AN ASSESSMENT OF THE EFFECTIVENESS OF PERFORMANCE BASED REWARD SYSTEMS ON EMPLOYEE PERFORMANCE AT THE MOTOR VEHICLE ACCIDENT FUND IN NAMIBIA

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ABSTRACT

Employees are rightly regarded as the most valuable assets in an organisation. In businesses, compensation is a critical issue that administrators, particularly human resource managers, must properly manage. The MVA Fund introduced the rewards and recognition policy and Performance Management Policy in 2015 and 2016 respectively. A mixed methods approach consisting of both interpretivist, and positivist approaches was imperative for this study as it also allowed the researcher to gain a deeper understating of the research problem. During the quantitative phase of this study, a survey in this research included a sample selected from managerial and non-managerial employees at the MVA Fund Headquarters in Windhoek by use of questionnaires in order to determine their perceptions on the effectiveness of performance-based reward systems on their performance. The qualitative made use of a case study by means of interviews. Descriptive data analysis was performed, to analyse the demographics of respondents who showed a youthful population, with 71 percent females and 79 percent being general employees. 51 percent worked for 6 to years and 32 percent possessed master's degrees. Analysis of quantitative and qualitative results under literature control indicate that extrinsic rewards comprising of Salary increase, Bonuses, Commission, Supervision, Employee motivation, Employee commitment and Employee satisfaction have a positive effect on employee performance. The correlation coefficient is at r= 0.329, indicating a positive but weak correlation between Employee performance and Supervision of employees. Correlation between Employee performance and intrinsic rewards are all significant with P values less than 0.05, for all the seven variables the two tailed Significant value is p= 0.0000, meaning that we reject H_0, concluding that there is a significant relationship between intrinsic rewards and employee performance. Results from focus group interviews also confirmed that there is a positive and strong relationship between performance-based rewards and employee performance. The study recommends that employee participatory decision making should be encouraged, also

that there should be an improvement in leadership behavior and the work environment to keep career development.

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List of Abbreviations/ Acronyms

MVA Fund – Motor Vehicle Accidents Fund

PRD – Performance and Development Review

SPSS – Statistical Package for Social Science

SDT – Self Determination Theory

UNAM – University of Namibia

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Dedication

I am dedicating this thesis to my family, My husband, Immanuel Nashivela, and our adorable children, Lydia, Paulus and Efeni. Thank you very much for your support and understanding.

DECLARATIONS

I, Salome Hanyemweshipange Nashivela, hereby declares that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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Name of Student Signature Date

CHAPTER 1 - INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Employees are rightly regarded as the most valuable assets in an organisation. As a result employee productivity in a growing organisation is a critical factor in overall performance (Kossivi, Xu & Kalgora, 2016, 261). This was confirmed by Matindo, Pekeur and Karodia (2015) who find employees to be the most vital resource that contributes effectively towards the attainment of goals and objectives of an organisation by utilising other resources, for instance, capital and land resources to produce goods and services. Rewards both financial and non-financial are among the most important factors in motivating employees to put forth their best efforts to generate innovative ideas that lead to improved business functionality and further improve company performance (Siwale, 2020).

In general, the reward system is accompanied by several actions, both from the perspective of the corporation and of the individual (Karami, Doalatabadi & Rajaeepour, 2013). Organisations can use many different types of rewards to keep their employees motivated, and eventually to promote performance. Therefore, organisations can best utilise financial rewards in supporting organisational human resource strategy (Sitengu, 2018). In businesses, compensation is a critical issue that administrators, particularly human resource managers, must properly manage. As part of the employment relationship contract, reward management is a strategic human resource management element that strives to recognise employees' contributions to the firm (Martocchio, 2014; Milkovich *et al.,* 2014). Literature indicates controversies between divergent researchers regarding performance-based rewards and performance. For instance, Karami, Doalatabadi and Rajaeepour (2013), Nnaji-Ihedinmah and Egbunike (2015) as well as

Idowu, (2017) found a positive relationship between rewards and employee performance, while Kealesitse (2009) found that the effect of performance-based pay on employee performance is minimal.

The Motor Vehicle Accident (MVA) Fund is statutorily mandated to develop, promote, and implement crash and injury prevention measures (MVA Fund Act 10 of 2007). The MVA Fund introduced the rewards and recognition policy and Performance Management Policy in 2015 and 2016 respectively, with the aim of improving employee performance (MVA Fund, Reward and Recognition policy). The MVA Fund adopted a balanced scorecard approach which is aligned to the State-Owned Enterprises Key Performance Indicator Framework. This framework is comprised of the following four key performance areas: financial performance, service performance, human resource development and effective internal processes. Therefore, all employees are subjected to performance appraisals on a quarterly basis to support institutional performance.
The Scheme was created to assist the MVA Fund in developing its leadership capability, retaining its competent personnel, and including performance management as a critical development and performance management tool. Even though employee engagement was investigated, the focus was not on the effectiveness of performance-based awards on employee performance, but rather on whether they were content with their jobs. However, even though there was an employee engagement exercise that was carried out; it did not focus on the effectiveness of performance-based rewards on employee performance but rather whether they are satisfied with their job.

1.2 STATEMENT OF THE PROBLEM

According to Amunkete (2015) almost every employee has personal objectives that they want to achieve, which are not always in line with the company's objectives. Unmotivated and unsatisfied personnel, according to Idowu (2017) are more inclined to prioritise their own goals over the company's, resulting in a goal conflict. As a result, pay systems should be designed in such a way that employee goals and motivational factors are aligned with the organisation's objectives. Managers can therefore change job assignments and rewards if they understand what motivates their staff (Siwale, 2020).

The performance of state-owned enterprises in Namibia, including the MVA has been in the spotlight for many years, in terms of profit generation/revenue (Amunkete, 2015). Among the factors, cited is poor employee performance. The MVA Fund introduced the rewards and recognition policy and Performance Management Policy in 2015 and 2016 respectively, to enhance a performance culture in the organisation and an annual staff engagement survey has been carried out for the past 10 years. In 2019 satisfaction with remuneration and growth and development was rated low at 3.56 respectively out of 5. However, the MVA Fund has never assessed the effectiveness of the reward and recognition on employees' performance. This study will therefore be undertaken to fulfil this task and determine to which extent reward can be used to motivate employees and improve work performance. The study also seeks to close the gap in literature by investigating the effectiveness of performance-based reward systems on employee performance.

1.3 OBJECTIVES OF THE STUDY

The main objective of this study is to assess the effectiveness of performance-based reward systems comprising of extrinsic rewards and intrinsic rewards on employee performance at the MVA Fund.

Specific objectives:

1. To identify the reward systems currently applied at the MVA Fund.
2. To assess the relationship between extrinsic rewards and employee performance at the MVA Fund.
3. To assess the relationship between intrinsic rewards and employees' performance at the MVA Fund.
4. To determine strategies that could be used to improve employee performance at the MVA Fund.

1.4 HYPOTHESES OF THE STUDY

The research is going to test the following hypotheses:

i) H_0: There is significant relationship between extrinsic rewards and employee performance at the MVA Fund.

H_1: There is no significant relationship between extrinsic rewards and employee performance at the MVA Fund.

ii) H_0: There is a significant relationship between intrinsic rewards and employee performance at the MVA Fund.

H_1: There is no significant relationship between intrinsic rewards and employee performance at the MVA Fund.

1.5 SIGNIFICANCE OF THE STUDY

The study's findings will add to the theoretical understanding of how performance-based pay affects employee performance. The study will also give policymakers at the MVA fund and other SOEs a better understanding of how performance-based compensation can be used to improve employee performance and boost organisational performance. Furthermore, the outcomes of this study could serve as a platform for future research on topics like complexity, fairness, and frequency, as well as their impact on employee performance, motivation, and work satisfaction.

Finally, the research's findings and methodologies will be valuable to the MVA Fund Namibia, as well as other comparable organisations looking to strengthen their existing reward systems. The findings of the research are useful in providing recommendations for the MVA Fund, since the primary goal of the research is to improve the company's present reward system and, as a result, increase overall employee performance.

1.6. LIMITATION OF THE STUDY

The quality of the output of this study is determined by the respondents, especially the MVA Fund employees as employees usually tent to hide the objective reality. There might be suspicion that the respondents might not give what is in their heart because they may suspect that they would face problems from the organisation as has been revealed in different social studies. To overcome these negative expectations, the researcher will ensure anonymity and treat responses as confidential.

1.7 DELIMITATION OF THE STUDY

The study will only focus on the MVA Fund Windhoek branch. The study is also delimited to the investigation of the effectiveness performance-based reward systems on

employee performance in MVA fund Namibia, therefore generalisation to employees and other SOEs should be done consciously.

1.8 ORGANISATION OF THE STUDY

This study is structured as follows:

Chapter One: Introduction

This chapter explains the research problem that prompted the study. It further outlines the background to the problem, purpose of the study, definition of terms, delimitations, and significance of the study.

Chapter Two: Literature Review

This chapter provides definitions of the most important concepts such as motivation and reward. It outlines the various motivation theories, and generally presents a review of the core literature on the research problem. It is an evaluative process that critically compares the research topic to information and findings by previous scholars.

Chapter Three: Research Methodology

This chapter describes the research design utilised. Specifically, the chapter describes the population and sample of the study, the measuring instrument used, the procedure followed to gather the data, and the statistical techniques used to analyse the data.

Chapter Four: results and discussion

This chapter reports on the results of the empirical analysis. It presents the findings of the study using tables and figures as well as written descriptions. It also presents information on which variables were used in the analysis and the rationale behind the selection of those procedures.

Chapter five: Conclusions and recommendations

This chapter describes the implications for future research are addressed and the chapter concludes with recommendations

1.9 CHAPTER SUMMARY

The main purpose of this chapter was to introduce the research topic. The chapter, in general, gives a picture of the origin of the problem, what the researcher seeks to achieve, limitations of the study and the significance of the study. The researcher concludes with a summary of what will be covered in each chapter of this thesis. The next chapter focuses on relevant literature.

CHAPTER 2 - LITERATURE REVIEW

2.1 INTRODUCTION

A 'literature review,' according to Saunders (2016), is "a detailed and justified analysis and commentary on the strengths and flaws of the literature within a particular field, demonstrating familiarity with what is previously known about the current research issue." As a result, this chapter explores the existing literature that has contributed to a better understanding of the relationship between rewards and employee performance, both empirically and theoretically. This research article includes not only the fundamental variables researched in depth, but also sub variables such as work satisfaction and employee motivation, which are critical for maintaining employee performance and company production.

2.2 PERFORMANCE BASED REWARD SYSTEM

In many modern firms, setting pay based on employee performance evaluations is a popular compensation scheme (Nyberg, Pieper & Trevor, 2016). Performance-based pay refers to a variety of compensation schemes utilized inside firms, including annual performance-based pay raises, i.e., merit pay systems (Maaniemi, 2013), commissions, and bonus systems. Performance-based pay plans are used by businesses to improve employee performance (Fang & Gerhart, 2012). Pay appraisals in this context typically incorporate both quantity and quality components of work performance, with compensation selections based on productivity (i.e., number of tasks performed) or manager evaluations of previous performance (Cappelli & Conyon, 2018; DeNisi & Murphy, 2017). According to a survey of literature on successful organisations, effective performance-based compensation involves three key dimensions: communication,

engagement, and performance appraisal (Anuar *et al.*, 2014). The performance incentive system and its impact on performance have been extensively studied. Employee performance is linked to company culture, management attitude, job content, financial rewards, and personal concerns.

According to Manzoor *et al.* (2021), the reward management system includes intrinsic rewards and extrinsic rewards like salary, bonuses, recognition, praise, flexible working hours, and social rights. With the help of a reward management system, enterprises can appeal, retain, and motivate employees to attain high performance of the employee. Most reward systems, like sales commissions, annual or periodic bonuses, employee awards, and so on, are typically focused on financial rewards as a motivating factor for employees. Non-monetary incentives, on the other hand, take the shape of performance appreciation letters, public acknowledgement of success, improved working conditions, increased job diversification, job rotation, and so on (Armstrong, 2013).

Performance-based rewards are an important part of improving employee performance in a business, but they are not a must for effective performance management. The most important aspect of any performance-based compensation system is how seriously it is regarded and how diligently it is implemented by managers and employees (Nduka, 2016). Although official individual and business unit (institution) performance and development assessments are done on a quarterly basis at the MVA Fund, continuous performance talks are encouraged. In 2011, the MVA Fund updated its Performance Management Guidelines and created a new Performance and Development Review (PDR) Policy, as well as a new performance bonus mechanism. The PDR Policy acts as

a mandate for determining bonus and performance incentives for workers, as well as assisting the Fund in achieving a high-performance culture.

2.3 RELATIONSHIP BETWEEN EXTRINSIC REWARDS AND EMPLOYEES' PERFORMANCE

Extrinsic rewards, or monetary benefits, according to Raza (2012), are the finest source of employee motivation since they respond to the expectations of individual employees and keep them engaged. As a result, this method of incentive is typically short-term and must be done frequently in order to maintain employee motivation and performance. Extrinsic rewards can help an organisation increase staff productivity and morale, maximizing and improving employee performance as well as overall organisational performance (Irshad, 2016). An organisation's incentive system guarantees that employees believe they are valued to the company and that management recognizes their contribution to the company's success. In conclusion, monetary incentives can help employees increase their productivity and maintain a high level of motivation. Monetary rewards, also, have the power of promoting different job positions making them more attractive for the employees, therefore, pushing workforce for constant skills improvement and development.

According to Alwaki (2018) remuneration is considered as one of the most effective investments an organisation can make. Although an impartial wage serves as a cornerstone for implied and contractual agreements between work force and employers, but the underlying presumption is that money could directly influence behaviour that leads towards performance. Many individuals and managers believe that enhancing the level of payment will simply make individuals more motivated, loyal and productive.

Organisations compensating their employees effectively are more likely to attain higher levels of productivity than others, because mostly remuneration is considered as a motivator by employees as well as managers (Shields et al, 2015).

The findings of the research done by Alwaki, (2018), concluded that organisations should focus on their remuneration plans, because having satisfactory remunerations; employees would have positive attitudes towards their jobs and resulting in an increased level of performance and that employees should be offered remuneration in monetary as well as other forms so that employees are motivated to have positive attitudes to contribute positively towards organisational goal achievement. When employees are inspired by striking remunerations, their performance tremendously increases, and they are more likely to move towards attain organisational objectives without any resistance. Deeprose (2014) had stated that "while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator".

