

Mdhlalose, Dickson

Doctoral Thesis

The analysis of the modern financial and non-financial aspects of employees 'rewards

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Regent Business School

**The analysis of the modern financial and non-financial
aspects of employees 'rewards**

Dickson Mdhlalose 

DBA

2021

**The analysis of the modern financial and non-financial
aspects of employees 'rewards**

By

Dickson Mdhlalose 

**Thesis submitted to Regent Business School, South Africa,
in fulfilment of the requirements for the degree of Doctor of
Business Administration**

Supervisor: Dr. Patrick Mupambwa

2021

DECLARATION

I, Dickson Mdhlalose, declare that this thesis is the result of my investigation and research and that this has not been submitted in part or complete for any degree or any other degree to any other University.

DS Mdhlalose

02 - December- 2021

D.S. Mdhlalose 

Date

DEDICATION

This thesis is dedicated to my late sister Lindokuhle Gumede, my sister Bongekile Gumede, my uncle Patrick Sikhosana, Londiwe Mahlangu, my late Father Thamsanqa Mdhlalose, my late Mother Sibongile Sikhosana, my late grandmother Salome Sikhosana, my late aunt Nomsa Sikhosana, and my late uncle Daniel Sikhosana. Lastly, this thesis is dedicated to all orphans.

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ABSTRACT

Organisations view employee rewards and innovative performance as the cornerstone for sustained competitive advantage. This study primarily analyses modern financial and non-financial employee rewards across municipal organisations. The fundamental problem discovered in this study is that in the public sector, employee rewards and innovation performance have yet to progress in parallel with time. The public sector still uses traditional rewards, thus demotivating employees' morale and killing innovative performance.

This study used mixed methods techniques, surveys, research interview questions, and document reviews. Survey data was analysed using both descriptive and inferential statistics. The sample included three hundred employees, and a simple random sampling technique was used to select each population element. For interviews, data analysis employed thematic analysis and content analysis methods. The sample included twelve employees, and a haphazard convenience sampling technique was used to select each population element. The researcher used reputable sources for the document review to collect thoughts and facts.

The municipalities do not have a modern total reward system, and their rewards are outdated and inconclusive. The municipalities have a reward policy; however, employees are not informed about it. The municipalities ignore employees' needs, and the culture is neither individualistic nor collectivistic since the municipalities practice an autocratic management style. This study confirmed that engagement is a crucial psychological factor in reward systems and innovative behaviours by showing that non-financial (intrinsic) rewards greatly increase employee engagement, and this consequently mediates the interaction between rewards and innovation. Cultures that value individualism and collectivism have an impact on participation and may have an impact on innovation. Indirectly, employee engagement is highly predicted by how innovation is seen and measured, highlighting the importance of creating a climate that supports innovation in maintaining staff motivation and output.

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LIST OF ABBREVIATIONS

Hereunder is a list of acronyms and initialisms used/applicable in this study, with their explanation:

AET: Affective Events Theory	266
AMOS: Analysis of Moment Structures	156
AP: Augmented Pay	29
BANKSETA: Banking Sector Education and Training Authority	iv
BCEA: Basic Conditions of Employment Act	211
BP: Base Pay	29
CR: Critical Ratio	268
CC: Control and Compliance	273
CCR: Core Competency Requirements	210
CFI: Comparative Fit Index	278
CIPD: Chartered Institute of Personnel and Development	2
CMIN: Chi-Square Value	278
COIDA: Compensation for Occupational Injuries and Diseases Act	212
COLA: Cost of Living Adjustment	208
CPSI: Centre for Public Service Innovation	67
DBA: Doctor of Business Administration	438
DPSA: Department of Public Service and Administration	193
ECVI: Expected Cross-Validation Index	281
ESOPs: Employee Stock Ownership Plans	28
et al: and Others	2
GDP: Gross Domestic Product	52
GEMS: Government Employees Medical Scheme	212
GEPF: Government Employees Pension Fund	212
GERD: Gross Domestic Expenditure on Research and Development	52
H: Hypotheses	23

HOD: Head of Department.....	208
HR: Human Resource	12
HRD: Human Resource Development	6
HRM: Human Resource Management	2
HRQL: Health-Related Quality of Life	146
IBM: International Business Machines	156
ICT: Information and Communication Technology	67
IFI: Incremental Fit Index	278
IMF: International Monetary Fund	195
IP: Indirect Pay.....	29
IR: Industrial Revolution	11
JD-R: Job Demands-Resources.....	82
KMO: Kaiser-Meyer-Olkin	231
KPA: Key Performance Areas.....	210
KPIs: Key Performance Indicators	9
LLP: Limited Liability Partnership	36
MBA: Master of Business Administration	29
NGOs: Non-Governmental Organization.....	65
OA: Opportunity for Advancement	29
OECD: Organization for Economic Cooperation and Development	47
OG: Opportunity for Growth	29
OPSI: Observatory of Public Sector Innovation.....	64
PI: Psychic Income.....	29
PMS: Performance Management System	4
PNFI: Parsimony-Adjusted Indices.....	281
PP: Perks-Pay	29
PwC: PricewaterhouseCoopers	3
q Measurements: quintal Measurements	149
QL: Quality of Life	29
R&D: Research and Development	12
RMSEA: Root Mean Square Error of Approximation.....	281
ROI: Return on Investment.....	75
RSA: Republic of South Africa	67

SALGA: South African Local Government Association	60
SDT: Self-Determination Theory	19
SEM: Structural Equation Model	155
SKA: Skills, Knowledge, and Abilities.....	320
SMMEs: Small, Medium, Micro Enterprises	26
SOE: State-Owned Enterprise	9
TC: Total Compensation	29
TLI: Tucker-Lewis Index.....	278
UIF: Unemployment Insurance Fund	212
UK: United Kingdom.....	40
USA: United States of America	309
UWWS: Utrecht Work and Well-Being Survey	138
WP: Work-Pay.....	29
X: Whatever Employee-Specific Request	29
α : Cronbach's Alpha.....	149

KEY TERMS/WORDS

The key terms in this research study are as follows:

Collectivistic Culture	11
Employee Engagement.....	8
Employee Innovation.....	6
Extrinsic Rewards	1
Individualistic Culture	11
Intrinsic Rewards.....	1
Modern Employee Rewards	1

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This subsection outlines a brief introduction to the intended research. In the twenty-first century, an organisation's survival and accomplishment depend on its ability to reward its employees continuously. Employee rewards are a survival tool for an organisation to be viable, adapt to and effectively meet the ever-changing customers' needs, and have a competitive advantage. Today, most organisations consider the financial (extrinsic) and non-financial (intrinsic) aspects of employees' rewards as the underpinning to achieve a long-lasting competitive advantage.

The influence of modern financial and non-financial aspects of employee rewards in South African public-sector organisations remains unexplored. This study's intended research focuses on the analysis of the modern financial and non-financial aspects of employees' rewards in two municipalities in South Africa: (a) the City of Johannesburg Metropolitan Municipality in Johannesburg, Gauteng province, and (b) the Nkangala District Municipality in Nkangala District in Middelburg, Mpumalanga. Employee rewards have changed dramatically to meet the demands of various employees and modern work conditions. Modern reward systems rely heavily on technology since digital platforms allow real-time feedback and tailored acknowledgement. Public sector organisations compete for employees by offering traditional financial and non-financial rewards without conclusive information regarding the effect of these rewards on employees, and an understanding of employees' needs.

The organisation's employee rewards help increase employee engagement and innovative performance. For employees to be engaged and innovative in their workplace, they anticipate being rewarded fairly for their work and services to their respective organisations. This chapter also focuses on the study's background to the problem, problem statement, aim, objectives, research questions, study contribution/significance (both practical and theoretical), motivation, and format.

1.2 Background to the Problem

Between the late 1800s and around 1920, known as the "scientific management era," research on labour rewards truly got underway. This was when employment applications of reward and motivation research from laboratories started. Employees frequently received piece-rate payments, which gave them a clear financial reward to work as efficiently as possible. Hourly or daily pay proved to be a contentious innovation after its implementation. A common concern was that when you paid employees solely for their time, they would "exercise things leisurely" and put in less effort (Wong, 2018).

In the past, the primary focus of reward systems was on compensating employees financially. However, with a rapidly changing workforce, a more holistic and integrated approach to reward management is required (Zingheim & Schuster, 2001). Contemporary human resource management (HRM) has become increasingly imperative as organisations realise the significance of immaterial resources to perpetual business longevity. Reward management, also known as management of reward systems, is a critical component of HRM (Banker and Others [et al.], 2000; Chartered Institute of Personnel and Development [CIPD], 2015; Druker & White, 2005:1). Reward systems comprise vital components including people, procedures, rules, and laws that are required to meet any business's goals in providing suitable compensation for an employee's effort to the organisation (Emejulu, 2020; Pratheepkanth, 2011:85).

The evolution of employee rewards has been influenced by shifting demands from employees (Cherotich, Chepkilot & Muhanji, 2015:43). Behavioural studies conducted by psychologists such as Berridge and Kringelbach (2008); Olds (1956); Olds and Milner (1954); Pavlov (2003); Skinner (1938); Thorndike (1898); Wise (1996) informed the development of reward management. Through the advancements in psychology, psychologists sought to determine what motivates people to undertake an activity. Thus, motivational theories were developed and incorporated into reward management (Latham, 2011). The phrase "financial pay and perks"

has given way to "total rewards," which encompass not just money and perks but also opportunities for growth in one's professional and personal life, along with an inspiring work environment (Heneman & Coyne, 2007:3).

Andersen *et al.* (2016:75) emphasise that every contemporary organisation confronts specific problems that it must address. These problems might be setting unproductive processes based on the market's demands, generating practical solutions, increasing competition, technological change, and higher consumer expectations (Andersen *et al.*, 2016:75; Sanders *et al.*, 2018:1463). The key to this achievement is how the organisation maintains, encourages, and maximises the productivity of its employees and produces considerable value for stakeholders alike by rewarding a changing business environment (PricewaterhouseCoopers [PwC], 2023). Thus, the survival of organisations nowadays depends more on innovative ideas and innovation that come from their employees (Fischer, Malycha & Schafmann, 2019:2). Achievers have always placed a premium on performance, and competitive advantage has grown in importance for all organisations (Jain & Gautam, 2016). Engaged and well-compensated/rewarded employees are essential to an organisation's success (Botha, 2020:239; Werner, 2020:423).

Brown (2015) describes the reward strategy as having three distinct dimensions: an integrated and transparent vision and mission, a versatile and adjustable (total rewards) concept and application methodology, and reward interactions and managerial procedures that satisfy the needs of employees (Armstrong & Brown, 2006; Brown, 2001). Changing from one business strategy to another, accompanied by compensation adjustments, is occasionally not simple, especially given that it will virtually undoubtedly necessitate an overhaul of culture. Cox, Brown, and Reilly (2010) emphasise that reward strategies are frequently devised and implemented with inadequate consideration of employees' preferences for various reward categories. This could grow more evident if the employee population grows increasingly diversified and incorporates a broader spectrum of skill groupings (for example, organisations in the health care or commercial sectors).

Human talent and capital, together with an organisation's compensation and rewards strategy are the game changers in the new world of work to sustain competitive advantage (Botha, 2020:213; Bratton & Gold, 2007:237; Chinedu & Osigbemhe, 2021:688; CIPD, 2012; Jaleta, Kero & Kumera, 2019:41). Every organisation faces a formidable challenge in attracting and keeping qualified employees (Emmanuel, 2018:3; Erasmus, Grobler & van Niekerk, 2015:34; Jaleta *et al.*, 2019:41; Mayfield & Mayfield, 2008:41; Terera & Ngirande, 2014:481). Organisations are obliged to compete with one another for good employees (Torrington *et al.*, 2011:519). Organisations seek to know what motivates employees and what they ultimately value from the employment relationship (Victor & Hoole, 2021:1). It was in the early twentieth century that Frederick Winslow Taylor (1911) introduced a system of payment that was designed to motivate employees by rewarding their performance fairly (Leatherbarrow & Fletcher, 2014:325).

Frederick Winslow Taylor's (1991) main objective was to increase productivity, and it seemed logical to him to show the employees how they might improve their rewards: 'The more you produce, the more you will earn.' (Leatherbarrow & Fletcher, 2014:325; Vrba, 2014:5). Human resource management is the backbone of any organisation (Matloob *et al.*, 2021:46). Employees are one of the most important and valuable resources to any organisation (Fernando & Ranaweera, 2019:239; Leatherbarrow & Fletcher, 2019:288; Ntseke, Mitonga-Monga & Hoole, 2022:1). However, Abiwu (2021:48) and Ledford Jr. (2014:168) postulate that traditional reward systems cease to work for employees who need to be rewarded for their contributions due to global economic realities.

Investing in human resources by developing knowledge and skills to enhance employees' performance, underpinned by appropriate reward practices, will lead to a positive return on the organisation's investment (Leatherbarrow & Fletcher, 2019:288). As organisations strive to increase organisational efficiency, achieve organisational strategy and performance in part by using performance management systems (PMS) that leverage financial and non-financial rewards to influence employee motivation favourably and, subsequently, performance (Brown, 2015; CIPD, 2022:3;

Vrba, 2014:440). However, there is a paradox between fixed pay and performance-based reward, which encourages high levels of innovation but also works against it. The process of offering rewards needs to be considered to warrant long-term innovation, and this will be more advantageous for the organisation, as not every reward system or structure has been shown to help foster innovation. To encourage employees to develop innovative concepts, organisations might create long-term reward programmes like promotion schemes or short-term ones like profit sharing (Azam, 2020).

Employee rewards have become an important topic in today's economy as organisations strive to balance reward components and identify those that provide for employees' personal needs (Botha, 2020:210). At the heart of the psychology of human behaviour is the notion that humans are motivated to seek pleasure and avoid suffering (Glaveski, 2021; Kiyosaki, 2017). People will act in response to both internal and external motivations to satisfy their wants/needs (Novianty & Evita, 2018:1). In practice, it is recognisable that employees prefer a financial reward to a non-financial one (Mura *et al.*, 2019:169). Reward systems are vital to organisations (Niguse & Getachew, 2019:1).

The idea of rewards triggers much consideration, especially from the beginning of looking for qualified employees who can achieve effective and efficient organisational goals (Abubakar, Esther & Angonimi, 2020:26). Many organisations are having to rethink their reward strategies because of the economic situation and changing demographics (Foot & Hook, 2011:366). Every guru needs motivation, for example, financial-related and non-financial forces of influence or something like that, to get him closer to the job (Agrawal & Tiwari, 2021:1532; Sharma, Mani & Prabha, 2021:3401). A reward is one of the most fundamental ways of motivating organisations to motivate their effort and knowledge in generating innovative ideas for enhancing organisational performance (Annitah & Mose, 2021:19).

Human resource development (HRD) is one of the most critical predictors of an organisation's success or failure (Nursiti *et al.*, 2022:13; Zafar &

Sudiardhita, 2022:1). The law of effect, which is the consequence of behaviour, is the foundation for behaviour modification. It states that behaviours followed by positive results will be repeated, whereas behaviours followed by bad outcomes will not, as an employee is fascinated by rewards (Skinner, 1938). The satisfaction the employees experience from achieving their performance goals will sustain their higher performance. However, this intrinsic motivation is usually insufficient to maintain performance at a high level indefinitely (Hunter, 2012:238). Regardless of the type of performance improvement programme introduced, after a year or two of performing well, employees will inevitably start asking, "What is in it for me?" (DeCenzo *et al.*, 2016:240; Hunter, 2012:238) without some the type of reinforcement the performance of employees involved will eventually revert to their previous level of performance (Hunter, 2012:238). Hence, the significance of employee rewards and employee innovation performance can never be overemphasised (Njine *et al.*, 2017).

According to Soleas (2018), poets, intellectuals, artists, and scientists were innovators in the ancient world rather than entrepreneurs. Nevertheless, employees are the cornerstone of organisational structure in the modern expertise market. As a result, overseeing human resources, such as innovative employee behaviour, is the key to enabling these organisations to gain a competitive advantage (Dai, 2019:696; Hu, 2021:329). Fischer *et al.* (2019:2) argue that as labour becomes more dynamic and information-intensive, organisations increasingly rely on individuals' innovative ideas and innovative dispositions. Rooks and Oerlemans (2005:1224) claimed that South African organisations have more difficulties implementing innovation initiatives than European organisations because of inadequate understanding of technology developments, depressing capital investment, insufficient highly skilled employees, and constraints placed by state intervention.

Industries in South Africa are more at risk than others, as eighty-five per cent of South African organisations are susceptible to upcoming upheaval, compared to seventy per cent internationally. Most local organisations play

it safe and compete in established markets with established strategies. This is a dangerous tactic. Only seven per cent of South Africans and fourteen per cent of organisations worldwide are innovating, leveraging digital technology to expand and transform their business portfolios into newer models (Accenture, 2020a:3); see Figure 1.1.

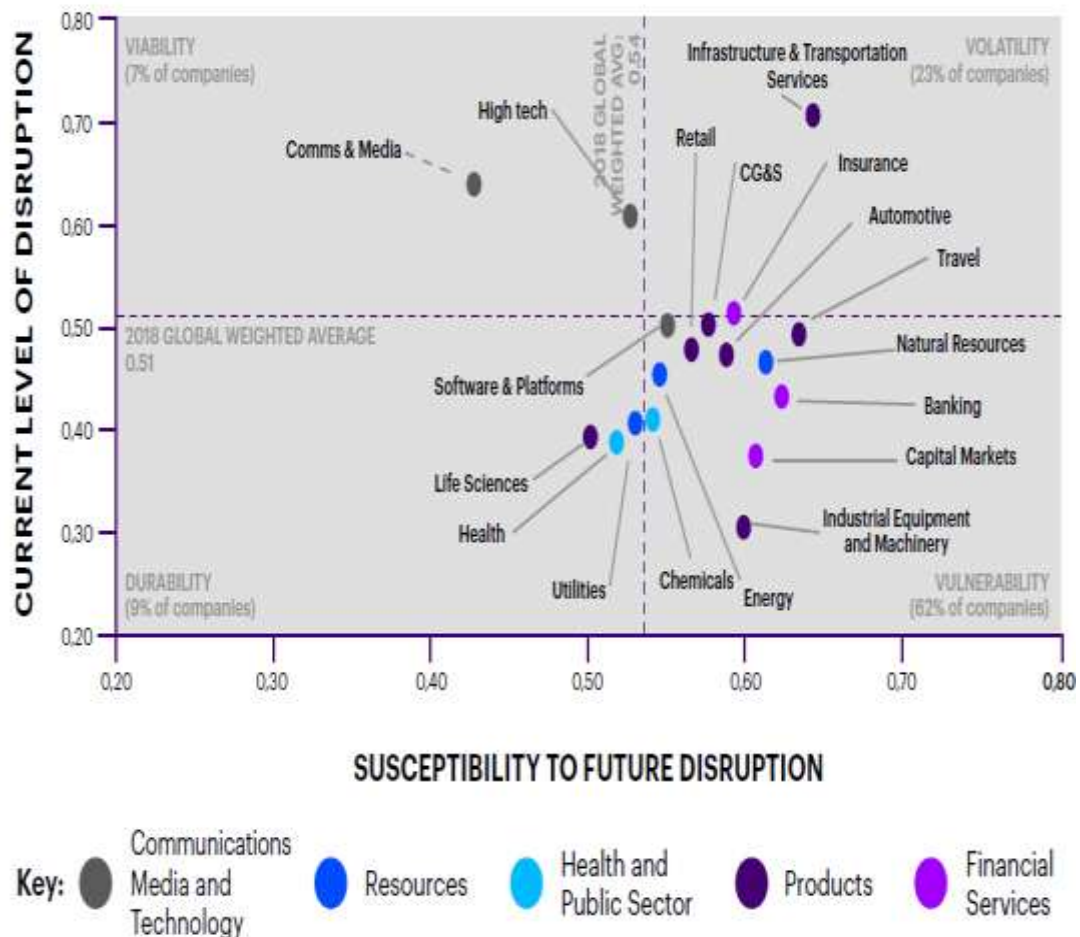


Figure 1.1: Industry Exposure to Disruption: South Africa

Source: Accenture (2020:3)

The power of the individual will pose the most significant disruption to future organisations. Whether via the restructuring of work or the development of innovative career change models, organisations must prioritise the individual (Bersin, 2018:2). Increasing technical innovation and declining technological expenditures provide a wealth of value potential for organisations to improve productivity and create new goods, services, and

brand identities. Winners in this respect are innovators who use digital technology to enhance innovation, capture new market possibilities, and create value in their current organisations (Accenture, 2020:3).

