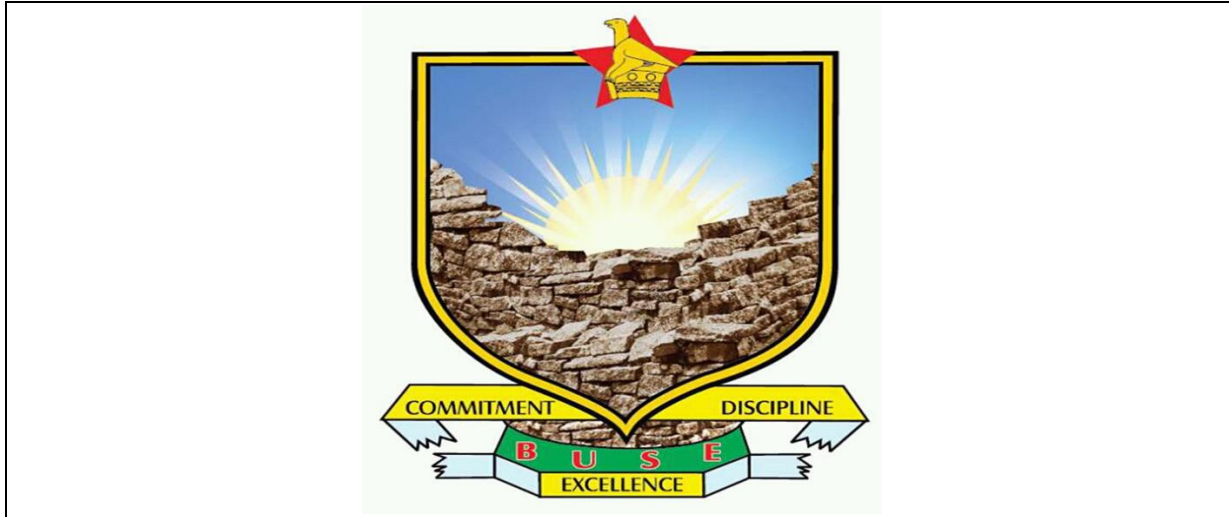


BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
DEPARTMENT OF HUMAN CAPITAL MANAGEMENT



**AN ASSESSMENT ON THE IMPACT OF TOTAL REWARD MANAGEMENT
SYSTEMS ON EMPLOYEE PERFORMANCE USING MARONDERA PROVINCIAL
HOSPITAL AS CASE STUDY.**

BY

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*Submitted In Partial Fulfillment Of The Requirements For The Degree With Bindura
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DEDICATION

This research study is dedicated to the Almighty God, my dearly wife Farirai Michael ,my daughter Nokutenda , my son Kunashe , my mother Mrs Michael and the entire Michael family for their support. My dedication also extends to all my friends who have provided for me the strength, wisdom and intelligence for this accomplishment. Unto thy name Oh Lord be all the glory.

ABSTRACT

The purpose of the study was to assess the impact of rewards strategies on employee performance on health services delivery in Zimbabwe from 2022-2024 using Marondera Provincial Hospital as case study. The primary objectives of was to assess the relationship between Performance-based rewards on employees' performance , to evaluate the effect of incentives on employee's performance , to analyze the impact of medical aid schemes on employee's performance and also to assess the effect of bonuses on employee's performance . The study used a descriptive survey methodology and it is a mixed research approach. A sample of 347 which includes 8 management staff and 339 employee. Data was gathered through the use of questioners and interviews and it was also presented using tables, graphs and pie charts. In conclusion, the study's findings showed that staff performance at Marondera Provincial Hospital and performance-based awards had a significant relationship. The study found that putting in place performance-based reward programs can effectively inspire workers, which will enhance performance results. As a result, it is advised that Marondera Provincial Hospital take into account implementing and keeping performance-based award programs in order to improve worker performance and advance the organization's general success.

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CHAPTER ONE

THE PROBLEM AND ITS SETTINGS

1.0 Introduction

In competitive healthcare environment, the performance of employees is crucial to organizational success and the delivery of quality patient care. This study embarks on a comprehensive assessment of Total Reward Management Systems (TRMS) and their impact on employee performance, specifically within the context of Marondera Provincial Hospital. Total Reward Management Systems encompass a holistic approach to employee compensation and benefits, integrating monetary and non-monetary rewards to enhance motivation, satisfaction, and overall productivity. With increasing demands for efficiency and quality in healthcare services, understanding the relationship between TRMS and employee performance becomes paramount. This chapter was aimed at providing the background to the study, problem statement, objectives, research questions, significant of the study, study limitations, scope of the study and concluding with operational definitions of concepts.

1.1 Background to the Study

Rewards management is the process of creating and implementing compensation and benefit programs that are meant to attract, retain, and motivate employees. This process involves designing and executing programs that provide various rewards, including base pay, bonuses, stock options, benefits, and recognition, to employees who meet or exceed performance expectations (Abu Bakar, Abdullah and Hassan, 2017). Rewards management is a crucial aspect of an organization's human resources strategy, with the ultimate goal of creating a work environment where employees are motivated to perform well and contribute to the organization's success. By effectively managing rewards, organizations can enhance employee morale, job satisfaction, and retention rates. Furthermore, it can improve the organization's financial performance by increasing productivity, reducing turnover, and attracting top talent.

1.2.1 International Perspective

Komolafe (2021) in German looked at the effect of reward systems on employee's performance. It was found that it can be challenging to find the right method to align the organization's integrated systems and practices with the employees' commitment, skills, and expertise. This is a critical issue that requires research to identify the most suitable approach for organizations. Rewards management strategies are crucial for organizations seeking to improve employee motivation and performance. The study showed that there is a strong connection between the reward systems and employees' performance. The findings of this study indicated that the implementation of management reward practices positively influences employee performance. The study outlined that extrinsic motivation is primarily associated with financial rewards, while intrinsic motivation is fostered through non-financial rewards but challenges in relation to satisfying all employees occur.

Liang et al. (2023), in Taiwan looked at the connections between commitment, reward and the performance of the employees. The investigation discovered that nature of working life (NWL) is a profoundly significant issue for medical caretakers. The point of this study was to apply a hypothetical model to inspect the primary connections between commitment, reward, security environment, profound work and NWL for clinic medical caretakers. The study revealed the significance of retaining employees and upholding workforce performance quality. However, it was found that nurses demonstrated a moderate level of quality of life. Among the different dimensions assessed, "control at work" received the highest score, while "stress at work" received the lowest score. Consequently, there is a need to develop more effective strategies to improve the well-being of hospital nurses, with a particular focus on reducing job-related stress.

Muthuswamy (2023) in Saudi Arabia did a study on the effect of acknowledgment on occupation fulfillment. It was found that financial rewards are not the only motivator, but the sense of ownership in projects and the level of responsibility acquired also play a significant role. The healthcare industry faces intense global competition for talent. Healthcare institutions worldwide are competing for skilled and motivated employees, and professionals in this field are in high demand. The investigation discovered that employees agreed that acknowledgment and rewards altogether influenced their work

satisfaction and displayed inspirational perspectives toward acknowledgment. There is areas of strength between pay and occupation fulfillment. Also, acknowledgment unequivocally connects with most work fulfillment aspects. As indicated by the review, acknowledgment and remunerating considerably influence work satisfaction.

1.2.2 Regional Perspective

Chukwuma (2023) in Nigeria carried out a study on motivations and performance of workers. The investigation discovered that monetary and non-monetary motivating forces fundamentally influence employee execution. The review infers that motivating forces drive worker execution and lifts hierarchical efficiency. The study in this manner contends that the upgraded presentation of workers is feasible through satisfaction, and that motivations altogether impact the exhibition of employees; and suggests that administrators that look for further developed employee execution ought to plan strategies for assigning monetary and non-monetary motivators to employees to support their obligation to the firm.

Opio et al (2022) in Uganda did a study on the impact of reward practices and performance of employees. Countries are currently facing an economic crisis, characterized by high inflation rates and a shortage of foreign currency. This has limited the resources available to the hospital, making it challenging to implement effective rewards management strategies that can adequately motivate and incentivize employees. The ongoing political instability further exacerbates the situation, creating an environment of uncertainty for businesses and employees. It was found that promotions turn out to be more significant as employees improve performance.

Yusuf and Minja (2023) in a study in Kenya did a study on reward practices and retaining of medical care workers. The review discoveries laid out that there was a positive critical connection between the degree of clinic, acknowledgment, worker advancement and compensation on one side and on other hand maintenance of general medical services. The review asserted that that degenerated government has problems if they don't give pay compensation on time. The study likewise found a mismatch on the workers' work efforts as well as occupation jobs.

1.2.3 Zimbabwean Perspective

Chukukwa (2017) looked at the effect of extrinsic rewards on worker satisfaction in the agricultural manufacturing sector. Employees satisfaction has been a significant issue in manufacturing organizations in Zimbabwe, due predominantly to unfortunate rewards and monetary advantages, for example, transport remittances and rewards. The principal goals of the review were to decide representative impression of eternal rewards. The investigation discovered that pay rates, rewards and transport remittances were among the top extrinsic rewards that were important. Great monetary rewards are imperative in impacting the way of behaving of workers, as well as in upgrading organizational results

In today's competitive business environment, some companies are implementing reward systems or structures to achieve their organizational goals. However, most importantly, they view this as a means of motivating and retaining their workforce. Many argue that the challenging economic climate in Zimbabwe has resulted in most employees in the industry being motivated by external rewards, such as commissions and bonuses, rather than the intrinsic salary that should be focused on personal growth, self-realization, and advancement. The high inflation rate and the devaluation of the local currency are significant problems facing Marondera Provincial Hospital. The high inflation rate reduces the value of monetary rewards offered by the hospital, which could decrease their effectiveness as motivators for employees. The devaluation of the local currency also makes it difficult for the hospital to obtain medical supplies and equipment, which can affect the quality of healthcare provided to patients. This situation can also have a negative impact on employee morale and motivation.

1.2.4 Industry Perspective

The healthcare industry is confronted with a variety of challenges that can impact the efficiency of rewards management strategies. Marondera Provincial Hospital, for instance, is facing poor employees' motivation due to poor remuneration and other rewards. There has been reduced efforts by employees as witnessed by long que and complaints. These challenges can create a demanding and stressful work environment for employees, which could undermine the effectiveness of any rewards management strategies implemented. Healthcare professionals are also at risk of contracting infectious diseases, which can lead to burnout and stress.

These challenges can affect employee performance and motivation, making it difficult to implement effective rewards management strategies. The effectiveness of rewards management strategies on employee performance at Marondera Provincial Hospital is influenced by various contextual factors that extend beyond the hospital's internal management practices and policies. International, regional, Zimbabwean, and industry-specific factors can all impact the effectiveness of rewards management strategies. To optimize the impact of rewards management strategies, it may be necessary to address these broader contextual challenges that affect the hospital and its employees. This could involve implementing policies that address the economic and political instability in Zimbabwe, providing adequate resources for the hospital, improving working conditions, and providing healthcare professionals with competitive compensation packages. By tackling these challenges, Marondera Provincial Hospital can improve the effectiveness of its rewards management strategies and enhance employee performance and motivation.

1.2 Problem Statement

In recent years, the hospital has experienced a decline in employee performance, as indicated by rising rates of absenteeism, turnover, and patient complaints (Marondera Provincial Hospital Records 2022). One possible contributor to this decline is the hospital's rewards management strategies. Employees at Marondera Provincial Hospital are generally dissatisfied with their rewards, citing low salaries, limited opportunities for advancement, and a lack of recognition for their work. The study also found a significant correlation between employee satisfaction with rewards and job performance. Employees who are more satisfied with their rewards tend to be more engaged in their work, have higher levels of job satisfaction, and are more productive. In 2016, the hospital's absenteeism rate was 10%, which increased to 15% by 2023. The turnover rate was 5% in 2016, which increased to 7% by 2023. Additionally, patient complaints received by the hospital increased by 20% between 2016 and 2023 (Health Services Board, 2023). In recent years, the healthcare sector has faced significant challenges, including the migration of nurses, doctors, pharmacists, and other professionals to other countries. As of November 30, 2021, the number of healthcare professionals who had left the service amounted to 2246, which is more than double the number that left in 2020 (993). In 2019 and 2018, a total of 767 and 756 employees, respectively, exited the sector (Marondera Provincial Hospital Records 2022).

The global demand for healthcare workers was exacerbated by the Covid-19 pandemic, contributing to this trend (Health Service Board (HSB), 2022). These statistics suggest that employee performance at Marondera Provincial Hospital has declined in recent years, and the hospital's rewards management strategies may be a contributing factor. By implementing more effective rewards strategies, the hospital can improve employee performance and provide better healthcare services to its patients.

1.3 Research Objectives

- a) To establish the relationship between Performance-based rewards and employees' performance at Marondera Provincial Hospital.
- b) To evaluate the effect of incentives on employee's performance at Marondera Provincial Hospital
- c) To analyze the impact of medical aid schemes on employee's performance at Marondera Provincial Hospital
- d) To assess the effect of bonuses on employee's performance at Marondera Provincial Hospital

1.4 Research Questions

The study address the objectives by exploring the following questions:

- a) What is the relationship of Performance-based rewards and employees' performance?
- b) What is the effect of incentives on employee's performance?
- c) What is the impact of medical aid schemes on employee's performance
- d) What is the effect of bonuses on employee's performance?

1.5 The Purpose of the study

The purpose of the study is to assess the impact of rewards management strategies on employee performance at Marondera Provincial Hospital.

1.6 Significance of the Study

The study was significant to various parties as shown below:

1.6.1 Significance to the researcher

The study is significant to the researcher as it is part of the requirements of the degree program pursued. The research on the impact of Total Reward Management Systems (TRMS) on employee performance at Marondera Provincial Hospital holds considerable

significance to the researcher, offering both personal and professional benefits. This study allows the researcher to gain a comprehensive understanding of TRMS and their relationship with employee performance, enriching their expertise in human resource management. Also, the researcher conducting this research enhances critical skills such as data collection, analysis, and interpretation. These skills are essential for a successful career in academia or human resource management. Furthermore, the research findings can inform the researcher's future practice in human resource roles, equipping them with strategies to implement effective reward systems that enhance employee motivation and performance. Thus, the study is significant not only for its contributions to the field but also for the personal and professional growth it offers the researcher, shaping their future endeavors in human resource management and healthcare. This research is of great significance to the researcher as it contributes to the expansion of knowledge in the field, offers valuable insights into rewards management strategies in the healthcare sector, and provides practical implications for the management of Marondera Provincial Hospital.

1.6.2 To Marondera Provincial Hospital

The study is being conducted at Marondera Provincial Hospital, a prominent healthcare organization situated in Marondera, Zimbabwe. The assessment of Total Reward Management Systems (TRMS) on employee performance at Marondera Provincial Hospital carries significant implications for the institution itself and its leadership. By identifying effective TRMS, the hospital can implement strategies that directly improve employee performance, leading to better patient care and operational efficiency. Understanding and addressing employee needs through tailored rewards can enhance job satisfaction and morale, fostering a more positive workplace culture. Effective TRMS can reduce turnover rates by making employees feel valued and recognized. This retention is vital in a healthcare setting where continuity of care is essential. A strong reputation for effective reward systems can position Marondera Provincial Hospital as an attractive employer, helping to draw talented healthcare professionals in a competitive job market. This research is significant for Marondera Provincial Hospital as it directly relates to improving employee performance and satisfaction, ultimately enhancing the quality of care provided to patients and strengthening the institution's overall effectiveness. This hospital serves as a central hub for medical services and plays a crucial role within the regional healthcare system. By conducting the study within this organization,

the researcher can obtain a comprehensive understanding of the rewards management strategies employed at the hospital and their impact on employee performance in a real-world healthcare environment.

