Analysing extrinsic rewards, employee motivation and organisational effectiveness in turbulent economic times: A case study of the Zimbabwean manufacturing sector


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Analysing Extrinsic Rewards, Employee Motivation and Organisational Effectiveness in Turbulent Economic Times: A Case Study of the Zimbabwean Manufacturing Sector

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Abstract

Recently, the manufacturing sector in Zimbabwe has been failing to operate at full capacity because of a turbulent economic environment which is not conducive for business. Consequently, the deteriorating business environment has led to the failure of the sector to reward its employees appropriately. The current research was designed to explore extrinsic rewards, employee motivation and organisational effectiveness in turbulent economic times with specific reference to the Zimbabwean manufacturing sector. A self-administered questionnaire was used to collect data from a systematic sample of 140 employees. The findings of this study showed that extrinsic rewards have a positive and significant relationship with employee motivation and organisational effectiveness. In addition, the study found a positive and significant relationship between employee motivation and organisational effectiveness. Recommendations have been provided on how the manufacturing sector can improve employee motivation and organisational effectiveness. It is envisaged that this study could assist top management with the tools to motivate the workforce and subsequently achieve organisational effectiveness. Furthermore, this study has contributed to the literature on extrinsic rewards, employee motivation and organisation effectiveness from the developing world where most businesses are failing to perform optimally because of prevailing economic challenges.

Keywords: *direct and indirect payments; distinct capabilities; employee remuneration; equity; fringe benefits; incentives.*

1. Introduction

The manufacturing sector is one of the most critical industries in Zimbabwe. The sector contributes to Zimbabwe's Gross Domestic Product (GDP) more than any other sector (Muzividzi et al., 2013). However, the sector is not performing well because of economic and environmental challenges (Confederation of Zimbabwe Industries, 2012). As a result, farmers are struggling to procure inputs such as fertilizer (Majaka, 2014). Chiutsi (2014) has noted that as of 2014, the government of Zimbabwe was owing fertiliser manufacturing companies and seed houses more than US$11 million. Consequently, most companies have not been operating optimally and to full capacity. For instance, Mhlanga (2020) avers that the Zimbabwean manufacturing sector is struggling and operating at a capacity utilisation rate of 36.49% which is very low and unsustainable. Moreover, Zimbabwe has been under recession or economic meltdown for the past 10 years. The challenges that the manufacturing companies are experiencing, coupled with the current state of the Zimbabwean economy, have led to failure by companies to adequately compensate their employees (Gweshe, 2015). Mhlanga and Nyakazaya (2015) have noted that most businesses are faced with problems such as dwindling profits, high operating costs, cash flow challenges and accumulating unpaid salaries or arrears. As a result of the problems, employees in the manufacturing sector are being compensated with a remuneration package that is below the Poverty Datum Line (PDL), which stands at US$512. Moreover, Kuwaza (2015) noted that the Finscope Consumer Survey of 2014 established that almost 60% of the workforce in Zimbabwe earn a salary that is below US$3.50 per day.

In the 21st century, there is a need for companies to realise that human resources or capital are one of the most critical factors contributing to organisation effectiveness (Nel and de Beer, 2014). Another school of thought suggests that business in the 21st century is rocked with cut-throat competition and most organisations are struggling to reward and motivate employees (Manzoor, 2012). Chiboiwa et al. (2009) affirm that some of the challenges that have exacerbated the situation of companies failing to reward and meet the needs of employees are de-industrialisation and informalisation. For example, the National Employee Engagement Report 2014 (Industrial Psychology Consultants, 2014), noted that at least 52% of the labour force in Zimbabwe are not happy with their remuneration packages. The failure by companies to value and reward employees appropriately has contributed to a demotivated workforce (Ministry of Industry and Commerce, 2011). Thus, employees can only be committed to the organisation when they are valued. If workers have low morale and motivation, they may negatively impact the effectiveness of the organisation. Therefore, organisations can enhance employee motivation and organisational effectiveness by providing adequate extrinsic rewards. This means that highly motivated employees are indispensable and critical to achieving the effectiveness of the organisation (Bwowe and Marongwe, 2018). Furthermore, Husain and Batagoda (2017) found that extrinsic rewards have a significant impact on employee motivation. Conversely, Nel et al. (2014) believe that there is no consensus on the effect of extrinsic rewards on employee motivation. The aim of this study was to analyse extrinsic rewards, employee motivation and organisational effectiveness in turbulent economic times. Specifically, the study evaluated the following:

- The relationship between extrinsic rewards and employee motivation;
- The relationship between extrinsic rewards and organisational effectiveness; and
- The relationship between employee motivation and organisational effectiveness.