1.3 Problem Statement

Financial and non-financial rewards have historically been significant issues for many organisations (Abubakar *et al.*, 2020). One cannot be sure that financial and non-financial rewards positively impact employee engagement and innovation. The dissatisfaction resulting from the unavailability of financial and non-financial rewards, poorly administered reward systems, and reward programmes that are not aligned with performance results can be devastating to employees, which usually leads to high employee turnover and poor performance (Mansaray-Pearce, Bangura & Kanu, 2019:32; Niguse & Getachew, 2019:1; Swanepoel *et al.*, 2014:572). Even though the value of compensation has undoubtedly not been questioned, its scope has expanded to encompass new terms such as total compensation and total rewards. Due to the compensation-related factors, the significance of compensation has increased (Sengupta, 2018:219): Outmodedness, modifications to psychological contracts, non-alignment with corporate strategy, the disparity between professed theories and applied theories, and senior leadership demonstrating double standards.

One major flaw in present-day reward systems is that they are built on faulty premises about what gets employees motivated (Kilmann, 2022). Providing a reward in advance and anticipating excellent conduct is extortion, not reward, and it is not likely to succeed (Kennedy-Moore, 2019). A person is an ordered whole that functions as a unit due to the interplay of varying needs, aspirations, ideologies, character traits, and talents (Snelgar, Renard & Venter, 2013:1; Werner, 2020:424). Employees' needs and preferences change with time, and many factors can affect employees' reward preferences, including age, values, religion, marital status, number of dependents, and culture (Gross & Friedman, 2004; Meyer & Kirsten, 2012). Most modern organisations still use outdated reward systems created with the mindset of the past and the expectations of their

predecessors (Kilmann, 2022). The fundamental source of all reward system conflicts is the disparities in responses to reward system inquiries. Asking a broad group about their opinions on reward systems would spark a passionate discussion with loads of emotion but no clear winner (Kilmann, 2021). Khan *et al.* (2011:90) advocate that the complex nature of compensation requires accuracy and precision, and if not carried out properly, it may lead to organisational trouble.

Nienaber and Bussin (2011) give a clear defence by claiming that it is almost impossible for large and medium-sized organisations to distribute rewards based on each employee's preference. In organisations with inconsistent key performance indicators (KPIs), employees may feel the reward system is unfair and opaque (Barnabas & Amah, 2018:43). Employee disengagement (discovery innovation) and, ultimately, employee departure from the organisation might occur from an unfair and ineffective employee reward system that makes them feel underappreciated or devalued (Jayawickrama, 2023). Davis and Van der Heijden (2024) argued that in employment settings, employee disengagement can occasionally be beneficial in addition to employee engagement's occasional adverse effects, as there may be a surplus of a positive thing, as detrimental employee engagement shows.

Thus, the fundamental problem discovered in this study is that in the public sector, employee rewards and employee innovation performance have not progressed in parallel with time. The public sector still uses traditional rewards, thus demotivating employees' morale and reducing the innovative performance of employees. Public sector organisations fail to create and properly implement modern total rewards systems that address the individual needs of the employees, do not have a complete modern rewards system aligned to their corporate culture, improve employee engagement, and motivate employee innovation. This is exacerbated by a hostile culture that leads to employee disengagement. Government departments (national, provincial, and local) and state-owned enterprises (SOE) organisations are not innovative and depend on innovations primarily created by the private sector.

1.4 Aim of the Study

This study analyses the modern financial and non-financial aspects of employees' rewards between municipal organisations. The contrast between the primary findings of this research and the presented literature will be analysed meticulously and thoroughly.

1.5 Objectives of the Study

The study aims to establish the following secondary objectives:

- i. To interrogate the key theories, constructs, and concepts of modern financial and non-financial aspects of employees' rewards.
- ii. To organize and carry out relevant literature, research settings, and fill the research gap.
- iii. To assess the hypothesis, incorporate scientific proof from secondary and primary sources alike.
- iv. To evaluate and interpret the study results, highlight the study's contributions, and present a list of practical implications.

1.6 Research Questions

The study objectives establish the following research questions:

- i. What are the key theories, constructs, and concepts of modern financial and non-financial aspects of employees' rewards?
- ii. How to organize and carry out relevant literature, research settings, and fill the research gap?
- iii. How do we assess the hypothesis and incorporate scientific proof from secondary and primary sources alike?
- iv. How can we evaluate and interpret the study results, highlight the study's contributions, and present a list of practical implications?

1.7 Contribution/Significance and Motivation of the Study

1.7.1 Contribution/Significance

The contribution/significance of this study is divided into theory and practice, which are both discussed here:

1.7.1.1 Theoretical Contribution/Significance

This study will bring new and relevant theoretical knowledge by identifying the current research gap, originality, and relevance. Thus, it will help public sector organisations gain more contemporary knowledge on the impact of the modern financial and non-financial aspects of employee rewards from a theoretical perspective (refer to 2.3.2 and 2.6). This study will also provide recommendations and further topics related to the study topic.

1.7.1.2 Practical Contribution/Significance

The study will bring empirical evidence that is imperative for policymakers in South Africa, as there is a dearth of practical knowledge of modern employee rewards on employee innovation in the public sector. This study will assist municipalities in contemplating the causes and benefits of rewarding employees in line with their work and needs. This study will assist the municipalities in comprehending the significance and roles of employee engagement and individualistic and collectivistic cultures in the workplace.

1.7.2 The Motivation for the Study

An organisation's competitiveness relies on its employees, organisational culture, reward systems, the encouragement of innovation, and the business leadership that holds up the continuing transformations (Nadrljanski *et al.*, 2016:276). With the difficulties of the 4th Industrial Revolution (IR), the new generation will shift the focus of pay and reward systems from financial benefits to the overall attractiveness of the business and workspace (Botha, 2020:210). Organisations frequently encourage employees to submit innovative concepts that enhance business performance. Although organisations often cultivate an organisational culture where innovative concepts originate from nonprofessional innovators, employees usually anticipate innovation in activities encompassing research and development (R&D), marketing, and engineering (Cai, Gallani & Shin, 2023).

Organisations are putting more effort into innovation and depending on financial and non-financial rewards to encourage fresh concepts and methods of operation (WorldatWork, 2022). In modern organisations, practices are deeply ingrained in reward systems. The reward systems have become embedded in some organisations' motivation strategies and frequently function as their sole employee-focused strategy. Nevertheless, the notion that reward systems are all about the employees has been thoroughly disproven. Their conversation usually revolves around money (Rose, 2023). Most organisations continue to fall short of their goals despite refocusing on creating innovative and varied programmes because they frequently overlook the intergenerational aspects essential to the strategy (Human Resource [HR] World, 2022).

Thus, this study's motivation comes from the need and requirement to help organisations, primarily in the public sector, to be able to balance and understand which modern financial and non-financial rewards can help improve employee engagement and motivate employees to be innovative in an organisation. Brown (2014) suggests that in our bankrupt economy of poverty and disparities, the language and idea of "total rewards" have become increasingly worthless and antiquated. It runs the danger of turning the rewards industry into a wasteland of administration due to its clumsy and nonspecific implementation of uniformly adaptable benefit schemes. By knowing employee reward preferences, organisations may more effectively address issues with employee recruitment and retention (Bussin & Thabethe, 2018:2).

1.8 Format of the Study

This section gives a draft of each chapter of the thesis.

1.8.1 Chapter One: Introduction

Chapter One provides an overview of empirical frameworks that are the research context for an organisation's rewards and innovative employees. It is followed by the problem statement, the aim of the study, the objectives of the study, the research questions, and the format of the study.

1.8.2 Chapter Two: Employee Rewards and Employee Innovation Analysis

Chapter Two will provide literature on employee rewards focusing on employee innovation, focusing on the theoretical and empirical review of modern employee rewards constructs, traditional employee rewards, constructs of total rewards, structure for evaluating a rewards system, stages of recognition maturity, total reward system, operative reward system, factors affecting employee rewards, the significance of employee rewards, implementation of total rewards, employee rewards in the public sector, employee rewards on employee engagement, employee innovation construct, innovation matrix, components of innovation, models of innovation in an organisation, challenges with innovation models, the significance of innovation and employee innovation in the public sector.

1.8.3 Chapter Three: Employee Engagement

Chapter Three will focus on employee engagement in an organisation. It focuses on the constructs of employee engagement, the science of employee engagement, the employee engagement process, types of employee engagement, constructs of employee engagement, employee engagement models, employee engagement measurement, contemporary obstructions to employee engagement, and employee engagement on employee innovation.

1.8.4 Chapter Four: Individualistic and Collectivistic Culture

Chapter Four will focus on the theoretical and empirical modern of individualistic and collectivistic culture constructs, cross-cultural comparison, cultural coordination, culture and employee engagement, individualistic versus collectivistic culture, compensation, and the shift from collectivistic culture to individualistic culture.

1.8.5 Chapter Five: Research Methodology

Chapter Five stipulates the research methodology used in the study. It starts

by discussing the research designs, philosophy, research strategy, target population, research instrument, administration of questionnaires, data analysis, validity and reliability of the study, limitations and delimitations, elimination of bias, and ethical considerations.

1.8.6 Chapter Six: Qualitative Results, Discussion, and Interpretation of Findings

Chapter Six will present the analysis of the research results gathered from the research participants using open-ended interviews. The study uses a thematic data analysis method to present the research findings. These results will be discussed based on the data collected, and research findings will be provided.

1.8.7 Chapter Seven: Quantitative Results, Discussion, and Interpretation of Findings

Chapter Seven will present the analysis of the research results gathered from the research participants using the questionnaire. The study uses descriptive and inferential statistics to present the research findings. These results will be discussed based on the data collected, and research findings will be provided.

1.8.8 Chapter Eight: Conclusions and Recommendations

Chapter Eight presents and concludes the analysis of the research findings from Chapters Five and Six. It also makes recommendations based on the objectives and research findings. It also provides areas for further research, and the thesis includes a bibliography and appendices.

1.9 Conclusion

Employees may be more innovative, engaged, and motivated and, ultimately, perform better when rewards programmes are tailored to their preferences and traits (Bussin & Thabethe, 2018; Lawton & Chernyshenko, 2008; San, Theen & Heng, 2012:211). Designing and managing a reward system is a rather complex task, as it must ensure that the organisation is

attractive to potential employees and that the new employees are as productive as possible with high levels of job satisfaction (Botha, 2017:167). Reward systems, when deftly designed, can facilitate change and if not correctly aligned, can impede development (Rose, 2014:28).

There are numerous factors to discuss and consider regarding the creation and application of a system of rewards. These include how and for what purposes people must be rewarded, how to promote goals for the future with a reward system effectively, and the most effective means of ensuring goal congruence (Bjerndell & Severin, 2013). These days, organisations want employees to work harder with fewer resources, but employees themselves want greater rewards (Chukwuma *et al.*, 2022:147). Thus, a reward system should be introduced to maintain a high balance. However, due to the complexity of the reward systems, Swanepoel *et al.* (2014:615) emphasise that no single best reward system will work for every organisation.

This chapter discussed the brief introduction to the intended research and background to the research problem, which incorporates rewards as a survival tool for an organisation to be viable, adapt, and meet the changing customers' needs effectively through employee engagement and innovation. This section similarly observed the problem statement, followed by the aim of the study, objectives of the study, research questions, contribution/significance of the study, and format of the study. The following chapter concentrates on both the theoretical and empirical literature review and the theoretical and conceptual framework, and it considers the concepts and concerns of prominent scholars. Lastly, it identifies the study research gap.

CHAPTER TWO: THE ANALYSIS OF EMPLOYEE REWARDS AND INNOVATION

2.1 Introduction

The previous section has provided a substructure to this study that focused on a brief introduction to the intended research. This chapter contains the two main variables of this study: employee rewards and innovation. The first subsection focuses on employee rewards, employee rewards construct, modern employee rewards and traditional employee rewards, constructs of total rewards in an organisation, structure for evaluating a rewards system, stages of recognition maturity, objectives of the total reward system, factors affecting employee rewards, the significance of employee rewards, implementation of total rewards, employee rewards in the public sector and employee rewards on employee engagement. The second subsection focuses on the employee innovation construct, innovation matrix, components of innovation, models of innovation in an organisation, challenges with innovation models, the significance of innovation, and employee innovation in the public sector. The disparity in the literature and inconsistent results are also presented.

2.2 Literature Review Structure

The growing number of scholarly journals and books has sparked an uptick in the popularity of scientific literature reviews. It is considerably more expedient for researchers, legislators, and professionals to peruse a few more comprehensive literature reviews when they wish to learn about a subject or issue (Heyvaert, Hannes & Onghena, 2017:1; Machi & McEvoy, 2016:4; Mouton, 2011:87; Welman, Kruger & Mitchell, 2005:38). The process of evaluating the literature and beginning to construct review is an essential task for most research initiatives. With this head start, it is often vital to keep improving the review during the project. The procedure may be compared to a skyward spiral that ends with a documented, analytical literature evaluation of the literature as the result (see Figure 2.1) (Saunders *et al.*, 2019:74).

The prevalent flaw in literature reviews is that many authors summarise every author's writing sequentially (see Figure 2.2's horizontal arrows), for each material has been arbitrarily chosen by the scholar (Hart, 2018). If one uses a thematic approach, contrasting and, if appropriate, comparing the writers covering every issue, it is much simpler to be analytical and thus more entertaining to peruse (vertical arrows in Figure 2.2) (Saunders *et al.*, 2019:80).

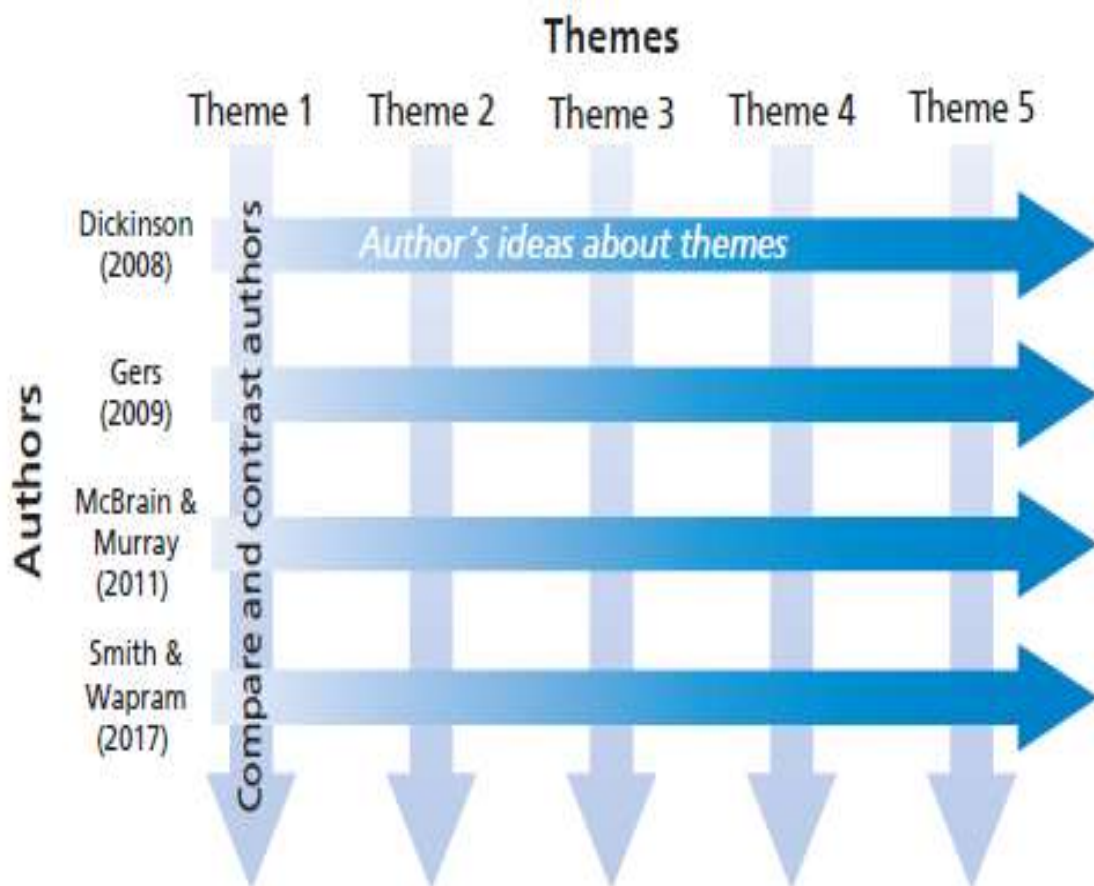


Figure 2.2: Literature Review Structure

Source: Saunders *et al.* (2019:81)

In this study, for chapters two, three, and four, the researcher will use a structure provided by Saunders *et al.* (2019:81), which addresses concerns in the research project as the researcher deals with different problems. Thus, this study's literature review is theoretical and empirical.

2.3 Theoretical Framework and Conceptual Framework

This section consists of two subsections: the theoretical and conceptual frameworks which guide this study.

2.3.1 Theoretical Framework

In a theoretical framework, one or more theories and their constituent pieces serve as the presumptive "working paradigm" that guides the investigation and interpretation of a social phenomenon (Connaway & Radford, 2021). Grant and Osanloo (2015) state that different theories present different angles on the same problem. As such, it is up to each researcher to choose which lens to utilise or which template to develop an argument, set the scene for the issue, and interpret data. This study is guided by equity and justice theory (Adams, 1965) (see 4.10 in chapter four), self-determination theory (SDT) (Ryan & Deci, 1985), and expectancy theory (Vroom, 1964).

Alderfer's Existence, Relatedness, Growth (ERG) theory (Alderfer, 1972); Goal setting theory (Locke & Latham, 1990); The Job Characteristics Model (Hackman & Oldham, 1976); Herzberg's two-factor theory (Herzberg, Mausner & Snyderman, 1959); McClelland's achievement motivation theory (McClelland, 1961); McGregor theory X and theory Y (McGregor, 1960); Motives and wants or Maslow hierarchy of needs theory (Maslow, 1954); Porter and Lawler motivational theory (Porter & Lawler, 1968); Reinforcement theory (Skinner, 1953) are other Western theories listed by Nel *et al.* (2008:337); Kiley (2018:137); Lee and Raschke (2016:164).

Acharya and Buzan (2017) posed the question of why there is no non-Western theory of international relations. Nonetheless, several anthropologists like AlAmrani (2020); Chao and Tseng (2002); Iguisi and Hofstede (1993); Iguisi (2009); Iguisi (2014); Jang *et al.* (2010); Matei and Abrudan (2016), Mom (2018), Mawere *et al.* (2016), Van der Wal (2015) have questioned whether the Western motivational theories can be applied to non-Western societies. Motivation has historically been associated with increased life excellence, growth, good fortune, and satisfaction. It has also

been shown to help people endure during challenging circumstances (Iguisi, 2009:141).

2.3.1.1 Self-Determination Theory

Self-determination theory is a method related to human drive and character that makes use of an organismic metatheory that emphasises the significance of human-developed internal capacities for behavioural self-management and character growth, in addition to standard empirical approaches (Ryan, Kuhl & Deci, 1997). Self-determination theory, Ryan and Deci (2000a) found three needs: autonomy (deCharms, 1968; Deci, 1975), relatedness (Baumeister & Leary, 1995; Reis, 1994), and competence (Harter, 1978; White, 1963). Per the SDT, the three fundamental psychological needs are critical for fostering efficiency (Nalipay, King, & Cai, 2020).