1.6.3 To the Government

The findings of this research are significant not only for the organization but also for the government. The study assessing the impact of Total Reward Management Systems (TRMS) on employee performance at Marondera Provincial Hospital holds important significance for the government. The findings can inform government policies related to human resource management in the healthcare sector, promoting the best practices that enhance employee performance and satisfaction. By understanding how TRMS affect employee performance, the government can implement strategies that lead to better healthcare delivery, ultimately improving public health outcomes. Insights from the study can assist the government in making informed decisions about resource allocation, ensuring that investments in human capital are aligned with performance goals in healthcare facilities. Effective TRMS can help reduce turnover rates among healthcare professionals, leading to a more stable workforce. This stability is crucial for maintaining continuity of care in public health systems. The research can support broader public sector reform initiatives by demonstrating how effective management practices can lead to enhanced service delivery and accountability in government-run institutions. Thus, the significance of this study to the government lies in its potential to enhance healthcare quality, inform policy, and ensure effective use of resources in the public health sector, ultimately benefiting the health and well-being of the population. Understanding the impact of rewards management strategies on employee performance can assist policymakers in making informed decisions regarding human resource management practices within the public healthcare sector. Effective rewards management strategies have the potential to enhance employee motivation, job satisfaction, and overall performance, ultimately leading to improved healthcare service delivery to the public.

1.6.4 To the HR Discipline

This study falls within the discipline of HR (Human Resources), which focuses on effectively managing and maximizing the potential of human capital within organizations.

Specifically, the study explores the area of rewards management, which is a critical component of HR practices. The assessment of Total Reward Management Systems (TRMS) on employee performance at Marondera Provincial Hospital offers valuable insights into the field of human resources (HR). The study enriches existing HR literature by providing empirical evidence on the effectiveness of TRMS in a healthcare setting, contributing to the theoretical framework surrounding employee motivation and performance. Findings from the research can be translated into practical HR strategies, guiding professionals in designing and implementing effective TRMS that align with organizational goals. Understanding the impact of rewards on employee performance can help HR practitioners develop targeted recruitment strategies that attract candidates motivated by well-structured reward systems. Finally, the study highlights the importance of employee engagement and retention strategies, providing HR professionals with insights on how to create a motivating work environment that encourages long-term commitment. By focusing on TRMS, this study encourages further research into innovative HR practices and their impact on employee performance across different sectors, promoting ongoing development within the discipline. Rewards management involves designing, implementing, and evaluating compensation and benefits programs, recognition systems, and other incentives aimed at attracting, retaining, and motivating employees. The researcher delves into this discipline to comprehend how rewards management strategies can positively influence employee performance at Marondera Provincial Hospital.

1.7.5 Contribution to body of knowledge

The assessment of Total Reward Management Systems (TRMS) on employee performance at Marondera Provincial Hospital significant to the body of knowledge as it provides valuable insights for the field of human resources (HR). The study enriches existing HR literature by providing empirical evidence on the effectiveness of TRMS in a healthcare setting, contributing to the theoretical framework surrounding employee motivation and performance. Findings from the research can be translated into practical HR strategies, guiding professionals in designing and implementing effective TRMS that align with organizational goals. Understanding the impact of rewards on employee performance can help HR practitioners develop targeted recruitment strategies that attract candidates motivated by well-structured reward systems. The study highlights the importance of employee engagement and retention strategies,

providing HR professionals with insights on how to create a motivating work environment that encourages long-term commitment.

1.7 Delimitations

Delimitation in academic research refers to the boundaries a researcher intentionally sets to define what is included and excluded from a study. These parameters are crucial for ensuring that the research remains focused and manageable (Saunders, 2011). For instance, a researcher may choose to focus exclusively on a particular age group or geographic region while excluding other demographics that could also provide valuable insights. This strategic approach allows for clearer results but necessitates transparency in presenting why certain elements were omitted. By articulating these delimitations clearly within their research framework, scholars enhance the credibility of their findings while providing readers with context regarding the scope of their investigation.

1.7.1 Literature Delimitation

The study focused on the impact of rewards management strategies on employee performance only. Literature for the study was limited to the relationship between Performance-based rewards and employees' performance, the effect of incentives on employee's performance, the impact of medical aid schemes on employee's performance and the effect of bonuses on employee's performance. This was a delimitation which allows other researchers to study related topics using other variables on reward management and employee performance.

1.7.2 Geographical Delimitation

The study concentrated on Marondera Provincial Hospital employees only. By narrowing the focus of the study to Marondera Provincial Hospital, the researcher collected detailed data and gained specific insights that are directly relevant to this particular healthcare facility. This delimitation enables a more precise and thorough examination of the rewards management strategies implemented within the hospital and their direct impact on employee performance.

1.7.3 Time Delimitation

The study covered a period of ten months and utilizes data collected from the organization being studied from the years 2020 to 2023. This chosen period plays a

crucial role in providing a context for the study's outcomes and interpretations. It enables the examination of potential changes and trends in rewards management strategies and employee performance over a specific timeframe. It facilitates meaningful comparisons and assessments of the findings in relation to other studies conducted during different time periods.

1.8 Limitations

Limitations in research refer to factors or constraints that may affect the validity, reliability, or generalizability of the study findings. Saunders, Lewis and Thornhill (2012) hypothesized that limitations are potential weaknesses of a study and are out of the researcher's control. Based on the above view, the researcher was constrained by the following elements:-

1.8.1 Restriction on access to information

The researcher encountered challenges in obtaining pertinent information for the study. The information that was required by the researcher was considered confidential and restricted in terms of the Zimbabwe Official Secrecy Act [Chapter 11:09] as the respondents are employed by the Ministry of Health as such divulging pertinent information within the ministry is restricted.. To counter this limitation, the researcher requested authority to carry out the study from Marondera Provincial Hospital leadership and Bindura University which the researcher showed the authority to all research participants and they all gave information to the best of their abilities.

1.8.2 Credibility of information

The researcher thought that they might obtain unauthentic information from the respondents. To overcome this challenge, the researcher may take time to explain to the respondents that the information will be required for academic purposes only. A clearance form was obtained from Bindura University of Africa authorising me to carry out the study and all the participants were given same questionnaire to increase credibility of the information gathered

1.8.3 The political and social environment remain stable

The researcher assumed that the political and social environment remains stable. The researcher was going to be affected if the political situation was unstable. However the study was carried out successful without any political hindrances. The respondents were going to be difficult to reach for administering the questionnaire. The researcher was also going to be affected if the political situation became unstable. To counter this, the researcher had planned for an online platform and telephone interviews if the political situation was becoming unstable.

1.8.4 Research design limitations

In this study, a descriptive survey research design was employed, which is objective in nature. The researcher however incorporated qualitative aspects to improve on the findings.

1.9 Organization of the study

The study is structured into five chapters. Chapter 1 serves as an introductory section, offering an overview of the research topic, its objectives, and the significance of the study. It also outlines the research questions and provides delimitations and definitions of terms. Chapter 2 focuses on conducting a comprehensive literature review, exploring existing theories, models, and empirical studies pertaining to rewards management strategies and their influence on employee performance. This chapter establishes the conceptual framework for the study. Chapter 3 presents the research methodology, including details about the research design, data collection methods, and data analysis techniques utilized. It explains the process of selecting the sample and provides a description of how the data was collected and analysed. Chapter 4 presents the findings of the study, offering a detailed analysis of the data and addressing the research questions. It presents the results of statistical analysis and discusses the relationship between rewards management strategies and employee performance. Lastly, Chapter 5 concludes the study by summarizing the key findings, discussing their implications, and providing recommendations for organizations to enhance employee performance through effective rewards management strategies.

1.10 Definitions of Key Terms

Rewards refer to the overall value of financial and non-financial benefits provided to an employee in exchange for their labour or services rendered at work (Abu Bakar, Abdullah and Hassan, 2017).

Employees Performance is the measure of the efficiency of an individual or group of workers in an organization (Dincer and Bal, 2018).

Motivation refers to the underlying reasons or factors that drive a person's behaviour. It encompasses biological, emotional, social, and cognitive forces that influence behaviour (Liu and Jiang, 2019).

1.11 Chapter Summary

The chapter provided an introduction to the research topic, establishing the rationale for investigating the impact of rewards management strategies on employee performance. The chapter presented the background of the study and the significance of rewards management strategies in enhancing employee performance within organizations. The chapter outlined the objectives of the study, the research questions a gap in the existing literature, specifically in the healthcare sector, regarding the relationship between rewards management strategies and employee performance. The subsequent chapter delved into the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter was aimed at providing literature review in relation to a comprehensive examination of the existing theoretical, conceptual, and empirical research pertaining to the evaluation of the effects of rewards management strategies on employee performance. Through an analysis of the current body of knowledge in this field, this review aims to identify the fundamental factors, mechanisms, and outcomes associated with rewards management strategies and their impact on employee performance. The theoretical review segment of this literature review delved into the foundational concepts and theories that underpin the relationship between rewards management strategies and employee performance. The empirical review portion undertakes a critical evaluation of prior empirical studies that have investigated the connection between rewards management strategies and employee performance.

2.1 Purpose of literature review

The main objective of a literature review is to offer a comprehensive summary and critical analysis of existing research and scholarly literature on a specific research topic. This process involves identifying, evaluating, and synthesizing relevant studies, articles, books, and other sources of information that are related to the research question or problem being investigated (Cooper and Schindler, 2014). The literature review serves several essential purposes. First, it helps the researcher to identify gaps and inconsistencies in the existing literature that may need to be addressed through further research. Second, it provides a theoretical framework and context for the research study, allowing the researcher to connect their work within the broader scholarly conversation. Third, it helps to identify key concepts, theories, and methodologies that have been used in previous studies, which can guide the design of the current study (Saunders, 2012). Finally, a well-conducted literature review demonstrates the researcher's knowledge of the previous research in the field, establishing their expertise as a competent and knowledgeable scholar. In summary, the purpose of a literature review is to provide a basis for the research study, inform the research design, and contribute to the development of new knowledge in the field.

2.2 Conceptual framework

The conceptual framework demonstrates that there is a link between reward strategies and performance. Through an examination of the conceptual frameworks and measurement approaches employed in previous studies, this section aims to establish a conceptual framework that can be used to assess the impact of rewards management strategies on employee performance. The researcher developed a conceptual framework which is illustrated below:

Figure 2.2 Conceptual Framework of the study

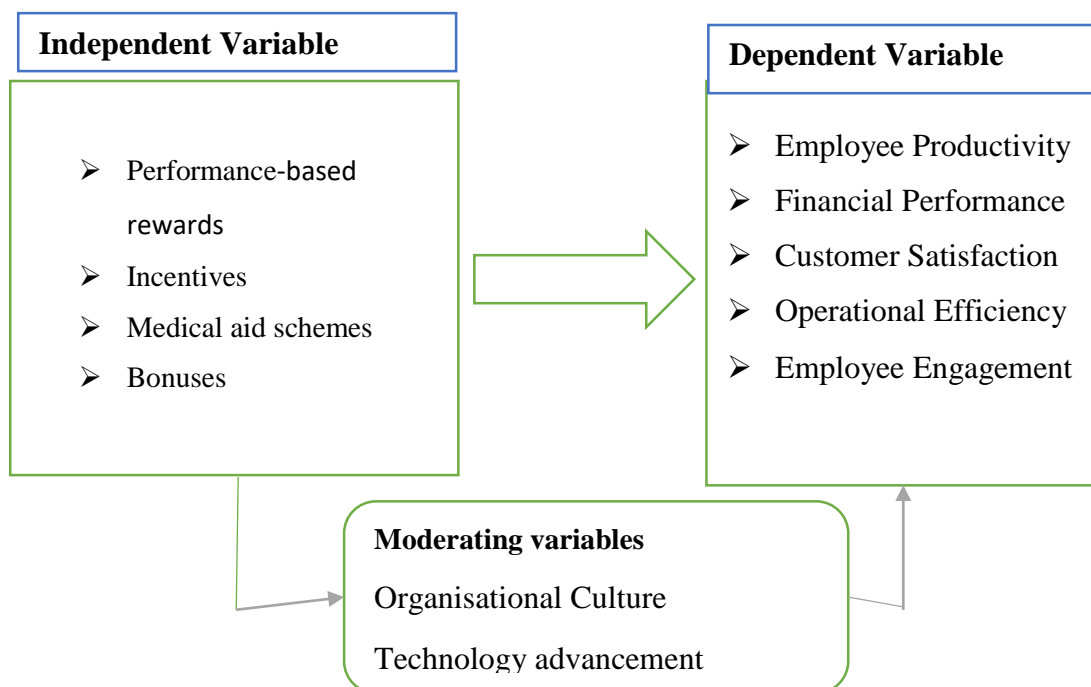


Figure 1: Conceptual Framework

Source: Researcher Design (2025)

The conceptual framework suggests that the system adopted, including reward strategies such as financial and non-financial rewards, both intrinsic and extrinsic, is assumed to have an impact on performance and productivity. The conceptual review has shed light on the broad array of rewards management strategies, which encompass financial incentives and non-monetary benefits. It has also examined different facets of employee performance, including task performance and job satisfaction. This conceptual

comprehension establishes a framework that enables the evaluation of how employee benefits influence employee performance.

2.2.1 Defining Reward management strategies

Reward management strategies are essential for organizations aiming to attract, retain, and motivate employees. These strategies encompass a range of practices that align employee performance with organizational goals through financial and non-financial incentives. Effective reward management not only boosts employee morale but also enhances productivity by creating a motivated workforce (Armstrong & Brown, 2015). Companies must tailor their reward systems to meet the diverse needs of their employees while ensuring alignment with corporate values and objectives.

Furthermore, effective reward management is increasingly recognized as a critical component of talent management frameworks. According to Kahn et al. (2021), organizations that implement comprehensive reward strategies experience higher levels of employee engagement and satisfaction. This engagement is particularly vital in competitive labor markets where attracting top talent is paramount (Wang & Liu, 2023). Therefore, businesses should continuously evaluate and adapt their reward systems to remain relevant in an evolving workplace environment.

Reward management strategies are essential for organizations aiming to attract, motivate, and retain employees. These strategies encompass various practices and policies that define how rewards are distributed within an organization. Here are some key aspects of defining reward management strategies based on recent literature:

Understanding Reward Management: Reward management involves designing and implementing reward systems that align with organizational goals and employee expectations. It includes both monetary and non-monetary rewards, such as salaries, bonuses, benefits, recognition, and career development opportunities (Antoni et al., 2017).

Effective reward management strategies should be aligned with the overall business strategy. This alignment ensures that the rewards offered support the organization's objectives and enhance employee performance. Organizations need to assess their reward

systems regularly to ensure they meet changing business needs and employee expectations (Hareendrakumar et al., 2020).

Perceptions of fairness in reward distribution are crucial for employee satisfaction and loyalty. Organizations should focus on creating transparent reward systems that are perceived as equitable by employees. This can involve regular reviews of pay structures and reward policies to ensure they are competitive and fair (Momanyi et al., 2016).

Customization of Rewards: Different employees may value different types of rewards. Therefore, organizations should consider customizing their reward offerings to meet the diverse needs of their workforce. This could involve flexible benefits packages or personalized recognition programs that cater to individual preferences (Wei, 2018).