1.1. Extrinsic rewards

Extrinsic rewards are job-related physical rewards that are based on the task performed (Aktar, Sachu and Ali, 2012). Similarly, Gkorezis and Petridou (2012) aver that extrinsic rewards relate to a payment given to an employee in recognition for the job performed or task completed. Another school of thought suggests that extrinsic rewards are financial benefits given to employees who have contributed to the organisation by performing an assigned task (Ozutku, 2012). Gohari et al. (2013) argue that companies should come up with an adequate budget for employee remuneration and should not use other rewards to replace financial rewards because extrinsic rewards affect the morale of employees.

The financial inducements or rewards given to employees can either be in the form of direct payments or indirect payments (Ibrah et al., 2015). Hellreiegel et al. (2004) have noted that direct payments are all monetary rewards that constitute an employee's salary and other forms of cash rewards such as payment based on merit, skill, bonus and commission. On the other hand, indirect payments are governed by labour laws and are voluntarily provided to an employee for being part of the organisation. They include insurance, paid leave, retirement funds, food services and transport allowances (Grobler et al., 2011). Furthermore, direct and indirect monetary benefits are critical in managing the lifestyles of employees (Boselie, 2014). Jackson et al. (2009) believe that fringe benefits help to achieve a work-life balance and improve the lifestyle of employees through financial assistance and comfort. Martocchio (2014) adds that employee benefits are non-taxable and are normally provided due to the cost advantage associated with economies of scale.

Mondy (2008) posits that financial rewards are both an expense and asset to the company. For example, financial rewards are reflected as a labour cost to the company. However, they are also regarded as a strategic tool for motivating, retaining and attracting workers. In addition, Nujoo and Meyer (2012) believe that employees view extrinsic rewards as one way of recognising their efforts and also as a tool for providing feedback on their competence and performance. Bloisi (2007) argues that adequate extrinsic rewards can be used as a tool for bringing synergy and harmony in the organisation and can also be used to attract new talented workers, as well as increase staff motivation, performance and retention. Moreover, Ozutku (2012) adds that extrinsic rewards can be used as a catalyst for enhancing employee motivation and subsequently the competitiveness of the organisation.

Extrinsic rewards are a critical ingredient that strengthens the relationship between the employee and employer. They contribute significantly to human resource outcomes (Banfield and Kay, 2008). According to Bustamam et al. (2014), the former CEO of Avon, Hicks Waldron, addressed the importance of financial rewards when he said that "employees do what you pay them to do, not what you tell them to do". The basis for this statement was that as an organisation, they value employees' contribution, worth, status and self-esteem (Ozutku, 2012). Banfield and Kay (2008) believe that if employees are not satisfied with the given rewards, they will show their displeasure, which will be reflected in their performance and commitment to the organisation. Thus, failure by an organisation to provide adequate extrinsic rewards may have ripple effects on the success and competitiveness of the organisation. Warnich et al. (2015) believe that if rewards are to be effective, there must be equity and fairness in terms of providing rewards and these should be based on individual employee performance. Thus, organisations should ensure that a reward that is fair and equitable is provided to employees based on their performance and contribution (Nujoo and Meyer, 2012). Ledford (2014) argues that organisations that offer low financial rewards may not be as competitive when compared to other organisations because employees are highly motivated by financial rewards as compared to non-cash rewards (Snelgar et al., 2013). Gkorezis and Petridou (2012) add that financial rewards which are linked to the employee's performance have the potential to influence employee motivation and organisational effectiveness.