The distinction between intrinsic and extrinsic motivation in employees and the distinction between extrinsic and intrinsic rewards are the central arguments of the self-determination theory. While extrinsic wants are evaluated by employees based on their explicit behaviours, organisations work to satisfy them. In addition, individuals receive extrinsic rewards, often known as transactional rewards, consisting of financial rewards, health benefits, and other advantages and privileges (Gul, 2020:91). The idea of the functional meaning of rewards, as proposed by SDT, may have significant effects on people's motivation and performance based on whether they are seen as controlling or autonomy-supportive (Landry *et al.*, 2019).

The psychological requirements of employees for competence, autonomy, and relatedness at work are all influenced by their level of satisfaction with employment rewards. Rewards may be used to promote psychological well-being and motivation as well as increase employee engagement and loyalty when reward fulfilment favourably influences these requirements (Landry & Whillans, 2018). However, given that employees' innovation is inclined to be incremental as opposed to radical in dimension, intrinsic motivation is

less important for employees doing repetitive and monotonous tasks (Malik, Choi & Butt, 2019).

People can be either engaged and active or inactive and disengaged, mostly depending on the social environments in which they are born and raise their families (Ryan & Deci, 2000b). When someone is driven by intrinsic motivation to perform a certain task or activity, they do it because they derive intrinsic enjoyment from it. People who are intrinsically driven engage in an activity because it gives them a feeling of fulfilment, challenge, and delight. In these cases, behavioural causality is intrinsic to the individual. An individual's intellectual, interpersonal, and physical growth depends on intrinsic drive, which is thought to be innate (Ryan & Deci, 2000a).

De Araujo's (2021) study found that in their immigration phase, people demonstrate a yearning for autonomy, competence, and relatedness. As a fundamental theme in the immigration period, SDT highlights the role of the sociocultural environment in facilitating or impeding people's natural drive toward growth and development. However, in a different study by Nalipay *et al.* (2020) on East and West cultures, the satisfaction of the three fundamental needs was positively connected with accomplishment in every culture, offering strong evidence in favour of SDT's cross-cultural universality. Magson (2022) the SDT asserts universality without requiring cross-cultural conformity; however, Indigenous populations and other employment kinds have not been included in these potential theoretical and research avenues. This is regrettable because, worldwide, Indigenous peoples continue to face the worst disadvantages in terms of all socioeconomic factors, including employment.

In today's uncertain economic environment, demands of both radical and incremental shifts are inescapable and need to be handled by all organisations. Internationalisation and increased rivalry, despite this, have only served to highlight how crucial it is for organisations to keep up with the latest innovations in technology, strategies, and techniques (Tamunosiki-Amadi & Mahlon, 2023). The majority of organisations tout "innovation" as

a key goal, although employees seldom act following this stated ideal (Yang *et al.*, 2023). An individual with the power to improve work procedures would make use of his knowledge and skills to promote innovative proposals for workplace structure. The right to SDT gives an employee the power and flexibility to alter the work environment in a way that enhances job performance (Tamunosiki-Amadi & Mahlon, 2023). Venketsamy and Lew (2022) maintain that organisations should provide an atmosphere that supports creativity and divergent viewpoints while fostering autonomy, competence, and relatedness to motivate employees with the knowledge to develop, promote, and implement innovative concepts. A theoretical framework guides the design and data analysis of the study and provides it with a conceptual foundation (Pubrica, 2023).

2.3.1.2 Expectancy Theory

In line with Vroom's thesis from 1964, an actor's inclination to behave in a particular manner is based on how strongly they expect a result or consequence from their actions, as well as how valuable or appealing such outcomes are to them (Fang, 2023). As stated by Vroom (1964), motivation is essentially the choice of how much effort to put out in each work circumstance. An expectation sequence consisting of two stages, effort equals performance and performance equals outcome, forms the basis of this decision.

An employee would experience a certain consequence because reaching his/her performance objective also affects motivation. People are driven to the degree that they respect the results they obtain. A decline in extrinsic rewards and a rise in health benefit costs is likely to depress employee motivation. The three main ideas of Vroom's model are (Kreitner & Kinicki, 2004:298) Expectancy, which is the belief that a given amount of work will result in a given performance level; Instrumentality, which is the belief that a specific result depends on achieving a particular performance level; performance is instrumental when it results in anything else); and Valance, which is the value that people attach to outcomes, whether positive or negative; it reflects what we prefer.

Individual variations in job motivation are reflected in the process of cognitive factors provided by Vroom's theory. The expectation theory has significant consequences for employee motivation from a management perspective. Changing an individual's effort-to-performance expectation, performance-to-reward expectancy, and reward valence highlights several crucial actions that may be taken to motivate employees (Lunenburg, 2011). Mathibe (2008) contended that focusing too much on financial gain and rewards ignores the reality that individuals make choices regarding their behaviour. Hence, this study seeks to understand employee behaviour.

2.3.2 Conceptual Framework

Given that the theoretical framework being provided demonstrates the tight link between employee rewards, engagement, and the individualistic and collectivistic cultures through innovation. A conceptual framework is put together logically to help illustrate how concepts in research connect visually (Grant & Osanloo, 2014). This study, which is situated on the topic of HRM, makes use of behavioural and management concepts to comprehend the modern financial and non-financial aspects of employees' rewards. The variables identified in this study are modern total rewards, employee engagement, individualistic and collectivist cultures, and employee innovation.

The weighing of the research questions' meaning will generally be phrased as a hypothesis (Saunders *et al.*, 2019:603). A hypothesis is a reasonable theory, rational speculation, a cultivated inference (Leedy & Ormrod, 2015:22). Based on the identified variables, these hypotheses (H) were generated to address the study research questions: H_1 : Modern total rewards (financial and non-financial rewards) directly affect employee engagement; H_2 : Employee engagement mediates the impact of modern total rewards on employee innovation; H_3 : Individualistic cultures moderate the effect of modern total rewards on employee innovation; H_4 : Collectivist cultures moderate the effect of modern total rewards on employee innovation; H_5 : Employee engagement affects employee innovation. Figure 2.3 delineates the conceptual framework suggested to guide this study.

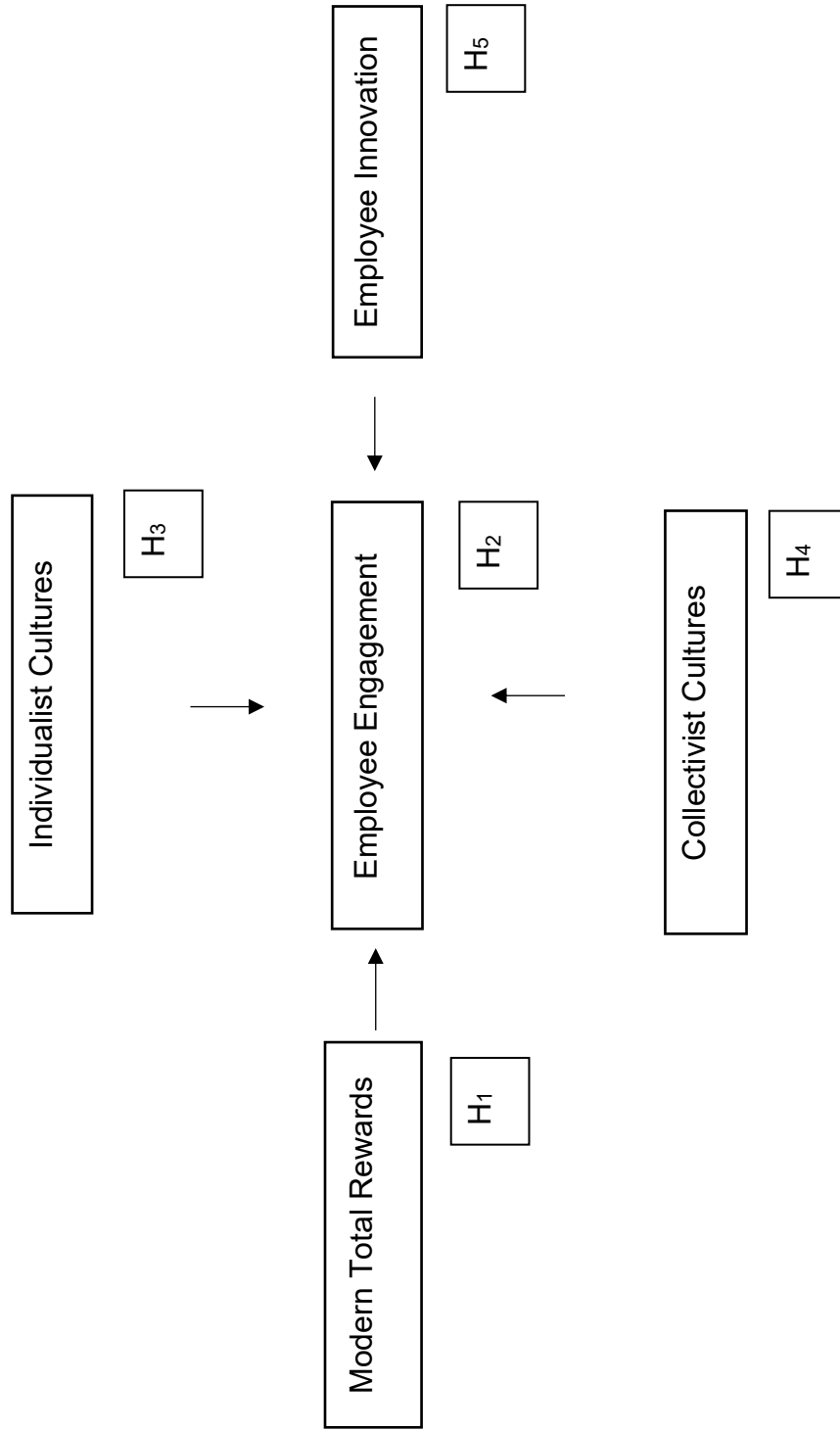


Figure 2.3: Graphic Outline of Conceptual Constructs Reviewed

Source: Developed by the Researcher (2023)

2.4 Modern Employee Reward Analysis

At these organisations, the notion of employee rewards is not novel, and modern employee benefits issues have garnered the attention of several researchers (Byron & Khazanchi, 2012; Eisenberger & Cameron, 1996; Gulyani & Sharma, 2018; Hoyos & Serna, 2021; Mohamed-Padayachee, 2017; Škerlić & Erčulj, 2021; Nelson, 2014). Contemporary in this constantly changing competitive business world, organisations are becoming aware of the chance to enhance the return on their employees' investment through adjusting reward plans with the strategies of the organisation and values advancement delivered to their employees (Smith *et al.*, 2015:41). Nel *et al.* (2008:282) write that for rewards to stimulate the employee's behaviour the organisation strongly wishes for; the organisation should meet the employee's demands whose behaviours they are contemplated to influence. Therefore, efficient managers in top organisations prioritise ways and instruments for better innovation (Razavi & Attarnezhad, 2013:226).

2.4.1 Modern Employee Rewards Construct

Within the organisations, the notion of a rewards system is by no means novel and researchers like Armstrong (2007); Armstrong, Brown and Reilly (2009); Gerhart and Rynes (2003); Heneman (2002); Kerr (1995); Lawler III and Jenkins (1992) have all written on traditional rewards system issues and not on modern rewards resulting to a gap and lack of knowledge on modern rewards. The term compensation or total rewards is often used interchangeably with wage and salary administration; however, the term compensation/total reward is a broader concept. Compensations refer not only to extrinsic rewards such as salary and benefits but also to intrinsic rewards such as achieving a personal goal, autonomy, and more challenging job opportunities (Armstrong, 2010:40; Grobler *et al.*, 2011:401; Hay Group, 2008; Nel *et al.*, 2008:283; Sibson Consulting, 2016; Towers Watson, 2012; Thompson, 2002; Tropman, 2001; WorldatWork, 2015; Zingheim & Schuster, 2000). These three criteria are used in this research since they are appropriate and consistent with its theoretical framework.

Aktar, Sachu, and Ali (2012:9); Kiley (2018:145); Nel *et al.* (2020:488); Tsede and Kutin (2013); Werner (2020:417) classify modern reward systems into two subsections: Extrinsic Rewards (*Financial rewards*) are tangible and consist of prizes, financial rewards, bonuses, and pay raises. Intrinsic rewards (*non-financial rewards*) are self-granted and consist of intangible factors, including psychological factors, accomplishment, praise, acknowledgement, and success. Table 2.1 demonstrates the characteristics of extrinsic and intrinsic rewards, and Figure 2.4 delineates modern extrinsic and intrinsic rewards with examples by Swanepoel *et al.* (2014:615). In this study, extrinsic rewards and financial rewards, as well as intrinsic rewards and non-financial rewards, are used interchangeably.

There are wide variations in the usage of additional reward systems based on the organisation's characteristics. With a few notable national blips, these systems are prevalent in the private rather than the public sectors. Such systems are particularly commonplace in multinational organisations rather than small, medium, and micro-enterprises (SMMEs). They are also more prevalent in organisations situated in financially prosperous or major hubs (Eurofound, 2016).

Table 2.1: Characteristics of Extrinsic and Intrinsic Rewards

	Extrinsic rewards	Intrinsic rewards
Definition	Under the organisation's control, external to the individual and universal	From within the individual, and related to task achievement
Nature	Material, financial or not, or nonmaterial	Non-material
Advantages	Relatively simple to use, fair	No cost to the organisation
Disadvantages	May be costly	Under the individual's control

Source: Whittom and Roy (2009)

Also, distinctions emerge based on the characteristics of the employees. So, in contrast to old employees benefiting more compared to young employees, men seem to gain more than women. In comparison to employees at the lowest ranks of the organisational hierarchy, executives, management, experts, and engineers are apt to get bonuses, salaries, and social perks (Eurofound, 2016).

2.4.2 Modern Employee Rewards and Traditional Employee Rewards

Compensation costs continue to be a crucial component of all organisational budget types. However, as the modern world changes so quickly, traditional pay management continues to come up against enormous obstacles in both the public and private sectors due to the present business and economic climate (Jiang *et al.*, 2009). Elements include politics, the state of the economy, rivalry, the labour market, and the overall expenses of the organisation and administration. Distinct strategic decisions were made because of these elements' differing effects on the public and private sectors (Tatenda & Bhebhe, 2014). These issues can have a serious negative impact on an organisation's performance and even pose existential risks (Jiang *et al.*, 2009). However, any alterations brought about by either the internal or external reward setting are typically accommodated by an ideal reward system (Clark & Wilson, 1961).

Modern employees do not trust traditional systems of reward and instead want to be compensated for the value they provide to the organisation (Hay Group, 2015). Understanding that modern rewards programmes could give greater value globally than antiquated, regional ones ultimately rang the end bell for traditional rewards methods (Reddy, 2023). The distinctions between traditional and modern employee rewards are shown in Table 2.2. Jiang *et al.* (2009) state that modern reward management is a particular action plan for the organisation's strategic purpose and value viewpoint conversion. It emerges and grows inside the framework of managing change; it does more than recognize and reward individuals for their contributions to the business. The categories of "Money" and "Substance."

Table 2.2: The Distinctions between Traditional and Modern Employee Rewards

Modern Employee Rewards	Traditional Employee Rewards
• A digital system with automation • Instantaneous rewards determined by ongoing input • Tailored encounters • Range of innovation and advancement • With a focus on professional development • Prompt, proactive acknowledgement • Worldwide network • Leadership centred on employees	• Human resource guidelines are manually • A performance reward determined by yearly evaluation • Essential rewards for accomplishment or service • Focused on outcomes and having a limited range • Exclusively financial rewards, such as employee stock ownership plans (ESOPs) • Reactive belated gratitude • Regionalised programme • Centralised management method

Source: Reddy (2023)

are somewhat broken down in modern reward management, which suggests that non-financial compensation and indirect income are becoming increasingly crucial in reward development. Thus, Landry and Whillans (2018) argue that organisations ought to prioritize non-financial, physical, and intangible reward programmes over conventional financial rewards.

2.4.3 Constructs of Modern Total Rewards in an Organisation

The idea of "new pay" is stated using ten variables in an equation. The equation is based on research conducted by Tropman (2001) at the University of Michigan Business School with Master of Business Administration (MBA) students (on what they desired from their job), as well as countless discussions with business leaders and HRM specialists.

$$TC = (BP + AP + IP) + (WP + PP) + (OA + OG) + (PI + QL) + X$$

TC = Total compensation

BP = Base pay or salary

AP = Augmented pay, namely, either one payment, although if paid periodically (such as overtime)

IP = Indirect pay (benefits)

WP = Work-pay, namely, organisation machinery, clothing, and others.

PP = Perks-pay, and it has unique advantages, ranging from accoutrements to rebates on organisational items for employees

OA = Opportunity for advancement and augmented responsibility

OG = Opportunity for growth, via on-the-job training, off-the-job training, and credential completion

PI = Psychic income, the psychological uplift offered by the work, along with the environment (the employees)

QL = Quality of life, namely, the chance to convey various vital parts of existence (position near home, flexitime on the spot at day-care, cross-country to work, or anything)

X = Whatever employee-specific request that the employer may accommodate ("Can I bring my puppy to work?")

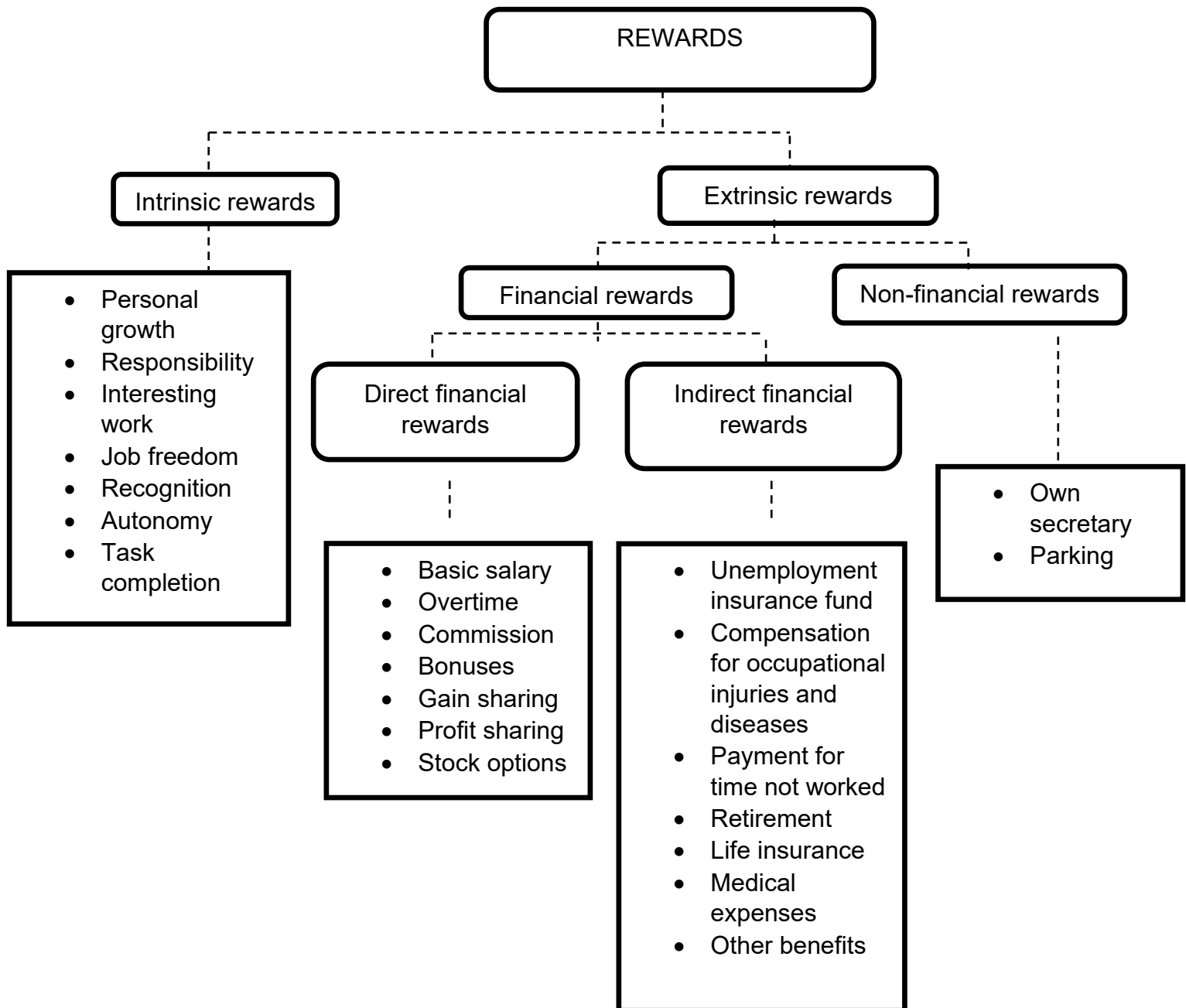


Figure 2.4: The Remuneration System

Source: Swanepoel *et al.* (2014:615)

This “expanded view of compensation” is intended to be a valuable tool for recruiting, motivating, and retaining employees (Sengupta, 2018:220). This strategy, previously used solely for external consumers, has been successfully adapted to internal customers, such as employees.