Impact on Performance: Research indicates that well-designed reward systems can significantly impact employee performance and organizational effectiveness. By linking rewards to performance metrics, organizations can motivate employees to achieve higher levels of productivity and engagement (Serhan et al., 2021).

Challenges in Implementation: Implementing effective reward management strategies can be challenging due to factors such as organizational culture, economic conditions, and employee expectations. Organizations must navigate these challenges carefully to develop reward systems that are both effective and sustainable (Purohit, 2018).

Reward management strategies involves a comprehensive approach that considers alignment with business goals, fairness, customization, and the impact on employee performance. Organizations must continuously evaluate and adapt their reward systems to meet the evolving needs of their workforce.

Effective reward management strategies involves understanding both organizational needs and employee expectations. By leveraging tailored financial rewards alongside intrinsic motivators such as recognition and career development opportunities, companies can foster a culture of high performance and commitment (Baker et al., 2022). Ultimately, the success of these strategies hinges on their ability to create value for both the organization and its workforce.

2.2.2 Defining organisational performance

Organizational performance is a multifaceted concept that encompasses the effectiveness and efficiency of an organization in achieving its goals. It can be assessed through various metrics, including financial outcomes, operational efficiency, and employee satisfaction. According to Bogale and Debela (2024), understanding organizational performance requires examining the underlying cultural factors that influence behavior within organizations. A strong organizational culture can enhance performance by aligning employee behaviors with the organization's strategic objectives.

Moreover, organizational performance is often linked to stakeholder satisfaction, which includes customers, employees, and shareholders. Effective communication and collaboration within teams contribute significantly to enhanced performance outcomes (Bogale & Debela, 2024). The integration of technology and innovation also plays a crucial role in driving performance by streamlining processes and improving service delivery. Ultimately, defining organizational performance involves not only quantitative measures but also qualitative assessments that reflect the overall health of an organization.

Organizational performance involves understanding how effectively an organization achieves its goals and objectives. It is a multifaceted concept that encompasses various dimensions, including efficiency, effectiveness, and adaptability. Here are some key aspects of organizational performance based on recent literature:

Goal Achievement: Organizational performance is often defined in terms of the ability of an organization to meet its goals. This includes both short-term and long-term objectives, which can vary widely depending on the organization's mission and industry (Daft, 2000; Ricardo & Wade, 2001).

Efficiency and Effectiveness: Performance can be assessed through two primary lenses: efficiency (the optimal use of resources to achieve goals) and effectiveness (the degree to which goals are achieved). An organization that uses its resources wisely while also meeting its objectives is considered to perform well (Javier, 2002; Daft, 2000).

Stakeholder Satisfaction: Organizational performance is also measured by the satisfaction of various stakeholders, including employees, customers, and shareholders. High performance often correlates with positive stakeholder experiences and perceptions (Barney, 1997; Kotter & Heskett, 1992).

Adaptability and Innovation: In today's rapidly changing business environment, the ability to adapt and innovate is crucial for sustained organizational performance. Organizations that can respond effectively to market changes and technological advancements tend to outperform their competitors (Haque et al., 2015; Ng'ethe et al., 2012).

Leadership Influence: Effective leadership is a critical factor in enhancing organizational performance. Leaders play a vital role in shaping organizational culture, motivating employees, and driving strategic initiatives that lead to improved performance outcomes (Al Khajeh, 2018; Bhargavi & Yaseen, 2016).

Measurement Metrics: Various metrics can be used to evaluate organizational performance, including financial indicators (like profit margins), operational metrics (such as productivity rates), and qualitative assessments (like employee engagement levels). A comprehensive approach to measurement can provide a clearer picture of overall performance (Momanyi et al., 2016; Serhan et al., 2021).

Organizational performance is a complex construct that encompasses goal achievement, efficiency, stakeholder satisfaction, adaptability, and leadership influence. Understanding these dimensions is essential for organizations aiming to enhance their performance and achieve long-term success.

2.3.1 The relationship between performance-based rewards and employees' performance

Performance-based rewards refer to a form of compensation that is linked to an employee's performance. This reward system aims to encourage employees to perform at their best and attain specific objectives. Research on performance-based rewards indicates that they can be effective in boosting employee motivation and performance. Studies have demonstrated that employees who receive rewards based on their performance are typically more engaged and motivated compared to those who do not (Kinyua and Gichuki, 2019). Furthermore, performance-based rewards have been found

to be successful in increasing productivity and reducing employee turnover rates. However, the effectiveness of performance-based rewards is contingent on how they are designed and implemented. Some studies have found that this reward system can lead to a focus on achieving short-term goals instead of long-term objectives. Additionally, it is crucial to ensure that the performance metrics used are equitable and accurately reflect an employee's contribution to the organization (Liu and Jiang, 2019). In summary, performance-based rewards can be a useful tool for enhancing employee motivation and performance but must be meticulously designed and implemented to achieve the desired outcomes.

Performance-based rewards, such as bonuses, commissions, and merit pay, are implemented with the intention of providing incentives and fostering employee motivation to attain higher levels of performance. According to Verna (2018), these rewards are directly linked to individual or team performance metrics, such as meeting sales targets, surpassing productivity goals, or demonstrating exceptional job performance. The underlying premise, as asserted by Adeagbo (2020), is that by connecting rewards to performance, employees exhibit greater motivation, engagement, and commitment towards achieving organizational objectives. Beqiri and Aziri (2022) highlighted one of the primary advantages of performance-based rewards, which lies in their capacity to drive desired behaviours and outcomes. Tshukudu (2020) further emphasized that when employees are aware that their efforts are directly rewarded based on their performance, they are more inclined to exert discretionary effort and strive for excellence. This, in turn, can result in heightened productivity, improved work quality, and elevated levels of customer satisfaction.

Performance-based rewards also contribute to fostering a sense of fairness and equity within the organization. Employees perceive that their diligent efforts and contributions are acknowledged and rewarded proportionately. Consequently, this enhances employee satisfaction, boosts morale, and cultivates loyalty. It establishes a positive work environment where employees feel valued and motivated to perform optimally. Additionally, as highlighted by Adeagbo (2020), performance-based rewards aid in distinguishing high-performing employees and differentiating their contributions from those of average or low performers. This differentiation enables organizations to allocate resources and opportunities more effectively. According to Beqiri and Aziri (2022), high-performing individuals can be entrusted with additional responsibilities, offered career

development prospects, or provided with higher compensation, all of which serve as incentives for sustained excellence. Simultaneously, this approach sheds light on areas where underperforming employees may require additional support or improvement, (Kampororo, Wafula, and Mwangi 2021).

Nonetheless, it is crucial to acknowledge the potential challenges and factors to consider when implementing performance-based rewards. One common concern, as highlighted by Tetteh (2017), is the possibility of fostering a competitive or cutthroat work environment, where individual success takes precedence over collaboration and teamwork. To address this, organizations should cultivate a culture that values cooperation and collective achievements while still recognizing individual contributions, (Kampororo, Wafula, and Mwangi 2021). Another challenge lies in the risk of rewards overshadowing other crucial aspects of job satisfaction and engagement. Adeagbo (2020) argues that organizations should ensure that performance-based rewards are accompanied by a supportive work environment, opportunities for growth and development, and a strong organizational culture that aligns with employees' values and goals. Haron and Khadijah (2023) further emphasize that performance-based rewards have the potential to significantly impact employee performance by motivating and incentivizing desired behaviours. When implemented effectively, these rewards can enhance productivity, job satisfaction, and overall organizational success. However, organizations must adopt a balanced approach that considers broader aspects of employee engagement and well-being, taking into account the potential challenges associated with performance-based rewards. By doing so, they can create an environment that fosters both individual and collective success while promoting a holistic understanding of employee satisfaction and organizational effectiveness.

Performance-based rewards offer a range of benefits, one of which is their capacity to establish clear and measurable goals for employees. By directly linking rewards to performance metrics, as emphasized by Kampororo, Wafula, and Mwangi (2021), employees gain a clear understanding of expectations and the actions required to earn the rewards. This clarity helps to focus their efforts and provides a sense of direction, which, in turn, can enhance motivation and productivity. Additionally, performance-based rewards contribute to cultivating a culture of accountability within the organization. When employees are aware that their performance are evaluated and rewarded, they are more likely to take ownership of their work and strive for excellence, (Adeagbo 2020).

This fosters a sense of responsibility and a commitment to achieving high standards, ultimately leading to improved overall performance. Furthermore, performance-based rewards serve as a valuable tool for performance management and feedback. As noted by Haron and Khadijah (2023), when rewards are tied to specific performance metrics, it becomes easier to identify areas of strength and areas that require improvement. Managers can utilize the reward system as a means to provide constructive feedback and guidance, (Teferi 2017). This allows employees to gain insights into their performance levels and develop strategies for improvement. Therefore, performance-based rewards not only motivate employees but also facilitate performance management and the provision of constructive feedback to foster individual growth and development.

Besides individual performance, performance-based rewards can also be extended to the team or group level. Implementing team-based rewards can promote collaboration, cooperation, and shared accountability among team members, fostering a sense of unity and cohesion. This approach can be particularly effective in encouraging teamwork and accomplishing collective goals. However, it is essential to approach the design and implementation of performance-based reward systems with careful consideration, (Alansari and Javed 2021). Clear and objective performance metrics should be established, accurately reflecting employees' contributions and aligning with organizational objectives. The criteria for earning rewards should be fair, transparent, and effectively communicated to all employees, (Haron and Khadijah 2023). Additionally, performance-based rewards should be accompanied by regular performance evaluations and feedback, (Karuri 2021). This ensures that employees have a clear understanding of their performance levels and provides opportunities for coaching and development. Furthermore, ongoing assessment and feedback allow for necessary adjustments to the reward system, if required, based on evolving circumstances. By considering these factors, organizations can implement performance-based rewards effectively, both at the individual and team levels, fostering a culture of collaboration, fairness, and continuous improvement.

However, it is important to acknowledge the potential unintended consequences or negative effects that can arise from performance-based rewards, (Karuri 2021). Employees may become solely focused on achieving the specific metrics tied to rewards, potentially neglecting other important aspects of their work or engaging in unethical behaviour to meet targets. To mitigate these risks, organizations should establish a

comprehensive performance management system that considers a range of performance indicators and incorporates ethical considerations, (Noorazem, Md Sabri, and Mat Nazir 2021). Despite these potential challenges, performance-based rewards have the potential to significantly impact employee performance in positive ways. As noted by Alansari and Javed (2021), they can provide clear goals, foster accountability, and promote teamwork. When implemented thoughtfully and supported by a robust performance management system, as emphasized by Hokororo (2020), these rewards can motivate employees, drive performance improvements, and contribute to the overall success of the organization. While there are potential risks associated with performance-based rewards, organizations can mitigate them by establishing comprehensive performance management systems and incorporating ethical considerations. When implemented effectively, performance-based rewards can have a positive impact on employee performance and contribute to organizational success.

2.3.2 The effect of incentives on employee's performance

Research on incentives indicates that they can be effective in enhancing employee motivation and job satisfaction. Studies have revealed that employees who have access to incentives tend to be more satisfied with their jobs and more committed to their organizations (Liu and Jiang, 2019). Additionally, incentives can assist organizations in attracting and retaining top talent by providing a variety of benefits that suit individual employees' requirements and preferences. Moreover, incentives can help organizations reduce costs by allowing employees to choose benefits that they value the most, contributing to lower turnover rates and increased productivity. However, there are potential drawbacks to incentives (Toolit 2018). For example, employees may not have the knowledge or expertise to select the benefits that best suit their needs. Additionally, organizations may find it challenging to manage the costs of incentives program (Ali, M and Ahmed, 2020). Incentives can be an effective tool for enhancing employee motivation and satisfaction, but they must be meticulously designed and implemented to achieve the desired outcomes.

In organizations, incentives play a crucial role in motivating employees and stimulating their performance. As acknowledged by Karuri (2021), incentive programs, whether in the form of monetary or non-monetary rewards, are designed to acknowledge and reward employees for their contributions and accomplishments. These incentives can take

various forms, (Alansari and Javed 2021). Monetary incentives include bonuses, commissions, profit-sharing, and other financial rewards that directly link performance to tangible financial gains. On the other hand, non-monetary incentives encompass recognition programs, career development opportunities, flexible work arrangements, and other rewards that focus on intrinsic motivators and psychological gratification, (Hokororo 2020).

Incentives operate through various mechanisms to influence employee performance. One such mechanism, as identified by Karuri (2021), is the equity theory. According to this theory, employees are motivated to exert effort when they believe that their performance result in a desired outcome or reward. Incentives establish a clear link between performance and rewards, heightening employees' expectations of receiving the incentive and consequently driving their performance. This theory suggests that individuals evaluate their own performance and rewards in relation to those of others. Incentives, particularly competitive ones, can stimulate a sense of competition among employees. As individuals strive to outperform their peers and earn the rewards, their performance is enhanced. Furthermore, incentives can foster a sense of fairness and equity among employees, (Hokororo 2020). When employees perceive that their efforts are recognized and rewarded proportionately, it contributes to a positive perception of fairness, motivating them to perform at a higher level. Incentives influence employee performance through mechanisms such as the equity theory and the promotion of fairness and equity. These mechanisms contribute to increased motivation, competition, and a sense of recognition, ultimately driving employees to perform at their best.

Incentives offer several advantages that have a positive impact on employee performance. One of these benefits, as acknowledged by Karuri (2021), is their effectiveness as powerful motivators. Incentives provide tangible rewards that serve as strong incentives for employees to exert effort and perform at a high level. Financial incentives, in particular, as highlighted by Odunayo (2022), have a direct influence on employees' financial well-being and overall quality of life, making them highly effective in driving performance. Non-monetary incentives, such as recognition programs, also play a significant role in enhancing employee performance. These incentives, as noted by Al-Fakeh, Padlee, Omar, and Salleh (2020), contribute to employee satisfaction and psychological well-being, creating a positive work environment that fosters performance improvement. Moreover, incentives contribute to improved employee engagement and

commitment. As emphasized by Hokororo (2020), when employees can clearly see the connection between their performance and the rewards they can earn, they are more likely to be fully engaged in their work and committed to achieving organizational goals. Incentives create a sense of purpose and alignment between individual and organizational objectives, which, in turn, promotes a high-performance culture within the organization.

Incentives also play a significant role in talent attraction and retention. Organizations that offer appealing incentive programs are more likely to attract top talent and retain high-performing employees. These incentives can serve as a competitive advantage in the job market, showcasing the organization's commitment to recognizing and rewarding employee contributions. Additionally, as noted by Al-Fakeh, Padlee, Omar, and Salleh (2020), incentives can foster employee loyalty and reduce turnover rates, as employees are more inclined to remain with an organization that values and acknowledges their efforts. However, it is important to acknowledge the challenges associated with incentives and approach their design and implementation thoughtfully. As highlighted by Hokororo (2020), while incentives offer numerous benefits, they also carry potential risks. One of these challenges is the possibility of unintended consequences. Kefale (2019) explains that incentives may lead to unintended behaviours, such as employees focusing solely on tasks that are incentivized while neglecting other important aspects of their job. This narrow focus can result in potential trade-offs and impact overall performance. To mitigate these challenges, organizations should carefully consider the design and implementation of incentives, ensuring that they are balanced and aligned with broader organizational goals. Clear communication, fair evaluation criteria, and regular performance feedback are essential in maintaining a comprehensive and effective incentive system, (Ojediran and Adebayo 2023). Incentives contribute to talent attraction and retention by showcasing an organization's commitment to recognizing employee contributions. However, careful consideration is necessary to address potential challenges, such as unintended consequences and a narrow focus on incentivized tasks. By implementing well-designed incentive programs and maintaining a balanced approach, organizations can leverage incentives to attract and retain top talent while effectively driving overall performance.