2.4 RELATIONSHIP BETWEEN INTRINSIC REWARDS AND EMPLOYEES' PERFORMANCE

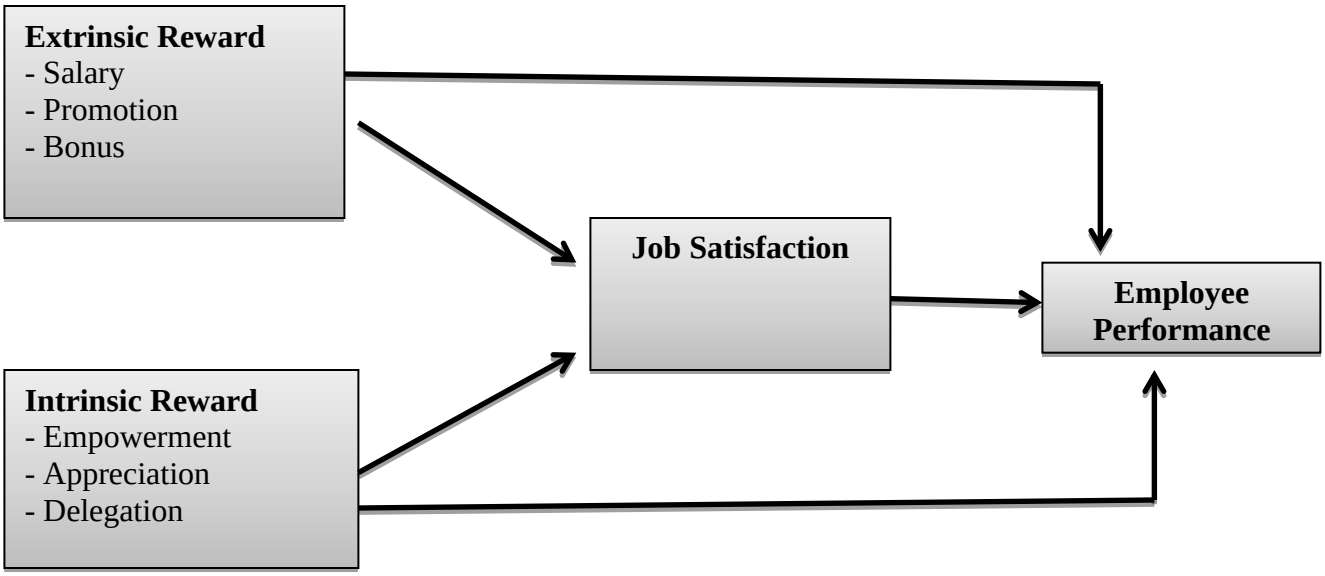
The relationship between intrinsic rewards and employee performance has been considered in earlier studies. Intrinsic rewards refer to those incentives that have been given to the employees of an organisation. An intrinsic reward is an internal reward that employees achieve from completing their tasks or projects successfully. These rewards are mostly psychological and are based on the effort and abilities of a person. Intrinsic rewards elicit a positive emotional reaction and work to motivate employees to continue to improve as well as make lasting behavioural changes when needed (Ryan and Deci,

2020). This sort of motivation is mainly derived from the enjoyment that an employee feels after completing a task or, in certain situations, while working. Responsibility, flexibility to act, scope to use and develop skills and abilities, exciting job, and prospects for growth can all influence intrinsic motivation, because these motivators emerge from the individual rather than the environment, they have a long-term influence (Armstrong, 2013).

All organisation components, including people, process, rules, and decision-making processes involved in allocating salary and benefits to employees in exchange for their contribution to the business, are included in the reward system. Gabriel *et al.* (2016) investigated the impact of efficient incentive management on employee performance in the Nigerian state of Anambra's public sector. They came to the conclusion that intrinsic rewards such as staff development, recognition, and pay/salary have a significant and favourable impact on employee performance in Anambra's public sector.
Results from Manzoor *et al.* (2021) revealed that the relationship between the intrinsic reward (independent variable) and employee performance is positive and significant. Likewise, Van Der Kolk *et al.* (2019) examined the relations among various types of management control, intrinsic and extrinsic motivations, and performance in the public sector. The findings highlighted that intrinsic motivation enhances the performance of the employee.

2.5 Conceptual framework

Figure1. 1: conceptual framework



Source: Author (2022)

2.6 APPLIED THEORIES

The theory of motivation is based on a variety of assumptions and generalizations. The purpose of this chapter is to examine motivation models and theories, as well as their significance in managing employee performance at work. As a result, Legge (1995) recommends viewing an employee as a system of biological requirements, psychological impulses, insights, and values. This means that a person's system tries to maintain internal equilibrium in the face of external stresses, and then it evolves in response to his or her underdeveloped requirements to overcome the problems posed by the external situation. Another argument could be that each person's system will have individual characteristics since different people's systems proceed with varied patterns of wants, perspectives, and morals; and people's systems do not remain static but evolve as they face new difficulties and experiences.

Theories have grown in popularity over time. The Taylor theory on scientific management literatures (1890 and 1911), McClelland (1975), and cognitive theories that are concerned with psychological forces that influence motivation as influenced by people's perceptions of their working environment and the ways in which they interpret and understand it are just a few examples. The scope of this chapter does not allow for a thorough examination of all of these hypotheses.

2.6.1 Behavioural theories

Behaviourist theories have suggested that the connection between rewards and behaviours is strengthened by making rewards salient (tangible, visible) and close in time to the behaviour (Skinner, 1953). Another behaviourist assumption was about the reinforcing nature of rewards. Early stimulus–response experiments on animals identified that rewards strengthened the development of desirable behaviours (Hull, 1943; Pavlov, 1927; Skinner, 1953, 1965).

- **Expectancy Theory**

The expectation of earning rewards, according to expectancy theory (Vroom, 1964), increases effort and motivation, and so improves individual performance. According to this hypothesis, the more instrumental (i.e., clear) the link between performance and rewards, the greater the chance that compensation schemes can influence attitudes and behaviours. Organisations use expectation theory to ensure that financial incentives influence performance by taking into account two unique viewpoints developed from the theory. Shields *et al.* (2015) found that any reward system should be designed around the requirements and preferences of employees, as some people seek monetary rewards while others seek promotion, acknowledgment, more responsibility, training, and other non-monetary rewards.

The Expectancy Theory also shows that an employee will be motivated to work hard if he or she believes that hard work will result in a positive performance evaluation; that a positive evaluation will result in organisational rewards such as a gratuity, pay raise, or advancement; and that the rewards will satisfy the employee's personal goals. To satisfy the expectations of all employees, an effective reward system should be flexible and include both monetary and non-monetary benefits. The first of these viewpoints is concerned with clarifying the link between performance and rewards, while the second is concerned with the size of financial rewards, with larger amounts not only being more valuable but also making the reward more salient, thus increasing instrumentality perceptions (Kuvaas *et al.,* 2016). Despite a widespread perception in organisations (based on expectation theory) that a clear link between behaviours and rewards can drive performance, recent meta-analytic research (Cerasoli *et al.,* 2014, 2016) have not been particularly supportive of this assumption. Rather, they discovered that an indirect link between behaviours and incentives (i.e., when identifying the particular acts that lead to rewards is difficult) has a greater potential to improve job performance than a direct link (i.e., a clear and evident link between behaviours' and pay/rewards).

- **The Goal Setting Theory**

The Expectancy Theory's projections about the relationships between performance and compensation are supplemented by the Goal-setting Theory's (Locke & Ladham, 1968 & 1970) estimates about the circumstances under which employees regard plan performance targets as viable. Employee performance is most likely to improve when goals are specific, thought-provoking, and acknowledged by employees, according to Locke *et al.* (1981). As a result of these assumptions, bigger rewards should have a

greater impact on driving behaviour and work effort than lesser rewards (Locke *et al.*, 1980). Standard economic theory holds that financial incentives can boost work effort, which is consistent with expectation theory (Vroom, 1964). As a result, job enjoyment is usually seen to be a substantial predictor of turnover, even though employees' opinions of unfair treatment have been demonstrated to be even more powerful predictors of absenteeism and job turnover than job satisfaction. Employees are more likely to leave an employer if they believe they will be treated more fairly by another organisation.

- **Abraham Maslow's Hierarchy of Needs Motivational Model**

Human motivation, well-being, and achievement are determined by the fulfilment of physiological requirements (e.g., food, housing, and money), safety and health needs, personal needs (e.g., belongingness and self-esteem), and higher developmental needs (i.e., self-actualization; Rogers, 1961; Ryan & Deci, 2017). According to Maslow's hypothesis, there are five kinds of human needs, ranging from survival to self-actualization, which is the least important need for an organisation`s survival. This most typical setback in the hierarchy is caused by the development of the assumption that the person most likely to be liked is a powerful or strong person, rather than the one who inspires fear and encourages respect. Maslow's findings about the hierarchy of needs in terms of employers' accountability and responsibility to offer a workplace environment that stimulates and allows employees to reach their full potential are now more crucial than ever. The study conducted by Nordgren Selar, A., *et al.* (2020) indicated that Organisations can support the need for autonomy by maximizing employees' opportunities to make the most of the choices regarding how they should execute their

work and, when possible, avoid interfering too much. This could be done, for example, by giving employees control over certain aspects of their work (e.g., scheduling, prioritizing, methods; Humphrey, Nahrgang & Morgeson, 2007) and by allowing employees to participate in decision-making (Deci & Ryan, 2000; Gagné *et al.*, 1997). The need for relatedness can be supported by fostering a work climate that is supportive and provides room for collegial collaboration

2.6.2 Self-Determination Theory

More recent theories, such as the SDT (Deci & Ryan, 1985), have focused primarily on three psychological needs, which, when fully met, are assumed to lead to optimal functioning, defined as' manifestation of intra- and interpersonal growth and development in terms of employee well-being (e.g., positive emotions and vitality), attitudes (e.g., positive attitudes toward others and the organisation), and behaviour (e.g., performance, proactivity, and collaborative behaviour). (Broeck, Carpini, & Diefendorff, 2019).

The first of these requirements is competence, which entails mastering one's surroundings as well as maximizing one's skills (Ryan & Deci, 2017; Van den Broeck *et al.*, 2010). The second is autonomy, which refers to the human urge to be in control of one's own fate and have the ability to make choices (Ryan & Deci, 2017). The last of these requirements is relatedness, which includes aspects like being loved, cared for, understood, and supported, as well as social acceptance and participation with relevant individuals (Ryan & Deci, 2017). According to meta-analytic research, these three demands are linked to improved work performance (Cerasoli *et al.*, 2016; Van den

Broeck *et al.,* 2016). More specifically, competence was the biggest predictor of task performance and quantity and quality of performance (Cerasoli *et al.,* 2016), whereas all three demands were associated to creativity and proactive performance (Van den Broeck *et al.,* 2016).

According to SDT, a variety of job resources can help people meet their psychological needs (Deci & Ryan, 2000; Van den Broeck *et al.,* 2016). According to SDT, these job resources should give positive stimulation and should consist of a combination of resources that are uniquely supportive of the individual's demands for competence, autonomy, and relatedness in order to perform optimally (Cerasoli *et al.,* 2016). Although such job resources may overlap with those recommended by other established theories (e.g., the Employment Demands–Resources model), the theoretical approaches differ, particularly in that SDT contends that the primary focus should be on positive job resources to meet psychological requirements. Organisations can help satisfy the demand for competence by providing need-specific employment resources (i.e., support for psychological needs factors). This could be accomplished in a variety of ways, including offering chances for learning and development, as well as providing performance evaluation. Employees can receive useful feedback on how well they are doing their jobs, as well as clarification on how they might improve their skills (Cerasoli *et al.,* 2016). Feedback that boosts confidence in one's abilities, according to SDT, might improve competence perceptions.

SDT also claims that performance-based pay schemes have an impact on need fulfilment. On the one hand, they have the potential to shift people's focus from doing meaningful work (e.g., assisting a customer) to doing it for the money, reducing the need

for autonomy (Deci *et al.,* 1999). While need fulfilment has consistently been found to influence autonomous motivation (Van den Broeck *et al.,* 2016), other research suggests that performance-based rewards may have a negative relationship with autonomous motivation and hence may hinder work performance (Kuvaas *et al.*, 2016).

2.7 STRATEGIES TO IMPROVE EMPLOYEE PERFORMANCE

The factors that affect performance, among others, were stated by Armstrong (2017) as follows: personal factors, indicated by skill level, possessed competence, motivation, and individual commitment; leadership factor, determined by the quality of drive, guidance, and support by managers and team leaders; team factors, shown by the quality of support provided by co-workers; system factors, indicated by the existence of work systems and facilities provided by the organisation; and contextual or situational factors, shown by high levels internal and external environmental pressures and changes. According to Hersey, Blanchard, and Johnson (2012), employee performance can be influenced by factors of leader behaviour, work environment and the existence of effective communication within the organisation.

2.7.1 Leadership Behaviour

Leader behaviour is motivational to the extent that it makes the satisfaction of subordinates' needs contingent on effective performance and that it complements the environment of subordinates by providing guidance, clarity of direction, and rewards necessary for effective performance (Gibson, 2012; Wulandari, 2019). Leader behaviour reflects part of the leadership process, which is tasked with setting goals, removing obstacles, providing encouragement and at the same time leader behaviour can have an

impact on the attitudes, motivations, and behaviours of group members including in communicating with colleagues (Evangelinou, Orthodoxia, Kourtesopoulou, & Kriemadis, 2019). All these leader behaviours can ultimately improve a favourable work environment and employee performance. Based on the discussion of various theories of leader behaviour, it can be concluded that the behaviour of a leader is any effort made by someone to influence subordinates to want to work together to achieve organisational goals, with the following indicators, provision of motivation, provision of clarity, provision of guidance, increase satisfaction, and commitment (Burmansah, Sujanto, & Mukhtar, 2019; Fatayan, Hanafi, & Sari, 2019; Mubarak, 2014).

2.7.2 Work Environment

It's crucial to think carefully about an organisation's working environment. The term "work environment" refers to all aspects of the workplace, including difficulties with health and safety, how employees are treated and behave, and the number of hours worked. Employee attitudes and views, as well as other performance outcomes, can be influenced by the work environment. The workplace environment can be caused by a confluence of all workplace factors, including worker behaviour, health and safety concerns, medication use, and working hours. The physical location of the workplace and its surroundings should be a part of the work environment when present (Ripki, 2019).

The employees that perform their work are directly impacted by the workplace. The performance of employees can be enhanced by a pleasant work environment (Zainie, Hamid, & Hassan, 2015). On the other hand, poor working conditions will result in lower productivity. When people can perform tasks in a way that is optimal, healthy,

safe, and comfortable, the working environment is suitable or good. A long period of time might be considered as the cause of the workplace's suitability. In addition, unfavourable working conditions may necessitate additional effort and time and prevent the development of an effective work system design. Effective leadership behaviour is also necessary to establish a positive work atmosphere (Janasz, Dowd, & Schneider, 2018).