To be effective, reward systems must be grounded in business realities. This entails tying them to the organisation's overall business plan and the demands of the personnel (Hay Group, 2014). Figure 2.5 delineates the Hay Group (2008) Modern Total Rewards Model. The Complete Modern Rewards Model from the Hay Group (2008) has six main areas (see Figure 2.6). It emphasises total compensation, which includes both financial and non-financial benefits.

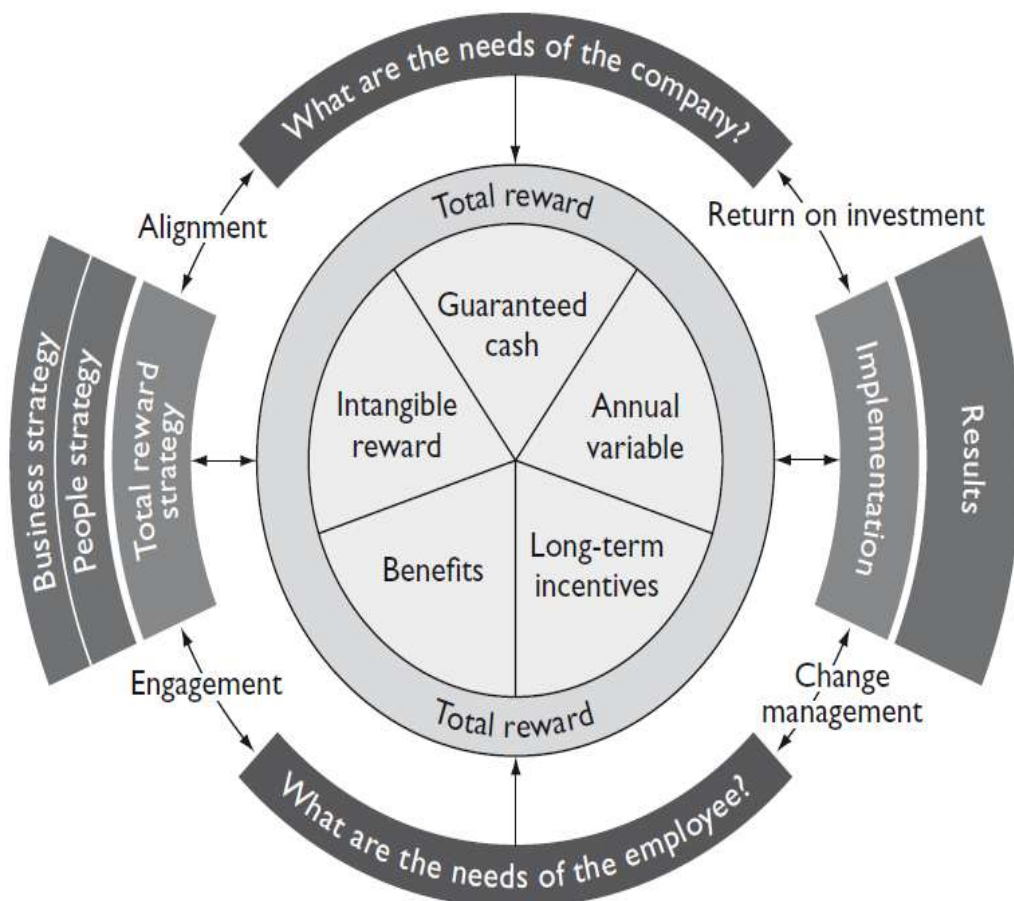


Figure 2.5: The Hay Group Total Rewards Model

Source: Hay Group (2008)

Moreover, it considers the requirements of both the employer and the employee, an equal and equitable technique that guarantees that the employer's goals are met and that employees are motivated and engaged. The approach prioritises financial compensation and benefits, then intangible advantages like personal growth, career advancement, work-life compatibility, the possibilities for learning and growth, a positive atmosphere, and culture. The concept incorporates perks (mandatory and non-mandatory), assured money, yearly variable pay such as passive and active benefits, long-term rewards, and intangible (non-financial) rewards (Hay Group, 2008).

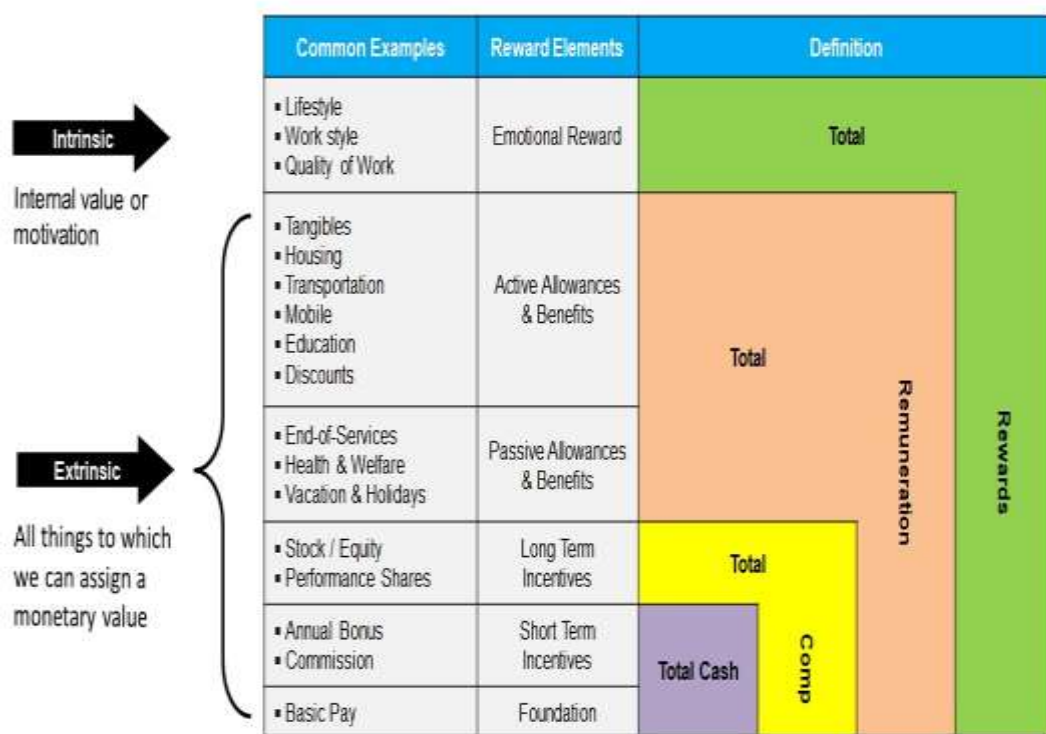


Figure 2.6: The Hay Group Main Elements of the Total Rewards Model

Source: Hay Group (2008)

Basic pay includes base pay and hourly pay. Team rewards, bonus/split payments, and annual rewards are transitory. Long-term rewards, performance rewards, and share price or stock are also transitory. Pensions, healthcare, and holidays are examples of latent rewards. Active rewards include subscriptions, rebates, and vehicles. Engagement is

influenced by quality, work-life compatibility, motivation/values, a supportive workplace, and development (Hay Group, 2008).

2.4.4 Structure for Evaluating a Modern Rewards System

It is impossible to make general recommendations since the objectives and goals of the reward system rely on the environment where the organisation works. However, specific primary goals are often in place, such as serving corporate objectives and luring, inspiring, and keeping talented personnel (WorldatWork, 2007:90). Figure 2.7 illustrates the need for internal, horizontal, and vertical integration of the reward system. Internal integration refers to the idea that the reward system must function as a cohesive system and that the rewards of the right kinds must be applied to the right objectives.

Horizontal integration refers to aligning the reward system with several other HRM tasks. Vertical integration refers to an organisation's integration, including its strategic plan, purpose, and principles (Peterson, 2011:67). Chikukwa, Msosa and Mlambo (2020:132) are of the view that an inefficient or inconsistent reward system will have a detrimental impact on employee motivation and an organisation's efficiency and performance. Like a concept management procedure, an innovation project might succeed or fail based on its rewards system. Getting the rewards right is critical since numerous organisations require significant work to establish a concept management procedure (Baumgartner, 2017).

In consequence, the rewards strategy must incorporate the (Armstrong, 2010:30; WorldatWork, 2007:24): The reward system's objectives, their order of importance, and performance standards; A description of how the reward system would assist the organisation's business plan and stakeholders' demands; A collection of reward categories, together with a brief explanation and ranking of each; Positioning the significance of rewards about supplementary tools affecting the way employees conduct themselves; Defining the methods for modifying the reward system; Deciding on the variables to be taken to calculate rewards; Through competitive market benchmarks to evaluate how competitive the rewards

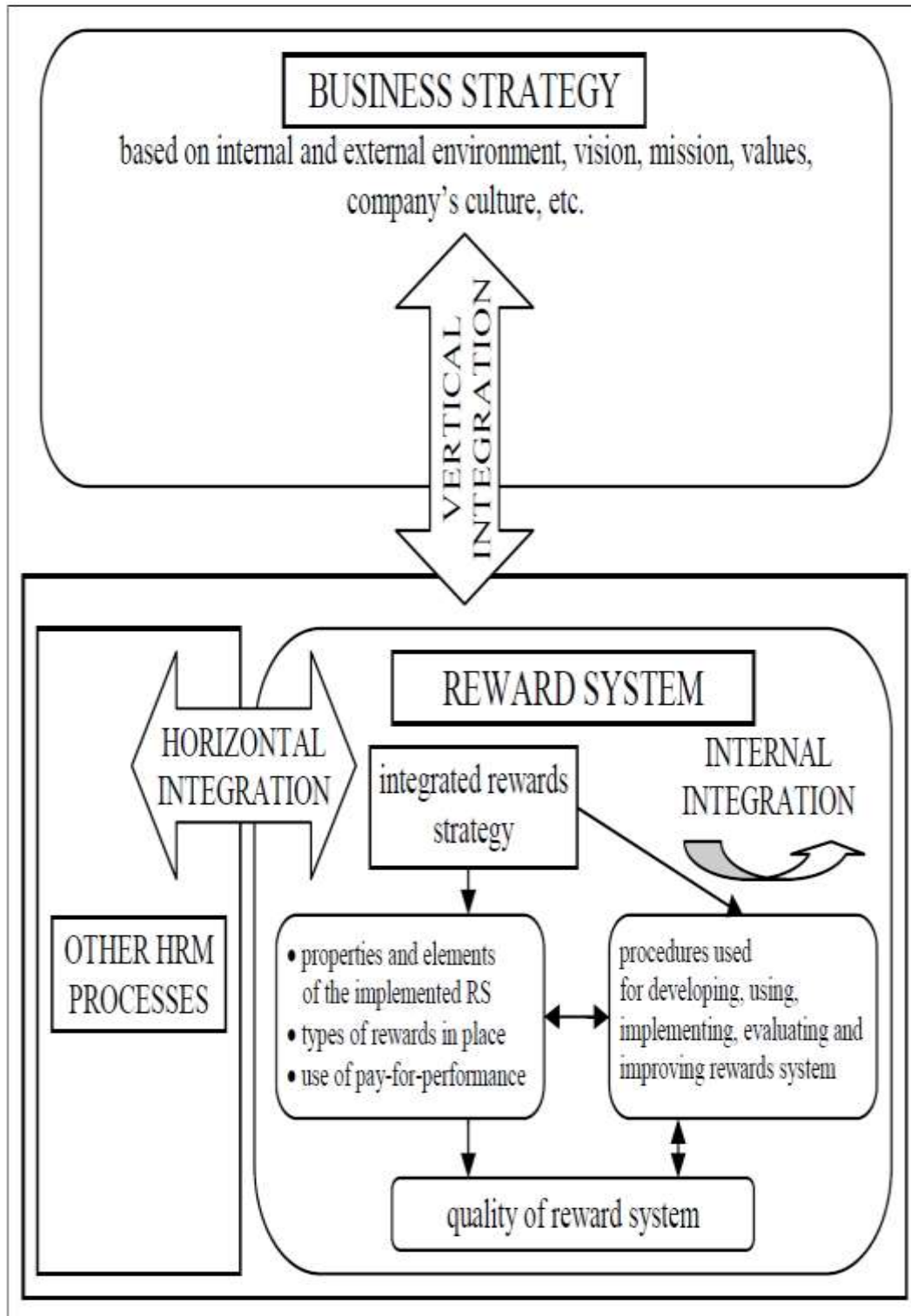


Figure 2.7: Framework for Analysing Rewards System

Source: Petera (2011:67) based on (Armstrong, 2010); (Armstrong – Brown, 2010); (WorldatWork, 2007)

programme is; Choosing a market advantage based on the chosen points of reference; Suggestions on resolving disputes; Choosing which information regarding rewards is going to be revealed and how often it is going to be revealed to stakeholders; Information as well as data management - sourcing, analysing, and presentation for data integration.

While this framework is thorough, it is crucial to note that it is somewhat jumbled up since it comprises both criteria for reward system qualities and criteria for processes to be implemented, according to Petera (2011:69). The characteristics are only recommendations; not each can ever be fully realised. The fact that the reward system must depend on the chosen scheme is not highlighted directly. In this approach, several crucial reward system features are not emphasised adequately.

2.4.5 Stages of Recognition Maturity

Based on such parameters, five stages of recognition maturity may be applied to most organisations (Bersin, 2023:7); for a visual representation of this, see Table 2.3.

Table 2.3: Reward Maturity Model

Level 5
Fully implemented strategic recognition programme integrated and reinforced in the workplace culture. Rewards are based on values and behaviours; success is shared across the organisation; recognition practices are integrated into managers' job descriptions.
Level 4
Employee service milestones are acknowledged. In addition, the organisation has several formalized rewards endorsed by senior leadership. The rewards are well-defined but typically managed manually; successes are typically shared at one-time events or communicated via email or newsletter.
Level 3

	Employee milestones (birthdays, years of service) are acknowledged; managers can recognise and reward employees at their discretion, but such rewards can be sporadic and based on inconsistent metrics.
Level 2	Employee milestones (birthdays, years of service) are acknowledged; rewards are independent of employee performance or in support of organisational values, and human resources often own them.
Level 1	No formal reward programme is in place.

Source: Bersin (2023:7)

2.4.6 Objectives of the Modern Total Reward System

According to Armstrong (2010), Chen (2022:43), Nel *et al.* (2008:285), and Ryan (2023), the most sought-after results of a rewards system are that employees' objectives should be in sync with those of the organisation to help it achieve its goals; Be sure there will be enough people with the proper skill sets to go around in the organisation; To reward employees fairly, motivate employees, to preserve skilled employees; Advance the relationship between the employer and the employee; Versatility to adapt to each person's demands; Bring management and staff risk preferences into line with organisational policy; Fascinate, retain, and have an excellent long-term effect on employee commitment and motivation; To manage pay according to the law, to follow the rules set out by the law, and to act ethically; Inexpensive and straightforward to implement is a must.

Bersin, Deloitte Consulting limited liability partnership (LLP) (2018) discovered the opposite of what rewards systems intended. Employees thought rewards drove business results: Motivating (three per cent), growing and developing (five per cent), attracting (six per cent), retaining (eight per cent), and aligning with corporate objectives (twelve per cent). There are three main ways in which modern reward systems fall short of employees' expectations: many reward systems are not considered "equitable,"

organisations lack a chance to comprehend more about employee preferences and customise a broader variety of rewards to an increasingly multicultural workplace, and nimble compensation programmes offer pay increases, perks, and other such rewards extra frequently than the conventional once in a year rewards system (Bersin, 2018).

2.4.7 Operative Modern Reward System

Reward systems are the connected procedures and activities that guarantee that rewards management is successful for the business and its employees. Figure 2.8 demonstrates how a reward system functions. Rewards stimulate employees and are favourable towards the organisation. However, if unsuccessful, they may negatively influence the employees and the organisation (Jahan, 2018). Figure 2.9 illustrates how rewards can be crafted into appropriate packages that are the most efficient, thorough, and suited to the kinds of talent organisations want to entice.



Figure 2.8: How a Reward System Operates

Source: Armstrong (2010:27)

The factors to consider in making a rewards system more successful (Jahan, 2018; Morris, 2021): Transparent and predictive: Employees need to comprehend and get rewards transparently as this fulfils the employees' needs for self-esteem and recognition. Employees should calculate and forecast their rewards. Knowing the reward's kind, magnitude, and quality motivates employees. Cost-effective: Effective rewards weigh costs and advantages. Compensation of employees should not surpass organisational benefits. Need-based: The rewards system must align with what the employees need or want; thus, the reward should be impartial.

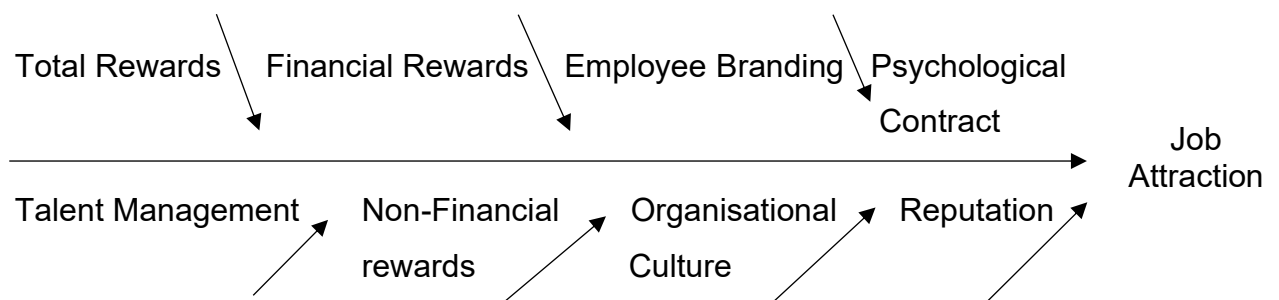


Figure 2.9: Fishbone Diagram of Job Attraction

Source: Schlechter, Thompson and Bussin (2015:277)

Involve the Employees: Employees should know the requirements to get a particular award. Also, this will guarantee that the rewards reflect the preferences and traits of your employees. Base the Rewards on Organisation Goals: Reward actions and output that contribute to the organisational objectives and financial success; Flexibility: To be successful, the rewards must be adaptable and plenty to adjust in response to differences between employees' actual performance and expectations; Competitive: Rewards must compete with other organisations. Revise rewards promptly; thus, competent employees will stay with good pay.

Reward strategies, which derive from business strategies like gaining a competitive edge, are the foundation of reward systems and human HR strategies, which impact and are affected by organisational strategies. The human resources strategy could, for instance, prioritise staffing, but it should also be concerned with meeting organisational and employee demands.

The environment has an impact on each one of these strategic considerations. Reward strategies, which in turn influence reward customs, operations, and methods, are based on reward strategies that guide the creation and implementation of reward customs, operations, and methods (Armstrong, 2010:28).