Another challenge associated with incentives is the potential for a short-term focus. Incentives often emphasize immediate performance outcomes, which can lead employees to prioritize short-term gains over long-term goals or sustainable performance. Kefale (2019) suggests that organizations need to strike a balance between offering short-term incentives and fostering a broader perspective that takes into account long-term success and organizational values. Additionally, as highlighted by Al-Fakeh, Padlee, Omar, and Salleh (2020), the design of incentive programs should consider individual differences and preferences. Different employees may be motivated by different types of incentives or may respond differently to the same incentives. Okoli, Okoli, and Nuel-Okoli (2020) emphasize the importance of flexibility in incentive programs to cater to diverse employee needs and preferences. This approach maximizes the impact of incentives on performance by aligning them with the specific motivations and preferences of individual employees.

In driving employee performance, incentives play a vital role by motivating, engaging, and rewarding employees for their contributions. These incentives, whether in the form of financial or non-monetary rewards, provide both tangible and intangible benefits that establish a sense of purpose, fairness, and alignment between individual and organizational goals. According to Ibitomi, Ojatuwase, Emmanuella, and Eke (2022), incentives contribute to increased employee satisfaction, engagement, and commitment, ultimately leading to higher levels of performance and organizational success. However, to ensure the effectiveness of incentive programs, organizations must carefully design and implement them, (Kefale 2019). It is crucial to consider factors such as aligning incentives with long-term goals, acknowledging individual differences, and avoiding unintended consequences. Akoth (2020) further emphasizes the importance of tailoring incentives to meet the specific needs and preferences of employees, as well as aligning them with the broader organizational objectives. By creating well-designed and tailored incentive programs, organizations can cultivate a culture of high performance. These programs not only motivate employees but also attract, engage, and retain top talent. With careful consideration and implementation, incentives can maximize their positive impact on employee performance, contributing to the overall success of the organization.

2.3.3 The impact of medical aid schemes on employee's performance

Medical aid schemes are a reward system that offers employees the chance to improve their health. Research on medical aid schemes suggests that they can be effective in enhancing employee motivation and performance. Studies have revealed that employees who have access to medical aid schemes tend to be more engaged and motivated than those who do not (Asif and Alvi, 2019). Additionally, medical aid schemes can help organizations attract and retain top talent. Moreover, medical aid schemes can help organizations establish a high-performing workforce that is equipped to achieve the organization's goals and objectives. However, there are potential drawbacks to medical aid schemes (Asif and Alvi, 2019). For instance, employees may not always have the resources to take full advantage of these opportunities. Additionally, organizations may face challenges in managing the costs. In summary, medical aid schemes can be a useful tool for enhancing employee motivation and performance, but they must be meticulously designed and implemented to achieve the desired outcomes.

Medical aid schemes, also referred to as health insurance or healthcare coverage, are specifically designed to offer financial support for medical expenses. Their primary purpose is to provide assistance in covering healthcare costs. According to Kibe (2018), these schemes are commonly provided as employee benefits by organizations and play a vital role in promoting and supporting the health and well-being of employees. The benefits offered by medical aid schemes have a positive impact on employee performance, (Okutu 2021). These schemes provide a wide range of advantages, including access to quality healthcare services such as doctor's visits, hospitalization, medication, and specialized treatments. By having access to comprehensive healthcare, employees can promptly address their health concerns, receive appropriate treatment, and recover more quickly, leading to reduced absenteeism and improved overall performance, (Ibitomi, Ojatuwase, Emmanuella, and Eke 2022).

According to Akoth (2020), medical aid schemes have a positive impact on employees' financial well-being. Healthcare expenses can be a significant burden, particularly in cases of unexpected medical emergencies or chronic health conditions. By providing coverage and financial assistance, medical aid schemes alleviate the financial stress employees may face, allowing them to focus on their work without the added worry of high medical costs. Pandya (2023) suggests that this financial security enhances job satisfaction and reduces distractions related to personal health concerns. Therefore, medical aid schemes play a crucial role in promoting and maintaining employee well-

being. Furthermore, as highlighted by Ibitomi, Ojatuwase, Emmanuella, and Eke (2022), medical aid schemes contribute to early detection and prevention of health issues through regular access to healthcare services. This leads to improved overall health and a reduced risk of chronic diseases. Kibe (2018) also believes that when employees are in good health, they experience higher energy levels, improved cognitive function, and increased resilience, all of which have a positive impact on their performance and productivity. Additionally, these schemes contribute to early detection, prevention, and improved overall health, resulting in higher energy levels, improved cognitive function, increased resilience, and ultimately enhanced performance and productivity.

Furthermore, medical aid schemes often incorporate wellness programs and initiatives focused on preventive care. These programs may include health screenings, vaccinations, health education, and resources for managing lifestyle choices. Kumari, Barkat, un-Nisa Khan, and Abbas (2021) emphasize that by promoting preventive care and encouraging healthy behaviours, medical aid schemes contribute to the physical and mental well-being of employees. This, in turn, fosters a healthier workforce and reduces the likelihood of long-term health issues that could hinder performance. Medical aid schemes have a direct impact on employee productivity as well. According to Akoth (2020), when employees have access to timely healthcare and receive appropriate treatment, they can recover more quickly from illnesses or injuries. Ibitomi, Ojatuwase, Emmanuella, and Eke (2022) assert that this leads to reduced absenteeism and fewer sick days taken, resulting in increased work attendance and productivity. Moreover, employees in good health are more likely to be focused, alert, and capable of performing at their best, leading to higher levels of productivity and efficiency.

In addition, medical aid schemes play a role in the early detection and management of chronic health conditions, (Kumari, Barkat, un-Nisa Khan, and Abbas 2021). These schemes provide access to regular check-ups and ongoing care, enabling employees to effectively manage their health conditions and prevent potential complications. This proactive approach reduces the likelihood of extended absences or decreased productivity resulting from health issues, ultimately benefiting employee performance. Moreover, according to Akoth (2020), medical aid schemes have a positive impact on job satisfaction and employee retention. When organizations offer comprehensive healthcare coverage as an employee benefit, it demonstrates their commitment to the well-being and welfare of their employees. Ike, Onyeka, Success, and Ijeoma (2022)

argue that this fosters a perception of the organization as caring and supportive, resulting in increased job satisfaction and loyalty among employees. Additionally, these schemes have a positive effect on job satisfaction and employee retention by showcasing an organization's commitment to employee well-being. This, in turn, enhances employees' perception of the organization and leads to increased job satisfaction and loyalty.

Additionally, medical aid schemes play a role in employee retention by establishing a sense of stability and security. Organizations that offer comprehensive health coverage are more likely to retain employees as it provides them with peace of mind and reduces the financial burden associated with healthcare expenses. This, as highlighted by Ike, Onyeka, Success, and Ijeoma (2022), leads to lower turnover rates and reduces the costs associated with recruiting and training new employees, thereby contributing to organizational stability and continuity. Phatsimo (2019) suggests that medical aid schemes have a significant impact on employee performance by facilitating access to quality healthcare, supporting employee well-being, and alleviating financial burdens related to medical expenses. Aye (2019) posits that comprehensive coverage provided by these schemes results in improved health, reduced absenteeism, increased productivity, and enhanced job satisfaction. Furthermore, medical aid schemes play a critical role in attracting and retaining top talent, fostering a positive work environment, and promoting organizational stability. As emphasized by Kumari, Barkat, un-Nisa Khan, and Abbas (2021), organizations that prioritize employee well-being through medical aid schemes are likely to experience the benefits of having healthier, more engaged, and more productive employees.

2.3.4 The effect of bonuses on employee's performance

Research on bonuses suggests that they can be effective in enhancing employee motivation and satisfaction. Studies have demonstrated that employees who have access to bonuses tend to be more satisfied with their jobs and more committed to their organizations. Additionally, Bonuses can help organizations attract and retain employees (Toolit 2018). Moreover, Bonuses can help organizations reduce costs by increasing employee productivity and reducing absenteeism (Asif and Alvi, 2019). However, there are potential drawbacks to Bonuses. Research indicates that the four areas of rewards management discussed above can be useful in enhancing employee motivation and performance. However, the effectiveness of these reward systems is contingent on their

careful design and implementation. Organizations must thoughtfully consider their employees' needs and preferences when developing their rewards management programs (Rahman and Islam, 2020). Furthermore, the costs and potential drawbacks of these programs must be scrupulously managed to prevent unintended negative consequences (Atta and Khan, 2022). Overall, rewards management is a vital element of an organization's human resources strategy, and organizations must continually reassess and evaluate their rewards management programs to ensure that they remain competitive and effective in attracting, retaining, and motivating employees.

Bonuses are extra monetary incentives given to employees as a reward for their performance, accomplishments, or the achievement of specific targets. According to Ike, Onyeka, Success, and Ijeoma (2022), these performance-based rewards are designed to inspire and acknowledge employees for their exceptional work and contributions. Prastiwi, Pujiono, and Bon (2019) have confirmed that bonuses offer several advantages that have a positive impact on employee performance. Aye (2019) suggests that bonuses act as powerful motivators. Li, Duan, Chu, and Qiu (2023) argue that by directly linking financial rewards to performance, employees are encouraged to exert additional effort, set higher goals, and strive for excellence. Bonuses create a sense of accomplishment and recognition, motivating employees to surpass their regular responsibilities and contribute to the overall success of the organization.

Bonuses have the potential to increase employee satisfaction and engagement. By recognizing and rewarding outstanding performance with bonuses, organizations demonstrate their appreciation for the efforts of their employees. According to Ike, Onyeka, Success, and Ijeoma (2022), this recognition fosters a sense of belonging, loyalty, and commitment, ultimately leading to higher job satisfaction and increased engagement. Siyum (2020) also highlights that engaged employees are more likely to be highly productive, innovative, and dedicated to achieving organizational goals. However, the effective implementation of bonuses requires careful consideration of various factors. As suggested by Aye (2019), it is crucial to establish clear and objective performance criteria that are directly linked to the bonus. These criteria should be measurable, attainable, and aligned with the organization's overall goals. Additionally, as emphasized by Li, Duan, Chu, and Qiu (2023), clear communication of the performance expectations and the potential bonus structure is essential to ensure transparency and fairness in the bonus allocation process. Clear and objective performance criteria, along with

transparent communication regarding the bonus structure, are crucial for the effective implementation of bonuses. By considering these factors, organizations can create a positive work environment that motivates employees and aligns their efforts with organizational goals.

Additionally, careful planning is required when determining the timing and frequency of bonuses. Regular and timely distribution of bonuses helps reinforce the link between performance and reward, providing immediate feedback and reinforcement. However, Fatema, Prantika, Shaily, and Momotaj (2020) emphasize the importance of finding a balance between frequent bonuses and the sustainability of the bonus program, taking into account the organization's financial resources and budget constraints. Moreover, it is crucial to ensure that the size and distribution of bonuses are equitable and reflective of individual performance, as suggested by Aye (2019). Li, Duan, Chu, and Qiu (2023) argue that differentiating bonuses based on performance levels can create a fair and motivating incentive structure. However, Siswanto, Maulidiyah, and Masyhuri (2021) add that maintaining transparency in the bonus distribution process is essential. Employees should understand the criteria and rationale behind the differentiation to ensure fairness and promote a clear understanding of the bonus system.

While bonuses offer numerous benefits, it is crucial for organizations to be aware of potential drawbacks. One challenge is the risk of a short-term focus, where employees prioritize tasks that yield immediate results to maximize their bonus potential, potentially neglecting important long-term goals. To address this, Mounika (2021) suggests aligning bonus criteria with a balanced mix of short-term and long-term performance indicators. Another challenge, as highlighted by Fatema, Prantika, Shaily, and Momotaj (2020), is the potential for unintended consequences, such as fostering a competitive rather than collaborative work environment. If bonuses solely focus on individual performance, it may discourage teamwork and cooperation among employees. To mitigate this, organizations can consider incorporating team-based bonuses that reward collective achievements and foster collaboration. Additionally, it is important to recognize that bonuses alone may not address all aspects of employee motivation, (Beqiri and Aziri 2022). While financial rewards are significant, other factors such as career growth opportunities, a positive work environment, and meaningful work also contribute to overall employee satisfaction and performance. Therefore, organizations should adopt a

holistic approach to employee motivation, considering a combination of incentives and supportive work practices.

Bonuses play a vital role in cultivating a performance-driven culture within organizations. When bonuses are directly linked to performance, employees recognize that their efforts and accomplishments are valued and rewarded accordingly. This fosters a culture of accountability, as emphasized by Fatema, Prantika, Shaily, and Momotaj (2020), where employees take responsibility for their work, set ambitious goals, and strive for continuous improvement. Furthermore, a well-designed bonus program can attract and retain top talent. Organizations that offer performance-based incentives are more likely to appeal to candidates, as it demonstrates a commitment to recognizing and rewarding exceptional performance. Similarly, Beqiri and Aziri (2022) argue that employees who are rewarded for their outstanding contributions are more inclined to stay with an organization that appreciates their efforts, reducing turnover and promoting stability. Bonuses have a significant impact on employee performance by serving as motivators, enhancing job satisfaction, and fostering a performance-driven culture, (Mounika 2021). Kerr, Serhan, and Murphy (2022) emphasize that effective implementation requires clear criteria, equitable distribution, and consideration of potential drawbacks. When combined with other motivational factors, bonuses contribute to a highly engaged and productive workforce, ultimately driving organizational success. In summary, bonuses are instrumental in creating a performance-driven culture within organizations. By linking bonuses to performance, organizations recognize and reward outstanding contributions, fostering accountability and continuous improvement. Bonuses also serve as a powerful tool for attracting and retaining top talent, while motivating employees, enhancing job satisfaction, and driving organizational success. However, it is essential to implement clear criteria and equitable distribution while considering potential drawbacks to ensure the effectiveness of the bonus program.

2.4 Theoretical Framework

The study was hinged on the equity theory and the Herzberg's two-factor theory.

2.4.1 Equity Theory

Equity Theory, introduced by J. Stacy Adams in 1963, centres on the notion of fairness and proposes that employees evaluate their inputs (such as effort, skills, and experience) and outcomes (such as pay, recognition, and benefits) by comparing them to those of

their colleagues in the workplace. Employees strive for a sense of fairness and equality in how rewards are distributed (Rahman and Islam, 2020).