1.2. Employee motivation

Employee motivation is a psychological process that arouses and directs employee behaviour towards the realisation of certain objectives or goals (Kreitner and Kinicki, 2008). Hitt et al. (2009) add that employee motivation is goal-oriented and encompasses three critical aspects, viz. direction, persistence and intensity. In addition, Hodgetts and Hegar (2008) believe that employee motivation can also be described in terms of physical and mental movement. Thus, organisations need to be mindful that employees have various needs such as physiological, psychological and sociological needs. Ivancevich et al. (2014) argue that employee behaviour is influenced by the tension created as a result of deficiencies in the workplace. In order to address deficiencies in the workplace, motivational theories have enabled organisations to introspect upon their business and provide appropriate rewards that may enhance employee motivation and influence their conduct (Huffmire and Holmes, 2006). Motivational theories play an important role in managing the problems affecting employees, as well as in evaluating the behaviour or performance of employees who have been given some motivation or incentive (Warnich, et al., 2015). According to Nel and Werner (2014), motivational theories are multidimensional such that they encompass content and process theories. According to Lundberg et al. (2009), content theories of motivation postulate that individuals are motivated to perform their duties when their needs are identified and addressed. on the other hand, Armstrong (2014) believes that content theories encompass Herzberg's two-factor theory, Maslow's hierarchy of needs theory and Alderfer's ERG theory. Nel and Werner (2014) posit that process theories are driven by the behaviour of individuals and tends to focus on factors that affect the strength and direction of behaviour.

1.3. Relationship between extrinsic rewards and employee motivation

In developing countries, extrinsic rewards are seen as a key ingredient for employee motivation because due to economic challenges, individuals are rewarded poorly, and in some cases, below the Poverty Datum Line (United Nations Development Programme (2014). Moreover, Harunavamwe and Kanengoni (2013) noted that out of thirty-nine studies conducted over the past four decades, different scholars have come to an agreement that financial rewards have a significant impact on employee motivation. However, other scholars believe that the results on the impact of rewards on employee motivation are mixed and inconclusive (Purohit and Bandyopadhyay, 2014). According to Bustamam et al. (2014), the fact that an organisation has made a provision for extrinsic rewards does not mean that employees will be motivated. However, the absence thereof may have a negative impact on employee motivation. Thus, employee morale is normally affected in a working environment that does not provide extrinsic rewards to workers because such rewards may assist members of staff to meet their basic needs such as food and shelter. In addition, extrinsic rewards satisfy workers' high-level needs, such respect and belonging (Aguinis et al., 2013).

Rehman and Ali (2013) believe that poorly motivated employees are the ones who are motivated by extrinsic rewards such as salary and wages. In addition, extrinsic rewards are perceived to motivate workers to report for work daily. According to Hong and Waheed (2011), some workers are motivated and inspired to work hard and achieve more because of the satisfaction they derive from direct and indirect monetary rewards. Islam and Ismail (2008) aver that financial rewards have a more significant influence on motivation than non-monetary rewards. Another school of thought by Chandler et al. (2009) suggest that financial rewards are an important part of the reward mix and a prerequisite if any other rewards are to be effective and motivate employees. Akintoye, as cited by Akanbi (2011) argues that financial rewards are the most significant motivator, despite criticism from some scholars. In addition, Seniwoliba and Nchorbono (2013) have noted that the most preferred forms of motivation by employees are monetary rewards such as bonuses and allowances.

1.4. Organisational Effectiveness

An organisation is made up of orderly systems, structures and processes designed to achieve specific organisational objectives, whereas effectiveness refers to the congruence that exists between organisational goals and results (Manzoor, 2012). Thus, primary organisational goals are depicted in commercial terms such as the level of profit and market share, whilst secondary goals represent internal processes such as motivation and the level of job satisfaction that helps the organisation to meet its primary goals (Bartram et al., 2002). Primary and secondary goals enhance effectiveness and efficiency thereby resulting in profit maximisation. In addition, Chang and Huang (2010) state that organisational effectiveness is when an organisation achieves its mission by developing distinct capabilities and the exploitation of the environment. The realisation of individual and organisational goals results in an effective organisation. For example, effective organisations satisfy the needs of employees and make available products and services through the prudent utilisation of resources (Burke and Cooper, 2008). Manzoor (2012) postulates that employee motivation is directly related to organisational effectiveness. This is because extrinsic rewards assist in achieving organisation effectiveness by inducing positive employee behaviour. Torrington et al. (2011) affirm that organisations that fail to reward employees adequately have a challenge in maintaining a competitive advantage. This subsequently affects organisational effectiveness. Moreover, Singh (2015) posits that employee motivation and organisational effectiveness have a positive relationship.