2.4.8 Factors Affecting Modern Total Employee Rewards

Nowadays, environments both inside and outside provide several hazards and difficulties to organisations. These factors have impacted all HRM activities, but they have particularly had an impact on both financial and non-financial rewards that are a part of the reward system (Elrayah & Semlali, 2023). A reward system, including intrinsic and extrinsic rewards, requires careful consideration of several elements (Nursalam *et al.*, 2019). Chartered Institute of Personnel and Development (2012) compares the top three reward risks by area, see Table 2.4.

Bevan (2000) identified several factors that lead to many under-performance reward techniques, including beginning from the end, lacking achievement criteria, relying on an organisation's strategy, perplexing velocity with rapid succession, comparing complexities with adaptability, emphasising outstanding performance, disregarding pay construction; falling short to gain genuine support; placing an excessive amount of faith with line supervisors; and neglecting to incorporate reward alongside other HR initiatives. Bange (2013) found that the job design, emotional determination, motivation level, the culture of the organisation, management of performance, the amount of government interference, and sector competitiveness all impact an organisation's rewards system. Employees with higher organisational grades received greater rewards than those with lower grades. Machendia (2010) states several factors that affect employee reward systems: competitors, advanced technological developments, labour market, cost of living, trade unions, economy, business strategy, job evaluation and performance appraisal, affordability, board of directors, change in culture and employees.

Table 2.4: Comparison of Top Three Reward Risks by Area

United Kingdom (UK)	Ireland	Europe	Middle East	Africa	Asian Pacific
Employees do not appreciate the value of total reward offering	Inability to change reward practices quickly	Employees do not appreciate the value of total reward offering	Line managers have a poor understanding of reward	Inability to change reward practices quickly	Employees do not appreciate the value of total reward offering
Reward not engaging employees	Employees do not appreciate the value of total reward offering	Inability to change reward practices quickly	Rewards not motivating	Employees do not understand performance and behaviour requirements	Unable to increase pay levels due to budget constraints
Unable to increase pay levels due to budget constraints	Reward not engaging employees	The reward does not support business strategy	Employees do not appreciate the value of total reward offering	Unable to increase pay levels due to budget constraints	Reward not engaging employees

Source: Chartered Institute of Personnel and Development (2012:7)

However (Armstrong, 2010:16; Botha, 2020; Morris, 2021) provide common elements that influence a reward system that is: Individual Factors: Gender, ethnicity, education, and behaviour are just a few criteria that determine which reward is best suitable for an individual; Size of Team: The size of a team, level of skill, makeup, and stage of growth are aspects that affect the reward system; Organisational Structure: A Share of the market, market, and culture, influence the compensation plan of an organisation; Environmental Factors: Government regulations, economic circumstances in the nation, and industry competitiveness impact an organisation's compensation structure.

2.4.9 Significance of Modern Employee Rewards

Employers need to ensure that they can attract, retain, and motivate employees as well as operate within their means and use rewards to do so by human resource strategy (Crawshaw, Budhwar & Davis, 2020:294; Došenović, 2016:109; McKinsey & Company, 2012). A reward is a vital determinant of a favourable psychological contract, not least because it represents an explicit indicator of an employee's worth to the employer, is implicit in the construction of notions of fairness, equity and trust and will demonstrate any incongruence between the expectations of the two parties (Wilton, 2011:219). Happy, engaged, and productive employees provide the required organisational performance and outcomes because of a successful comprehensive rewards approach (World at Work, 2011).

2.4.10 Implementation of Modern Total Rewards

Compared to the private sector, there are far fewer findings on using reward systems in public organisations (Tep, 2015). A compensation system is implemented after thoroughly analysing numerous employee and organisation-related issues. Instead of implementing pay and rewards structures that consider regional specifications and conditions, imitating market trends methods to reward systems are often more prevalent (Institute for Employment Studies Human Resource Network, 2016:27). The procedure outlined in "The Implementation of a Total Rewards Scheme:

Four Phases" (see Figure 2.10) illustrates the disciplined approach an organisation must adhere to effectively carry out total rewards strategies (Ledford & Mohrman, 1993).

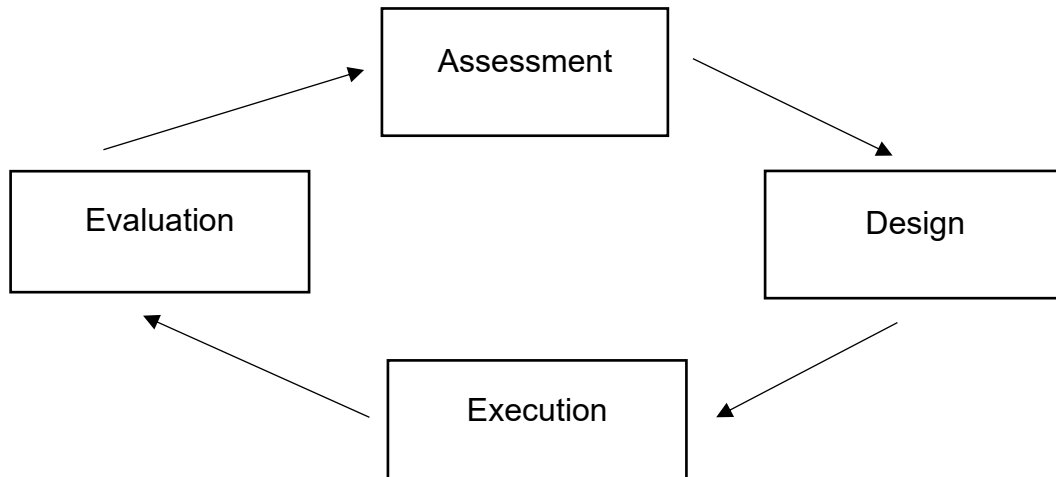


Figure 2.10: Implementing a Total Rewards Programme

Source: Ledford and Mohrman (1993)

Assessment is the first step in the procedure. During this phase, the team behind the project collects information to assess how well the organisation's incumbent overall rewards programme is working. The data guides the design phase, whereby the team finds and evaluates different reward systems. All reward methods are implemented during the execution stage. Subsequently, the group assesses how well the implemented techniques worked.

2.4.11 Modern Employee Rewards in the Public Sector

The word "public sector" refers to the combined national, provincial and local governments. In South Africa, there are several changing trends in compensation and rewards. These include attractive salaries and comprehensive perks, varying wages and performance-based bonuses and non-cash rewards, personalising rewards to meet the needs of each employee, and utilising technology to handle rewards (Raath & Phillips, 2023). Modern HRM ideas are sluggish in non-profit organisations like

municipal governments (Branka & Marija, 2021). The rewards system has gained widespread traction in the commercial sector as an ideal method for optimising an organisation's human capital engagement. It dismantles the functional barriers inside an organisation's employee management divisions, leading to higher productivity, reduced labour expenses, and engaged employees. Its suitability for use in the public sector is still debatable despite its apparent efficacy with employees in the private sector (Stoeckmann, 2010).

South Africa has two hundred and fifty-seven local, district, and metropolitan municipalities. This total includes two hundred and five local municipalities, forty-four districts, and eight metropolitans. Their priorities include service and infrastructure development and the expansion of regional economies (South Africa Government, 2023). Of the one hundred and fifty-eight selected municipalities, only fifty-eight municipalities participated in the research study (Bwowe & Marongwe, 2018). It was found that the municipal rewards system still primarily uses conventional pay structures. More than two-thirds of the participating municipalities have not implemented total reward systems. According to Wright (2021), when employees become aware of such magnitude gaps in an ailing rewards system, it may make it more challenging to accomplish human resource objectives.

Employees may receive cash compensation for exemplary work or for making recommendations of their best value under Section 37(2) of the Public Service Act and the Public Service Regulations, 2001 (Hendricks, 2006). However, in the setting of an array of employees in local government, rewards systems are frequently implemented with little attention paid to employee choices for various forms of compensation. The term "total reward" has gained popularity to show the variety of advantages offered in addition to compensation and highlight the benefits employees receive from their jobs that transcend financial compensation. When juxtaposed with what is happening in the private sector, local government has not done an outstanding task of publicising its offering up to this point (Rickard, Reilly & Brown, 2016). In the past, paying public employees has shaped public policy and frequently constituted a source of contention in the contractual

relationship between the public sector and its employees (White, 2018). Though typical salaries in the public sector are not necessarily less, public sector employees nonetheless appreciate financial rewards, according to public service motivation theory, which argues that public sector employees have more excellent intrinsic drive (Van Triest, 2023).

Rewards are categorised using certain aspects in the societal and administrative sciences. These interpretive theories, nevertheless, appear perplexing, considering that they fail to consider every aspect of the public administration rewards system (Coccia & Benati, 2018). The primary limitation of the traditional reward system, which solely depends on the basic salary paid to every employee irrespective of their productivity, is that it absolves employees of any accountability for subpar work and undermines the overall prosperity of the local government.

This is also influenced by the employee performance assessment procedure that is solely carried out to comply with official processes rather than to influence employee behaviour and outcomes in support of local self-government objectives (Branka & Marija, 2021:47). Within municipal government, the total reward is frequently viewed as a hygienic measure that must be taken, rather than being fully considered and comprehended as a means of facilitating and bolstering individual initiatives and more extensive cultural transformation. An organisation's capacity to draw in top personnel, monitor performance, and preserve existing compensation structures may be impacted (Muscat, 2017).

2.4.12 Modern Employee Rewards on Employee Engagement

Despite increased efforts by organisations, approximately eighty per cent of employees globally are either actively disengaged from their jobs or are not engaged at all (Gallup, 2023). According to Kahn (1990), the development of employee engagement occurs when the three psychological requirements of psychological meaningfulness, psychological safety, and psychological availability are met. Rewards systems are becoming a crucial component of organisational management. Mainly when the business is deeply concerned about the organisation's atmosphere and its employees'

involvement (Taufek, Zulkifle & Sharif, 2016). Abun *et al.* (2020) state that disengaged employees are less productive and cost more money. Madhani (2020) stress that a sound reward system improves employee engagement. D'souza (2018) emphasises that rewards significantly affect how deeply employees are invested in the organisation. Studying the connection between reward management and employee engagement has helped us realise that creating a dynamic rewards system-fuelled engagement culture inside an organisation is just as crucial as acquiring skilled employees.

The organisational engagement and productivity rate rises when talent is valued, acknowledged, and compensated fairly. Organisations must comprehend the complexity of the reward-engagement connection and how they can utilise reward systems to meet the demands and objectives of both the organisation and employees most effectively should they wish to integrate total rewards in their engagement strategy. Certain rewards correlate more strongly with work engagement than other rewards (Hoole & Hotz, 2016). Several rewards influence employee engagement at work. However, the relative importance and attractiveness of these components to employees varies (Koskey & Sakataka, 2015; Neranto, 2022). For example, in their study, Koskey and Sakataka (2015) proved that promotion opportunities were the leading direct financial factor influencing employee engagement. The most significant factors that influence employee engagement are health benefits, training relevant to the job, and unrestricted communication with employees.

Seid (2019) argued that intrinsic rewards have the most significant impact on employee engagement. Likewise, work-life balance has a substantial impact on employee engagement. Employee engagement increases when a culture of appreciation is fostered. On the contrary, extrinsic rewards were found to decrease employee engagement. In addition, the study's findings indicated that perceived fairness affected the association between total rewards and employee engagement. Chioma (2020) showed that financial rewards and indicators of employee engagement (such as physical, cognitive, and emotional involvement) are significantly and favourably correlated.

The financial rewards with the most effects on employee engagement are bonuses and short-term rewards. Although the influence of benefits can seem paradoxical to specific individuals, it is possible to argue that benefits are the type of reward distributed more equitably among every employee. Due to their typically direct correlation with performance, short-term rewards could receive high marks. Financial and long-term rewards have the most minor effect on participation. Intangible benefits typically have far more impact on employee engagement than tangible ones. According to Dow, Thomas, and Mark (2010), all the non-financial prizes and other intangible benefits outperformed the most influential financial rewards regarding their ability to influence employee engagement.

Employee engagement is significantly influenced by pay satisfaction, rewards compensation, and total reward, including both financial and non-financial rewards. Employee engagement is not significantly influenced by materialism. However, employee engagement is inversely correlated with total compensation, indicating that individuals are dissatisfied (Adarsh, 2020). Choudhury and Mohanty (2018:290) argued that the current generation differs from previous ones in that they place more value on a healthy balance between work and life, decision-making autonomy, and access to professional development opportunities than on financial rewards.

Herzberg (1954) argued that not having enough money might anger and demotivate employees, but this does not indicate that having more money will boost motivation or even contentment. Reward and punishment constitute both facets of a single coin. Since rewards are deceitful, much like harsh punishment, they have a punitive impact (Herzberg, 1954, 2005). The reward alone could be appealing, but when managers tie a bonus to specific actions, they control their employees, and in the long run, that control will probably seem punishing.

Kohn (1993) highlights how reward systems and their performance rating systems limit opportunities for collaboration. Rewards fail to consider context; therefore, depending only on rewards to increase output will not resolve any potential underlying issues or result in significant change.

Rewards pull in a particular way, while greatness pulls in a different one. Inform individuals that their performance rating or productivity will determine their compensation, and they will pay attention to the figures. Occasionally, they would fail the deadline for doing assignments or even act in blatantly immoral and unlawful ways. No extrinsic reward can equal the strength of intrinsic drive if greatness is the goal. Even while highly compensated employees are happy to be compensated, they do not labour to receive a salary. Instead, they work to achieve their goals. They labour because they have a passion for it. The impact of employee rewards on employee innovation in an organisation is undeniable; however, it depends on employee engagement as a mediator between the two variables, see Chapter Three.

2.5 Employee Innovation Analysis

Modern employee innovation issues have drawn the attention of several academics, including Amo (2006), Bäckström and Bengtsson (2019), Gallego, Rubalcaba, and Hipp (2013), Nielsen (2018), Smith (2018), and Wallace *et al.* (2013). However, Knowing an organisation's innovation level is insufficient; you also need to know how it innovates and what kinds of inventions it uses (Organisation for Economic Cooperation and Development [OECD]/Eurostat, 2005:13).

2.5.1 Employee Innovation Construct

Being a complicated term that is open to interpretation by the reader, innovation is challenging to define. A classification scheme for the many kinds of inventions is necessary to offer clarity (Sen & Ghandforoush, 2011:36). Innovation can be classified into two (Marquis, 1969; Zapfl, 2015): incremental and radical innovation. The process of gradually designing and continuously improving an organisation's current ideas, goods, or services is known as incremental innovation (Zhang, 2022:2). A radical innovation is a shift of perspective or carrying out something that you could not have done beforehand (Norman & Verganti, 2014:82).

Innovation is the core driving force for stable development, and employees' innovative behaviour is the key to building an organisation's competitive strength (Dai, 2019:696). Innovation is creating applicable processes or products based on innovative thought processes (Lussier & Hendon, 2020:348). Innovation is the act of putting up and enacting new ideas (Fetrati & Nielsen, 2018:1). Often, it implies the application of innovative skills to the production of an actual product (Nieuwenhuizen, 2015:35). Innovation is about putting new concepts, products, and processes to use in the marketplace (Vrba, 2014:94). This study adopts Dai (2019) and Lussier and Hendon (2020) definitions as they are in line with the purpose of this study. Gibbs, Neckermann and Siemroth (2014) emphasise that innovation is a crucial determinant of economic and competitive development in the contemporary world.

2.5.2 Innovation Matrix

There are several approaches to profiting from innovative ideas, and rather than attempting to force a corporation a strait too early, it is vital to investigate the optimal course of action on an individual basis. An Innovation Matrix has been created to show the possibilities of this perspective (Kyffin & Gardien, 2009). Investing in innovation is risky. No one innovation activity can ensure that it will have the desired effect, that it can be executed predictably, or that it will not have unforeseen or unexpected repercussions. Over-reliance on sole approaches by public sector organisations can put them in a risky scenario in an unpredictable environment.

This is because a shift in conditions, such as a crisis or disruption, can turn a dependable or promising strategy into one that is inappropriate or unreliable (OECD, 2021:5). Satell (2017) developed the Innovation Matrix, which asks two questions to assist leaders in determining the best kind of approach to address a problem: How clearly can we characterise the problem? Moreover, to what extent are the skill domain(s) required to tackle it clearly defined? See Table 2.5. Unfortunately, the innovations deemed particularly beneficial to the public sector still need to be solved (Moussa, McMurray & Muenjohn, 2018).

Table 2.5: Innovation Matrix

How well is the problem defined?	Well	Breakthrough Innovation Mavericks Skunk Works Open innovation/prizes	Sustaining Innovation Road mapping Research and development labs Design thinking Acquisitions
	Not Well	Basic Research Research divisions Academic partnerships Journals and conferences	Disruptive Innovation Venture Capital Model Innovation labs 15%/20% rule Lean launched
		Not well	Well
How well is the domain defined?			

Source: Satell (2017)

2.5.2.1 Breakthrough Innovation

Breakthrough inventions can, at minimum, create an unfamiliar marketplace for the organisation, satisfy an unprecedented client need, bring in a whole new revenue stream, or, at their best, launch an entirely distinct organisation (Soni, 2014:3). To date, at least, the lack of data on breakthrough innovations has made it difficult to get a comprehensive understanding of their significance from both a technical and economic standpoint (Capponi, Martinelli & Nuvolari, 2022).

Out of all innovative ventures, just ten per cent are successful. The remaining ninety per cent of innovators are at some point in their journey for various reasons, including dependency and insufficient support from within, which results in financial shortages, mismatches with market demands, and inadequate procedures and tools (Kok, 2023). Baumann and Stieglitz (2014) argued that radical breakthroughs are less likely to be produced by prominent rewards than impotent ones. Although they may inspire enthusiasm and high expectations, they rarely produce ground-breaking ideas. Prominent rewards can result in an influx of ideas, but this is not always advantageous, and an overbearing torrent may prevent organisations from acting on several of those ideas. Impotent are preferable since they are less expensive and provide an ongoing flow of ideas that is easier to handle.

2.5.2.2 Sustaining Innovation

Organisations that encounter disruptive innovation frequently display ineptitude and react improperly, according to Braganza, Awazu and Desouza (2009). The highly distinct methods of measuring ideas and transforming them into viable innovations are beyond the capabilities of the organisations in question to transform due to their systems, schedules, and organisational frameworks, which were designed for the current operations. Instead, they will be inclined to allocate resources towards little, gradual advancements that complement their existing structure. According to Christensen (2004), government innovation is seldom or never disruptive. Usually, though, it represents what is known as sustaining innovation. Maintaining innovation may improve current products and services, but usually at the expense of heightened complexity and efficiency gains. Enduring inventions consist of little, yearly advancements. Some are more dramatic, like the innovative novel models of business that arose from the switch from analogous to digital and digital to optical telecommunications.

Successful organisations in their respective fields employ the approach of sustained innovation. Profit drives innovation by allowing an organisation to aim for ever-higher profitability margins via improving products for its loyal

clients (Cote, 2022). Delivering public services more effectively depends critically on the long-term viability of innovation (Sufianti, Jubaedah & Abdullah, 2021). Using data-driven innovation, learning within organisations, sustainable financial performance, engagement with stakeholders, open innovation: development and creation of products, and support from regulators are some elements that contribute to the continuity of innovation in the public sector (Widodo *et al.*, 2022). Innovation may be more long-lasting in the long run if public authorities encourage it as a legitimate organisational structure. Allowing bureaucrats to oversee the practical implementation of innovation independently will help public leaders reduce the politicisation of innovation (Pradana, Susanto & Kumorotomo, 2022).