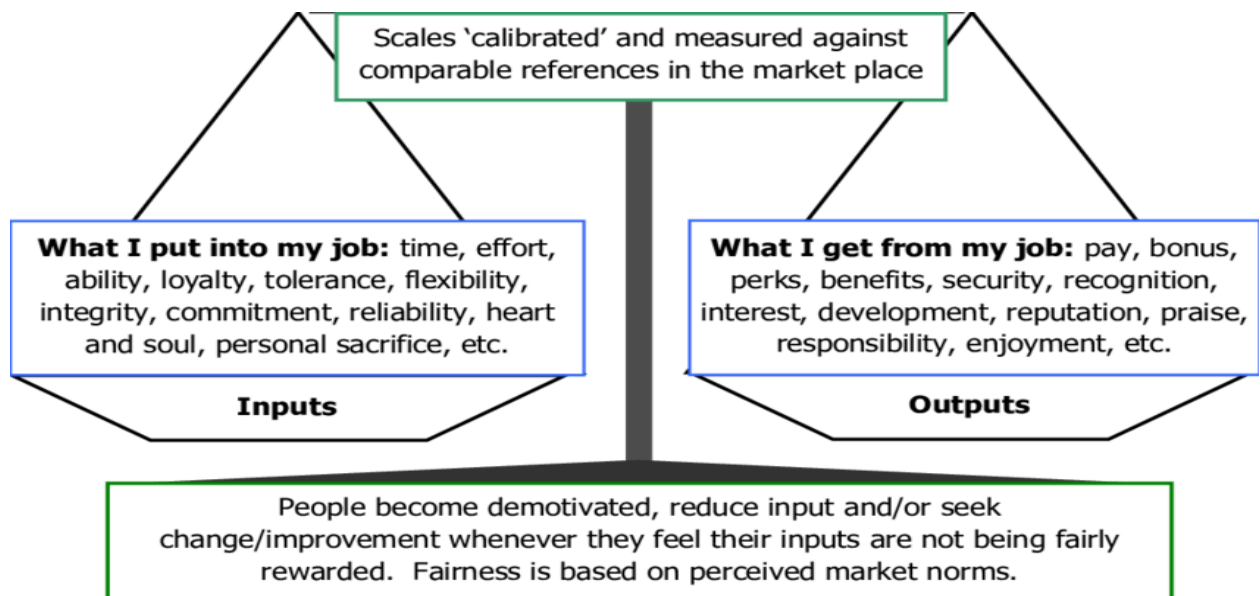


Figure 2.1: Equity Theory

Source: www.researchgate.net

Figure 2.1 above reviewed that if employees perceive disparities in the form of being under-rewarded or over-rewarded relative to their peers, it can result in feelings of discontent and reduced motivation. Equity theory emphasizes the significance of establishing fairness and equity in the allocation of rewards as a means to uphold employee satisfaction and motivation. According to the literature, satisfying employees at work is crucial for enhancing performance. Satisfying primary needs at work and enhancing productivity is important for the organization. This idea is frequently linked with concepts such as profitability and productivity (Stuart, 2018).

When employees feel they are not adequately rewarded for their efforts, it can lead to feelings of frustration, demotivation, and a sense of injustice. This sense of under-reward can result in decreased job satisfaction, reduced commitment to the organization, and even a decline in performance. Employees may become less motivated to exert effort when they perceive an imbalance between their inputs and the rewards they receive. The importance of Equity Theory lies in its practical implications for organizations. To foster motivation and job satisfaction, organizations need to ensure that employees perceive fairness in the distribution of rewards and resources. This requires the establishment of a transparent and equitable system for determining salaries, promotions, and other benefits.

Additionally, organizations should encourage open communication, allowing employees to voice concerns about perceived inequities. Providing channels for addressing and resolving such issues is crucial in maintaining a sense of fairness and addressing any perceived inequities.

2.4.1.1 Relevance of the equity theory to the study

The Equity Theory, posited by Adams (1965), elucidates how individuals perceive fairness in their exchanges within an organizational context. This theory is particularly relevant to the study titled "An Assessment on the Impact of Total Reward Management Systems on Employee Performance" at Marondera Provincial Hospital. Employees assess their contributions against the rewards received, which can significantly influence their motivation and performance levels (Mdhlalose, 2022). A well-structured total reward management system that incorporates equitable rewards is essential for fostering a motivated workforce.

Research indicates that perceived fairness in reward distribution leads to enhanced employee creativity and commitment (Mdhlalose, 2022). The implications of this finding resonate with Ali's (2016) exploration of effective reward systems. His study underscores the correlation between thoughtfully implemented reward structures and improved employee performance across various organizations. This suggests that Marondera Provincial Hospital could benefit from adopting a total reward management approach grounded in equity principles to optimize staff performance and overall organizational effectiveness.

2.4.2 Herzberg's Two-Factor Model

The two-factor theory, which was developed to address issues related to motivation, involves two main categories: motivators and hygiene factors. Herzberg places higher-order needs on the satisfaction/no satisfaction continuum and refers to the satisfaction of these needs as satisfiers. In contrast, he places lower-order needs on the dissatisfaction/no dissatisfaction continuum and refers to their satisfaction as maintenance and/or hygiene. Herzberg's model provides insight into the relationship between satisfiers and hygiene fulfilment (Nel and de Beer, 2014). Moreover, factors that contribute to positive job attitudes among workers are fundamentally different from those that make them feel

negative about their positions. This suggests that the opposite of job satisfaction is not job dissatisfaction, and the opposite of job dissatisfaction is not job satisfaction. Stuart, (2018) further proposed that the motivation-hygiene theory assumes that employees are motivated when they have a high level of job satisfaction, and without satisfaction, they do not perform to the best of their abilities.

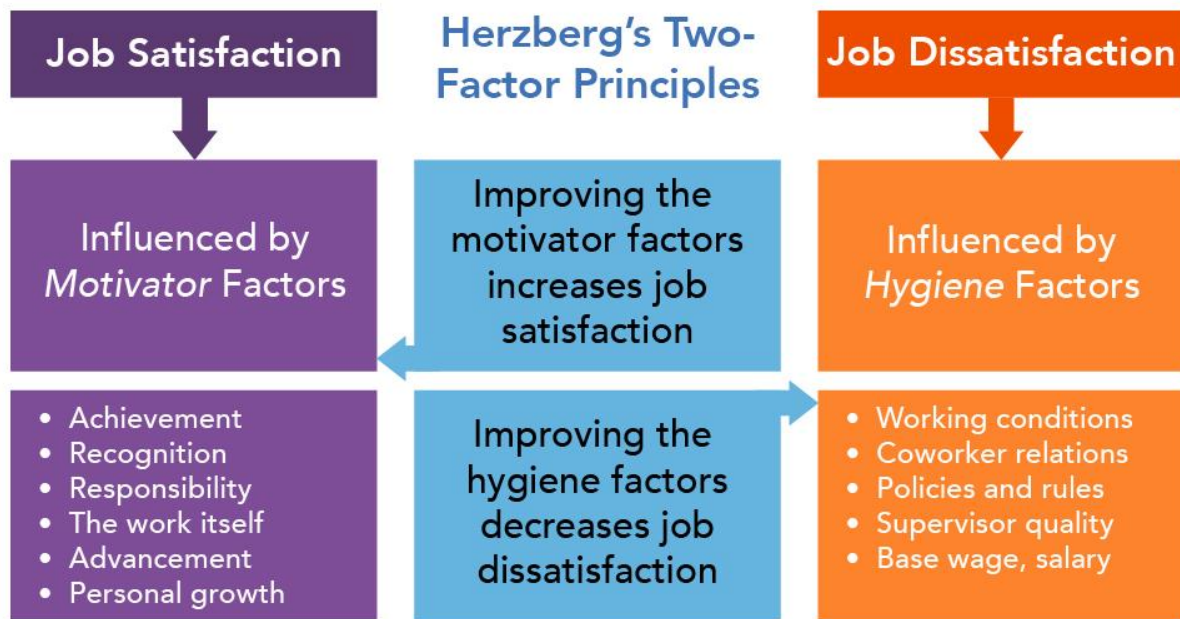


Figure 2.2: Herzberg's two-Factor Model Source: <https://courses.lumenlearning.com/>

From the figure, the two-factor theory does not imply a hierarchical relationship between motivators and hygiene factors. However, the theory suggests that intrinsic factors are associated with job satisfaction, while extrinsic factors are linked to dissatisfaction (Nel et al., 2011). A lack of positive levels in hygiene factors does not lead to demotivation but rather to dissatisfaction. However, some scholars argue that Herzberg oversimplifies job satisfaction since ensuring employee motivation and satisfaction is a complex and dynamic process (Saif et al., 2012).

The significance of Herzberg's Two-Factor Model lies in its ability to offer valuable insights into the complexities of employee motivation and satisfaction. By acknowledging that different factors play a role in influencing satisfaction and motivation, the model emphasizes the importance of considering both intrinsic and extrinsic factors when developing strategies to enhance employee engagement and performance. Recognizing the motivators can assist organizations in creating an

environment that promotes meaningful work, personal growth, and recognition. While hygiene factors may not directly lead to long-term motivation, their presence is crucial in preventing dissatisfaction and establishing a foundation for employees to focus on their work and the motivators. In essence, Herzberg's Two-Factor Model provides a comprehensive framework for understanding the various factors that impact employee motivation and job satisfaction. By taking into account both motivators and hygiene factors, organizations can cultivate an environment that nurtures intrinsic motivation, fosters satisfaction, and mitigates dissatisfaction. This model serves as a valuable tool for researchers and practitioners alike in their exploration and pursuit of effective strategies to enhance employee engagement and performance. It guides organizations in creating a well-rounded approach to employee motivation by considering the interplay between intrinsic and extrinsic factors, ultimately contributing to the development of strategies that promote a highly engaged and productive workforce.

2.5 Empirical Review of Literature

An empirical review refers to a comprehensive analysis of existing research studies that are based on observed and measured phenomena. This type of review synthesizes findings from various empirical studies to provide insights into a specific research question or topic. Here are some key aspects of an empirical review (Armstrong, 2012). According to Saunders (2011) the primary aim of an empirical review is to evaluate and summarize the findings of previous research to identify patterns, trends, and gaps in the literature. This helps to establish a foundation for the dissertation's research question and methodology. An empirical review typically involves a systematic approach to selecting and analysing relevant studies. Researchers often use specific criteria to include studies that are empirical in nature, meaning they rely on data collected through experiments, surveys, or observational methods. Based on the above writers, the empirical review was done reviewing literature from international, regional and Zimbabwe perspective.

2.5.1 International Review

Kikukawa et al. (2019) conducted research on the influence of rewards management on employee performance in Japan, utilizing a structured questionnaire. The study indicated that rewards management has a substantial positive impact on employee performance. The research also revealed that the implementation of rewards management is influenced

by the organizational culture and the availability of resources. The authors recommended that organizations should develop rewards management strategies that are customized to the distinctive challenges and requirements of the Japanese context, such as offering access to training and development programs and creating opportunities for career advancement. The study is relevant as it elaborates on rewards management

Kim et al. (2018) conducted research to investigate the impact of rewards management on employee performance in the retail industry in South Korea, using a survey methodology. The results showed that rewards management has a significant positive effect on employee performance in the retail sector. The study also revealed that the implementation of rewards management is influenced by the organizational culture and the availability of resources. The authors recommended that retail organizations should design and implement customized rewards management strategies that address the unique challenges and requirements of the industry, such as providing access to training and development programs and creating opportunities for career advancement. Overall, the empirical literature indicates that rewards management strategies can enhance employee performance in diverse contexts and industries. However, the efficacy of rewards management strategies hinges on their proper design and implementation, and organizations must take into account the specific challenges and requirements of their context when implementing these strategies.

Sari et al. (2021) conducted research on the influence of rewards management on employee performance in Indonesia, utilizing a structured questionnaire. The study demonstrated that rewards management has a significant positive impact on employee performance. The research also revealed that the implementation of rewards management is influenced by the organizational culture and the availability of resources. The authors recommended that organizations should develop rewards management strategies that are customized to the distinctive challenges and requirements of the Indonesian context, such as offering access to training and development programs and creating opportunities for career advancement. Additionally, the authors emphasized the importance of continuous review and evaluation of rewards management programs to ensure that they remain competitive and effective in attracting, retaining, and motivating employees. The study is important to the study as it elaborate on employee's motivation and satisfaction.

2.5.2 Regional Review

Adeyemo and Adeyemo (2018) conducted research to investigate the impact of rewards management on employee motivation and performance in the manufacturing industry in Nigeria, utilizing a survey methodology. The results indicated that rewards management has a positive effect on employee motivation and performance in the manufacturing sector. Additionally, the study revealed that non-financial rewards, such as recognition and career development opportunities, have a greater impact on employee motivation and performance than financial rewards. The authors recommended that manufacturing organizations should adopt a combination of financial and non-financial rewards to motivate and improve employee performance.

Agyemang and Dartey-Baah (2015) conducted research to explore the impact of rewards management strategies on employee performance in the banking industry in Ghana, using a survey methodology. The study revealed that rewards management strategies have a substantial positive effect on employee performance in the banking sector. Additionally, the study found that non-financial rewards, such as recognition and career development opportunities, have a greater influence on employee performance than financial rewards. The authors recommended that banks should adopt a combination of financial and non-financial rewards to motivate and improve employee performance.

2.5.3 Zimbabwean Context

Chisango, Manuere, and Muranda (2023) conducted a research study titled "An Investigation Into The Relationship Between Reward Management Strategies And Organizational Performance In Zimbabwean Local Authorities: A Case Study Of Mutare Town Council." The study aimed to examine the connection between reward systems and performance using Mutare City Council as a case study. The research focused on administrative and low-level employees, with a sample size of 20 participants selected through simple random sampling from various departments. Both quantitative and qualitative research methods were employed to gain a comprehensive understanding of the issue. The data was analyzed using tables, graphs, and a thematic approach for qualitative findings. The study revealed a positive relationship between reward systems and performance in local authorities, emphasizing the benefits of well-managed reward systems in enhancing employee engagement, participation, and overall performance. The paper recommends the implementation of Total Reward management systems that

consider both monetary and non-monetary benefits for rewarding employees in Local Authorities.

Mazikana (2019) conducted a study titled "An Investigation Into The Effect Of Reward Management Systems On Employee Retention: A Case Of Anthany And Palmer (Pvt) Ltd." The study aimed to understand the impact of reward management systems on employee retention in Anthany and Palmer (Pvt) Ltd due to declining organizational performance. The quantitative approach was employed, with questionnaires distributed to 202 employees in Anthany & Palmer using convenience sampling. The analysis of the responses revealed the influence of reward management on the organization. The study provided insights on implementing reward management through strategic human resources management to address the issue.

Mutambatuwisi, Mapira, Chakanaka, and Muzvidziwa (2016) conducted research on the effectiveness of Result Based Management (RBM) as a performance management tool among Small and Medium Enterprises (SMEs) in Zimbabwe. The study utilized a case study approach, with a sample of 290 employees selected through stratified random sampling from a population of 376 employees. Questionnaires and interviews were used to collect data, and the analysis indicated that RBM had been effective in improving performance, including customer care, meeting performance targets, and producing quality products. The study also identified challenges such as inadequate resources and poor remuneration that hindered the effectiveness of RBM. The study recommended that SMEs focus on critical success factors to ensure proper implementation of the RBM system.

Nyandoro and Goremusandu (2016) conducted a study titled "Employees' Evaluation Of The Relationship Between Reward Management And Organizational Strategy: A Case Study Of Zimbabwe National Family Planning Council (ZNFPC)." The study explored employees' perceptions of the connection between rewards and organizational strategies in the Zimbabwe National Family Planning Council. The sample consisted of 67 participants, including top and middle managers and lower-level employees based at the Head Office in Harare. A self-administered questionnaire was used for data collection, and descriptive analysis was employed for data analysis. The findings indicated a lack of integration between rewards and organizational strategy, as well as low levels of

appreciation for employees' efforts and contributions. The study recommended continuous review of human resource management practices, performance-related remuneration linked to operational and strategic goals, and engagement with key stakeholders to support reward strategies and HRM practices that enhance organizational performance.