2.7.3 Organisational Communication

Formal communication is any form of communication that has been authorized by the organisation and is tailored to serve its needs. It includes information in the form of organisational methods, productivity, and other tasks that need to be completed inside the organisation, such as memoranda, policies, statements, press conferences, and official letters. Informal communication is socially acceptable communication. The focus is on the individual members rather than the organisation (DeVito, 2019). To make it easier for employees to communicate with one another and achieve the organisation's objectives, both types of organisational communication are required. There are numerous types of organisational communication, including downhill communication, upward communication, laterally communication, and diagonally communication, based on the direction of the present flow of communications that can be identified (Robbins & Coulter, 2017).

2.7.4 Opportunities for career development

It has been shown that when a company invests in its people by providing opportunities to develop their skills, acquire new knowledge and realise their full potential, reciprocally, its employees will also invest in it (Gupta, 2015).

2.7.5 Procedural pay-setting justice

Apart from instrumentality and reward perspectives, another essential feature of performance-based pay is the quality of the systems used to decide rewards. Transparent pay processes (i.e., procedures that disclose relevant information, clarify pay criteria, encourage employee engagement, explain how reward decisions are made, and so on) have been shown to lead to more favourable work-related attitudes and behaviours, including job performance (Schleicher *et al.,* 2018; Zhang *et al.,* 2018). It has also been suggested by Stårberg, (2010) that firms that use performance-based pay systems benefit by anchoring their pay procedures in organisational process concepts. Another study found that financial rewards decreased job performance when procedural justice perceptions were low while it increased performance when procedural justice perceptions were high (Sung, Choi & Kang, 2017).

Critical theories on the implementation of performance-based pay systems, such as the Self Determination Theory (Ryan & Deci, 2017), have underlined that when companies follow procedural fairness principles, the odds of achieving anything positive out of the pay system improve. Furthermore, it has been argued that when psychological needs are protected, if not reinforced, by fair procedures, the risk of financial rewards becoming controlling for how employees should behave is reduced – and thus employees' levels of

autonomous motivation (doing things because they have meaning and/or personal value) can be maintained.

2.8 RELATIONSHIP BETWEEN PERFORMANCE REWARDS SYSTEM AND EMPLOYEE PERFORMANCE

The allocation of compensation to employees based on their real performance is critical in order to close the wage gap, meet the fundamental needs of competent employees, and increase their quality of life, well-being, and social position (Martocchio, 2014; Okotoh, 2015). This circumstance has the ability to attract, retain, and encourage good employees to constantly support the ultimate aims of workplace reward administration in terms of efficiency, fairness, legal compliance, and ethics (Milkovich *et al.,* 2014; Ismail *et al.,* 2014). It may also lead to the organisation's and human resource management department's strategy and goals being sustained and met. Other research has found that incentives may have a stronger relationship with future job performance than performance-based pay hikes under merit pay systems, presumably because bonuses increase instrumentality perceptions (Nyberg *et al.*, 2016).

In comparison to employees who do not have a reward system in place, reward systems inspire employees to perform harder and quicker (Mehmood, Ramzan, Akbar, 2013). They went on to say that employee motivation is one of the most important components for any businesses because it improves both the employee's and the company's performance.

According to empirical studies, an effective reward system can motivate employees, whereas an ineffective reward system can demotivate them in terms of low productivity,

internal conflicts, absenteeism, high turnover, a lack of dedication and loyalty, lateness, and grievances. As a result, in order to retain competent personnel and gain a lasting competitive edge, a firm must design a strategic compensation system for them. Furthermore, the literature reviewed reveals disagreements between researchers on performance-based rewards and performance. For example, Karami, Doalatabadi, and Rajaeepour (2013), Nnaji-Ihedinmah and Egbunike (2015), and Idowu, (2017) found a positive relationship between rewards and employee performance, whereas Chen, (2018) found that the effect of performance-based pay on employee performance is minimal, he has indicated that small financial rewards may increase work effort, but they may also lead to poorer work attitudes, which are important for performance when the ousting is imminent (i.e., effort). However, research (Thibault-Landry *et al.,* 2017) suggests that big prizes are associated with inferior performance than smaller awards. More specifically, early research on merit pays system reported a negative association with contextual performance while later studies have reported positive associations (Detnakarin & Rurkkhum, 2019).

Many academics, however, contend that money isn't the main factor motivating people to improve their performance. According to Jovanovic and Matejevic (2014), once income rises over the subsistence level, intrinsic variables become more important motivators, and staff motivation requires intrinsic rewards such as job satisfaction and a sense of accomplishing something valuable. In contrast, the utilization of both extrinsic and intrinsic incentives as a performance-related stimulation is gaining popularity and attention. Large firms have a broad reward program, and there is a substantial literature on their improbable significance in attracting and maintaining highly motivated

individuals. Despite extensive research on the impact of public sector reward systems on employee performance, only a few scholars have looked into the topic of Namibia's Motor Vehicle Accident Fund. As a result, this study adds by filling a gap in the literature on performance-based incentive systems in the context of the MVA fund Namibia and determining whether employees appreciate performance-based rewards the most or not.

2.9 SUMMARY

The results of the literature research revealed that there is a considerable correlation between employee performance and a company's reward system, emphasizing the relevance of human resources in the evaluation and assessment of employee performance. Because the effectiveness of an organisation is directly dependent on the performance of each individual employee, it is critical to investigate and enhance the company's reward strategy. In order to maintain profitability in the operational business, a company's workforce is seen as a significant resource. Organisations confront a variety of issues as a result of rapid globalization in terms of developing innovative strategies to retain employees and maintain a competitive advantage in the market. Organisations must develop strategies that incorporate not only employee attraction and retention, but also employee motivation in order to improve staff performance.

According to the literature, using a rewards system to inspire and maximize employee performance is an effective strategy employed by managers. Rewards can be intrinsic or extrinsic, and they help to demonstrate appreciation and acknowledgment for outstanding performance while also providing incentives for bad performers. Rewards

have an impact on a variety of factors in the workplace, including job satisfaction, which influences employee loyalty and dedication to the organisation and its goals. Job satisfaction also ensures a rise in employee performance by motivating employees to complete more tasks than they were assigned. Theories used in the research study established by Maslow and Herzberg, predicated that there is always a chance for changes in human interaction and activity; highlighted that only equitable rewards based on fair evaluation would motivate employees to perform better.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The preceding chapter focussed on literature review by way of highlighting the intrinsic and extrinsic reward aspects including the theoretical aspects. This was done in order to establish how current literature relates to the effectiveness of performance-based reward systems on employee performance. This chapter will define the research design and methodology assumed to answer the research questions.

The first section starts by highlighting the research design, which is going to give a framework of the methods of data collection. It will also give the description of the research philosophy and the research approach that suits this study. A description of the research population, including sampling is to be provided followed by highlighting the research instruments including amongst many the questionnaire construction, administration, collection of data, interview methods and data analysis. The section concludes amid a narrative of how preconceptions were eradicated, with all ethical considerations adhered to in the study, including data validity, reliability and research limitations.

3.2 RESEARCH DESIGN

A research design as described by Griffee (2012) is a blueprint for a research study. Many researchers (e.g., Saunders, Lewis, & Thornhill, 2013) identify the exploratory design, descriptive design and the causal- comparative research design and correlation

research design as the five main types of research strategies that can be conserved as a plan for a study. These five determine how data is going to be collected, measured and analysed (Saunders, Lewis & Thornhill, 2012). The phenomenon under study cannot be fully dealt with using a single method as highlighted in chapter one because of its multifaceted nature. The use of mixed research methods is because we cannot quantify performance, thus the descriptive nature of qualitative research will be more beneficial. Saunders *et al.* (2019) identify four main styles of diverse method research designs, comprising of triangulation, embedded design, and exploratory sequential and explanatory sequential design. This study's temperament is appropriate for an exploratory sequential mixed methods study since it has the potential to improve the rigor and quality of the research by mixing qualitative and quantitative methodologies.

3.2.1 Research Philosophy

Mixed methods research involves making use of pragmatic research philosophy which is a combination of interpretivism and positivism research philosophies. Pragmatism research philosophy accepts concepts to be relevant only if they support action (Collis & Hussey, 2014). It is in this regard, a mixed method approach consisting of both interpretivism, and positivist approaches (quantitative and qualitative) is imperative towards this study as it also allows the researcher to gain a deeper understating of the research problem (Duckham & Schreiber, 2016 and Povee & Roberts, 2013). To complete the investigation, pragmatic research philosophy indicates that the researcher does not simply ignore philosophical arguments, particularly the metaphysical arguments. Instead, it assists concluding that more general philosophical disputes can never be resolved after carefully weighing the work and engagement.

During the quantitative phase of this study, a survey in this research included a sample selected from managerial and non-managerial employees at the MVA Fund Headquarters in Windhoek by use of questionnaires in order to determine their perceptions on the effectiveness of performance-based reward system on their performance. The qualitative phase is going to make use of a case study by means of interviews in order to give an in-depth investigation of the research question to collect additional data that is going to elaborate or confirm quantitative findings (Sunders et al, 2019).

3.2.2 Research Approach

Two distinguished approaches can be used to answer research questions, the inductive or the deductive research (Saunders et al, 2019). Inductive reasoning aims at developing a theory while deductive reasoning aims at testing an existing theory. The researcher chose the interpretive-inductive (qualitative) approach whereby the researcher starts by observing before arriving at possible explanations and hypothetic-deductive (quantitative) approach which concerned with "developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis. The researcher is going to assess the relationship between extrinsic rewards and employees' performance at the MVA Fund, assess the relationship between intrinsic rewards and employees' performance at the MVA Fund and then determine strategies that could be used to improve employee performance at the MVA Fund. Therefore, the research is going to test whether there is a relationship between extrinsic rewards and employee performance at the MVA Fund or whether there is a significant relationship between intrinsic rewards and employee performance at the MVA Fund.

3.2.3 Research Strategy

A research strategy is an overall plan for conducting a research study. A research strategy guides a researcher in planning, executing, and monitoring the study. This research study combines both primary data in the form of a survey and an interview. Survey research is defined as "the collection of information from a sample of individuals through their responses to questions" (Check & Schutt, 2012, p. 160). This kind of research permits the use of numerous techniques for participant recruitment, data collection, and instrumentation. Survey research can employ quantitative research techniques (such as using numerically rated items on surveys), qualitative research techniques (such as utilizing open-ended questions), or both (i.e., mixed methods).

3.2.4 The rationale for using the mixed method

Since this issue under investigation is so complicated, this study believes it is essential to use both quantitative and qualitative methodologies. A mixed-methods methodology mixes post-positivism and interpretivism, interweaving qualitative and quantitative data in such a way that research concerns are effectively explained (Fetters, 2016), offering several advantages to tackling complex research issues. Additionally, it provides a logical foundation, methodological adaptability, and a comprehensive comprehension of smaller cases (Maxwell, 2016). To put it another way, the use of mixed methods enables researchers to respond to study questions with adequate depth and breadth and aids in generalizing findings and implications of the studied topics to the entire population (Enosh, Tzafrir, & Stolovy, 2014). Mixed method research methodology enables researchers to expand their sufficient scope and depth of inquiry. When a researcher

intends to apply the results to a population, for instance, the benefits of collecting both closed-ended quantitative data and open-ended qualitative data enhance comprehending a study challenge and provide a complete view of what a phenomenon or concept means to people (Dawadi, 2021).

The researchers use both data sets to answer the same research question which can produce greater certainty and wider implication in the conclusion (Maxwell, 2016). In other words, combining two approaches helps to create a more complete picture and gives room for a wider range of opposing or complementary viewpoints. These are important because they not only encourage further reflection and deepen our understanding of a phenomenon, but also open up new research directions. Additionally, the results of mixed-methods research offer a comprehensive view of a phenomenon and additional insights into its various components, which may aid in the development of robust theories (Ventakesh *et al.,* 2013)

3.3 QUANTITATIVE RESEARCH PHASE

3.3.1 Research Population

Bryman and Bell (2014) define the target population as the entire collection of respondents who meet the expected characteristics of from which a sample is to be selected. In this study, the target population included 148 employees of the MVA Fund's main branch in Windhoek. It was also considered that targeting this population would provide relevant information and responses for this study.

3.3.2 Sample size

Sampling is the course of action used in selecting a fraction of several applicants for a study from a relevant population in such a way that they represent the larger group from which they were selected so as to ensure generalisation of research results (Bryman & Bell 2014). Since the company's target population is only 148, all the employees were part of the sample size considering that most statisticians agree that the minimum sample size to get any kind of meaningful result is 100 (Creswell, 2012). For the qualitative part of the study 5 employees where selected using purposive sampling, by identify identifying employees that have been with the organization between six to ten years, the selection also ensured that all the departments where represented.

3.3.3 The Research Instrument: The questionnaire

This study utilised questionnaires for the quantitative data gathering method, due to reasons outlined in chapter one. The researcher utilised self-administered questionnaires because they save time, reduce financial costs, ensure anonymity, easy access to

respondents, and ensures reliability. The questionnaire in this study was developed and piloted before administering it. The questionnaire used in the study contained close-ended questions designed on a 5-point Likert Scale. The questionnaire was designed such that employees may either check the extent to "agree" or "disagree" due to their busy schedules and the notion that they might not be willing to complete lengthy questionnaires that ask for much detail outside of work hours. The dichotomous questions are advantageous because they force respondents to decide and enable speedy responses coding. Since the sample is 148, this method of data collection enables the researcher to gather large amount of data in relatively less time and at the same time being the most cost-efficient method of collecting data (Peters, *et al.* 2013).

To be effective it is best to use questionnaires that ask for boxes to be ticked or strength of agreement to statements to be indicated. This has the advantage that it is easier and faster for the recipient to complete and also allows direct comparability of answers

3.3.4 Reliability and validity

In quantitative research, validity is the extent to which the instrument is believed to measure what it is expected to measure by the researcher. Reliability reflects consistency and replicability over time. Furthermore, reliability is seen as the degree to which a test is free from measurement errors, since the more measurement errors occur the less reliable the test, taking this view into consideration, this study, increased reliability, by way of pilot-testing.

3.3.5 Elements of trustworthiness

According to Forero et.al (2018), there are four elements of trustworthiness namely, Credibility, Transferability, dependability and confirmability.

1. Credibility: establishes that confidence that the results from the participants are true credible and realistic. In this study the researcher had pilot studies and ensured that they had the required knowledge and research skills to perform these roles

2. Transferability: The extent to which the results can be generalized or transferred to other contexts; this study used purposive sampling for qualitative analysis.

3. Dependability: ensures that the findings are repeatable if inquiries occurred. The meta data for this study is available and well stored to share anyone.

4. Confirmability: to ensure that the results would be confirmed and corroborated with other researchers. The final document will be submitted for peer review for publications, additionally my supervisor would review the research material.

3.3.6 Quantitative data analysis

Measurable and verifiable data are collected and evaluated systematically as part of quantitative data analysis. It includes a statistical method for rating or analysing numerical data. The questions from closed questionnaire, are encoded, creating coding frames. These coded data are currently scanned or need to be manually entered. In this

situation, scanning is speedier and prevents human error. The likelihood of errors in the coding of data entry is reduced by programs like SPSS Data Entry. Following data entering, it is cleaned to remove duplicate variables. The mathematical methods of data gathering include the mode, median, and mean are measures of basic affinity. All these help in granting a specific index which displays the standard, regular score of the total set of measurement.