2.5.2.3 Basic Research

Ground-breaking inventions are never complete. They always start with discovering a new phenomenon (Satell, 2017). Problem resolution is the primary motivation of fundamental research (Larédo & Mustar, 2004). Basic research may not be focused enough to encourage innovation in sophisticated, high-tech sectors (Gersbach, Schetter & Schmassmann, 2023). Nonetheless, a rise in the percentage of funding allocated to fundamental research might enhance the effectiveness of regional economic expansion (Jiang *et al.*, 2022). Near-market research, which includes applied and experimental development and accounts for approximately eight to two per cent of all R&D conducted in this industry, is typically the focus of business initiatives. Research on fundamental and strategic research accounted for forty-eight per cent of the research effort in higher education, which has historically emphasised this type of study (Blankley & Kahn, 2004:10).

Most fundamental research is carried out in public organisations and universities, and public backing is essential (OECD, 2011). Although the public sector surpassed the private sector throughout this area starting in 2011–12, the private sector has historically performed better in R&D in South Africa. This trend is anticipated to persist. With a research intensity

ratio of zero point eighty per cent gross domestic expenditure on research and development (GERD) as a proportion of gross domestic product (GDP), South Africa's gross domestic spending on R&D was thirty-two point three hundred and thirty-seven billion rands in 2015-16. There is a lack of national investment since the current zero-point eighty per cent is far lower than the one-point-five per cent objective that has been set. However, in 2015-16, the public sector's R&D performance covered a little over half (54.5%) of all R&D expenditures in South Africa, or seventeen point six hundred and thirty billion rands, demonstrating the government's dedication to fostering R&D competence within the country's innovation system (Vlotman & Mario Clayford, 2018).

2.5.2.4 Disruptive Innovation

Starting disruptive innovation is usually best done in a market sector where the present dominant delivery model either severely overserves or does not serve in any way (Eggers *et al.*, 2012). The socioeconomic conditions in South Africa are propitious for the emergence of disruptive ideas (Dzimba & Van Der Poll, 2022). Robust competitive dynamics drove organisations and sectors to pursue disruptive innovation, and this approach turned into a vital component for every sector's participant to thrive (Chemma, 2021). However, Gemici and Alpan (2015:799) postulated that numerous prominent organisations that have demonstrated proficiency in maintaining innovation discovered themselves at the forefront of a novel and challenging market with the emergence of disruptive technology.

Digital technology is the core of today's disruptive developments (Koutroumpis & Lafond, 2018). Online systems and applications are an excellent way to illustrate disruptive innovation because of the disruptive characteristics of the internet and its "technological core," which have changed the course of human history in several disciplines (Khair, Bakri & Muhamad, 2024:3). Organisations may discover that they are becoming increasingly significant at things that consumers want rather than fewer when the foundation of competition transforms due to changes in technology or other aspects of the marketplace. When that occurs, there is

a need to innovate the organisation's strategy instead of merely the products (Christensen, 2013). Exemplary instances of disruptive innovation in the public sector are hard to come by. The first thought that could come to mind is that these are peculiar structural problems with governance. Indeed, the public sector lacks or mutes the profit objectives and competitive constraints, along with other variables that drive disruptive innovation in the private sector, such as the "less good," perhaps disruptive alternative is frequently kept out of the public services market by statutes and regulations (Eggers, Baker & Vaughn, 2013:6).

2.5.3 Components of Innovation

As seen in Figure 2.11, Rogers' (1983) fundamental model concentrates upon and elaborates on five phases in disseminating and accepting innovation. The diffusion agency began by publicising and informing people of its innovation using various media, including journals, adverts, and flyers. Frequently, this is supplemented by personal references and unofficial influence from opinion leaders. After becoming acquainted with an alternate, the next sub-stage is when a prospective innovation user becomes interested.

The basic requirements that affect this desire stimulation include perceived need, organisational innovation, values, resourcing, and conversational skills. According to the model, the chance of acceptance rises because when innovation (1) pledges to provide a significant benefit over substitutes, (2) is significantly in line with existing practices, (3) is not overly complicated, and (4) could be tested and the outcomes can be seen. The actual trial execution of the innovation follows a choice to embrace it. Good trial results will encourage continuing application and adoption of the innovation by the sponsoring organisation; bad trial results will encourage rejection.

Programmes that reward innovations that only recognise a certain level of innovation are useless. The idea-generating phase is one of the most prevalent instances. Organisations ought to establish rewards for various phases of innovation and design reward systems for those stages (Al Darmaki, Omar & Ismail, 2019). According to Niguse and Getachew

(2019:2), the critical difficulty administration faces in the twenty-first century is using employees' potential skills to boost and accelerate innovation inside the organisation.

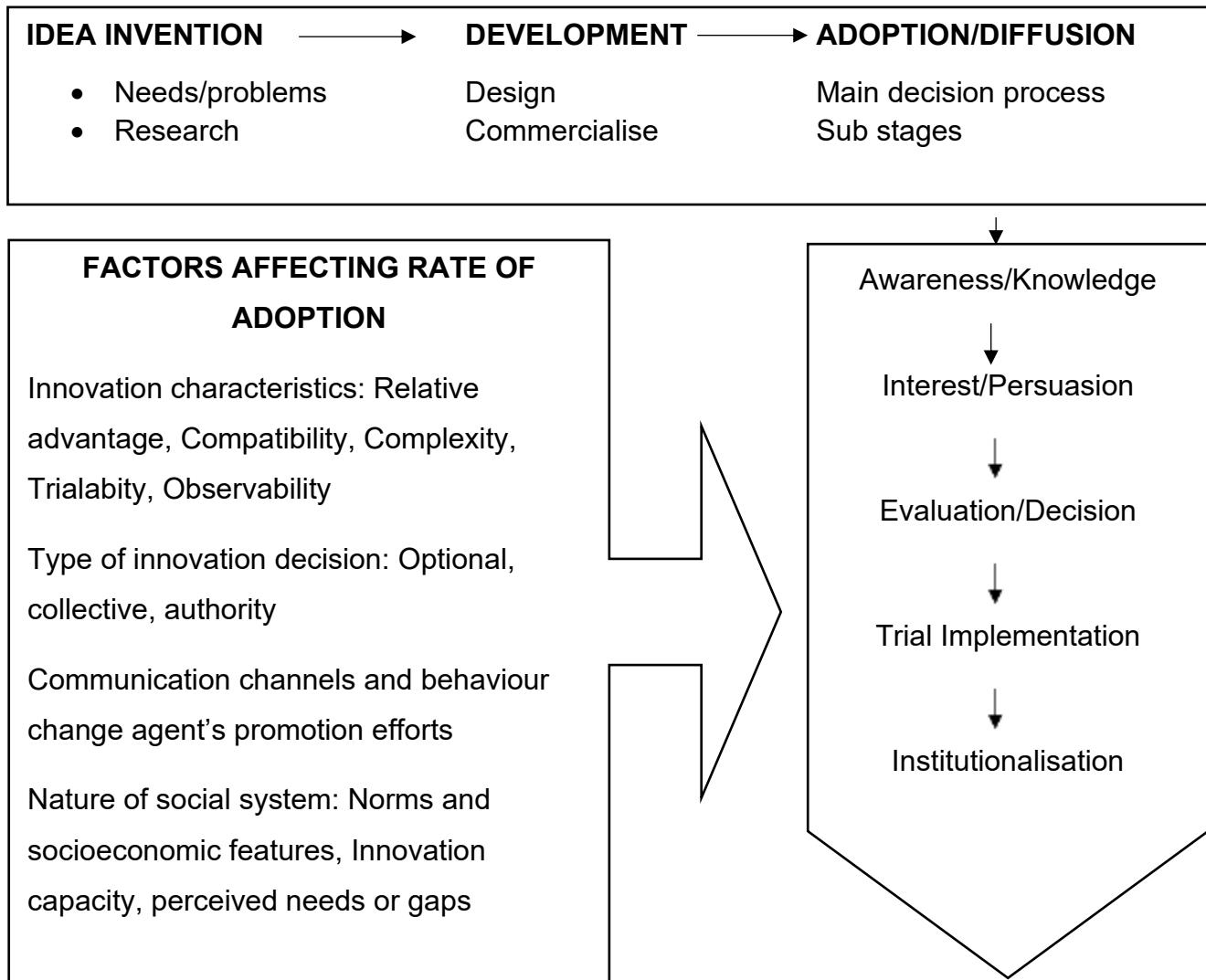


Figure 2.11: Innovation-Decision Process

Source: Rogers (1983:165)

Botha (2020:208) and Shafi *et al.* (2019:1) accentuate that contemporary organisations must be creative and innovative in their goods and services since they operate within a dynamic environment with rapid technological progress. Organisations should follow these evolving trends to adapt to this hostile environment (Kılıc, 2022:654). Failing to adapt might

result in organisational failure or defection (Crawshaw, Budhwar & Davis, 2017:59). Organisations thus realise that their ability to attract, develop, and maintain talented human resources will determine their level of success (Sims & Bias, 2019:2).

Organisations spend money on innovation only to discover that their organisation has grown less innovative because of rewards. If an organisation is caught in this pattern, it must consider how its reward structure could affect its willingness to take risks. An organisation may get the motivation it needs to create an innovative organisation by investigating the remuneration structure across four key aspects (Kessinger, 2014): Re-evaluate the pay structure since it has little or no effect on staff motivation. Pay-for-performance remuneration structures often have the opposite effect of increasing organisational innovation by lowering risk-taking and innovative thinking. As a result, an organisation must review its pay structure. Cease offers huge innovation rewards.

When an organisation receives a sizable bonus, a spike of enthusiasm leads to concepts that exceed the organisation's ability to handle and develop them. Reward failure: Since failure fosters an atmosphere whereby deliberate risk-taking is rewarded and innovation emerges, you may propose awarding employees for the lessons they learned from bad ideas. Pay using time, not cash: Fund innovation with time by giving staff members the free time they need to think about and explore novel ideas. Employees often point out that to exist, one must be able to generate income. However, utilising financial rewards to encourage individuals to produce innovative work diminishes if they have an essential wealth that allows them to live comfortably. Failure occurs and makes performance poorer (Masnick, 2010).

2.5.4 Models of Innovation in the Public Sector Organisations

One of the leading causes of the need for innovation is an outside factor, such as heightened competition or changing consumer tastes (Smith, 2019). Thus, Dalton (2023) emphasises that selecting an appropriate innovation plan is crucial for any enterprise seeking to provide novel value,

foster prosperity, and maintain its competitiveness in the market. Practical technological advances may rely more on collaborative models than technology (Micheli *et al.*, 2012). The ideal models for an organisation will thus rely on its business model, market, culture, and goods and services (BearingPoint, 2011:6).

Not many similar models of innovation exist in the public sector (Mulgan, 2014:4), a few examples of public sector innovation models created by Agolla and Van Lill (2013:166); OECD (2020:43); Wirtz, Kubin and Weyerer (2021). Many managers lack the necessary skills to innovate organisational models. They have never done it frequently before, and there are not many easily accessible instruments at their disposal. Compared with concepts like supply chain management and strategy, the phrase "business model" continues to be a relatively recent invention. The phrase became well-known in the 2000s as hundreds of organisations used the internet to create new business methods (Zhu, 2023).

2.5.4.1 The Dynamic Componential Model of Innovation

Absent original ideas by people, Amabile (1988) contended, an organisation cannot innovate; ideas must exist before they can be developed and put into action. Each person in the organisation is influenced in both directions. Innovators, on their own, significantly impact what occurs in an organisation; however, they are also heavily impacted by the events that occur in the whole organisation. The Chartered Institute of Personnel and Development (2013:21) indicates several stages to innovation and that organisations may transition through these descriptions consciously or in response to shifts in their customer base and business setting.

The componential innovation model proposed five phases for organisational and personal creativity and addressed the consequences of each component of innovation at each level of the relevant method (Amabile & Pratt, 2016). The two overarching categories of Amabile and Pratt's (2016) significant modifications include new essential psychological elements and new connections between creativity and innovation. Purple elements reflect

components that have not changed from the initial componential model. The elements pointed out in green reflect the extent to which the first release was recently amended (a minor change) or amended (a significant change) (see Figure 2.12).

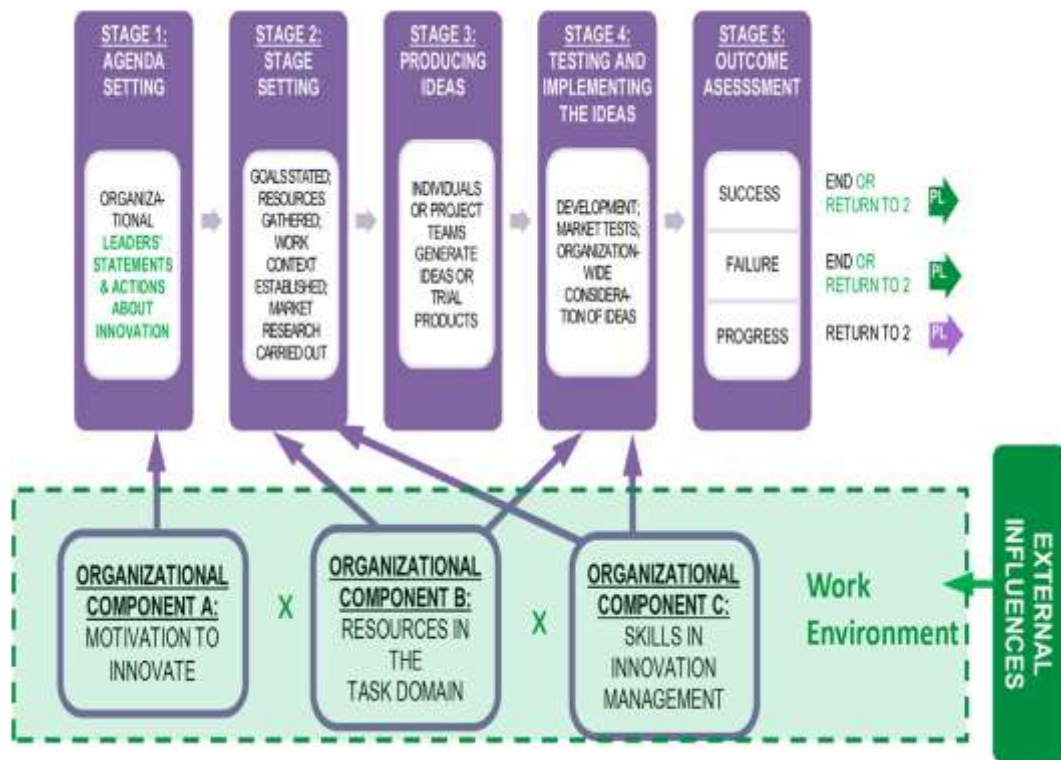


Figure 2.12: The Dynamic Componential Model of Innovation

(Just the main effects are shown. Remember that purple objects represent the 1988 componential model. Green items indicate updates or changes.)

Source: Amabile and Pratt (2016)

Finding the objective to be accomplished or the issue to be resolved is step one in the innovation method. When it comes to organisational innovation, the organisation's strategic imperative, a choice made at its most senior level to move forward with a specific opportunity, can start this step in the procedure of programme formulation. An emerging emergency may additionally act as the catalyst, as it happens outside the regular strategic organising procedure. Getting ready for the optimal procedure is stage two.

Defining the project's task framework, identifying the initiative's overarching aims, and assembling individuals and information regarding markets thought essential to its execution are all part of this innovation organisational stage setup process.

Creating opportunities is stage three. The outputs of the finished innovative efforts of the person or group of people engaged with the undertaking comprise the only ideas produced during this stage of the innovation organisational stage. In the fourth stage, opportunities are assessed. In organisational innovative thinking, evaluating and putting the ideas into practice entails all pertinent organisational divisions assessing the concepts put forth by individuals or teams and thoroughly implementing each of the suggested ideas. The organisation makes decisions in stage five, which is referred to as outcome assessment based on the findings of stage four. A crucial component of the result assessment phase is a feedback cycle, which allows the evaluation to return to a previous procedure step.

2.5.4.2 Public Sector Innovation Facets Model

Two elements determine an innovation portfolio's features (OECD, a2020:42): Does the innovation have a purpose? Does it have a specific goal in mind, or is it primarily focused on finding and reacting cautiously or spontaneously to alteration that comes from the outside? Does the innovation handle much ambiguity? Is the setting, for instance, one of entirely uncharted territory being explored, or could it be where the problem and circumstance are somewhat comprehended? These two elements lead to the emergence of four aspects see Figure 2.13.

The unique characteristics of each component are discussed hereunder (OECD, a2020:43). Enhancement-oriented innovation improve procedures, increases productivity, yields superior outcomes, and expands upon pre-existing frameworks without undermining the system. Without following a predetermined path, adaptive innovation explores and develops novel ways to address a changing operational setting and citizens' demands. With

mission-oriented innovation, a limited-in-time problem is addressed with an explicit objective and overall purpose. Anticipatory innovation investigates and addresses new problems that could be unknown but can potentially influence future commitments and priorities.

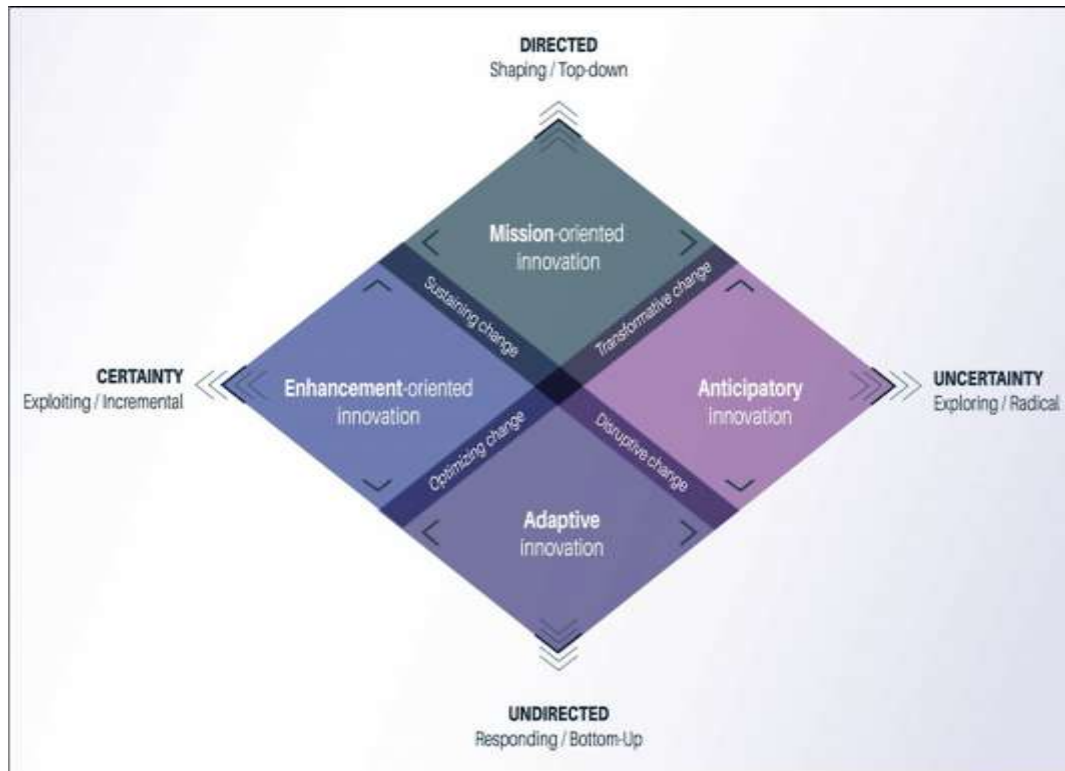


Figure 2.13: Public Sector Innovation Facets Model

Source: Organisation for Economic Cooperation and Development (a2020:43)

An organisation's ability to provide a cogent explanation of its innovation process is uncommon (Mulgan, 2014:4). Mature positions, budgeting techniques, and assessment techniques are few. Instead, new methods are usually developed in a far more capricious manner. This results in implementing novel concepts from above without sufficient study and development, innovative but disjointed regional innovation, and dependent on virtual markets instead of radical innovation. Various degrees of unpredictability will surround public sector innovation, and such settings will

call for various approaches, techniques, and forms of dispersion and distribution.