2. Materials and Methods

The study employed a descriptive, cross-sectional and quantitative methodology. A quantitative study helps the researcher to conduct a sophisticated analysis and be able to systematically analyse data in a cheap, fast and consistent way (Fink, 2003). Furthermore, descriptive research is aimed at assessing the frequency at which something occurs and the relationship between variables (Brown et al., 2010). In this study, the total population was 280 employees working at one of the manufacturing companies in Zimbabwe. The sampling frame was obtained from the Department of Human Resources and a systematic sampling technique was used to select respondents. According to Denscombe (2010), systematic sampling is a technique that enables the researcher to number the target population and select every nth item from the sampling frame, taking into consideration the required sample size. For the purpose of this study, every second element in the sampling frame was chosen as part of the designated sample size. Thus, 140 respondents were selected using the systematic sampling technique. A closed-ended structured questionnaire with a five-point Likert Scale was used to collect data and gauge the feelings of the respondents (Zikmund et al., 2010). Respondents were asked to show whether they disagreed or agreed with a set of statements that were used as part of the questionnaire. Of the envisaged 140 respondents only 98 participated and returned the questionnaire, which translated into a 70% response rate. The Statistical Package for Social Sciences (SPSS) Version 24 was utilised to analyse data. The reliability of the study was achieved by calculating a Cronbach alpha coefficient.

3. Results

The findings of this study showed that extrinsic rewards have a reliability score of 0.674; followed by employee motivation with a reliability score of 0.853 and organisation effectiveness with a score of 0.865. The overall Cronbach's Coefficient Alpha test result for this study was 0.914 which is above the acceptable threshold of 0.70 (Loewenthal and Lewis, 2015). Reliability means that the measuring instrument or technique is capable of producing a similar result in a different scenario (Babbie, Halley, Wagner III and Zaino, 2013). Similarly, Kuada (2012) argues that reliability entails that the measuring instrument is consistent, stable and dependable over a certain period. Table 1 shows the reliability statistics of this study.

Factor	Cronbach alpha coefficient
Extrinsic rewards	0.674
Employee motivation	0.853
Organisation effectiveness	0.865
Overall Cronbach alpha	0.914

Table 1. Reliability Statistics

3.1. Biographical Characteristics of the Respondents

The results of the biographical characteristics of respondents show that in terms of gender 57.10% of the respondents were male, whereas 42.90% were female. This means that the majority of respondents were male, with a ratio of 3:2 against females. The results further show that the majority of respondents (53.10%) were within the age bracket of 26 and 35 years followed by 25.50% within the age bracket of 35 and 45, with 15.3% representing respondents less than 25 years old and 6.10% representing respondents above 46 years, as shown in Table 2.

Biographical Data Description	Percentage
Gender	
Male	57.10%
Female	42.90%
Age	
Less than 25	15.30%
26-35	53.10%
36-45	25.50%
Above 46	6.10%

Table 2. Biographical data of respondents

3.2. Inferential statistics

Results from the correlations test, as indicated in Table 3, show that extrinsic rewards have a statistically significant moderate positive relationship with employee motivation. The coefficient is 0.371 and it is significant since the pa-value is 0.000, which confirms the significance of the relationship between the two variables. Results also show that extrinsic rewards have a statistically significant moderate positive correlation with organisational effectiveness. The coefficient is 0.490 and is significant since the pa-value is 0.000, which confirms the significance of the relationship between the two variables.

		Correlations	
			Extrinsic rewards
Spearman's rho	Extrinsic rewards	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	98
	Employee motivation	Correlation Coefficient	.371**
		Sig. (2-tailed)	.000
		N	98
	Organisation effectiveness	Correlation Coefficient	.490
		Sig. (2-tailed)	98
		N	.000

Table 3. Correlation between extrinsic rewards, employee motivation and organisational effectiveness

Results in Table 4 also show that employee motivation has a statistically significant strong positive correlation with organisational effectiveness. The coefficient is 0.695 and it is significant since the pa-value is 0.000, which confirms the significance of the relationship between the two variables.

