wellbeing, and organizations' provision of facilities for dependent care, especially for working mothers, as well as managers' responsibility to ensure management complies with these policies' requirements. In order for employees to fully take advantage of these regulations, organizations must also foster a positive organizational culture and ensure that they are properly informed on the incentive policies, procedures, and implementation.

5.4 Area of study

Determine how reward management and employee performance link to preventing exodus employee turnover was the main goal of the study.The study considered NSSA as an organization to perform the research without drawing parallels to other organizations. The study could be carried out to find out how other businesses support the relationship between incentives administration and labor productivity in the real world. High compensation perks and work-life balance are said to be the two key elements that the respondents strongly agreed to reward employees for.

However, considering the sample size, thoroughness of the questionnaires and interviews, mixed methodology employed, and potential impact of the economic crisis, additional research is justified.

APPENDIX 1: QUESTIONNAIRE FOR RESPONDENTS

The following questions relate to your organisation and you are required to answer them. The information you will provide will be held with confidentiality, and definitely be used for academic reasons and will not be disclosed to another people without your permission.

SECTION A: DEMOGRAPHIC PROFILE

Please tick within the box, one of the appropriate answers. ☐

1. Gender? Female ☐ Male ☐

2. Age Group? Less than 24 years ☐

25-34 years ☐

35-44 years ☐

45-54 years ☐

55 and above years ☐

3. Educational Level? Masters ☐ Diploma ☐

A level ☐ Undergraduate ☐

Postgraduate ☐

4. Work Experience? 1-5 years ☐ 6-10 years☐

11-15 years ☐ 16+ years ☐

5. Marital Status? Single ☐ Married ☐ Divorced ☐

6. Department? HR & Operations ☐ Risk & compliance ☐

Control ☐ Internal Audit ☐

Director Occupational safety & Health ☐ Administration ☐

ICT &Finance ☐ Director Social Security ☐

The questions of the questionnaire are based on the following objectives:

To identify forms of rewards administered at NSSA.

To evaluate the Statistical significance, direction and level of correlation between reward management and employee performance.

To examine the role of reward management in motivating employee performance at NSSA.

SECTION B

In this section please indicate the extent in which you agree or disagree with the given statements using the below Likert scale:

SA= Strongly Agree

A= Agree

N= Neutral

D= Disagree

SD= Strongly Disagree

1) Please indicate your response regarding financial compensation as an incentive for high employee performance of staff.

NO	ITEM	SD	D	N	A	SA
1.1	**Yes, I am pleased with the pay I receive for this position.**					
1.2	**I receive a salary that is reasonable for the industry**					
1.3	**I am not satisfied with the working conditions**					
1.4	**I value the availability of transportation, a cafeteria, and a medical attention**					
1.5	**I am not satisfied with the retirement plans given by my employer**					
1.6	**I am comfortable with working overtime because of the given rewards**					
1.7	**The rewards policies have been outlined clearly**					

2) Please indicate your response regarding work life balance as an incentive for employee retention.

NO	ITEM	SD	D	N	A	SA
2.1	**The organization provides flexible work hours**					

2.2	**I am comfortable working overtime**					
2.3	**The time off given is a bit enough for my personal requirements (special leave & weekends)**					
2.4	**My physical well-being is a concern for the organisation**					
2.5	**The Organization provides health and wellness programmes**					
2.6	**NSSA funds my extra- curricular activities**					
2.7	**Work boredom is caused by unsatisfactory rewards**					

SECTION C

3.1. Please identify the forms of rewards found at your organisation?

Incentives and benefits ☐ Performance based pay ☐

Job flexibility ☐ Basic pay ☐

Learning and development ☐ none ☐

3.2 Is there a relationship between Reward Management and Employ Performance?

Strongly agreed ☐ Strongly Disagreed ☐

Agreed ☐ Disagreed ☐

Neutral ☐

3.3. What do you think are the roles of Reward Management?

Boost productivity ☐ increase employee value proposition ☐

Promotes employ wellbeing ☐ hiring of excellent personnel ☐

Compensate workers in accordance with an organization s value ☐

3.4. What do you think is the most effective retention strategies?

Good working conditions ☐

Good remuneration ☐

Appreciation ☐

Health and wellness Communication ☐

Perceived equity ☐

Balance of work and family time ☐

3.5 Which of these ways in your opinion can be used to increase employee performance at your organisation?

Salary ☐ Communication ☐

Flexible working hours ☐

Time off ☐

Give any other ways not mentioned above…………………………………………

……………………………………………………………………………………….

Thank you for your Cooperation

APPENDIX 2: INTERVIEW GUIDE FOR 2 UNIT EXECUTIVE MANAGERS.

1) What are the challenges that are you facing resulting to Labour turnover.

2) Can you indicate the forms of rewards at used at your company?

3) What are the reward strategies used at your Organisation & give recommendations to reduce turnover at your organisation?

4) NSSA provides training and development programs, business conferences, seminars, NSSA contribution workshops and accident prevention activities to enhance employee performance?

APPENDIX 3

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