Inferential statistics was used comparing groups to make inferences and identify potential relations. The inferential statistics is inductive in its approach and technique. It allows researchers to generalize the findings drawn through a sample to the whole of population. In other words, the researchers can generalize their findings related to a specific faction to the entire population. The generalizations are said to be reliable if the samples under investigation truly represent the population from which they are taken. The Statistical Package for the Social Science (SPSS) Version 26 was used to analyse the quantitative data, the goodness of fit was determined using a chi-square test.

3.4 THE QUALITATIVE RESEARCH PHASE

The qualitative phase made use of semi structured interviews which according to (2022) are a blend of structured and unstructured types of interviews. Semi-structured interviews frequently have open-ended questions, which promote flexibility. It's simple to compare responses when questions are asked in a specific order, but it can be restrictive. Less structure can nevertheless allow for comparisons between responders while facilitating the identification of trends. Given, the main purpose of this study was to get a comprehensive insight about the effectiveness of performance-based rewards on

employee performance at the MVA Fund, through means of choosing the best reward system; the semi structured interviews provided the researcher with an opportunity to ask probing questions that led to a clear understanding and insight of regarding the MVA fund reward system and employee performance, perceptions, feelings and understandings. An interview schedule was designed with key questions. These were grouped thematically to be used for reference and as prompts if necessary. It was hoped by writing these down beforehand they would be used more spontaneously in the interview without the need to refer to the schedule explicitly.

3.4.1 Sampling for interview members

Researchers have confirmed that probability-sampling methods are not suitable for choosing focus groups participants (Babbie, 2013). This is because of their lack of representation of any meaningful population. In this qualitative side of the study, purposive sampling method was done making use of the same population, which represented the quantitative questionnaires. Data gathering is crucial in research, as the data is meant to contribute to a better understanding of a theoretical framework. This non-random technique does not require underlying theories or a predetermined number of participants. Simply the researcher selects what information is necessary to have and then searches for individuals who can and are willing to supply it due to their knowledge or experience. This sampling technique was chosen because unlike random studies, which deliberately include a diverse cross section of ages, backgrounds and cultures, the idea behind purposive sampling is to concentrate on people with particular characteristics who will better be able to assist with the relevant research (Zhi, 2014).

Each focus group comprised of 6 employees at the MVA Fund from different levels of management making 6 participants per each interview session. This option was due to the stipulations that focus group interviews should have numbers ranging from six to ten participants. This is done in order to have a manageable group and give enough room active participation of every member, in the process of provoking varied responses by the interviewer. The researcher wanted to have 2 interview sessions with 6 employees per session. Therefore only 12 employees were interviewed. This sample was selected using the purposive sampling method called homogeneous sampling. Participants in homogenous sampling are similar in terms of jobs or life experiences. The idea is to focus on this precise similarity and how it relates to the effectiveness of performance-based reward system on employee performance (Zhi, 2014).

3.4.2 Research instrument: Focus group Interview

Qualitative data collection is conducted through focus group interviews in this research. According to Peters et al (2013) interviews are relatively easy to conduct and preserve participants' confidentiality The focus group interviews gave the researcher the chance to ask probing questions that led to a clear understanding and insight of regarding MVA Fund employees experiences, perceptions, and feelings regarding the effectiveness of the performance reward system as linked to employee performance, implementation of constructivism theoretical approaches, and through means of choosing the strategy. Focus group interviews have the potential to create a social setting where participants are inspired by one another's ideas, which can improve the quality and depth of the data compared to one-on-one interviews. The other noted advantages of using focus group interviews are that there is high level of face validity, there is speedy and accuracy in

collecting the results and the ways of collecting the data are not rigid. Interview questions were developed in line with the conceptual framework discussed in Chapter two. One of the questions being what are your perceptions towards the relationship between performance-based rewards and employee performance?

3.4.2 Analysis of data

During the focus group interviews, recording of the sessions by a video tape was done, as well as field notes taken. The transcribed video tapes provide all the recorded discussions from all two focus group interviews, which were used for data analysis according to the interview guide (Babbie, 2013). A long table approach was used where all data were coded and shorted and the computer used for analysis. Analysis in this qualitative part of the study will involve drawing together and comparing discussions of similar themes and examining how these relate to the variation between individuals. During the interview process, notes were taken taking into, how the people spoke thus, including voice recognition, nonverbal behaviours such as eye contact, posture and gestures, themes that were striking and highlighting as much of the discussion as possible.

This study followed a systematic thematic analysis approach in which according to Purcell and Gould (2021) include "line-by-line" text coding, "descriptive theme development," and "analytical theme production." The analytical themes indicate a stage of interpretation where the reviewers "move beyond" the source research and produce new interpretive constructions, explanations, or hypotheses, whereas the creation of descriptive themes remains "near" to the underlying studies.

Table 3. 1 : Phases of Thematic Analysis

Phase	**Description of the process**
1. Familiarising yourself with your data:	Transcribing data (if necessary), reading and re- reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking in the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	On-going analysis to refine the specifics of each theme, and the overall story the analysis tells generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

Source: Maguire and Delahunt (2017)

3.4.3 Reliability and validity

The success and validity of an interview rests on the extent to which the respondent's opinions are truly reflected; the interviewee's "voice", communicating their perspective. Interviews that are semi-structured are frequently referred to as "the best of both worlds." Semi-structured interviews combine aspects of structured and unstructured interviews, giving them the benefits of both: comparable, accurate data, and the freedom to ask follow-up questions. Semi-structured interviews are high validity since People can talk about something in detail and depth. The meanings behind an action may be revealed as the interviewee is able to speak for themselves with little direction from interviewer.

3.5 RESEARCH ETHICS

The identities and records of individuals and organisations were kept confidential. The researcher ensured that the research complies with the requirements of the relevant professional bodies, legislation, the university and international and national ethics guidelines. Participation in the study was voluntary. A research permission letter was requested from UNAM and MVA Fund. All participants were given informed consent. Data will be kept in a locked safe place and demolish after 5 years.

CHAPTER 4: PRESENTATION OF FINDINGS AND RESULTS

4.1 INTRODUCTION

This chapter presents findings of the study. The first part determines how reliable the questionnaire is using Cronbach's Alpha reliability tests. This is followed by analysing the demographic data through pie charts and graphs as part of the Descriptive statistics which is also used to present Measures of Frequency, measures of Central Tendency and dispersion. Lastly, inferential statistics was used to present data using Pearson's Correlation to test for hypothesis to relate variables. This was used to determine the significance of the relationships between the items of the study constructs. The following section discusses the reliability of the study.

4.2 THE RELIABILITY STATISTICS

The Cronbach's Alpha was used to determine internal consistency. Table 4.1 below indicates the Cronbach's Alpha of 0,822 which is a reflection good reliability of the designed questionnaire. Saunders et al (2016: 714) confirms that if Cronbach alpha static I has an alpha coefficient with a value between 0 and 1. Values of 0.7 or above suggest that the questions in the scale are measuring the same thing and so are reliable.

Table 4. 1 : The measure of internal consistency (The Cronbach's Alpha)

Cronbach's Alpha	Number of questions
0.822	30

4.3 The descriptive statistics

The following section provides the discussion on the descriptive statistics of the demographics of the study.

Figure 4. 1: Position of Responsibility

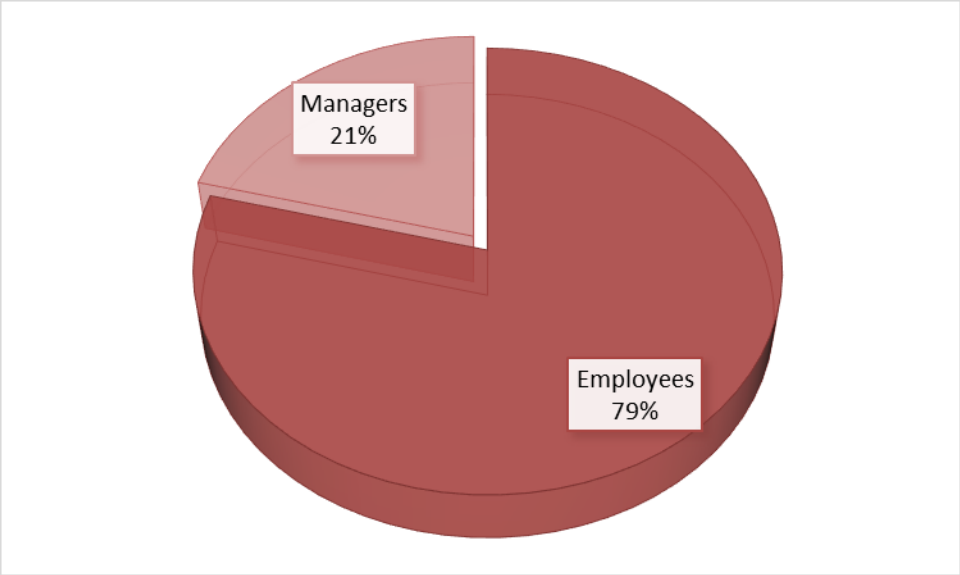


Figure 4.1. indicates that 79 percent of the respondents were general employees while the rest 21 percent were managers. The distribution was relevant to the study considering that employees are the victims of both intrinsic and extrinsic rewards in relation to employee performance and also because the organisation consist of more general employees than management.

Figure 4. 2: Percent employees by sex

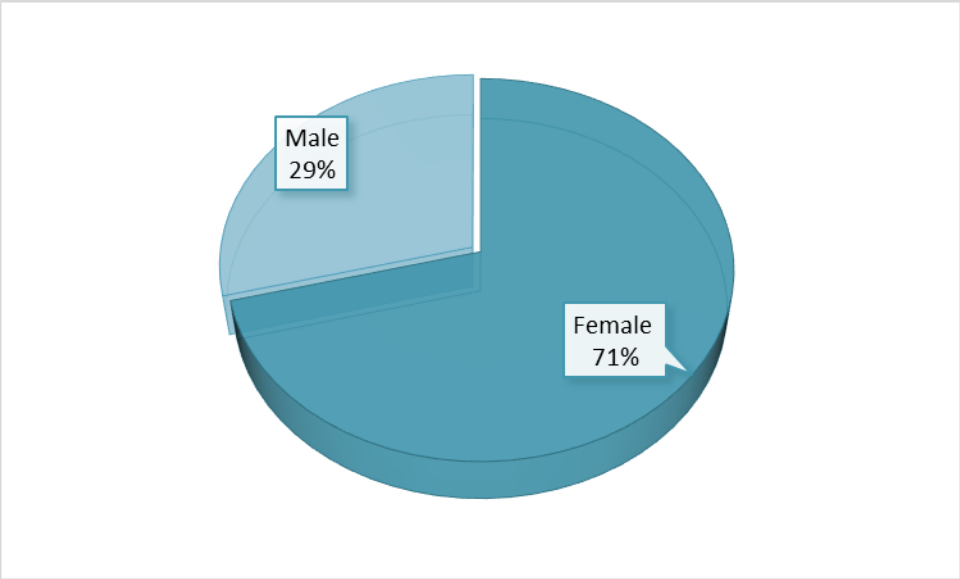
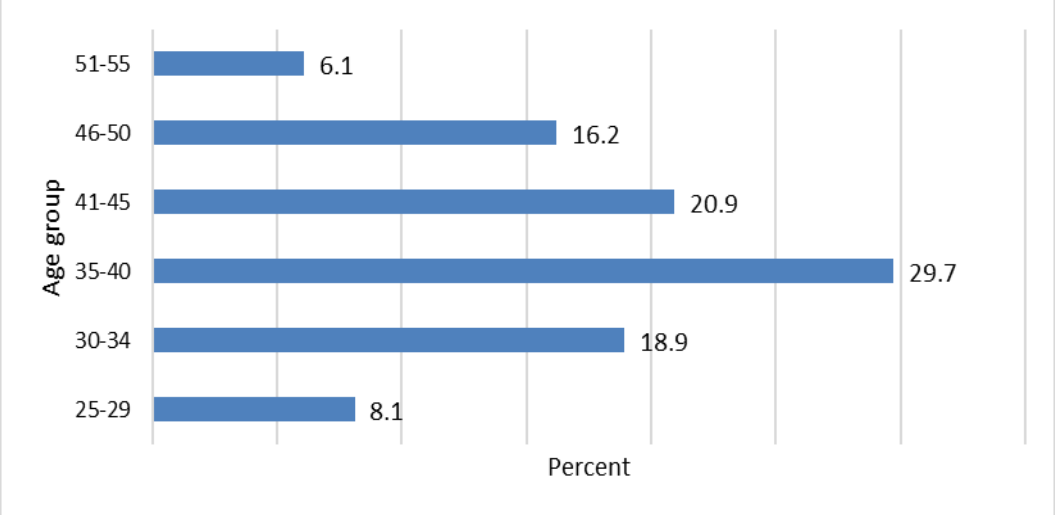


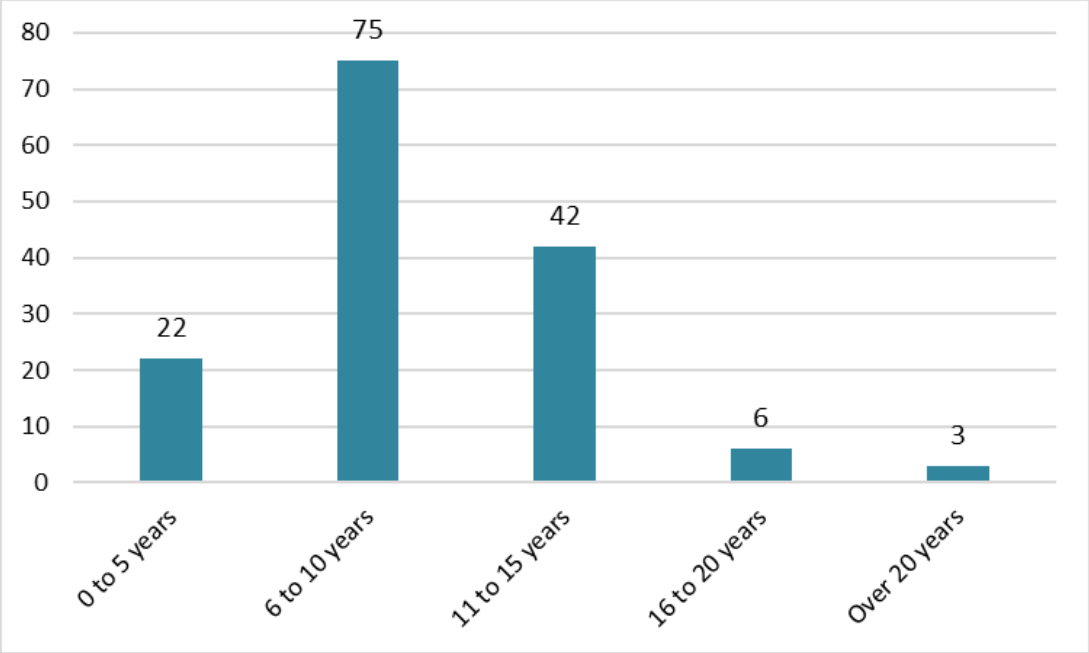
Figure 4.2 indicates that Females formed the 71 percent of the participants, while males constitute 29 percent. The response in gender imbalance, however, this does not affect the results of this study since it's not gender based.