2.6 Gap Analysis

The literature review on the impact of Total Reward Management Systems (TRMS) on employee performance at Marondera Provincial Hospital reveals significant methodological and literature gaps. While existing studies, such as Magura's (2017) on performance management systems in Marondera Rural District Council, provide valuable insights into local governance and performance metrics, they do not specifically address TRMS or their influence within healthcare settings. This methodological gap suggests that findings from local council environments may not be directly transferable to hospital contexts, necessitating a tailored approach to understanding TRMS in healthcare (Magura, 2017).

Moreover, the exploration of related topics like Garutsa's (2012) on NGOs addressing social needs in Marondera further highlights the lack of focused research on TRMS within provincial hospitals. Although Garutsa's ethnographic methods contribute rich qualitative data about service delivery mechanisms, they do not intersect with the corporate structures of reward management systems crucial for employee performance evaluation in hospitals. Therefore, there is a pressing need for original research that bridges these gaps by investigating how TRMS can enhance employee outcomes specifically within the healthcare sector at Marondera Provincial Hospital.

2.7 Chapter Summary

This chapter was aimed at providing a comprehensive review of literature based on three domain phases namely the conceptual framework, theoretical framework and empirical review. This literature review offered a comprehensive analysis of the impact of rewards management strategies on employee performance. It examined theoretical, conceptual, and empirical perspectives to gain insights into the relationship between rewards management and employee performance. The review highlighted several theories, including equity theory, which emphasize the motivational aspects of rewards and their influence on employee behaviour. These theories underscore the importance of aligning

rewards with employee expectations and perceptions of fairness to enhance performance. The empirical review synthesized findings from previous studies, revealing consistent patterns and trends. The literature consistently suggested that effective rewards management strategies have a positive impact on employee performance. Taking all the findings into account, this literature review provided valuable insights for organizations aiming to optimize their rewards management strategies and enhance employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter is aimed at providing the research methodology adopted by the researcher in carrying out the study. The methodology covered the research philosophy and research design that underpinned the current study. The methodology presented how data was gathered, presented, analysed, interpreted and discussed. It also highlighted the target population as well as the sampling techniques that the researcher used in carrying out the study. The methodology also spelt out the research instruments the researcher used in collecting data.

3.1 Research Approach

In order to cover a broader range of perspectives, a mixed approach that utilizes both qualitative and quantitative data was employed. Because the study aims to investigate the significance of rewards on employee productivity, a mixed research approach is deemed appropriate. Saunders, Lewis, and Thornhill (2012) define a mixed approach as the integration of both qualitative and quantitative techniques within a single research study. Therefore, this study adopted a mixed approach to determine the relationship between rewards and employee productivity. The mixed methods helped to have a hybrid output of the results. The use of a mixed approach methodology allowed the researcher to explore a research problem from multiple perspectives, providing a more holistic understanding of the phenomenon under investigation. It enabled the integration of numeric data (quantitative) with textual data (qualitative), allowing for a more nuanced analysis of the research topic. By employing a mixed approach, the researcher captured both the breadth and depth of the research problem. Quantitative methods provided statistical data, generalizability, while qualitative methods offer rich, contextual insights and in-depth understanding of participants' experiences, motivations, and perspectives.

3.2 Research Design

In this study, a descriptive survey research design was employed, which is objective in nature. The objective research design is suitable for understanding and gaining insight into whether the rewards framework motivates employees. Descriptive designs allowed the researcher to collect data through surveys, and interviews to provide a comprehensive

overview of the research topic. This design was particularly suitable for preliminary investigations, establishing baseline data and for further research

3.3 Population of the study

According to Sekaran and Bougie, (2016), the population in a study refers to the main units that are crucial to the investigation, such as individuals, groups of people, families, or organizations. Leedy and Ormrod, (2019) define the population as all the elements or objects that can meet the criteria for inclusion in a study and provide accurate and reliable results. In this study, the population consists of the employees, which includes 8 management staff and 339 employees, bringing the total to 347.

3.2.1 Sampling technique

3.2.2.1 Stratified and Simple Random Sampling

In this study, the researcher used both the probability sampling and non- probability sampling. For quantitative data the researcher adopted the stratified sampling technique where the objective population was divided into different strata, such as senior management and general employees. Stratified sampling was used to make sure that all the subgroups are represented.

3.2.2.2 Sample Size

Kothari (2014) explains that a sample is a subset of the entire population that is selected for the research study. In this study, Krejcie and Morgan's (1970) sampling table was used to determine the sample size, which was determined to be 183. The population size (N) was determined by the researcher to be 347, with a sample size (n) of 183. Out of the 183 participants, 8 were identified as management staff, leaving 175 employees as the sample for the study.

Table 3.1 Sample Distribution

| Category | Sample |
|-----------------|---------------|
| | |
| Management | 8 |
| Employees | 175 |
| Total | 183 |

Source: Researchers Design

The study considered 183 as the population of the study

3.4 Data collection instruments

Creswell (2014) suggests several sources of data that can be used in a research study, including questionnaires and interviews. Both questionnaires and interviews were used in this study to gain a more comprehensive understanding of the impact of rewards on productivity. By utilizing interviews and questionnaires, the study was able to obtain in-depth insights from the participants, which helped to enrich the data and enhance the study's validity.

3.4.1 Questionnaire

A questionnaire is a structured survey that invites respondents to answer specific questions. The questions in the questionnaire may inquire about various types of data, such as age, gender, education level, length of employment, and objectives. In this study, the questionnaire consisted of two sections: Section A and Section B. Section A focused on personal information, such as gender, age, and education level, while Section B included Likert scale questions. The Likert scale questions were measured on a five-point ordinal scale, where respondents select their responses. The Likert scale was chosen to enhance the validity of the findings. The study utilized primary data from questionnaires, which allowed respondents more time to consider their responses, and was deemed a sound and useful approach for this research. Questionnaires give an organized and standard way to deal with data collection. By planning a bunch of foreordained questions, the researcher can guarantee that all members are asked a similar data, considering simple examination and investigation of reactions. This standardized approach expands the quality and validity of the information accumulated, as it limits expected predispositions and varieties in the collection of data process. The questionnaire was given to 175 employees.

3.4.2 Interview

All the interviews in this study were scheduled and conducted with the participants. This allowed the researcher to probe further into the participants' responses and encouraged them to engage more deeply with the questions. Through the interviews, the participants were able to express their viewpoints on the impact of reward systems on work productivity. The interviews were designed to last between 10 to 20 minutes. The

researcher conducted interviews with managers and supervisors in the institution. Akaranga and Makau, (2016) notes that interviews are a method used to gain insight into the underlying reasons and motivations for people's attitudes, preferences, or behaviors. In this study, semi-structured interviews were conducted to gather primary data, which is reliable and relevant to the study. Interviews give a more inside and out and subjective comprehension of members' points of view and encounters. They permit researchers to investigate complex subjects, dive into people's viewpoints, feelings, and inspirations, and catch rich and nuanced information. Interviews likewise give the chance to follow-up questions and explanation, empowering analysts to acquire further experiences and uncover hidden factors that may not be quickly caught through surveys alone. All in all, the utilization of interviews and questionnaires is legitimate because of their capacity to gather standardized, versatile, and dependable information and interviews offer a more top to bottom and subjective comprehension of members' encounters. The blend of these techniques furnishes researcher with a vigorous and complete dataset, working with significant examination and translation of exploration discoveries. Interviews were done with the 10 management staff.

3.5 Data collection procedures

To obtain thorough information, a combination of qualitative and quantitative methodologies were used in the data collection processes for this study. Interviews were prearranged beforehand and they took 15 minutes or less each. Audio recordings of the interviews were done and converted to transcriptions. A survey questionnaire was created specifically for the quantitative phase and distributed to the general employees. In order to gather quantitative information on variables the questionnaire had both closed-ended and open-ended questions. The questionnaires were delivered by hand.

3.5.1 Sources of data

In research study, identifying and describing the sources of data is crucial for understanding how information was collected and utilized. The sources of data can be broadly categorized into primary sources and secondary sources.

3.5.1.2 Primary sources

Primary sources refer to data that is collected firsthand by the researcher specifically for the purpose of the study (Bell, Bryman and Harley, 2018). These sources involved direct interaction with individuals, organizations, or phenomena under investigation. The

researchers designed and administered questionnaires to gather information directly from participants. The responses obtained from these instruments provide primary data. Conducting interviews allowed the researcher to gather in-depth qualitative and quantitative data directly from individuals or groups. This was done through face-to-face interviews and pick and drop method of questionnaires.

3.5.1.2 Secondary sources

Secondary sources of data are derived from existing information that has been collected by others for purposes other than the current research study (Ben, Vijay and Noritah, 2018). Reviewing relevant scholarly articles, books, and research papers provided secondary data that has already been published and analyzed by other researchers. Accessing existing databases, repositories, or archives allowed the researcher to retrieve secondary data, such as historical records, census data, or economic indicators. Websites, online forums, blogs, and social media platforms were valuable sources of secondary data, capturing public opinions, trends, and discussions relevant to the research study.

3.6 Data analysis and Presentation

3.6.1 Data analysis

The analysis of the results began by examining the findings, guided by diagnostic criteria. Data analysis was determined by both the research objectives (deductive) and various readings and interpretations of the raw data (inductive). Therefore, the findings were obtained from both the research objectives as outlined and findings arising directly from the analysis of the raw data. The data collected through questionnaires were analysed using percentages calculated using excel.

3.6.2 Data presentation techniques

The data collected in this study was presented in the form of tables, charts, and bar graphs. This allowed for the efficient and visually appealing presentation of the data, making the results more easily understandable and appealing to the end-users of the data.

3.7 Reliability and Validity

Reliability and validity are two important concepts in research that are used to assess the quality and accuracy of data. These measurements help ensure the credibility and trustworthiness of research findings.

3.71 Reliability

Reliability refers to the consistency, stability, and repeatability of data or measurement tools (Ben, Vijay and Noritah, 2018). It assesses whether the same results would be obtained if the study were replicated under similar conditions (Chilisa, 2019). The Test-Retest Reliability was used as it examines the consistency of measurements over time by administering the same test or instrument to the same group of participants on two different occasions. High test-retest reliability indicates that the results are stable and consistent. For Internal Consistency Reliability, the Cronbach Alpha was used as it measures the extent to which items within a measurement tool (such as a questionnaire) are consistent with each other.

3.7.2 Validity

Validity refers to the extent to which a research study measures what it intends to measure and the accuracy of the inferences and conclusions drawn from the data (Ben, Vijay and Noritah, 2018). Content Validity assesses the extent to which a measurement tool or instrument adequately covers the relevant content or domain of the research. Content validity by evaluated by expert judgment and the degree of representativeness of the items. Construct Validity examines the degree to which a measurement tool accurately measures the underlying theoretical construct or concept. Construct validity was established by testing based on theoretical expectations and using statistical techniques such as factor analysis or correlation analysis.

3.8 Ethical considerations

According to Chilisa, (2019), ethical issues related to the protection of participants are a concern in any research study. The main ethical concern faced by the researcher is obtaining informed consent and providing the participants with assurance and trust in participating in the study. It is important for the researcher to ensure that the participants are fully informed about the nature of the study, their rights, and any potential risks or benefits associated with their involvement. The researcher must also ensure that the participants' privacy and confidentiality are protected throughout the study.

3.9 Chapter Summary

The methodology chapter played a crucial role in a research study as it outlines the systematic approach and methods employed to conduct the research, collect data, and

analyse information the chapter outlined the design and research approach. The chapter discussed the sources of data, distinguishing between primary and secondary sources. The chapter explained the procedures for data collection, highlighting different methods and techniques used to gather data. It emphasizes the importance of reliability and validity measurements in research. Moreover, the chapter addressed ethical considerations inherent in the research process. It highlights the significance of obtaining informed consent from participants, safeguarding participant privacy, and ensuring confidentiality.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

4.0 Introduction

This chapter analyses, presents, and discusses the investigation's findings. The results are shown in the chapter following the instruments' response rates. The study's objective was to evaluate how rewards management techniques affected workers' performance at Marondera Provincial Hospital. The demographic features of the respondents are then analyzed, presented, and discussed in this chapter. The chapter reviews, discusses, and evaluates the significant research findings in light of the study's goals.

4.1 Response Rate

In the study, the response rate was determined. Out of 173 respondents, 149 participated, according to the results. The findings are shown in the table below.

Table 4.1: Response Rate

| Category | Approached Participants | Positive Responses | Percentage | Applied Instrument |
|------------------|-------------------------|--------------------|------------|--------------------|
| Management staff | 8 | 8 | 100 | Interview |
| General staff | 175 | 141 | 81 | Questionnaire |
| Total | 183 | 149 | 82 | |

Source: Researcher (2025)

The study's high response rate (82%) can be seen in the table, which the researcher attributes to the use of self-administration and follow-up activities.

4.2 Demographic Characteristics

4.2.1 Gender Response Rate

When completing the questionnaires and responding to the interviews, each participant was asked about their gender. The results of the investigation are displayed in the graph in Figure 4.1. Below

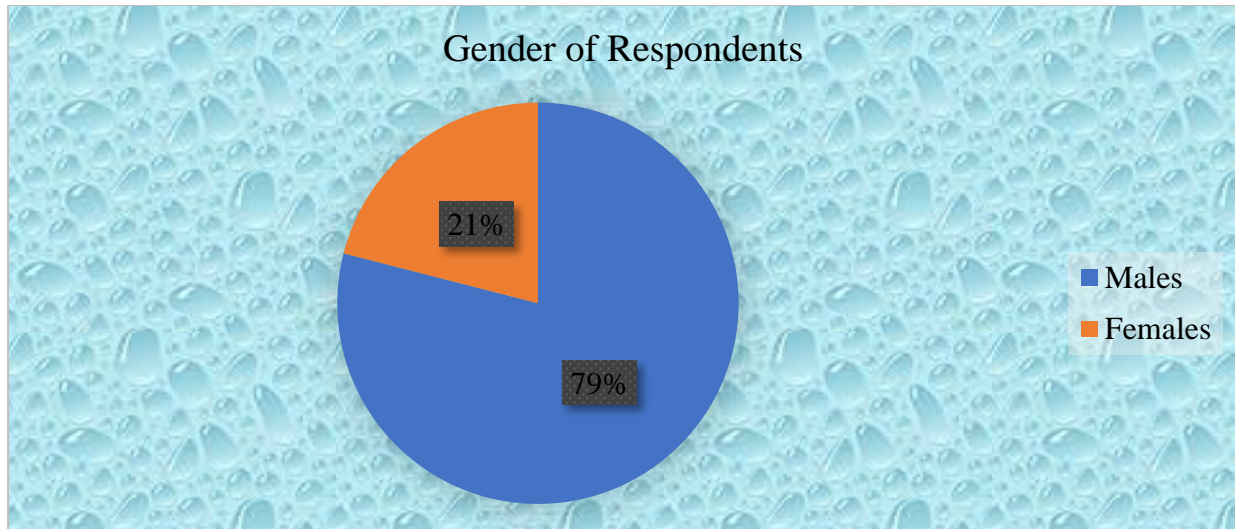


Figure 4.1: Gender distribution of respondents

Source: Research (2023)

Figure 4.1 above shows that whereas 79% of the sample was made up of men, just 21% of research participants were female. The fact that gender mattered was crucial since different viewpoints were required.