2.5.4.3 Innovation Process at Local Municipal Level

The more significant part of innovations at the regional level of municipalities are incremental in that they only involve minor adjustments to current procedures or procedures. Although they seldom alter organisational structures or cause operational turbulence at the level of municipal governments, incremental innovations are essential to the ongoing quest for better services for the public (South African Local Government Association [SALGA], 2018:7). Figure 2.14 shows the phases of the municipal innovation journey. Phase one focuses on the identification and commitment to innovation by most senior leadership. This stage emphasises how crucial it is to develop the vision, objective, and path that will be followed on the innovation path.

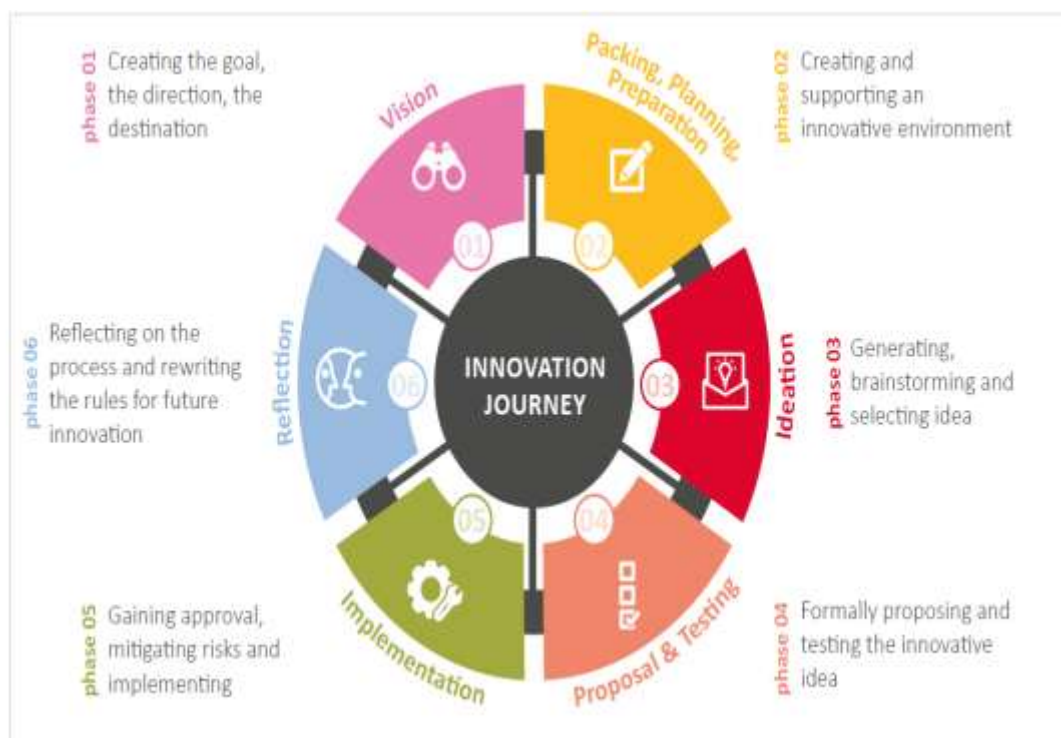


Figure 2.14: The Phases of the Municipal Innovation Journey

Source: South African Local Government Association (2018:12)

Phase one investigates how leaders create the conditions for innovation, define the vision, and enlist groups to support achieving objectives. The stage of travel involves planning, wrapping, and preparing for what is to come. Phase two focuses on the circumstances, requirements, and actions an innovator might take to foster an innovative environment. Administrators may take specific steps to create an environment conducive to innovation. When done sincerely, these acts can foster safety, permit taking calculated risks, build independence, and foster creativity. Idea development is the next step in the trip, which involves dissecting and recreating our knowledge of the goal. Phase three focuses on getting started: How can a municipality implement innovative ideas? Phase three entails the crucial action of incurring the initial numerous hazards and leaping off the innovation precipice. As innovation occurs, it is vital to stay on course to prevent the typical mistakes embryonic innovators make (SALGA, 2018:13).

The administration grants permission following the testing and proposal stages (four). The action is to start reducing the risks associated with novel concepts (execution) (Phase five). The last effort to implement innovation is phase five. The concept's acceptance and the subsequent risk-mitigation work that still needs to be undertaken are crucial at this stage. Putting the invention into practice is the last stage before achieving the objective (SALGA, 2018:14). The physical endpoint of the journey, which is equivalent to the introduction of the invention, is at the finish (The process of reflection).

Phase six examines how the innovation adventure permits a distinct viewpoint, including a thoughtful revision of the innovation roadmap and an overhaul of the guidelines for upcoming innovation. In this instance, it is crucial to consider the lessons acquired during the innovation journey and whether they will impact future tactics. The best way to utilise those lessons is to inform choices (SALGA, 2018:14). Innovative management techniques that prove ineffectual are the primary characteristic of municipal government in South Africa (Pilusa & Shipalana, 2020). There is a dearth of

local government assistance for innovation in South Africa's rural districts and local municipalities (Booyens, Hart & Ramoroka, 2018).

2.5.5 Challenges with Innovation Models

Most organisations do not often acknowledge innovation management as an issue that requires a systematic approach to solve (Dieter, 2018:105). Making sense of a complicated, unpredictable, and hazardous collection of occurrences is one of the main challenges in innovation management. Perceiving innovation as an operation that is purely driven by the market or as a conventional "technology push" approach wherein all resources are allocated to R&D despite user input; perceiving innovation solely as major "breakthroughs" while disregarding the substantial potential of incremental innovation perceiving innovation as just a disconnected alteration instead of as a component of a more extensive system; perceiving innovation as a good or process exclusively, lacking acknowledging the interplay involving the two of them (Tidd, 2006:3).

The current strategic imperative is business model innovation. However, organisations frequently struggle with reinventing themselves. They are so preoccupied with maintaining their present organisation models that they do not have the time, energy, or resources to create, evaluate, and develop novel models. Although innovation is funded, the attempts are concentrated on creating new goods and services that are offered using the organisation's models that are in practice currently and improving the efficiency of the ones that are already in place (Kaplan, 2011). Although organisations are set in their ways (fundamental competencies), they find it difficult to adjust to changes swiftly and readily in the environment (Vadastreanu *et al.*, 2015:358).

A culture of risk avoidance permeates nearly every organisation. Most managers and staff members are reluctant to take risks and would instead stick with a tried-and-true approach rather than take a leap of faith in an untested one. It feels good for them to play it securely and maintain the present model since it provides predictability. Organisations do not modify their operational plans to include new-fangled technologies (Chesbrough,

2010:358). Occasionally, it might not be easy to test out novel operational models since the current one continues to be successful. From the perspective of the immediate future, it makes sense to make investments solely in the model that is currently in place. Static inside the organisation, commitment implications, and the organisation's prevailing rationale may further hinder the innovation of business models. A manager's lack of power to allocate resources to the appropriate location is an additional obstacle to business model innovation (Schendlinger, 2023).

Organisational structures are typically complicated because they are boundary-spanning organisations that connect the organisation's technology abilities, business strategy, and innovation processes (Spieth, Schneckenberg & Ricart, 2014:242). "Is there a way to gauge innovation?" has become a frequently asked issue. Specific individuals do not think so. The breadth, complication and immateriality of innovation operations render evaluating them difficult. Quantifying innovation is sometimes referred to as "assessing the indescribable" by administrators (Jánošková & Král', 2021:2). Although public sector systems of measurement, metrics, and analytics are increasingly sophisticated, they cannot automatically imply that public sector actions result in transformation; instead, they function as characterisation instruments, modes of feedback, and warning signs indicating a requirement for more oversight and evaluation. However, assessing frequently serves as a stand-in for assessment (OECD, b2020:3).

2.5.6 Significance of Innovation

Those who exhibit innovative behaviour at work develop original concepts or fresh methods to tackle problems before putting these concepts into practice (Amabile, 1988). To remain competitive and viable in their sectors, organisations must foster innovation (Chang & Webster, 2019). An organisation's viability is determined by its employees, its organisational culture, and the system of rewards, a catalyst of innovation, and corporate leadership that supports ongoing changes (Nadrljanski *et al.*, 2016:276). Sanders *et al.* (2018:1455) emphasise the importance of innovative behaviour and how specialists and academics attempt to give

solutions to enhancing this functioning technique. As a result, some innovation advantages include more value-added, higher productivity, more excellent products, a wider choice of products, enhanced regulatory and environmental compliance, and better employee engagement and recruitment (Riley, 2015).

2.5.7 Employee Innovation in the Public Sector

Although there is not a single definition for public sector innovation, there are several characteristics that it may have in common with commercial innovation, such as the desire to improve organisational procedures, services, goods, or processes (Moussa *et al.*, 2018). An organisation's frameworks, skills, talents, rules, regulations, procedures, customs, cultures, attitudes, and other elements that together affect whether and how much innovation happens, as well as what shapes what it requires, can be viewed as an innovation system in the public sector's (Observatory of Public Sector Innovation [OPSI], 2021:3). Municipalities that innovate focus on enhancing government operations and services, see Table 2.6.

Table 2.6: Innovation in the Municipality

Type A: A highly innovative municipality	Type B: A non-innovative municipality
Encourages risk-taking through rewards	Discourages risk-taking by creating unfavourable consequences for risk-taking
Learns from mistakes collectively	Blames individuals for mistakes
Allows ideas to be tested before deciding whether they will work	Makes snap decisions and quick judgments about which ideas will work
Creates a separate innovation unit to drive innovative thinking and develop new ideas	Expect new ideas to emerge out of the blue, with no conscious processes to stimulate thought

Attracts ideas in lots of ways, via lots of different media, from different profiles of people (anonymously, openly in meetings, through events)	Either does not attract ideas at all or does so in a singular way
Results-driven	Process-driven; compliance-driven
Failure is a sign of experience and maturity	Failure is frowned upon
Investment in innovative ideas using grants or investment from other countries, municipalities, or non-governmental organisations (NGOs)	Investment in innovation using taxpayers' money exclusively
Research and development and Innovation departments incentivise innovate	No R&D department
Driven by money, fame, competition, promotion	Driven by altruism, desire to give back, recognition

Source: South African Local Government Association (2018:7)

United Nations Economic Commission for Europe (2017) justifies innovation from the private sector as not always translating immediately to the public sector; most of the time, public sector actions need prior notification and express consent from others (supervisors or various government departments). When you combine this with the need for authorised acts to adhere to set protocols, the worst-case scenario, red tape innovation, is much more challenging to carry out. Since they can only succeed and get the profits, they want by taking such risks, private sector organisation owners gladly assume the risks of uncertainty and failure that come with the territory.

Having an effective manager of the public good constitutes the benchmark in the public sector when vulnerability to potential failure is considered

inconsiderate. In contrast, the public sector is usually characterised by an atmosphere devoid of market forces and rivalry. Due to the public sector, completeness is seen as an enemy that harms. A significant barrier to innovation is the sheer number of numerous public sector organisations, especially those operating at the national level (military installations, health care programmes, and educational systems are a few examples). These organisations struggle with organisational drive and management, which are significant obstacles to innovation (United Nations Economic Commission for Europe, 2017).

Nowadays, recognised best practices for handling technological innovation do not exist (Maier, Maftai Sven & Golowko, 2016; Maier, 2018). Government building capacity is crucial to address society's multifaceted and insurmountable problems since public sector challenges are inherently complicated, cross-border, and insurmountable with conventional methods and techniques (Daglio, Gerson & Kitchen, 2015). Society's increasing expectations for a more innovative and effective public sector are putting more significant strain on the public sector and its employees (Balla, 2021). Historically, public sector organisations and welfare providers like municipalities have not been considered places for innovation (Lidman, Gustavsson & Eriksson, 2022:25).

In the broader public industry, innovation has not been well defined. Nevertheless, many characteristics are shared across national and worldwide research initiatives (OECD, 2005). In public sector business organisations, innovative HRM approaches are management initiatives to boost individual performance (Choo & Yoon, 2009). However, compared to private-sector organisations, government organisations are generally less inclined to prioritise innovative HRM approaches since government workforce administration is characterised by strict categorisation, extended tenure, and an antagonistic labour-management interaction (Wright & Kim, 2004). Mulgan (2007:6) states that innovation in the public sector focuses on fresh concepts that add value for the general population. The concepts must be at least somewhat novel (as opposed to advancements); they must

be implemented (as opposed to merely being excellent concepts); and they must be beneficial.

In Sub-Saharan Africa, multiple governments have recently explored new and innovative approaches to public service delivery, citizen engagement, and complicated policy issue solving (Bandauko, 2022). In South Africa, the public sector's innovation culture and practices are strengthened via the Centre for Public Service Innovation (CPSI). Centre for Public Service Innovation collaborates extensively with organisations, collaborators, and service delivery units to firmly establish innovation as a culture and practice in the public sector. Centre for Public Service Innovation achieves this by launching several programmes to identify and reward innovators, uncover innovation from around the public sector, showcase new ideas, jointly develop them, make duplication easier, and assist in integrating them (CPSI, 2023).

Business innovation is frequently linked to developing new goods or services. However, it may also alter the organisation's practices (BusinessVictoria, 2023). Innovation includes addressing evolving client expectations or wants, developing innovative technologies and their applications, and improving industrial procedures and systems. The goals of innovation in the South African public sector are to streamline procedures to cut costs, increase service quality and efficiency at reduced prices, increase the service delivery system's efficacy and efficiency while placing a focus on citizen interaction, create novel responses to enduring problems that various government organisations encounter and to develop innovations that enhance administrative areas Information and Communication Technology (ICT) and non-ICT systems and procedures (Republic of South Africa [RSA], 2017).

Excellent concepts, a well-thought-out procedure, and well-allocated resources are the foundation of each successful innovation. However, while choosing the best ideas, much care and detail must be taken into consideration (Țîțu, Răulea & Țîțu, 2014). The research by Lidman, Gustavsson and Eriksson (2022) demonstrates the selection process for

several innovation support techniques, encompassing concept guidance and instruction using service engineering techniques and proposal box configurations. Irrespective of the approach, the efforts encountered difficulties since there was no clear guidance on what needed to be innovated, and the innovation assistance did not extend to the application stages. There are also issues with managers entering the innovation procedures late in the process and getting an organisational willingness to engage with innovation. These results highlight the difficulties in implementing change in organisations generally, as well as the challenges in bringing in innovation and establishing supportive environments for innovation in organisations that are part of the public sector.

The term "digital innovation" has gained popularity recently in the public sector. However, it is still in the early stages of innovation governance. Various national government agencies in South Africa are attempting to implement a digital government, but the lack of a central governance structure makes the process seem challenging. The national government has established several government elements to promote innovation throughout departments. Nevertheless, there exists an absence of cooperation, which further perplexes administrators since no one has defined the responsibilities of various stakeholders to facilitate communication, exchange of concepts, and the development of an updated environment. Laws and procedures cover employee rewards, yet none is currently used (Motloun, 2022). In less prevailing institutions and structures, innovators frequently find success. Good ideas are often overlooked or obstructed. Public services are still unable to adapt to improved models. In the public sector, there is an absence of funding models for innovation inside organisations, a shortage of human and non-human resources, insufficient mechanisms for rewards, and an absence of sophisticated risk management techniques and experimental methodologies (Moussa, 2018).

The study conducted by Cinar, Trott and Simms (2018) examined four aspects of public sector innovation processes to identify barriers: categorisation, interrelations, innovation process, and kinds of inventions.

They discovered that different systems and varieties of innovation had different obstacles. Municipalities frequently struggle to use innovation to fulfil their development mandates since they lack a comprehensive collection of innovation-related data and tools to guide their initiatives. This is particularly true in underprivileged communities. Insufficient revenue bases and exclusions from identifying remedies to address their geographically marginalised surroundings are characteristics of these towns (Department of Science and Innovation; South Africa, 2023).

2.6 Research Gap

Organisations nowadays tend to follow the current trend, which is that most of them utilise traditional rewards, namely financial rewards because they think this spurs employee innovation the most. Subsequently, it has been demonstrated that numerous organisations currently fail to monitor innovation performance regardless of innovation significance as a driver for advancement (Opoku & Duah, 2019). The new order resulted in a change from cultural ethnocentrism, centred on self-praise and toward mutual respect among races. Africans intentionally chose cultural qualities that benefited their passions to substitute or supplement their traditional ones. This increased cultural interconnectedness, resulting in a new social order (Shonhiwa, 2006:3). Thus, creating a gap analysis as depicted in Figure 2.15 as specified by Finchman and Rhodes (2012:102).

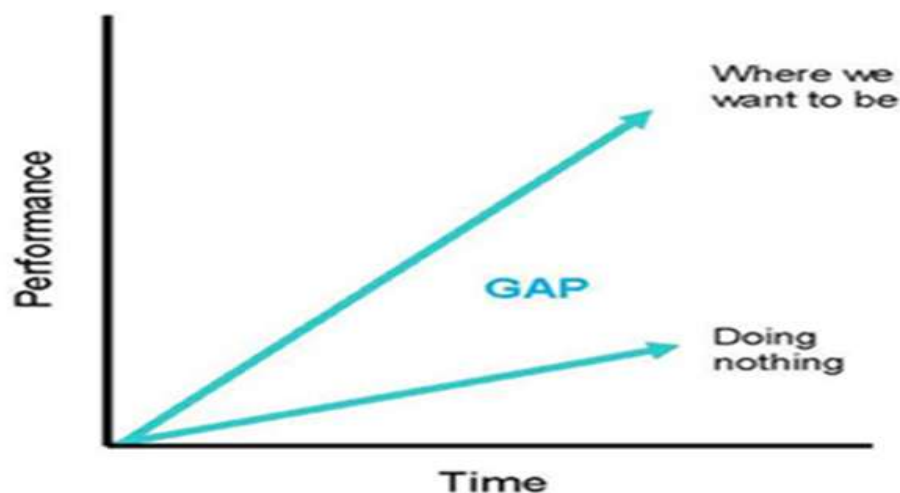


Figure 2.15: Gap Analysis

Source: Fincham and Rhodes (2012:102)

There is no guarantee that current rewards for employees will increase organisational innovative performance. Also, employee rewards unaided are not sufficient to amplify employee innovation and organisational innovation performance. Thus, this raises the significance of employee engagement and cross-cultural (individualistic and collectivistic cultures) within the organisation. As demonstrated in Figure 2.15, delivering traditional rewards in today's corporate environment creates a gap between the organisation's existing and desired level of innovative performance. Traditional rewards are no longer relevant in today's environment. Organisations may utilise gap analysis to determine where the gaps are.

Most existing studies on employee rewards focus on the impact of employee rewards on employee performance (Mazllami, 2020; Nweze, 2022), employee retention (Barros *et al.*, 2020; Ojediran & Adebayo, 2023), employee attraction (Turnea, 2018; Turnea *et al.*, 2020), and employee productivity (Salman & Yinusa, 2022; Uzochukwu *et al.*, 2023) and are based on the private sector. The gap in this study stems from the lack of prior empirical research on the modern total rewards system for employee innovation performance. Research on the analysis of the modern total rewards system has never been carried out before, and research that focuses on employee engagement as a mediating variable and individualistic and collectivistic culture (cross-cultural) as moderating variables on employee innovation is limited. Cross-cultural comparison of innovation in the public sector has never been studied.

Asymmetry of study on this topic restricts an organisation's capacity to design reward systems that promote employee engagement, thus encouraging innovation. Accordingly, organisations create and use reward systems poorly and inappropriately administered to promote employee innovation. Reddy (2023) emphasised that the simplicity and adaptability of a computerised reward system are absent from traditional rewards, which have a restricted reach. Traditional reward systems use an approach based on a hierarchy that gives assessed talents greater prominence than they

deserve. In contrast, digital platforms use instantaneous information to analyse metrics for achievement, eliminating bias and mistakes.

2.7 Conclusion

The literature is disparate, and this study's results are inconsistent. This section provides comprehensive literature on this study's theoretical and empirical reviews. Successful organisations have a clear mission, shared values, and an excellence-focused strategy (Werner, 2017:20). Specific approaches to achieving excellence include employee engagement, rewards, and instilling commitment through employment experience (Werner, 2020). Meaning there are two critical elements to creating reward systems.