Figure 4. 3: Percent employees by age group



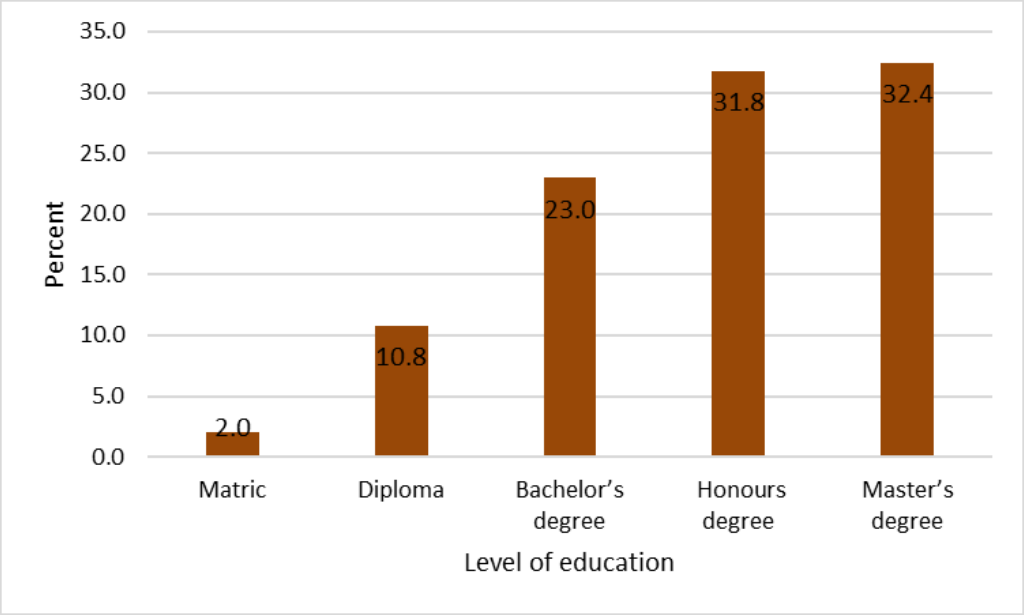
Results of figure 4.3 shows that most respondents, 29.7 Percent were aged between 35 and 40 years. These were respectively followed by 20.9 and 18.9 percent who fell within the age range of 41 to 45 and 30 to 34. The results also indicate that 16.2 percent were within the age range of 46 to 50, 8.1 percent 25 to 29 and 6.1 %, 51 to 55. The results were relevant to the study since it was noted that majority of the respondents had professional maturity.

Figure 4. 4 : Number of employees by years of experience in the position



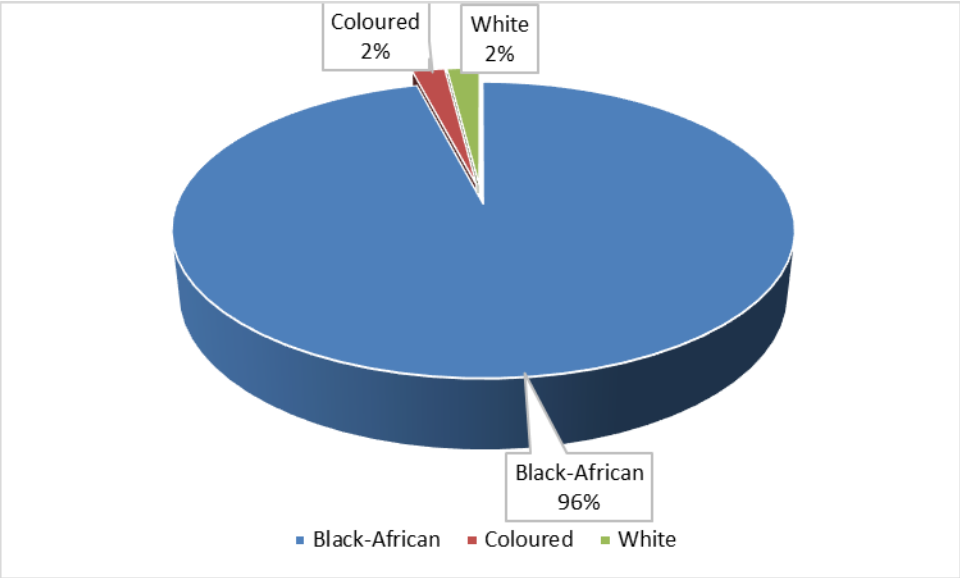
Findings of figure 4.4 indicate that 50.7 percent which is 75 respondents had 6 to 10 years of work experience. This was followed by 11 to 15 years of work experience with 28.4 percent, then 0 to 5 with 14.9 percent and 16 to 20 with 4.1 Percent, the least represented was over 20 years of experience with 2 percent. The results imply that all the respondents had relevant work experience to that would place them in a position.

Figure 4. 5: Percent respondents by level of education



The results of Figure 4.5 indicates that most of the respondents, 32.4 percent of the. respondents were in possession of a Master's degrees, 31.8 percent had Honours degrees, 23, percent Bachelor' s degree, 10.8 percent Diplomas and 2.0 percent had Matric or what is also known as grade 12.

Figure 4. 6: Race



The results of figure 4.6 show that the majority were Black Africans represented by 96 percent. Coloured and Whites had minority representation of 2 percent each. The racial differences did not affect the results.

4.3.1 Extrinsic reward systems currently applied at the MVA Fund

The question was posted to the employees: "To what extend do you agree or disagree that your employers observe the following extrinsic rewards in your organisation?" Four extrinsic rewards were identified and responded to as follows:

Extrinsic Rewards

Table 4. 2: Salary increase is provided fairly every year

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	16	10.8	10.8	79.7
Disagree	13	8.8	8.8	8.8
Undecided	30	20.3	20.3	100.0
Agree	52	35.1	35.1	43.9
Strongly Agree	37	25.0	25.0	68.9
Total	**148**	**100.0**	**100.0**	

Table 4.2 indicates that majority of the respondents comprising of 35.1 percent and 25.0 Percent respectively agreed and strongly agreed that salary increase is provided fairly every year. This was followed by a minority of 10.8 percent and 8.8 percent respectively who strongly disagreed and disagreed to a fair salary increase in the organisation.

Table 4. 3: Bonuses are provided on good performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	7.0	4.7	4.7	4.7
Agree	52.0	35.1	35.1	39.9
Undecided	12.0	8.1	8.1	100.0
Strongly Agree	77.0	52.0	52.0	91.9
Total	**148.0**	**100.0**	**100.0**	

Results of Table 4.3 indicate that majority represented by 52 percent and 35 percent strongly agreed and agreed respectively that Bonuses are provided on good performance. Only 4.8 percent and 8.1 percent disagreed and Undecided respectively, that bonuses are provided on good performance.

Table 4. 4: Commission is recognised whenever there is need

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	21	14.2	14.2	56.8
Disagree	29	19.6	19.6	19.6
Undecided	64	43.2	43.2	100.0
Agree	24	16.2	16.2	35.8
Strongly Agree	10	6.8	6.8	42.6
Total	**148**	**100.0**	**100.0**	

Results for Table 4.4 shows that 43.2 percent of respondents chose undecided as the MVA Fund does not compensate its employees based on commission but rather on salaries and wages. 19. 6 and 14.2 respondents Disagreed and Strongly disagreed with the above mentions statement respectively.

Table 4. 5: Supervision of employees is fairly done

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Strongly disagree	13	8.8	8.8	77.0
Disagree	9	6.1	6.1	6.1
Undecided	34	23.0	23.0	100.0
Agree	67	45.3	45.3	51.4
Strongly Agree	25	16.9	16.9	68.2
Total	**148**	**100.0**	**100.0**	

Table 4.5 indicates that 16.9 percent and 45.3 percent agree and strongly agreed that supervision of employees is fairly done, when combined, 62.2 percent of employees agree and strongly agree that supervision of employees is fairly done. There was 23 percent of respondents that were undecided on the statement, 8.8 percent and 6.1 percent Disagreed and strongly disagreed respectively.

4.3.2 Intrinsic reward systems currently applied at the MVA Fund

The question was posted to the employees:" To what extend do you agree or disagree that your employers observe the following intrinsic rewards in your organisation?"

Table 4. 6: Employers build trust and respect with their employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9.0	6.1	6.1	84.5
Disagree	9.0	6.1	6.1	56.1
Undecided	23.0	15.5	15.5	100.0
Agree	74.0	50.0	50.0	50.0
Strongly Agree	33.0	22.3	22.3	78.4
Total	**148.0**	**100.0**	**100**	

The results in table 4.6 indicates that 50 percent and 22.3 percent of the respondents who forms the majority agree collectively that Employers build trust and respect with their employees. These results could be attributed to the reasons from poor employee performance is not linked to lack of motivation and satisfaction. These results were followed by a 15.5 percent undecided employees minority represented by 6.1 percent that who strongly disagree and disagreed respectively to the perception that employer build trust and respect with their employees.

Table 4. 7: Workers are praised for good work done

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9.0	6.1	6.1	82.4
Disagree	6.0	4.1	4.1	56.1
Undecided	26.0	17.6	17.6	100.0
Agree	77.0	52.0	52.0	52.0
Strongly Agree	30.0	20.3	20.3	76.4
Total	**148.0**	**100**	**100**	

Table 4.7 shows that most of the respondents agreed that employees were praised for good work done. This was reflected by a presentation of 77 percent who agreed and 30 percent who strongly agreed. The minority of the respondents indicated that workers are not praised for good work done, this was represented by 9 percent who strongly disagreed and 6 percent who disagreed. 26 percent were indifferent and undecided.

Table 4. 8: Autonomy is granted to workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9.0	6.1	6.1	74.3
Disagree	10.0	6.8	6.8	56.1
Undecided	38.0	25.7	25.7	100.0
Agree	73.0	49.3	49.3	49.3
Strongly Agree	18.0	12.2	12.2	68.2
Total	**148**	**100**	**100**	

Table 4.8 shows that most of the respondents agreed that Autonomy is granted to workers. This was reflected by a presentation of 73 percent who agreed and 18 percent who strongly agreed. The minority of the respondents indicated that Autonomy is not granted to workers, represented by 9 percent who strongly disagreed and 10 percent who disagreed. However, a significant number of respondents representing 38 percent it could be further interrogated as it may imply that some managers are not given autonomy in their contact of their work.

Table 4. 9: Employer encourage growth and learning

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12.0	8.1	8.1	95.9
Disagree	9.0	6.1	6.1	58.8
Undecided	6.0	4.1	4.1	100.0
Agree	78.0	52.7	52.7	52.7
Strongly Agree	43.0	29.1	29.1	87.8
Total	**148**	**100**	**100**	

Table 4.9 shows that most of the respondents agreed that Employers encourage growth and learning. This is indicated by a presentation of 52. 7 percent who agreed and 29.1 percent who strongly agreed, these two combined represent 81.8 percent. This is a form of employee motivation that should be spread to all principles of intrinsic reward systems. This in one way of the other affects employee performance. The minority of the respondents indicated that Employers do not encourage growth and learning. This was represented by 12 percent who strongly disagreed and 9 percent who disagreed.

Table 4. 10: Employers create a positive, comfortable working environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12.0	8.1	8.1	93.2
Disagree	6.0	4.1	4.1	60.1
Undecided	10.0	6.8	6.8	100.0
Agree	83.0	56.1	56.1	56.1
Strongly Agree	37.0	25.0	25.0	85.1
Total	**148**	**100**	**100**	

Table 4.10 shows that many of the respondents agreed that Employers encourage create a positive, comfortable working environment. This is indicated by a presentation of 56.1 percent who agreed and 25 percent who strongly agreed. This is a form of employee motivation that should be spread to all principles of intrinsic reward systems. 8.1 percent of the respondents strongly disagree, and 4.1 percent Disagree only 6.8 percent were indifferent about employers creating a positive, comfortable working environment.

Table 4. 11: Duties are delegated to workers in an amicable manner

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	15.0	10.1	10.1	82.4
Disagree	9.0	6.1	6.1	50.0
Undecided	26.0	17.6	17.6	100.0
Agree	65.0	43.9	43.9	43.9
Strongly Agree	33.0	22.3	22.3	72.3
Total	**148**	**100**	**100**	

Results of table 4.11 indicate that 43.9 percent and 22.3 percent of the respondents agree and strongly agree respectively that Duties are delegated to workers in an amicable manner. This forms most of the respondents. The results contradict the responses of table 9 where majority of the respondents disagree that employers create a positive, comfortable working environment.

Table 4. 12: Weighted Likert scale of Intrinsic rewards

Intrinsic Rewards	**Strongly disagree**	**Disagree**	**Undecided**	**Agree**	**Strongly Agree**	**Weighted score**	**Response score**
Employers build trust and respect with their employees	9	9	23	74	33	3.76	148
Workers are praised for good work done	9	6	26	77	30	3.76	148
Autonomy is granted to workers	9	10	38	73	18	3.55	148
Employer encourage growth and learning	12	9	6	78	43	3.89	148
Employers create a positive, comfortable working environment	12	6	10	83	37	3.86	148
Duties are delegated to workers in an amicable manner	15	9	26	65	33	3.62	148

Table 4.12 summarized all the intrinsic questions in one table to weigh the employees' strongest expressions of the questions. Generally, all the responses where positive towards the questions that where asked "Employer encourage growth and learning"

scored the highest average score of 3.89, secondly “Employers create a positive comfortable working environment” had the second highest average score of 3.86.

Effectiveness of Extrinsic rewards on employee performance

To what extend do you agree or disagree that the following constructs of extrinsic rewards have a positive effect on employee performance if well implemented?

The analysis started by establishing the extrinsic reward systems currently applied at the MVA Fund. Making use of the descriptive analysis, the mean score and the standard deviation were measures of central tendency applied to identify the extent to which the respondents agreed or disagreed that the provided constructs of extrinsic have a positive impact on employee performance if well implemented. The mean score range for each respondent was calculated using Sullivan & Artino's (2013) mean score range. A mean score of less than 1.4 suggests no agreement, a mean score between 1.5 and 2.4 indicates significant disagreement and a mean score over 2.4 but less than 3.5 indicates disagreement (Sullivan & Artino, 2013). When the mean score is higher than 3.4, there is significant agreement, and a mean score greater than 4.5 is considered strong agreement. There was no agreement on the answers received when the standard deviation was >1, and consensus was achieved when the standard deviation was 1.