		Correlations	
			Employee motivation
Spearman's rho	Employee motivation	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	98
	Organisation effectiveness	Correlation Coefficient	.695**
		Sig. (2-tailed)	.000
		N	98

Table 4. Results of correlation between employee motivation and organisational effectiveness

The results in Table 5 show that the regression model is significant. The probability that an observed outcome has merely happened by chance (p-value) was compared to the probability of rejecting the null hypothesis when it is true (alpha/significance level), in testing that there is no difference in the outcome between the intervention group and the control group (null hypothesis) and that all of the model coefficients are 0. Consequently, the p-value appeared to be 0.000. The null hypothesis was therefore rejected, and it was affirmed that the finding is statistically significant.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2624.369	2	1312.184	61.080	.000[b]
	Residual	2040.897	95	21.483		
	Total	4665.265	97			

a. Dependent Variable: Organisational Effectiveness
b. Predictors: (Constant), Motivation, Extrinsic rewards

Table 5. Analysis of Variance

Regression results in Table 6 show that there is a positive relationship between extrinsic rewards and organisational effectiveness. A coefficient of 0.897 shows that there is a very strong relationship between organisational effectiveness and extrinsic rewards. The results are significant at a 1% significance level (0.000). Results also show that there is a strong relationship between employee motivation and organisational effectiveness. A coefficient of 0.510 shows a strong relationship between the two variables and the results are significant at 1% (0.000).

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.662	4.036		-1.403	.164
	Extrinsic rewards	.897	.242	.280	3.706	.000
	Motivation	.510	.066	.583	7.700	.000

a. Dependent Variable: Organisational Effectiveness

Table 6. Regression analysis

4. Discussion

This study analysed extrinsic rewards, employee motivation and organisational effectiveness in turbulent economic times. Specifically, the study evaluated the relationship between extrinsic rewards and employee motivation. The findings of the study showed that extrinsic rewards have a positive and significant relationship with employee motivation. The findings of this study agree with previous studies that have found the relationship between extrinsic rewards and employee motivation to be positive and significant (Smith, 2015; Ali, Kathia and Ali, 2015). The study also evaluated the relationship between extrinsic rewards and organisational effectiveness. The findings showed that extrinsic rewards have a significant relationship with organisational effectiveness. Dobre (2013) posits that organisational effectiveness is improved when rewards are effective in influencing employee behaviour. Lastly, the study evaluated the relationship between employee motivation and organisational effectiveness. The findings revealed that employee motivation has a significant and positive relationship with organisational effectiveness. Thus, this finding is consistent with previous studies that have found the relationship between employee motivation and organisational effectiveness to be positive and significant (Muhammad, et al., 2011; Olufade, 2019). This implies that motivated employees are an asset because they contribute to organisational effectiveness and subsequently, the realisation of organisational goals.

5. Conclusion

This study evaluated extrinsic rewards, employee motivation and organisational effectiveness in turbulent economic times, with specific reference to the Zimbabwean manufacturing sector. Based on the finding of this research, it is recommended that top management should regularly adjust the extrinsic rewards given to company employees. For instance, salaries of employees should be increased regularly in accordance with the Consumer Price Index (CPI) as a tool for motivating employees. It is also important to note that in turbulent economic times, financial rewards are the most appealing and play a critical role in ensuring that employees are satisfied and ultimately motivated. Thus, company executives should review the organisation rewarding system and structure. The reality is that a reward structure that is not properly streamlined, or is disjointed and inconsistent, will negatively affect employee motivation, as well as the efficiency and effectiveness of the organisation. A reward system that is responsive to the needs of employees as well as the changing economic environment, such as inflationary shocks, is a recipe for hard-working and motivated employees. Ultimately, when employees are motivated, the organisation will be effective and competitive. Future research should be expanded to other sectors of the Zimbabwean economy such as tourism, mining, banking, retail, education and agriculture.

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