4.2.2 Participants Qualifications

Respondents were asked to provide their educational background during the study. The investigation's findings are shown in Figure 4.2 below:

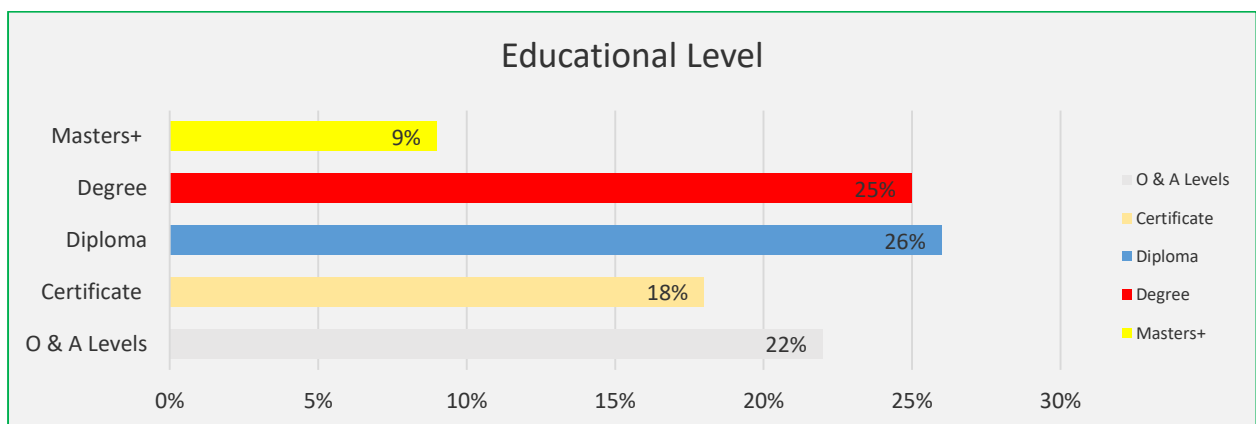


Figure 4.2: Level of Education for Respondents

Source: Research (2025)

Figure 4.2 above illustrates that 22% of respondents possessed O level and A level qualifications, 18% had certificates, 26% had diplomas, 25% had degrees, and 9% had master's degrees. This suggests that the majority of participants were competent. This suggests that the study's data came from highly educated individuals who were able to respond to the questionnaire and comprehend the research question. The study's conclusions are therefore more believable, valid, and trustworthy.

4.3.3 Work Experience

The respondents' work experience had a crucial role in determining how long they had been in the sector. The results are displayed below.

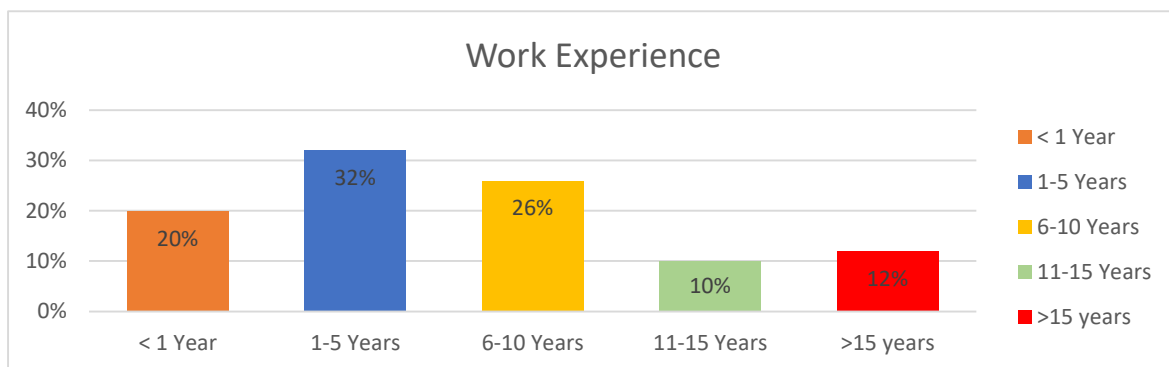


Figure 4.3 Experience of Respondents

Source: Research (2025)

20% had less than a year's experience, 32% had one to five years, 26% had six to fifteen years, 10% had sixteen to twenty years, and 12% had twenty or more years. Eighty percent of the respondents have more than a year's experience, thus they are well-versed in the answers.

4.3 Reliability Test

Cronbach's alpha is a measure of internal consistency, or how closely connected entities are to one another, (Cooper and Schindler 2014). When the scale's dependability is measured by alpha, a high value means that all of the scale's components are highly

related to one another and so estimate the same thing. A low alpha value indicates that the items on the scale may be evaluating distinct concepts and have little to do with one another. The reliability test results are displayed in the table below.

Table 4.2 Reliability Test

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Cases |
| .897 | 141 |

Source: SPSS (2023)

Cronbach's alpha is an important metric for assessing the dependability of a scale. According to Table 4.2, the Cronbach Alpha value is 0.897. If the value is higher than 0.7, the results can be trusted. An excellent Cronbach's alpha is generally considered to be .70 or higher. Depending on the scale being used and the topic of research, these qualities may change.

4.4 The relationship between Performance-based rewards on employees' performance

The first objective was to assess the relationship between Performance-based rewards on employees' performance at Marondera Provincial Hospital. The descriptive statistics are as below

Table 4.3: Descriptive Statistics for the relationship between Performance-based rewards on employees' performance

Descriptive Statistics

| | N | Min | Max | Mean | Std. Deviation |
|--|-----|-----|-----|------|----------------|
| Performance-based incentives greatly raise worker productivity and motivation. | 141 | 1 | 5 | 4.45 | .712 |
| Performance-based incentives raise employee commitment and engagement levels. | 141 | 3 | 5 | 4.51 | .543 |
| Employees who get performance-based rewards report higher levels of job satisfaction. | 141 | 3 | 5 | 4.45 | .553 |
| When their performance is rewarded, workers feel appreciated and acknowledged. | 141 | 2 | 5 | 4.43 | .625 |
| Employees are effectively encouraged to reach higher performance levels through performance-based rewards. | 141 | 3 | 5 | 4.45 | .566 |
| Workers believe that their performance and performance-based awards are positively correlated. | 141 | 2 | 5 | 4.39 | .630 |
| Valid N (listwise) | 141 | | | | |

Source: Primary Data (2025)

Based on the data presented in the table, it is evident that the average scores obtained for the statements evaluating the relationship between performance-based rewards and employees' performance at Marondera Provincial Hospital all fall within a narrow range of 4.39 to 4.51. These consistent scores indicate a general consensus among respondents regarding the impact of performance-based rewards on various aspects of employee performance. Specifically, it can be inferred that performance-based incentives have a significant influence on increasing worker productivity and motivation. These incentives also contribute to higher levels of employee commitment, engagement, and job satisfaction. By recognizing and rewarding employees' performance, organizations demonstrate appreciation and acknowledgment, which further enhances employee satisfaction. Additionally, Alansari and Javed, (2021) pointed out that extending performance-based rewards to the team or group level can foster collaboration, cooperation, and shared accountability among team members, promoting unity and cohesion within the organization. This approach proves particularly effective in

encouraging teamwork and achieving collective goals. However, it is crucial to approach the design and implementation of performance-based reward systems thoughtfully and carefully, considering factors such as fairness, transparency, and alignment with organizational objectives.

From interviews, it was noted that

"At Marondera Provincial Hospital , incentives have a significant impact on how well employees perform. Accordingly, employees are more motivated and engaged when they are given incentives like cash awards, recognition programs, or chances for professional growth. The incentives act as strong motivators for staff members to go above and beyond in their work, which improves performance outcomes for the hospital and the staff members.."

From interviews, it was also noted that

"At Marondera Provincial Hospital , incentives have a major impact on staff performance. Accordingly, employees who get incentives report higher levels of job satisfaction and a sense of worth within the company. This consequently results in higher levels of commitment, better job quality, and increased productivity. The hospital's incentive programs have shown to be highly effective in creating a happy work atmosphere and elevating employee performance to unprecedented levels.."

Performance measures that accurately reflect individuals' contributions and are in line with corporate goals should be defined. According to Haron and Khadijah (2023), all employees should receive fair, transparent, and effective communication regarding the criteria for obtaining awards. Furthermore, frequent performance reviews and feedback ought to go hand in hand with performance-based incentives (Karuri 2021). Offering rewards to staff members makes them feel valued and inspired to do well in their positions. This drive results in enhanced productivity, a readiness to take on more responsibility, and better job performance. Incentives act as a spark to increase worker productivity and engagement, which in turn boosts the hospital's overall performance.

4.5 The effect of incentives on employee's performance

The second objective was to evaluate the effect of incentives on employee's performance at Harare central. The descriptive statistics are as below

Table 4.4: Descriptive Statistics for the effect of incentives on employee's performance

| Descriptive Statistics | | | | | |
|---|-----|-----|-----|------|----------------|
| | N | Min | Max | Mean | Std. Deviation |
| Employee productivity and engagement are successfully increased via incentives. | 141 | 2 | 5 | 4.39 | .641 |
| When workers receive the right incentives, their performance improves | 141 | 3 | 5 | 4.38 | .594 |
| Employees are driven to perform well because they view incentives as a worthwhile acknowledgement of their efforts. | 141 | 3 | 5 | 4.43 | .524 |
| Having incentives available to employees boosts their morale and creates a positive work atmosphere. | 141 | 2 | 5 | 4.34 | .619 |
| Workers view incentives as a just and practical means of recognizing their accomplishments and boosting their drive | 141 | 2 | 5 | 4.50 | .593 |
| Higher levels of job performance and employee happiness are correlated with incentives | 141 | 1 | 5 | 4.26 | .842 |
| Valid N (listwise) | 141 | | | | |

Source: Primary Data (2023)

Based on the data provided in the table, it is evident that the mean scores for the statements measuring the effect of incentives on employee performance at Marondera Provincial Hospital range from 4.23 to 4.44. These scores indicate a general consensus among respondents regarding the influence of incentives on various aspects of employee performance. It can be inferred that incentives effectively increase employee productivity and engagement. When employees receive appropriate incentives, their performance improves as they perceive these incentives as valuable recognition of their efforts. The availability of incentives also boosts employee morale and contributes to a positive work environment. Furthermore, incentives play a significant role in attracting and retaining talent. Organizations that offer attractive incentive programs are more likely to attract

top talent and retain high-performing employees. These incentives can serve as a competitive advantage in the job market, demonstrating the organization's commitment to recognizing and rewarding employee contributions. Additionally, according to Al-Fakeh, Padlee, Omar, and Salleh (2020), incentives foster employee loyalty and reduce turnover rates as employees are more inclined to remain with an organization that values and acknowledges their efforts. However, it is important to acknowledge the challenges associated with incentives and approach their design and implementation thoughtfully, taking into consideration factors such as fairness, alignment with organizational goals, and addressing potential drawbacks.

From interviews, it was noted that

"Workers who receive performance-based awards are more motivated and productive than those who do not. Employee performance and organizational effectiveness are enhanced as a result of the incentives provided by the rewards, which serve to acknowledge and reward exceptional performance.."

From interviews, it was also noted that

"At Marondera Provincial Hospital , we have seen a very high positive relationship between staff performance and performance-based compensation. Accordingly, when workers receive rewards that are directly related to their output, they feel appreciated and are more driven to perform well in their jobs. Their productivity, engagement, and work happiness all increase as a result. Performance-based rewards serve as a stimulant to enhance worker productivity and produce favourable results for the hospital.."

Hokororo (2020) has pointed out that although incentives have many advantages, there are certain drawbacks. According to Kefale (2019), incentives may result in undesired behaviors, such as workers concentrating only on tasks that carry a reward system while disregarding other crucial facets of their jobs. This restricted attention may have an effect on overall performance and lead to possible trade-offs. Results show that workers show higher levels of dedication, effort, and job performance when they receive rewards based on how well they do. A culture of excellence and continual improvement is fostered

among the staff members by the rewards, which eventually increase overall performance at the hospital by giving them a sense of accomplishment and recognition.

4.6 The impact of medical aid schemes on employee's performance

The third objective was to analyze the impact of medical aid schemes on employee's performance at Marondera Provincial Hospital. The descriptive statistics are as below

Table 4.5: Descriptive Statistics for impact of medical aid schemes on employee's performance

| Descriptive Statistics | | | | | |
|---|-----|-----|-----|------|----------------|
| | N | Min | Max | Mean | Std. Deviation |
| .Workers who have access to medical assistance programs are more likely to seek out early medical care, which lowers absenteeism and boosts productivity. | 141 | 1 | 5 | 4.36 | .980 |
| Medical assistance programs help employees pay for healthcare less expensively, freeing them up to concentrate more on their jobs. | 141 | 2 | 5 | 4.31 | .829 |
| When workers have access to extensive medical assistance programs, they feel appreciated and supported | 141 | 2 | 5 | 4.21 | .826 |
| Medical assistance programs help employees stay healthier, which boosts output. | 141 | 1 | 5 | 4.34 | .642 |
| Access to medical assistance programs enhances workers' general wellbeing and contentment at work. | 141 | 3 | 5 | 4.50 | .556 |
| Employee performance is positively impacted by the availability of medical assistance programs. | 141 | 2 | 5 | 4.28 | .700 |
| Valid N (listwise) | 141 | | | | |

Source: Primary Data (2025)

Based on the data presented in the table, it is clear that the average scores for the statements measuring the impact of medical aid schemes on employee performance at Marondera Provincial Hospital range from 4.22 to 4.48. These scores indicate a general consensus among respondents regarding the positive effects of medical aid schemes on

various aspects of employee performance. It can be inferred that employees who have access to medical assistance programs are more likely to seek early medical care, resulting in reduced absenteeism and increased productivity. Medical aid schemes help employees manage healthcare expenses more affordably, allowing them to allocate more attention to their job responsibilities. When employees have comprehensive medical aid coverage, they feel valued and supported by their organization. These findings align with the research by Akoth (2020), which highlights the positive impact of medical aid schemes on employees' financial well-being. Healthcare costs can be a significant burden, especially during unexpected medical emergencies or when dealing with chronic health conditions. By providing coverage and financial support, medical aid schemes alleviate the financial stress employees may face, enabling them to focus on their work without the added worry of high medical expenses. Additionally, as suggested by Pandya (2023), this financial security contributes to increased job satisfaction and reduces distractions related to personal health concerns. Therefore, medical aid schemes play a crucial role in promoting and maintaining employee well-being.

From interviews, it was noted that

"Medical assistance programs have a significant effect on how well employees work at Marondera Provincial Hospital . Accordingly, workers who have access to medical assistance programs that provide full coverage for medical needs report feeling more satisfied and in good health at work. Employees are more likely to be attentive, vivacious, and productive at work when they are well and have peace of mind about their healthcare needs, which improves performance overall.."

From interviews, it was also noted that

"At Marondera Provincial Hospital , medical assistance programs have a big influence on workers' productivity. Accordingly, workers who have access to high-quality healthcare via medical assistance programs report feeling less stressed, having better physical and mental health, and being happier in their jobs. They are therefore more likely to be present, motivated, and productive in their responsibilities, which in turn has a good impact on their performance.."

According to Ibitomi, Ojatuwase, Emmanuella, and Eke (2022), medical aid schemes play a significant role in facilitating early detection and prevention of health issues by providing regular access to healthcare services. This, in turn, leads to enhanced overall health and a decreased risk of chronic diseases. Additionally, Kibe (2018) suggests that when employees are in good health, they experience higher levels of energy, improved cognitive function, and increased resilience, all of which positively impact their performance and productivity. Research indicates that employees who have access to medical aid schemes experience a greater sense of job security and peace of mind regarding their health needs. As a result, there is a decrease in absenteeism, an improvement in morale, and a heightened focus on their work. The availability of comprehensive medical coverage through these schemes significantly contributes to employee performance and the overall success of the organization.