4.3.3 Hypothesis testing

The relationship between extrinsic rewards and employees’ performance

The researcher investigated the relationship between extrinsic rewards and employees’ performance based on the following constructs:

- Salary increase

- Bonuses
- Commission
- Supervision
- Employee satisfaction

Hypothesis 1

H_0: $\mu = 0$: There is a no significant relationship between constructs of extrinsic rewards and constructs of employee performance

H_1: $\mu \neq 0$: There is significant relationship between constructs of extrinsic rewards and constructs of employee performance

The null hypothesis is rejected when the p value is less than 5% ($p < .05$) (Best & Khan, 1993), on the other hand the null hypothesis is not rejected when the p value is greater than 5% ($p > .05$). The decision to reject or retain the null hypothesis is called significance (Best & Kahn, 1993). When the p value is less than .05, significance is reached, and the null hypothesis is rejected. When the p value is greater than .05, there is failure in reaching significance, so the null hypothesis is not rejected (Best & Kahn, 1993).

Table 4. 13: The relationship between extrinsic rewards and employees' performance

Correlations

		Salary increase	Bonuses	Commission	Supervision	Employee performance
Salary increase is provided fairly ever year.	Pearson Correlation	1	.222*	-0.009	.366**	0.050
	Sig. (2-tailed)		0.027	0.954	0.001	0.629
	N	105	99	43	74	96
Bonuses are provided on good performance.	Pearson Correlation	.222*	1	-0.050	.471**	0.148
	Sig. (2-tailed)	0.027		0.722	0.000	0.116
	N	99	130	53	93	115
Commission is recognized whenever there is need.	Pearson Correlation	-0.009	-0.050	1	.386**	-0.261
	Sig. (2-tailed)	0.954	0.722		0.007	0.067
	N	43	53	56	47	50
Supervision of employees is fairly done.	Pearson Correlation	.366**	.471**	.386**	1	.329**
	Sig. (2-tailed)	0.001	0.000	0.007		0.001
	N	74	93	47	105	93
Employee performance is most likely to improve when goals are specific, fairly thought-provoking, and acknowledged by employees	Pearson Correlation	0.050	0.148	-0.261	.329**	1
	Sig. (2-tailed)	0.629	0.116	0.067	0.001	
	N	96	115	50	93	133

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.13, depicts a result of correlation between the extrinsic rewards and employee performance. The correlation between Salary increases and bonuses is significant with P value 0.027, indicating a relationship between these two variables. The correlation coefficient is at r= 0.22, indication a positive but weak correlation between bonuses and salary increment.

Furthermore, the correlation between commissions and salary increase is insignificant because the p values is greater than 0.05 (0,954. Concluding that whatever relationship exist it is due to chance. The correlation between Supervision of employees and Salary increase is significant because P value is 0.01, indicating a relationship between these two variables. The correlation coefficient is at r= 0.366, indication a positive but weak correlation between Supervision of employees is fairly done and salary increment.

The correlation between Employee performance and salary increase is insignificant because the p values is greater than 0.05 (0,629). Concluding that we do not reject $H_{0,}$ whatever relationship exist it is due to chance and not any statistical significance. Additionally, the correlation between Employee performance and Bonuses is insignificant because the p values is greater than 0.05 (0,116). Concluding that we do not reject $H_{0,}$ whatever relationship exist it is due to chance and not any statistical significance. When looking at the correlation between Employee performance and commission is recognized whenever there is a need, this relation is insignificant because the p values is greater than 0.05 (0,067). Concluding that we do not reject H_0 , whatever relationship exist it is due to chance and not any statistical significance. However, the correlation between Employee performance and Supervision of employees is fairly done is significant because P value is less than 0.05 (0.001), we reject $H_{0,}$ indicating a relationship between these two variables. The correlation coefficient is at r= 0.329, indication a positive but weak correlation between Employee performance and Supervision of employees is fairly done.

The relationship between intrinsic rewards and employees' performance

The researcher investigated the relationship between intrinsic rewards and employees' performance based on the following constructs:

- building trust and respect
- Praise
- Autonomy
- Growth and learning
- Comfortable working environment
- Fair delegation of duties

The research is going to test the following hypothesis:

H_0: $\mu = 0$: There is a no significant relationship between constructs of intrinsic rewards and constructs of employee performance

H_1: $\mu \neq 0$: There is significant relationship between constructs of intrinsic rewards and constructs of employee performance.

Table 4. 14: The relationship between intrinsic rewards and employees' performance

Correlations								
		Build Trust	Workers Praised	Autonomy	Employers encourage growth and learning.	Comfortable working environment.	Fair Deligation of duties	Employee performance
Build Trust	Pearson Correlation	1	.651**	.689**	.793**	.700**	.676**	.372**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	3.878E-21	3.33664E-06
	N	148	148	148	148	148	148	148
Workers Praised	Pearson Correlation	.651**	1	.736**	.610**	.742**	.726**	.441**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	1.5979E-25	2.05074E-08
	N	148	148	148	148	148	148	148
Autonomy	Pearson Correlation	.689**	.736**	1.000	.588**	.586**	.731**	.367**
	Sig. (2-tailed)	4.02329E-22	0.000		0.000	0.000	5.5102E-26	4.49003E-06
	N	148	148	148	148	148	148	148
Employers encourage growth and learning.	Pearson Correlation	.793**	.610**	.588**	1	.700**	.600**	.434**
	Sig. (2-tailed)	0.000	1.92E-16	0.000		0.000	8.2361E-16	3.59723E-08
	N	148	148	148	148	148	148	148
Comfortable working environment.	Pearson Correlation	.700**	.742**	.586**	.700**	1.000	.823**	.376**
	Sig. (2-tailed)	3.94532E-23	0.000	0.000	0.000		1.0803E-37	2.55099E-06
	N	148	148	148	148	148	148	148
Fair Deligation of duties	Pearson Correlation	.676**	.726**	.731**	.600**	.823**	1	.329**
	Sig. (2-tailed)	0.000	1.6E-25	0.000	0.000	0.000		4.47199E-05
	N	148	148	148	148	148	148	148
Employee performance	Pearson Correlation	.372**	.441**	.367**	.434**	.376**	.329**	1
	Sig. (2-tailed)	3.33664E-06	0.000	0.000	0.000	0.000	4.472E-05	
	N	148	148	148	148	148	148	148

Table 4.14, depicts that the correlation between Employee performance and intrinsic rewards, are all significant with P values less than 0.05, for all the seven variables the two tailed Significant values is p= 0.0000, meaning that we reject H_0, concluding that there is a significant relationship between intrinsic rewards and employee performance. The Intrinsic rewards include Employers build trust and respect with their employees, Workers are praised for good work done, Autonomy is granted to workers, Employers encourage growth and learning, Employers create a positive, comfortable working environment and that Duties are delegated to workers in an amicable manner. The correlation coefficient is at r= 0.372, indication a positive but weak correlation between Employee performance and Build Trust, build trust can predict employee performance by 37.2 percent. While the correlation coefficient is at r= 0.441, indication a positive moderate correlation between Employee performance and Worker's Praised, Workers

Praised can increase performance by 44.1 percent. Additionally, the correlation coefficient is at r= 0.367, indication a positive but weak correlation between Employee performance and Autonomy, Workers Praised can increase performance by 36.7 percent. Also, the correlation coefficient is at r= 0.434, indication a positive moderate correlation between Employee performance and Encourage growth and learning, employers encourage growth and learning can increase performance by 43.4 percent. The correlation coefficient is at r= 0.376, shows a positive but weak correlation between Employee performance and Comfortable working environment, Comfortable working environment can increase performance by 37.6 percent. Finally, the correlation coefficient is at r= 0.329, shows a positive but weak correlation between Employee performance and fair delegation of duties, Comfortable working environment can increase performance by 32.9 percent.

Table 4. 15: The relationship between intrinsic rewards, extrinsic rewards and employees' performance

Correlations				
		Intrinsic rewards	Extrinsic rewards	Employee performance
Intrinsic rewards	Pearson Correlation	1	.840**	.509**
	Sig. (2-tailed)		0.000	0.000
	N	148	148	148
Extrinsic rewards	Pearson Correlation	.840**	1	.515**
	Sig. (2-tailed)	0.000		0.000
	N	148	148	148
Employee performance	Pearson Correlation	.509**	.515**	1.000
	Sig. (2-tailed)	4.07773E-11	0.000	
	N	148	148	148

Since the P-value was less than 0.05 (P=0.01), the null hypothesis is rejected. All the correlations were significant. The results of table 4.13 show that the relationship between the ranked variables is significant and intrinsic rewards on employee performance by means of descriptive statistics in the next section. To illustrate this statement, the correlation between “Extrinsic rewards” and “Employee performance” is (r= .509). There is a positive correlation between “Intrinsic rewards” and “Employee performance (r=.515).

4.3.4 Strategies that could be used to improve employee performance at the MVA Fund

To what extend do you agree or disagree that the following strategies can improve performance in your organisation?

Table 4. 16: Fulfilment of food, housing, money, safety health needs and personal needs

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Strongly Disagree	12	8.1	8.1	77.0
Disagree	3	2.0	2.0	45.9
Undecided	34	23.0	23.0	100.0
Agreed	62	41.9	41.9	43.9
Strongly Agreed	37	25.0	25.0	70.9
Total	**148**	**100.0**	**100.0**	

Table 4.16 I indicate, that majority of respondents, represented by 41.9 and 25 percent agree and strongly agree respectively that fulfilment of food, housing, money, safety health needs and personal needs is an effective strategy that can be applied by an organisation to address challenges associated with employee performance. The implication is that this provision is associated with employee motivation, commitment, and satisfaction.

Table 4. 17: Fulfilling the expectation of earning rewards, according to increased effort and motivation to work

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Strongly disagree	3	2.0	2.0	2.0
Disagree	3	2.0	2.0	56.1
Undecided	25	16.9	16.9	100.0
Agreed	77	52.0	52.0	54.1
Strongly Agreed	40	27.0	27.0	83.1
Total	**148**	**100.0**	**100.0**	

Table 4.17 indicate that majority of respondents, represented by 52 percent and 27 percent agreed and strongly agree respectively that fulfilling the expectation of earning rewards, accords increased effort and motivation to work. Which mean that this can be is an effective strategy that can be applied by an organisation to address challenges associated with employee performance. The implication is also that this provision is associated with employee motivation, commitment, and satisfaction.

Table 4. 18: Employee performance is most likely to improve when goals are specific, thought-provoking, and acknowledged by employees

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Strongly disagree	6	4.1	4.1	4.1
Undecided	9	6.1	6.1	100.0
Agreed	87	58.8	58.8	62.8
Strongly Agreed	46	31.1	31.1	93.9
Total	**148**	**100.0**	**100.0**	

Table 4.18 indicate that majority of respondents, represented by 58.8 percent and 31.1 percent agreed and strongly agree respectively that Employee performance is most likely to improve when goals are specific, thought-provoking, and acknowledged by employees. This means that this can be is an effective strategy that can be applied by an organisation to address challenges associated with employee performance. The

implication is also that this provision is associated with employee motivation, commitment, and satisfaction.

Table 4. 19: Maximizing one's skills, autonomy being loved, cared for, understood, and supported

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	4.1	4.1	4.1
Undecided	12	8.1	8.1	100.0
Agreed	91	61.5	61.5	65.5
Strongly Agreed	39	26.4	26.4	91.9
Total	**148**	**100.0**	**100.0**	

Table 4.19 indicate that majority of respondents, represented by 61.5 percent and 26.4 percent agreed and strongly agreed respectively that maximizing one's skills, autonomy being loved, cared for, understood, and supported can be an effective strategy for employee performance. The implication is also that this provision is associated with employee motivation, commitment and satisfaction.

4.4 Qualitative Analysis

For the qualitative phase, data collected from conducted focus group interviews was analysed. Using a long table analysis, the thematic approach used involved analysing data by means of identifying and selecting similar comments from respondents to identify common themes per category.

Category one: Factors that make employees perform at work

Please share with us factors that make you perform at work?

Table 4. 20: Factors that make employees perform at work

Respondent A: I perform well when supported by my supervisor and given the autonomy to make decision on how best to perform a task Respondent B: Feeling appreciated, feeling part of the team and when management consider my opinion Respondent C: knowing my contribution is recognised, knowing that I will be remunerated accordingly, remuneration come from fair monetary compensation, nonmonetary rewards, such as employee of the year/quarter.
Support, autonomy, belonging, opinion valued, recognition, monetary rewards, none-monetary rewards.

The information on table 4.20, identified the following themes: support, autonomy, belonging, opinion, recognition, monetary rewards, and non-monetary rewards. This

imply that the above factors are the one considered to by employees at the MVA Fund as the factors behind improved performance. These forms the basis of what the employees of MVA perceived as the factors that make employees perform at work. Critical analysis of the comments and the themes seem to confirm that the same variables under study from the quantitative phase are constructs of internal and external rewards with special reference to table 3 to 10. In other words, the respondents are justifying the fact that under normal circumstances, provision of monetary rewards, nonmonetary rewards, sense of belonging, recognition, autonomy, praise, growth and learning, and comfortable working conditions are factors that maximize their work-related performance.

Category: Factors that discourage employees to perform effectively at work

Please share with us the factors that discourage you from performing effectively at work?

Table 4. 21: Factors that discourage employees to perform effectively at work

Respondent A: when I am not supported by my supervisor Respondent B: lack of recognition from the employer and not being appreciated or rewarded for good performance. Respondent C: not being recognised for my contribution, not getting any re-affirmations such as thank you.
lack of support, lack of recognition, lack of appreciation

Table 4.21 identified the factors perceived by the employees at the MVA Fund as the one that discourage them to perform their job effectively, these includes lack of support,

lack of recognition and lack of appreciation., it reveals that although most of responded agreed that there exists a level of support when it come to the support, recognition and appreciation. Employees still believe that an improvement is needed in these areas.

Category 2: Relationship between performance-based rewards and employee performance

What are your perceptions towards the relationship between performance-based rewards and employee performance?

Table 4.22 below shows selected comments in response to the above question

Table 4. 22: Relationship between performance-based rewards and employee performance

Respondent A: I believe that rewards help employees perform better. It acts as an encouragement for one to do your best at work. There is a positive relationship between performance-based rewards and employee performance Respondent B: the two have a positive relationship whereby if employees are rewarded for good performance, they would reinforce their efforts towards maximising organisational output. Respondent C: they are directly related; performance cannot exist in the long term with rewards. It is human nature to have the need to be appreciated, and to have a sense of self-esteem and achievement.
Employee Motivation, positive relationship, employee commitment, employee satisfaction

The information recorded in Table 4.22 identified the following themes: Employee Motivation, employee commitment and employee satisfaction. In other words, the employees of MVA are confirming that the identified themes are measures of employee performance, the responses are also confirming that the same variables comprising Salary increase, bonuses, commission, praise, growth and learning, and comfortable working conditions are positively related to increased performance because of their capability to stimulate Employee Motivation, employee commitment and employee satisfaction.

Category 3: Rewards for good performance

How do your employers reward you for good performance?

Table 4.23 below shows selected comments in response to the above question

Table 4. 23: Rewards for good performance

Respondent A: on an institutional level, I am rewarded with a bonus and annual salary increment Respondent B. given a day off without applying for leave, being treated to a dinner or lunch event. Respondent C. through performance bonuses, individual performance increments and employment of the quarter awards.
salaries, bonuses, dinner or lunch, awards

The information recorded in Table 4.23 Identified the following themes: bonuses, salaries, lunch or dinner and awards. Thus, employees of MVA are confirming that they get rewards associated with their work-related performance. These results are directly linked to the results of the quantitative phase with special reference to table 3 to 12 1 which confirms that such aspects as Salary increase, bonuses, commission, praise, growth and learning, and comfortable working conditions are considered at MVA.

Category 4

Category 4: Strategies that could be used to improve employee performance at the MVA Fund

Please share with us your opinions towards strategies that could be used to improve employee performance at the MVA Fund?

Table 4.24 below shows selected comments in response to the above question

Table 4. 24: Strategies that could be used to improve employee performance

Respondent A. Although we get institutional rewards, I believe there is a big opportunity for intangible rewards. Example, giving half day off for good work, or recognising someone publicly for doing a good job. It is doing small things for your team.
Respondent B: reward top performers with monetary incentives, e.g., quarterly bonus, sponsor an adventurous trip for top performers.
Respondent C: the MVA Fund is generally a good performing institution, not much intervention is required, perhaps just re-enforcing human element of reward and recognition where supervisors saying thank you more, offering flexibility at work to

allow for work life balance, provided that the employee is delivering expected outcomes as per deadlines.
Intangible rewards, monetary incentives, recognition, flex work, work-life-balance

The information recorded in Table 4.24 Identified the following themes: intangible rewards, monetary incentives, recognition, flex work and work-life-balance. These results are directly linked to the results of the quantitative phase with special reference to Table 6 which indicate that 14.9 percent combined reflects that the majority of the respondents did not agree that supervision of employees is fairly done. The results indicated that suppressive ways of supervision and management characterized within the organisation is characterized by autocracy and dictatorship whereby most of the decisions are made by the top managers without involvement of other employees. This form of supervision is associated with retarding employee performance in one way or the other as highlighted before hence the interview results suggest participatory decision-making approaches, total involvement of workers, Collaborative and colloquial approaches and Teamwork approaches to leadership and management.

Discussion and interpretations of findings:

The first section discussed and interprets the quantitative and qualitative findings analysed above. The following section summarise these findings.

Reward systems currently applied at the MVA Fund.

To what extend do you agree or disagree that your employers observe the following extrinsic rewards in your organisation?

What is more important from the quantitative results, qualitative findings and critical literature analysis was to identify from the findings that the respondents had knowledge and understanding of performance-based reward system. These findings were necessary to an assessment of the effectiveness of performance-based reward system on employee performance in the context of the Motor Vehicle Accident Fund in the next section.

Critical analysis of quantitative results indicates that provision of Salary increase supervision is done fairly, while commission is not receiving much attention in their organisation. Table 3 indicated that majority of the respondents is provided fairly every year. These results that commission is not provided could be associated with some of the reasons why MVA enterprise was faced with some challenges associated with performance. The focus group interview results also confirmed the same results as evidenced by the following selected comments:

Respondent A: I perform well when supported by my supervisor and given the autonomy to make decision on how best to perform a task Respondent B: Feeling appreciated, feeling part of the team and when management consider my opinion Respondent C: knowing my contribution is recognised, knowing that I will be remunerated accordingly, remuneration come from fair monetary compensation, nonmonetary rewards, such as employee of the year/quarter.

Table 4. 25: Focus group interview

From the comments emerged salaries, bonuses and commission as some of the major themes associated with deprivation among employees as performance related incentives associated with extrinsic rewards. Consulted literature agree that Extrinsic rewards in the form of salary increase, bonuses, commission, or monetary benefits, are the finest source of employee motivation since they respond to the expectations of individual employees and keep them engaged according to Raza (2012). Literature review also elaborates both quantitative and qualitative findings by specifying that Performance-based pay refers to a variety of compensation schemes utilized inside firms, including annual performance-based pay raises, i.e., merit pay systems (Maaniemi, 2013), commissions, and bonus systems. Performance-based pay plans are used by businesses to improve employee performance (Fang & Gerhart, 2012). Pay appraisals in this context typically incorporate both quantity and quality components of work performance, with compensation

selections based on productivity (i.e., number of tasks performed) or manager evaluations of previous performance (Cappelli & Cappelli & Conyon, 2018).

Critical analysis of both quantitative, qualitative and literature analysis reflects positive response between reward systems, and employee performance, except for the commission and the feeling by the employees that the company could do better. This suggest that the company has area of improvement and should put the suggested strategic measures in place. These results reflect that some level of dissatisfaction of employee at MVA could be the reason employee performance is not at optimum.

Making use of the descriptive analysis, the mean score and the standard deviation were measures of central tendency applied to identify the extent to which the respondents agreed or disagreed that the provided constructs of intrinsic rewards have a positive impact on employee performance if well implemented. From table 4.15, the surveyed respondents, with a mean sore of 3.92 and 4.19 agreed to the fact there is a positive effect of the outlined constructs of intrinsic rewards on employee performance if at all they well implemented in any organisation.

Extrinsic rewards, or monetary benefits, according to Raza (2012), are the finest source of employee motivation since they respond to the expectations of individual employees and keep them engaged. As a result, this method of incentive is typically short-term and must be done frequently to maintain employee motivation and performance. Extrinsic rewards can help an organisation increase staff productivity and morale, maximizing and improving employee performance as well as overall organisational performance (Irshad, 2016). An organisation's incentive system guarantees that employees believe they are

valued to the company and that management recognizes their contribution to the company's success. In conclusion, monetary incentives can help employees increase their productivity and maintain a high level of motivation. Monetary rewards, also, have the power of promoting different job positions making them more attractive for the employees, therefore, pushing workforce for constant skills improvement and development.

According to Alwaki, (2018), remuneration is considered as one of the most effective investments an organisation can make. Although an impartial wage serves as a cornerstone for implied and contractual agreements between work force and employers, but the underlying presumption is that money could directly influence behaviour that leads towards performance. Many individuals and managers believe that enhancing the level of payment will simply make individuals more motivated, loyal and productive. Organisations compensating their employees effectively are more likely to attain higher levels of productivity than others, because mostly remuneration is considered as a motivator by employees as well as managers (Shields et al, 2015).

The findings of the research done by Alwaki, (2018), concluded that organisations should focus on their remuneration plans, because having satisfactory remunerations; employees would have positive attitudes towards their jobs and resulting in an increased level of performance and that employees should be offered remuneration in monetary as well as other forms so that employees are motivated to have positive attitudes to contribute positively towards organisational goal achievement. When employees are inspired by striking remunerations, their performance tremendously increases, and they are more likely to move towards attain organisational objectives without any resistance.

Deeprose (2014) had stated that “while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator”.

The relationship between intrinsic rewards and employee performance has been widely researched and most studies agree intrinsic rewards elicit a positive emotional reaction and work to motivate employees to continue to improve as well as make lasting behavioural changes when needed (Ryan and Deci, 2020). (Armstrong, 2013) also emphasises the long-term influence of rewards associated with internal motivation. Literature seems to support the view that intrinsic motivation has permanent changes in terms of employee motivation, commitment and satisfaction. Literature reviews seem to be in favour of intrinsic rewards than extrinsic motivation in terms of employee performance (Gabriel *et al.* (2016).

Results from focus group interview also confirmed that there is a positive and strong relationship between performance-based rewards and employee performance. This is evidenced by the following selected comments from the participants:

Respondent A: I believe that rewards help employees perform better. It acts as an encouragement for one to do your best at work. There is a positive relationship between performance-based rewards and employee performance

Respondent B: the two have a positive relationship whereby if employees are rewarded for good performance, they would reinforce their efforts towards maximising organisational output.

Respondent C: they are directly related; performance cannot exist in the long term with rewards. It is human nature to have the need to be appreciated, and to have a sense of self-esteem and achievement.

The comments put great emphasis on motivation, commitment and satisfaction. There is also an indication that satisfied workers increase the level of performance in terms of productivity.

In the context of MVA, the information recorded in Table 22 the employees of MVA confirmed that they do get rewards that are associated with their work-related performance, although they feel more should be done, especially on non-monetary rewards. It has already been highlighted that these results are directly linked to the results of the quantitative phase with special reference to table 3 to 13 which also confirms that such aspects as salary increase, bonuses, commission, praise, growth and learning, and comfortable working conditions are considered at MVA.

Strategies that could be used to improve employee performance **at the MVA Fund**

Findings of the quantitative phase suggested the following strategies for improving employee performance:

Fulfilment of food, housing, money, safety health needs and personal needs

- Fulfilling the expectation of earning rewards, according to increased effort and
- Employee performance is most likely to improve when goals are specific, thought-provoking, and acknowledged by employees
- Maximizing one's skills, autonomy being loved, cared for, understood, and supported

From a different perspective, the results of the focus group interview the following strategies focused towards resolving employee performance:

- Intangible rewards,
- monetary incentives,
- recognition,
- flex work,
- work-life-balance

This is evidenced by the following selected comments:

Respondent A. Although we get institutional rewards, I believe there is a big opportunity for intangible rewards. Example, giving half day off for good work, or recognising someone publicly for doing a good job. It is doing small things for your team.
Respondent B: reward top performers with monetary incentives, e.g., quarterly bonus, sponsor an adventurous trip for top performers.
Respondent C: the MVA Fund is generally a good performing institution, not much intervention is required, perhaps just re-enforcing human element of reward and recognition where supervisors saying thank you more, offering flexibility at work to allow for work life balance, provided that the employee is delivering expected outcomes as per deadlines.

Literature review from a theoretical point of view links the reward systems both intrinsic and extrinsic with the application of the following motivational models and theories, in managing employee performance at work.

- **Behaviourist theories** have suggested that the connection between rewards and behaviours is strengthened by making rewards salient (tangible, visible) and close in time to the behaviour (Skinner, 1953) (Hull, 1943; Pavlov, 1927; Skinner, 1953, 1965).
- **Expectancy Theory focuses on** projections about the relationships between performance and compensation are supplemented by the Goal-setting Theory's (Locke & Ladham, 1968 & 1970)
    - Abraham Maslow's Hierarchy of Needs Motivational Model: Human motivation, well-being, and achievement are determined by the fulfilment of physiological requirements (e.g., food, housing, and money), safety and health needs, personal needs (e.g., belongingness and self-esteem), and higher developmental needs (i.e., self-actualization; Rogers, 1961; Ryan & Deci, 2017).

    Literature also suggests the following strategies linked to the above theories Strategies to Improve Employee performance

- Leadership Behaviour

Leader behaviour is motivational to the extent that it makes the satisfaction of subordinates' needs contingent on effective performance and that it complements the environment of subordinates by providing guidance, clarity of direction, and rewards necessary for effective performance Encouragement and communicating with colleagues

(Evangelinou, Orthodoxia, Kourtesopoulou, & Kriemadis, 2019, (Gibson, 2012; Wulandari, 2019). t (Burmansah, Sujanto, & Mukhtar, 2019; Fatayan, Hanafi, & Sari, 2019; Mubarak, 2014).

- Work Environment

The workplace environment can be caused by a confluence of all workplace factors, including worker behaviour, health and safety concerns, medication use, and working hours. The physical location of the workplace and its surroundings should be a part of the work environment when present (Ripki, 2019). The performance of employees can be enhanced by a pleasant work environment (Zainie, Hamid, & Hassan, 2015, Dowd, & Schneider, 2018).

- Opportunities for career development

It has been shown that when a company invests in its people by providing opportunities to develop their skills, acquire new knowledge and realise their full potential, reciprocally, its employees will also invest in it (Gupta, 2015).

- Procedural pay-setting justice

Apart from instrumentality and reward perspectives, another essential feature of performance-based pay is the quality of the systems used to decide rewards. Transparent pay processes (i.e., procedures that disclose relevant information, clarify pay criteria, encourage employee engagement, explain how reward decisions are made, and so on) have been shown to lead to more favourable work-related attitudes and behaviours, including job performance (Schleicher *et al.,* 2018; Zhang *et al.,* 2018). It has also been suggested by Stårberg, (2010) (Sung, Choi & Kang, 2017).

CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

Following is a summary of the individual chapters of the study:

Chapter One: Introduction

This chapter successfully explained the research problem that prompted the study. It further outlined the background to the problem, purpose of the study, definition of terms, delimitations, and significance of the study.

Chapter Two: Literature Review

This chapter successfully provided definitions of the most important concepts such as motivation and reward. It also outlined the various motivation theories, and presented a review of the core literature on the research problem.

Chapter Three: Research Methodology

This chapter described the research design utilised. Comprising population and sample of the study, the measuring instrument used, the procedure followed to gather the data, and the statistical techniques used to analyse the data

Chapter Four: results and discussion

This chapter successfully reported on the results of the empirical analysis. It presented the findings of the study using tables and figures as well as written descriptions. It also presents information on which variables were used in the analysis and the rationale behind the selection of those procedures.

5.1 SUMMARY OF FINDINGS OF THE STUDY

- **Identifying the reward systems currently applied at the MVA Fund:**

Critical analysis of quantitative results indicates that provision of Salary increase, commission, bonuses and proper supervision as part of extrinsic rewards is receiving full attention MVA. However, commission is not much considered. The later finding will relate to challenges linked to poor employee performance.

- **Assessing the relationship between extrinsic rewards and employees' performance** at the MVA Fund

Analysis of quantities and qualitative results and consulted literature indicate that extrinsic rewards comprising of Salary increase, Bonuses, Commission, Supervision, Employee motivation, Employee commitment, and Employee satisfaction have a positive effect on employee performance.

- **Assessing the relationship between intrinsic rewards and employees' performance at from a general perspective**

Analysis of quantities and qualitative results and consulted literature indicate that there is a relationship between intrinsic rewards comprising of, building trust and respect, Praise. Autonomy, Growth and learning and Comfortable working environment and employee performance.

- **Strategies that could be used to improve** employee performance **at the MVA Fund**

Fulfilment of food, housing, money , safety health needs and personal needs

- Fulfilling the expectation of earning rewards, according to increased effort and
- Employee performance is most likely to improve when goals are specific, thought-provoking, and acknowledged by employees
- Maximising one's skills, autonomy being loved, cared for, understood, and supported
- intangible rewards. Example, giving half day off for good work, or recognising someone publicly for doing a good job. It is doing small things for your team.
- reward top performers with monetary incentives, e.g., quarterly bonus, sponsor an adventurous trip for top performers.
- re-enforcing human element of reward and recognition where supervisors saying thank you more,
- offering flexibility at work to allow for work life balance.