4.7 The effect of bonuses on employee's performance

The main objective was to assess the effect of bonuses on employee's performance at Harare central. The descriptive statistics are as below

Table 4.6: Descriptive Statistics for the effect of bonuses on employee's performance

| Descriptive Statistics | | | | | |
|--|-----|-----|-----|------|----------------|
| | N | Min | Max | Mean | Std. Deviation |
| Bonus availability raises workers' dedication and job happiness. | 141 | 1 | 5 | 4.35 | .698 |
| When workers are qualified for bonuses, their motivation and output rise. | 141 | 3 | 5 | 4.43 | .539 |
| Bonuses are a useful tool for motivating staff to achieve at higher levels. | 141 | 3 | 5 | 4.41 | .535 |
| Bonuses are seen by workers as a substantial acknowledgement of their extraordinary work. | 141 | 3 | 5 | 4.41 | .549 |
| Bonuses are viewed by staff members as an equitable and satisfying method of recognizing their accomplishments | 141 | 3 | 5 | 4.38 | .543 |
| Bonuses encourage excellence among employees by fostering a competitive and positive work environment | 141 | 2 | 5 | 4.35 | .575 |

| | | | | | |
|--------------------|-----|--|--|--|--|
| Valid N (listwise) | 141 | | | | |
|--------------------|-----|--|--|--|--|

Source: Primary Data (2025)

Based on the data presented in the table, it is evident that the average scores for the statements measuring the effect of bonuses on employee performance at Marondera Provincial Hospital range from 4.22 to 4.48. These scores indicate a general consensus among respondents regarding the positive impact of bonuses on various aspects of employee performance. It can be inferred that the availability of bonuses enhances workers' dedication and job satisfaction. When employees are eligible for bonuses, their motivation and productivity increase. Bonuses serve as an effective tool for incentivizing employees to perform at higher levels and are perceived as significant recognition for their exceptional work. Employees view bonuses as a fair and rewarding way of acknowledging their achievements. These findings align with the notion that regular and timely distribution of bonuses strengthens the connection between performance and rewards, providing immediate feedback and reinforcement. However, it is important to note, as emphasized by Fatema, Prantika, Shaily, and Momotaj (2020), that finding the right balance between frequent bonuses and the sustainability of the bonus program is crucial. This requires considering the organization's financial resources and budget constraints. Additionally, as suggested by Aye (2019), it is essential to ensure that the size and distribution of bonuses are equitable and reflective of individual performance,

From interviews, it was noted that

"Employee performance at Marondera Provincial Hospital is significantly impacted by bonuses. Accordingly, bonuses serve as both a strong incentive and a token of appreciation for workers' efforts and accomplishments. Bonuses are observable incentives that raise worker loyalty, engagement, and satisfaction. This ultimately results in enhanced work performance, more production, and a favorable effect on the hospital's overall performance.."

From interviews, it was also noted that

"Employee performance at Marondera Provincial Hospital benefits from bonuses. Accordingly, giving bonuses to employees based on their performance fosters a sense of equity, fairness, and appreciation. This inspires individuals to pursue greatness in their profession and increases their motivation. Bonuses

clearly have an impact on employee performance as seen by higher output, better quality results, and a greater dedication to the hospital's success."

Differentiating bonuses according to performance levels can result in a fair and inspiring incentive structure, according to Li, Duan, Chu, and Qiu (2023). Siswanto, Maulidiyah, and Masyhuri (2021), however, stress that it is crucial to keep the bonus distribution procedure transparent. To ensure fairness and encourage a clear understanding of the bonus system, employees should be aware of the criteria and reasoning for the differential. According to study, giving bonuses to staff members boosts their sense of achievement and motivates them to continue delivering excellent work. The bonuses serve as a stimulant for higher levels of motivation, job satisfaction, and dedication, which enhances both individual and team performance. The impact of bonuses on worker performance is a major factor in the accomplishment of corporate objectives and success.

4.8 Chapter Summary

The research presented, analyzed, and discussed the findings of this study on the impact of incentives management systems on staff performance at Marondera Provincial Hospital in order to obtain a deeper knowledge of the participants in connection to the study's objectives. Furthermore, the study successfully accomplished the main goal as well as all three of its objectives by presenting, interpreting, and discussing the results. The following chapter provides a summary, a conclusion, and some recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter provides recommendations, a summary of the findings, and an analysis of the effects of rewards management techniques on worker performance at Marondera Provincial Hospital.

5.1 Summary of Major Findings

5.1.1 The relationship between Performance-based rewards on employees' performance at Marondera Provincial Hospital

The study looked at how Marondera Provincial Hospital staff members perform in relation to performance-based awards. The major finding showed that employee performance and performance-based awards were positively related. Compared to their non-receiving counterparts, employees who got performance-based rewards shown better levels of motivation and productivity. According to the study, Marondera Provincial Hospital can improve staff performance and overall organizational productivity by putting in place performance-based award schemes.

5.1.2 The effect of incentives on employee's performance at Marondera Provincial Hospital

The impact of incentives on worker performance at Marondera Provincial Hospital was examined in this study. The results showed that employee performance was significantly improved by incentives. Performance results improved when employees who received incentives showed higher levels of motivation, engagement, and job satisfaction. The study emphasizes how crucial it is to give staff members the right incentives in order to improve their performance and add to Marondera Provincial Hospital's overall success.

5.1.3 The impact of medical aid schemes on employee's performance at Marondera Provincial Hospital

This study looked at how medical assistance programs affected the productivity of staff members at Marondera Provincial Hospital. The results showed a positive relationship

between employee performance and the availability of medical assistance programs. Workers with access to full medical coverage showed increased productivity, well-being, and job satisfaction. The research highlights the significance of offering sufficient medical assistance benefits to staff members, as this not only enhances their general well-being but also has a good impact on their productivity at Marondera Provincial Hospital.

5.1.4 The effect of bonuses on employee's performance at Marondera Provincial Hospital

The impact of bonuses on staff performance at Marondera Provincial Hospital was examined in this study. The results showed that employee performance was significantly improved by bonuses. Bonus recipients demonstrated higher levels of dedication, motivation, and job satisfaction, which improved performance results. According to the study, giving incentives to staff members as a kind of acknowledgment and appreciation can effectively inspire them and lead to higher performance at Marondera Provincial Hospital.

5.2 Conclusions

5.2.1 The relationship between Performance-based rewards on employees' performance at Marondera Provincial Hospital

In conclusion, the study's findings showed that staff performance at Marondera Provincial Hospital and performance-based awards had a significant relationship. According to the research, putting in place performance-based reward programs can effectively inspire workers, which will enhance performance results. As a result, it is advised that Marondera Provincial Hospital take into account implementing and keeping performance-based award programs in order to improve worker performance and advance the organization's general success.

5.2.2 The effect of incentives on employee's performance at Marondera Provincial Hospital

In conclusion, it can be said that employee performance at Marondera Provincial Hospital is significantly improved by incentives. According to the study, giving workers the right incentives increases their motivation, engagement, and job happiness, all of which have a favorable effect on their output. In order to successfully inspire staff and promote better performance outcomes, it is advised that Marondera Provincial Hospital keep implementing and improving its incentive programs.

5.2.3 The impact of medical aid schemes on employee's performance at Marondera Provincial Hospital

The study concludes by highlighting the important influence that medical assistance programs have on the work performance of staff members at Marondera Provincial Hospital. The results show that workers who have access to health insurance through medical assistance programs are more productive, happy, and satisfied with their jobs. Thus, it is advised that Marondera Provincial Hospital keep putting employees' general health and well-being first and offering sufficient medical assistance perks, as this would eventually lead to better performance outcomes.

5.2.4 The effect of bonuses on employee's performance at Marondera Provincial Hospital

Based on the results, it can be concluded that employee performance at Marondera Provincial Hospital is significantly improved by bonuses. According to the study, employees who receive incentives exhibit higher levels of dedication, motivation, and job satisfaction, which improves performance outcomes. It is therefore advised that Marondera Provincial Hospital keep using bonuses as a means of acknowledgment and compensation in order to effectively inspire staff members and promote better performance. Furthermore, it is vital to guarantee the equity and lucidity of the bonus distribution procedure in order to preserve staff spirits and involvement.

5.3 Recommendations

5.3.1 The relationship between Performance-based rewards on employees' performance at Marondera Provincial Hospital

It is recommended that Marondera Provincial Hospital create a performance-based award system in order to successfully improve employee performance. It is recommended that the hospital provide explicit performance standards and open procedures for evaluating and incentivizing staff accomplishments. Employees should be informed about performance standards and progress on a regular basis so they may grasp the connection between their work and incentives. The reward system should also be continuously assessed and adjusted to ensure that it meets the changing demands of employees as well as organizational goals.

5.3.2 The effect of incentives on employee's performance at Marondera Provincial Hospital

It is recommended that Marondera Provincial Hospital create an extensive incentive program in order to take advantage of the benefits that incentives have on worker performance. A range of incentives that are suited to various employee responsibilities and performance levels should be provided by the program. The incentives could take the form of cash payouts, recognition initiatives, chances for professional advancement, or non-cash advantages. It is important to regularly assess the success of the incentive program, taking into account employee input and performance indicators, in order to make the required modifications and guarantee that the initiative stays inspiring and in line with company goals.

5.3.3 The impact of medical aid schemes on employee's performance at Marondera Provincial Hospital

It is recommended that the hospital needs to make sure that medical assistance is comprehensive and offers workers and their dependents access to quality healthcare services. It is important to run efficient communication and awareness efforts to inform staff members about the advantages of using medical assistance programs. In order to guarantee that staff members obtain top-notch care, the hospital should routinely evaluate the calibre and accessibility of the medical assistance network's providers. In order to ensure that the medical assistance programs meet the needs and preferences of the workforce, it is important to build feedback mechanisms that will collect employee opinions and suggestions for improvement.

5.3.4 The effect of bonuses on employee's performance at Marondera Provincial Hospital

It is recommended that the criterion for awarding bonuses ought to be just, clear, and predicated on quantifiable performance metrics. By doing this, you can make sure that workers believe the bonus distribution is fair and closely related to their work. Second, in order to accommodate varying staff preferences and incentives, the hospital ought to think about offering a combination of monetary and non-monetary benefits. Non-cash incentives could be in the form of chances for career advancement, adaptable work schedules, or public acknowledgment. Last but not least, the hospital needs to set up a consistent system for performance reviews and feedback so that staff members have clear expectations and helpful advice for growth.

5.4 Recommendations for further research

The effect of rewards management techniques on worker performance at Marondera Provincial Hospital was the subject of the study. Research on performing a comparative comparison between several companies may be. It's critical to comprehend the relationship.

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APPENDIX A
TURNIT REPORT

APPENDIX B



Survey Questionnaire Consent Letter

Bindura University of Science Education

741 Chimurenga Road

Bindura

Dear Respondent

My name is **Michael Shorai**, a Bachelor of Business Administration (Honours) Degree student in Human Capital Management at Bindura University of Science Education. I am carrying out research entitled: ***AN ASSESSMENT ON THE IMPACT OF REWARD MANAGEMENT STRATEGIES ON EMPLOYEE PERFORMANCE AT MARONDERA PROVINCIAL HOSPITAL.***

The research project targets both non managerial and managerial workers of Marondera Provincial Hospital Corporation.

You are therefore kindly requested to assist in the research by completing the questionnaire fully and as truthfully as you can. All the information you provide will be used solely for the purpose of this study and will be treated with utmost confidentiality. In case you have any questions and wish to have a detailed account of this study please contact me at on cell number +263 716 082 340

Your cooperation in this regard will be greatly appreciated.

Yours faithfully

Michael Shorai

APPENDIX C

RESEARCH INSTRUMENTS

SECTION A: DEMOGRAPHIC DATA

1

| | | |
|-----------------|-------------|---------------|
| Gender | Male | Female |
| Response | | |

2

| | | | | |
|-----------------|-----------------------|--------------------|--------------------|---------------------------|
| Age | Below 20 years | 21-40 years | 41-60 years | 61 years and above |
| Response | | | | |

3

| | | | | |
|-----------------------|----------------|-----------------|---------------|--------------|
| Marital status | Married | Divorced | Single | Widow |
| Response | | | | |

4

| | | | |
|--------------------------|--------------------------|---------------------|---------------------------|
| Length of service | 5 years and below | 6 to 9 years | 10 years and above |
| Response | | | |

5

| | | | | |
|---------------------------|----------------|---------------|----------------|------------|
| Level of education | Diploma | Degree | Masters | PHD |
| Response | | | | |

6

| | | | | |
|---------------------|-------------------|--------------------|------------------|-----------------------|
| Job position | Management | Supervisory | Technical | Administrative |
|---------------------|-------------------|--------------------|------------------|-----------------------|

| | | | | |
|-----------------|--|--|--|--|
| Response | | | | |
|-----------------|--|--|--|--|

7

| | | | | |
|-------------------|------------------------|----------------|--------------------|--------------------|
| Department | Human Resources | Finance | Procurement | Engineering |
| Response | | | | |

8

| | | |
|--|------------|-----------|
| Does your organisation offer you any training and development programmes? | Yes | No |
| Response | | |

9

| | | | |
|--|---------------------|----------------------|--------------------------|
| How often do you go for training? | Twice a year | Thrice a year | Never done before |
| Response | | | |

10

| | | |
|--|------------|-----------|
| Do you find the training and development programmes beneficial? | Yes | No |
| Response | | |

11

| | | | |
|---|-------------|-------------|------------------|
| How is your current work output? | Poor | Good | Excellent |
|---|-------------|-------------|------------------|

| | | | |
|-----------------|--|--|--|
| Response | | | |
|-----------------|--|--|--|

12

| | | | |
|---|-------------|-------------|------------------|
| What is your comment on individual workload? | Poor | Good | Excellent |
| Response | | | |

13

| | | | |
|---|-----------------------|------------------|-----------------------|
| What is your take on your current remuneration, are you satisfied with it? | Less satisfied | Satisfied | More satisfied |
| Response | | | |

14

| | | | | |
|---|-----------------------|--------------|--------------------------|-----------------|
| Do you think HR is doing enough in addressing remuneration issues? | Strongly agree | Agree | Strongly disagree | Disagree |
| Response | | | | |

15. What recommendations do you propose?

Answer.....
.....
.....

THE END

THANK YOU FOR YOUR COOPORATION KINDLY ASSIST BY RETURNING THE QUESTIONNAIRE TO THE STUDENT RESEARCHER.

SECTION A

STRUCTURED INTERVIEW GUIDE FOR MANAGEMENT

1. What do you understand by the term Human Resource Planning?
2. What do you understand by the term organisational performance?
3. Does your organisation have any HRP strategies in place?
4. Do you think the environment has any effect on your HRP strategies?
5. Do you think HRP has any effect on your overall organisational performance?
6. How is production currently?
7. What do you think is the cause?
8. How often do you employees go for training?
9. What is the general atmosphere with your employees, have they raised any issues with you lately with regards to training and development?
10. With regards with the technological advancement in the world of work, has this in any way affected your HRP strategies and organisational performance?
11. What measures or strategies have you put in place in order to address these issues?
12. What do you suggest as the best way forward in addressing HRP issues and its impact on organisational performance?