Using the following Approaches:

- participatory decision-making approaches,
- total involvement of workers,
- Collaborative and colloquial approaches and
- Teamwork approaches to leadership and management.

In order to

- Improve Leadership Behaviour
- Improve Work Environment
- Create Opportunities for career development

- Develop Procedural pay-setting justice

In the context of the following theoretical perceptions:

- **Behaviourist theories**
- **Expectancy Theory**
- Abraham Maslow's Hierarchy of Needs Motivational Model

5.2 CONCLUSIONS

From the research findings, it can be concluded that MVA is paying attention to conditions related to extrinsic rewards such as Salary increase, commission, bonuses, and proper supervision, however commission is not fully used. The study further indicates that more is needed to be done, especially to use none-monetary rewards to improve employee performance. It is also concluded that it can be concluded that MVA is paying attention to conditions related to intrinsic rewards such as building trust and respect, Praise, autonomy, growth and learning and comfortable working environment. From a general perspective, is a positive relationship between reward systems and employee performance. Analysis of quantities and qualitative results and consulted literature indicate that extrinsic rewards comprising of Salary increase, Bonuses, Commission, Supervision, Employee motivation, Employee commitment, and Employee satisfaction have a positive effect on employee performance.

5.3 RECOMMENDATIONS:

Basing on the findings and conclusion of the study and literature review, the following recommendations are made to the employees:

1. **Extrinsic and intrinsic rewards**

   - Fulfilment of food, housing, money, safety health needs and personal needs
   - Fulfilling the expectation of earning rewards, according to increased effort and
   - Employee performance is most likely to improve when goals are specific, thought-provoking, and acknowledged by employees
   - Maximising one's skills, autonomy being loved, cared for, understood, and supported

2. **Managerial approaches:**

   - participatory decision-making approaches should be improved
   - total involvement of workers in decision making should be improved.
   - Collaborative and colloquial approaches should be incorporated in decision making
   - Teamwork approaches to leadership and management should be given priority in any organisation

3. **Policy**

   Policies should be designed and implemented to:

   - Improve Leadership Behaviour
   - Improve Work Environment
   - Maintain Opportunities for career development

- Develop Procedural pay-setting justice
- Improve Leadership Behaviour

4. **theoretical perceptions:**

   Considering practical and theoretical implications of:

   - **Behaviourist theories**
   - **Expectancy Theory**
   - Abraham Maslow's Hierarchy of Needs Motivational Model:

5. RECOMMENDATIONS FOR FUTURE RESEARCH

The outcomes of this study could serve as a platform for future research on such topics like complexity, fairness, and frequency, as well as their impact on employee performance, motivation, and work satisfaction as highlighted in chapter one.

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APPENDICES

APPENDIX 1- RESEARCH PERMISSION LETTER - NBS

NBS
NAMIBIA BUSINESS SCHOOL
UNIVERSITY OF NAMIBIA

25 January 2022

TO WHOM IT MAY CONCERN

Re: MBA Management Strategy , Student – Ms. Salome H Nashivela Student Number 200319086

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms. Nashivela has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Nashivela with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "An assessment of the effectiveness of performance -based reward system on employees' performance: The case study of Motor Vehicle Accident Fund Namibia".

Your kind assistance is highly appreciated.

Yours sincerely

NAMIBIA BUSINESS SCHOOL
NBS
2022 -01- 25
UNIVERSITY OF NAMIBIA
Aspiring Minds & Shaping the Future

Greenfield Mwakipesile. Dr
Senior Research Co-Ordinator
Namibia Business School
University of Namibia
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: mwakipg@nbs.edu.na

APPENDIX 2: RESEARCH PERMISSION LETTER

MVA Fund Service Centre, 8730 Church Street, P.O. Box 25158, Windhoek, Tel: +264 61 289 7000, Fax: +264 61 249 688

Tuesday, 02 August 2022

Ms. Salome Nashivela
WINDHOEK

Dear Ms. Nashivela

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

The subject matter refers,

This letter serves to confirm receipt of your letter, wherein you requested for consent to conduct research on '*Effectiveness of performance-based reward system on employee's performance*' at the MVA Fund.

I wish to inform you that your request has been approved, on condition that the survey results will strictly be used for academic purposes and that, it should not be disclosed or shared with the public without expressed written consent by the MVA Fund.

I trust that the above is in order and wish you a fruitful research.

Yours Sincerely,

JULIUS HAIKALI
CHIEF HUMAN CAPITAL & STRATEGY

JH/eh

MOTOR VEHICLE ACCIDENT FUND
Chief Human Capital & Strategy

Directors:
Dr Shitaleni Herman (Chairperson), Jantje Daun (Deputy Chairperson), Elizabeth Kharuchas, Magnus Nangombe, Namene Shejavali, Damien Mabengano, Tomas Iindji, Rosalia Martins-Hausiku - Chief Executive Officer (ex officio)

APPENDIX 3: SURVEY QUESTIONNAIRE

Topic: The effectiveness of performance-based reward system on employees' performance at the MVA Fund.

SECTION A

BIOGRAPHICAL INFORMATION

In all cases, place a cross [x] in the appropriate box. Select one option only, unless otherwise indicated.

Section 1 **FOR OFFICE USE**

1. POSITION OF RESPONSIBILITY

Managers	1	
General employees	2	

1

2. GENDER

Male	1	
Female	2	

2

3. AGE- GROUP

25-29	1	
30-34	2	
35-40	3	
41-45	4	
46-50	5	
51-55	6	
55+	7	

3

4. EXPERIENCE ON THE POST OF THE ABOVE RESPONSIBILITY

0 to 5 years	1	
6 to 10 years	2	
11 to 15 years	3	
16 to 20 years	4	
Over 20 years	5	

4

5. LEVEL OF EDUCATION (PLEASE INDICATE YOUR HIGHEST QUALIFICATIONS ONLY)

FOR OFFICE USE

Matric	1	
Diploma	2	
Advanced certificate	3	
Bachelor's degree	4	
Honours degree	5	
Master's degree	6	
Doctorate degree	7	
None of the above	8	

5

6. RACE

Black-African	1	
Coloured	2	

6

Indian	3	
White	4	
Other	5	

Section B

The main objective of this study is to assess the effectiveness of performance-based reward system comprising of extrinsic rewards and intrinsic rewards on employee performance at the MVA Fund**.**

Specific objectives:

Objective 1: To identify the reward systems currently applied at the MVA Fund.

Objective 1a

To what extend do you agree or disagree that your employers observe the following extrinsic rewards in your organisation?

1.1: Extrinsic Rewards

		STRONGLY AGREE	**AGREEE**	**UNDECIDED**	**STRONGLY DISAGREE**	**DISAGREE**	
		1	2	3	4	5	
7.1	Salary increase is provided every year						**7**
7.2	Bonuses are						**8**

	provided on good performance						
7.3	Commission is recognized whenever there is need						**9**
7.4	Supervision of employees is fairly done						**10**

Objective 1b

To what extend do you agree or disagree that your employers observe the following intrinsic rewards in your organisation?

Intrinsic rewards

		STRONGLY AGREE	**AGREEE**	**UNDECIDED**	**STRONGLY DISAGREE**	**DISAGREE**	
		1	2	3	4	5	
8.1	Employers build trust and respect with their employees.						**11**
8.2	Workers are praised for good work done.						**12**
8.3	Autonomy is granted to workers.						**13**
8.4	Employers encourage growth						**14**

	and learning.						
8.5	Employers create a positive, comfortable working environment.						**15**
8.6	Duties are delegated to workers in an amicable manner.						**16**

Section C

To what extend do you agree or disagree that the following performance-based reward systems are positively related?

Performance reward systems

		STRONGLY AGREE	**AGREEE**	**UNDECIDED**	**STRONGLY DISAGREE**	**DISAGREE**	
		1	2	3	4	5	
8.1	Intrinsic rewards						**11**
8.2	Extrinsic rewards						**12**
8.3	Employee performance						**13**

Section D:

Objective Four

To determine strategies that could be used to improve employee performance at the MVA Fund

To what extend do you agree or disagree that the following strategies can improve performance in your organisation?

Employee performance management strategies

		STRONGLY AGREE	**AGREEE**	**UNDECIDED**	**STRONGLY DISAGREE**	**DISAGREE**	
		1	2	3	4	5	
8.7	Fulfilment of food, housing, money ,						**17**

	safety health needs and personal needs.						
8.8	Fulfilling the expectation of earning rewards, according to increased effort and motivation to work.						**18**
8.9	Employee performance is most likely to improve when goals are specific, thought-provoking, and acknowledged by employees.						**19**
8.10	Maximizing one's skills, autonomy being loved, cared for, understood,						**20**

	and supported.						

APPENDIX 4: INTERVIEW GUIDE

Open-ended Questionnaire

Topic: Assessing the effectiveness of performance-based reward system on employees' performance at MVA Fund.

1. Please share with us factors that make you perform at work.

Feeling appreciated and recognized

Feeling part of the team.

When management consider my opinions.

2. Please share with us factors that discourage you from performing effectively at work?

Lack of recognition from the employer.

Not being appreciated or rewarded for a good job well done.

3. How do you employers reward you for good performance

Given a day off without applying for leave.

Being treated to a dinner or lunch event.

4. What are your perceptions towards the relationship between performance-based rewards and employee performance?

The two have a positive relationship whereby if employees are rewarded for good performance, they would reinforce their efforts towards maximizing organizational output.

5. Please share with us your opinions towards strategies that could be used to improve employee's performance at the MVA Fund.

Reward top performers with monetary incentives eg, quarterly bonus, sponsor an adventurous trip for the top performers.

Thank you

APPENDIX 5: LANGUAGE EDITING CERTIFICATE

S.B

Mr. Shonhiwa Bakare
MBA, BSc Hons Soc | shonhiwabakare@gmail.com

CONTACT

PO Box 4244,
Vinetta, Swakopmund
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

7th December 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF SALOME HANYEMWESHIPANGE NASHIVELA's THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **SALOME HANYEMWESHIPANGE NASHIVELA's** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN ASSESSMENT OF THE EFFECTIVENESS OF PERFORMANCE BASED REWARD SYSTEMS ON EMPLOYEE PERFORMANCE AT THE MOTOR VEHICLE ACCIDENT FUND IN NAMIBIA**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

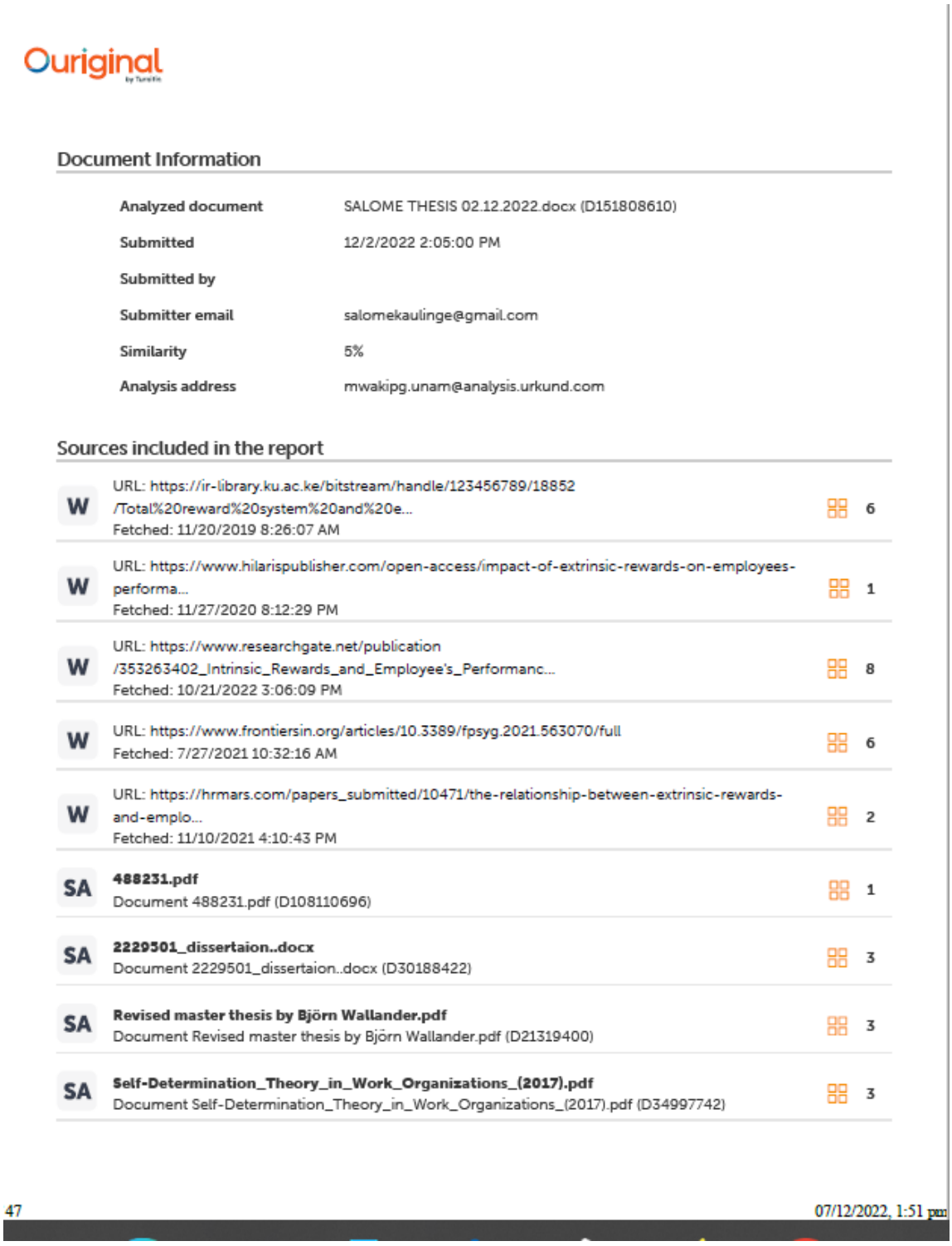
I have edited many Postgraduate Diploma, and Masters' Thesis, Dissertations for students studying with universities in Namibia. I have also copy-edited company documents and publications for Non-Governmental Organisations (NGOs) around the Southern African region.

Please feel free to contact me should the need arise.
Yours Sincerely,

Mr. Shonhiwa Bakare

SKM Bakare @shonhiwabakare +264816495143 Shonhiwa Bakare

APPENDIX 6: SIMILARITY CHECK REPORT



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W	URL: https://hrmars.com/papers_submitted/10471/the-relationship-between-extrinsic-rewards-and-emplo... Fetched: 11/10/2021 4:10:43 PM	2
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