The initial consideration relies on analysing employee preferences for different reward types to create a reward system that satisfies the needs of employees, with an emphasis on what is preferred of highly qualified and knowledgeable employees, that is, the employees who contribute most to the achievement of the organisation's performance goals and maintenance of a high level of competitiveness. The rules governing reward systems are as follows: they must be based on the principles of internal equity, which states that rewards should be given out without regard to performance, position within the organisation, duties, experience, and credentials; they also have to depend on the concept of external equity, which states that rewards should be comparable to those given out in the labour market, and the organisation must financially support them (see Figure 4.1 in chapter four) (Marin, 2021).

Horváthová and Mikušová (2011) emphasise that it takes work to create an equitable, competitive, and inspiring system of employee compensation. There are several employee compensation schemes; the selection of a compensation plan is left to an organisation. Although most organisations cannot compensate each employee individually, they should always make every effort to ensure that the compensation system is "made to measure" the actual circumstances of the business while also taking the internal policies and corporate culture into account. Employers should consider

implementing a robust reward system that recognises and celebrates employee contributions and achievements to maximise the benefits of employee rewards. It has been shown that extrinsic rewards have a short-term effect on employees' behaviour while intrinsic rewards affect it in the long term.

Employee engagement increases in response to higher rewards and decreases to lesser rewards (Sadilla & Wahyuningtyas, 2023). Employee rewards play a crucial role in enhancing employee engagement. When employees feel valued and appreciated, they are more likely to be engaged in their work and perform at a higher level. Employee rewards can help create a sense of purpose and belonging, increasing employee engagement. There is a conundrum involving employee rewards since researchers have divergent opinions on the correlation between employees' rewards, employee engagement, and employees' innovation. Employee rewards significantly positively and negatively impact human behaviour and innovative performance. However, due to individual needs, employees may react to rewards accordingly.

Employees want stability, consistency, and security in foundational rewards (Towers Watson, 2012). The rewards strategy is a clear channel for expressing the organisation's goals and a master plan for organising and carrying out new initiatives. It may be a vital part of the organisation's employee marketing (Sibson Consulting, 2016:1). Employees rewarded for their innovative ideas are likelier to develop innovative solutions to problems. Employees anticipate a clear relationship between their contributions and what the organisation offers them (Hay Group, 2015). High-performing organisations manage their reward practices in ways that enable them to accurately predict what innovations will work best and ensure that what they are doing now delivers the expected results (Armstrong, Brown & Reilly 2009). This section has provided literature on employee rewards, focusing on critical theories, constructs, concepts, and empirical evidence of the financial and non-financial aspects of employee rewards and employee innovation in an organisation. The following chapter examines employee engagement in an organisation.

CHAPTER THREE: THE ANALYSIS OF EMPLOYEE ENGAGEMENT

3.1 Introduction

The previous section has provided literature on employees' rewards, focusing on critical theories, constructs, concepts, and empirical evidence of financial and non-financial aspects of employees' rewards and innovation of employees in an organisation. This chapter focuses on the mediating variable: employee engagement in an organisation. It focuses on the employee engagement construct, the science of employee engagement, the employee engagement process, types of employee engagement, constructs of employee engagement, employee engagement models, employee engagement measurement, contemporary obstructions to employee engagement, and employee engagement on employee innovation. Similarly highlighted are the discrepancies found in the literature and the uneven outcomes.

3.2 Employee Engagement Analysis

By applying the theory of the role by Goffman (1961), it can be shown that the concept of employee engagement is not new; throughout duty performances, people briefly bond with and distance themselves from one another. Inspired by Goffman's (1961) research, Kahn's (1989) study, which used the term "engagement" for the very first time, occurred in a research project that appeared in the theory of the Role Academy of Management Journal Article "Psychological Conditions of Personal Engagement and Disengagement at Work". Examining the works of Gilbreth (1914), Mayo (1933), and Taylor (1911) to trace the background of management revealed the origins of the idea of employee engagement. The topic of modern employee engagement has drawn the attention of several academics (Bakker, Albrecht & Leiter, 2011; Bledow *et al.*, 2011; Hallberg & Schaufeli, 2006; Robinson, Perryman & Hayday, 2004; Saks & Gruman, 2014; Welbourne, 2007). Contrarily, Saks's (2017:76) engagement surveys still

show a global fall in employee engagement and growing employee alienation.

3.3 Employee Engagement Construct

"Employee engagement" refers to an employee's level of dedication, interest, and enjoyment in their position (Robbins & Judge, 2017:117). Employee engagement refers to an employee's "wholehearted emotional investment" in the work he/she does for an organisation, and the drive inspires the workforce to work more efficiently and effectively (Werner, 2017:352). "Employee engagement" describes how invested an employee is in his/her employment. How loyal they are to their employer (Noe *et al.*, 2015:25). These three criteria are used in this research since they are appropriate and consistent with its theoretical framework. Employee engagement at the municipal level is essential for improving service quality and raising people's economic status.

3.4 The Science of Employee Engagement

Organisations must develop a connection with their workforce to provide an atmosphere where their employees can perform effectively and produce business outcomes. This entails giving employees adaptable and tailored expertise in the field that acknowledges that both their professional and personal needs differ depending on their personal and professional situations and providing a configuration and framework for engagement that enables them to plan and implement, intentionally carry out, and regularly review their health while dealing with those situations (see Table: 3.1), (Deloitte, 2019:5).

Table 3.1: Then Versus Now Versus Tomorrow

Then	Now	Tomorrow
Wellness programmes are offered to improve	Programme offering shift to well-being, to	Purposeful workforce engagement strategy,

workforce health and drive down costs.	address the workforce's physical, financial, mental, and social needs; single silo vendors provide services to address elements of these pillars.	highlighting rewards, well-being, and recognition programmes customisable to meet personal needs.
Programmes are available for workforce utilisation; impact is measured based on aggregate healthcare cost savings.	Programmes are delivered through a myriad of disjointed providers.	An optimal employee experience is created and delivered through a single, connected platform that provides meaningful insights and "next step" action items to meet the employee's goals and business objectives.
The primary driver in offering programmes is the return on investment (ROI).	The primary driver in offering programmes is "check the box" responsiveness to the well-being trend.	The primary drivers are sustained engagement and long-term loyalty.
Communication is broad and delivered as part of open enrolment.	Communications are decentralised and driven by programme and programme providers.	Communications are specifically branded, timely in delivery, holistic in approach, and personalised to the needs and interests of each employee.

Source: Deloitte (2019:5)

Organisations risk long-term investments in employee engagement and general economic performance when focusing only on short-term financial gains. Planners and executives are inclined to focus on fast victories even though they do not serve the organisation's long-term best interests if there is no motivation, perceived benefit, or support for strategic, long-term thinking (Fierce, 2023). To increase engagement, organisations must learn experimentally what factors affect employees' levels of engagement (Lavigna, 2019:11).

Competence, autonomy, and relatedness are the three primary human wants discussed in the literature on SDT ever since the 1970s, according to the research of social psychologists Deci and Ryan (1985) and Ryan and Deci (2000). Dopamine, serotonin, and oxytocin are feel-good hormones released by the brain after a successful or satisfying job experience. Lederman (2018) applies this insight to the workplace values of respect, purpose, and connection in his book "CRAVE: You Can Increase Employee Engagement in Ten Minutes by Friday" (see Table 3.2).

Table 3.2: The Science of Employee Engagement

The Science of Employee Engagement		
Psychology: Self-Determination Theory	Human Biology: Brain Chemistry	CRAVE workplace motivators
Competence	Dopamine	Respect
The feeling that one is good at one's job and can achieve mastery.	A pleasurable feeling is produced when one is recognised for good work (social reward).	Appreciation for the work people do.
Autonomy	Serotonin	Purpose

Understanding the context for work about the organisation provides self-motivation to complete tasks.	The neurotransmitter that regulates mood increases when one feels valued, appreciated, and understands the purpose of our work.	Reinforcement is needed to ensure that the work has a purpose, makes a difference, and is relevant to the organisation's mission, values, and goals.
Relatedness	Oxytocin	Relationship
They are interacting and connecting with colleagues and customers, showing caring.	Feeling calm and closeness is produced when trust and kindness are present.	Strong connections with people at work, especially managers and supervisors.

Source: Bersin (2023)

In human resources, "employee engagement" is often used as a catch-all phrase to group related concepts into one overarching domain of "people strategy" (Court-Smith, 2016). However, the issue is sliding and incoherent: for instance, just thirty per cent of employees are proactively involved in their work, and then when defining the word "employee engagement", it is portrayed as a comprehensive term (Rayton & Dodge, 2012). Werner (2017:352) emphasised that very controlled environments with limited space for innovation, independence, or individual responsibility prevent employees from becoming engaged.

3.5 Employee Engagement Process

Rarely did employees quit a whole organisation; instead, they quit their manager. The reason is that management did not engage them in the organisation's management (Sturgess, 2015). The essential elements of how much employees earn by committing their efforts and time to attaining organisational objectives are rewards and labour conditions (Ashraf, 2019;

Chen *et al.*, 2017). However, not all rewards will result in the results employers hope for (Romsey, 2023).

Many organisations neglect the critical issue of low employee engagement; hence, ineffective employee engagement has become a fundamental issue (Kamselem *et al.*, 2022:35; Price, 2020). According to Stein *et al.* (2022:2), the most efficient levers managers can use right now to increase employee engagement are (a) assisting employees in making connections between their work and their values, (b) creating some less strenuous and much more pleasurable working atmosphere, and (c) adding adequate period off for accumulation to financial rewards.

Lavigna (2013) provides a method for assessing employee engagement via frequent surveys and improving that engagement over time. Below is a summary of his model of the process (see Figure 3.1):

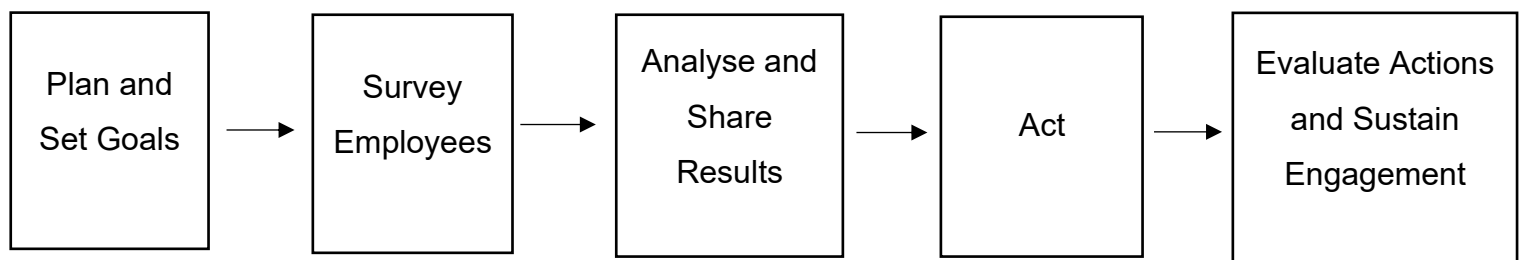


Figure 3.1: Employee Engagement Process Model

Source: Lavigna (2013)

Plan the survey: Make choices about the survey's target audience, its questions, its mode of administration, and its analysis methods. Conduct the survey: Create the survey throughout or adapt an existing one, and either handle the administration personally or employ a third party. Provide both online and printed copies of such surveys and try to verify that staff members devote themselves to filling them out. Report and analyse the results: Examine the data item by item to find the weak spots and think about letting employees elaborate on their answers so you can learn more about their perspectives.

Act: The degree of participation might be lowered if no action is taken in response to the survey findings. Gather staff from different departments and levels to create a specific group to analyse data, make suggestions, and draft comprehensive, actionable plans. Evaluate and Sustain Engagement: Regular surveys should be used to gauge employee satisfaction. Sustaining and enhancing involvement should be everybody's responsibility, even leadership.

3.6 Types of Employee Engagement

According to Sinclair (2021), there are two primary components to employee engagement: work engagement and organisational engagement. Work engagement is defined by Schufeli (2012) as participation in day-to-day activities, dedication, passion, absorption, dedication, concentrated effort, and energy. Employees' emotional connection to the organisation and its objectives is the main emphasis of organisational engagement (Sinclair, 2021). Tenney (2021) believes that in the modern, hybrid, and remote workplace, financial rewards and on-site workplace benefits are less critical to keeping employees engaged than they formerly were.

As a result, managers are at a loss about how to engage their teams in the face of this "new normal." There are three types of employee engagement (Morrison, 2022; Patel, 2022): Actively engaged employees: Employees are dedicated to their work and share the vision for the organisation's future. Not Engaged: Rather than using a proactive strategy to accomplish more than necessary, these employees focus only on completing the job. Actively disengaged employees: These employees tend to underachieve, are disgruntled, and have a negative attitude toward the organisation.

3.7 Constructs of Employee Engagement

Employee engagement is dynamic and can be explored using innovative methods when integrated with contemporary digital technologies. It can be a key component in transitioning to a human-centred approach that balances people's welfare and performance (Boccoli, Gastaldi & Corso, 2022). Table 3.3 delineates the constructs of employee engagement.

Table 3.3: Constructs of Employee Engagement

Construct	Researchers
Cognitive drivers	Shuck and Reio (2013); Mone and London (2011); Gallup (2011); Brown and Leigh (1996 in Shuck & Reio, 2013:3); Fredrickson (1998; 2001 as cited by Shuck & Reio, 2013:4); Kahn (2010 in Shuck & Reio, 2013:4); Collins (2014); Treasury Board of Canada Secretariat (2011)
Emotional engagement	Shuck and Reio (2013); Hughes and Rog (2008); Gallup (2011)
Behavioural engagement	Shuck and Reio (2013); Johnson (2011); Shuck, Reio and Rocco, (2011); Parkes (2011); Vance (2006); Shroeder-Saulnier (2014); Vance (2006)
Feeling valued and involved	Johnson (2011); Shuck <i>et al.</i> (2011); Gallup (2011); Konrad (2006); Robinson, Perryman and Hayday (2004)
Having an engaged leadership team	Johnson (2011); Mone and London (2009); Kanaka (2012); Gallup (2011); Brunone (2013); Aon Hewitt (2013); Crim and Seijts (2006); Mone <i>et al.</i> (2011)
Trust and integrity	Hughes and Rog (2008); Mone and London (2009); Gallup (2011); Covey (2009); Mone <i>et al.</i> (2011); Schroeder-Saulnier (2010)
Nature of my job	Hughes and Rog (2008); Kanaka (2012); Gallup (2011); Custominsight (2013)
The connection between individual and organisational performance	Hughes and Rog (2008); Kanaka (2012); Mone and London (2009); Gallup (2011)
Career growth opportunities	Hughes and Rog (2008); Mone and London (2009); Kanaka (2012); Gallup (2011)

Stress-free environment	Kanaka (2012); Aveta Business Institute (2014)
Change management	Kanaka (2012); (Dicke, Holwerda & Kontakos 2007); Vance (2006)

Source: Imandin, Bisschoff and Botha (2014)

The topic of employee engagement is very controversial, with advocates and detractors on both sides (CIPD, 2021:2). A pressing concern for many organisations, particularly in this aggressive corporate climate, is employee engagement (Abiwu, 2021:94). Employees' active involvement is hindered by several factors, such as their sexuality, professional skills, market situation, rival's attractiveness, recommendations, economic needs, age, educational, opportunity growth needs, and the quality of management (Gowda & Siddegowda, 2018:19). Every employee has the right to the most significant pay, perks, and acknowledgement for their achievements. Rewards, bonuses, salary raises, recognition for noteworthy accomplishments, and other financial advantages justify wages and perks. As indicated by their productive efficiency, some rewards are guaranteed compared to others, and all employees should be fully aware of this. You may increase innovation and morale by implementing an employee engagement strategy incorporating rewards (Vuong & Nguyen, 2022:7).

3.8 Employee Engagement Models

Encouraging employees who will eventually remain devoted to the business for a very long time is a challenging undertaking (Kumari & Yelkar, 2022:19). An employee engagement model is a road map that outlines how to instil a sense of worth, authority, and productivity in employees. It is the foundation of an organisation's culture and entails implementing policies and appropriate management and senior leadership behaviours (Thompson, 2021). To assist organisations in creating their employee engagement system, each model incorporates elements of the dramatic frameworks of organisational behaviour and human resource management (Perumal &

Umarani, 2021:667). Although several employee engagement models are available, this study presents three of them: Aon Hewitt's engagement behaviour model, Deloitte's employee engagement model and the job demands-resources (JD-R) model of employee engagement. These engagement models are chosen because they correspond with this study.

3.8.1 Aon Hewitt's Engagement Behaviour Model

Based on Aon Hewitt, engagement is the mental and emotional condition that inspires employees to produce their best work. The Aon Hewitt approach looks at organisational antecedents in addition to the involvement level of the person (Aon Hewitt, 2012). Aon Hewitt (2015) presented the Engagement Behaviour Model and the Aon Hewitt Model of Employee Engagement (see Figure 3.2). Twenty-two organisational factors are often linked to six engagement drivers (see Figure 3.3) (Aon Hewitt, 2011).

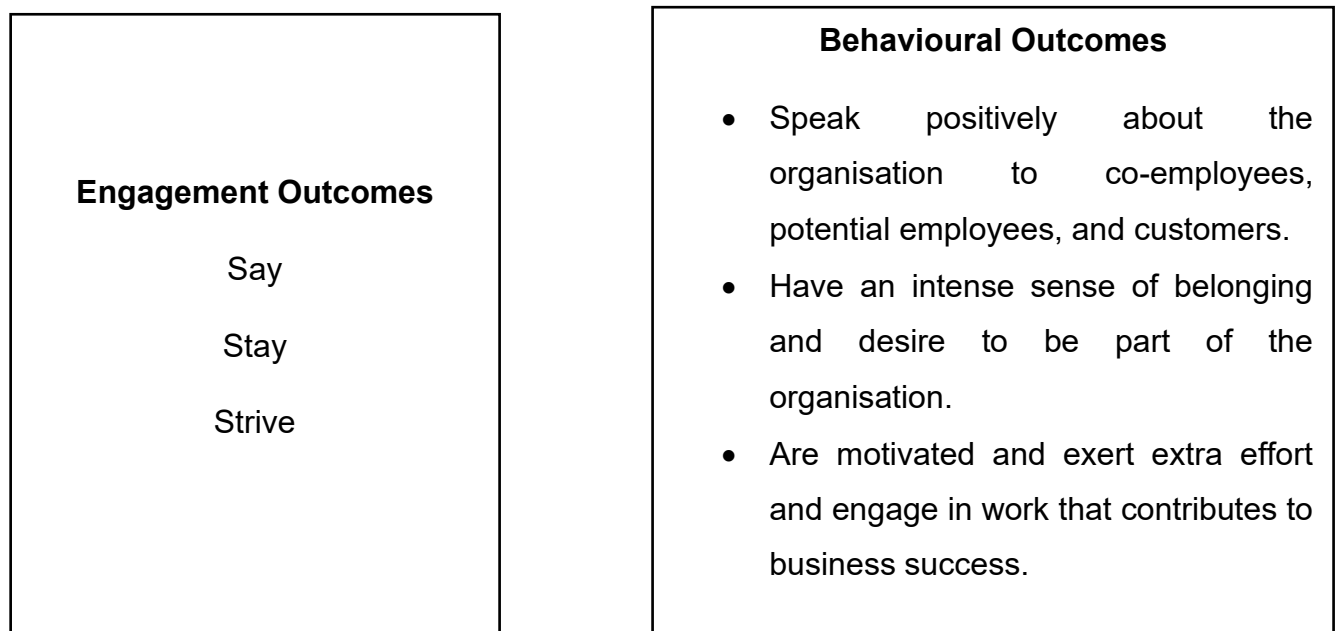


Figure 3.2: Aon Hewitt's Engagement Behaviour Model

Source: Aon Hewitt (2015)

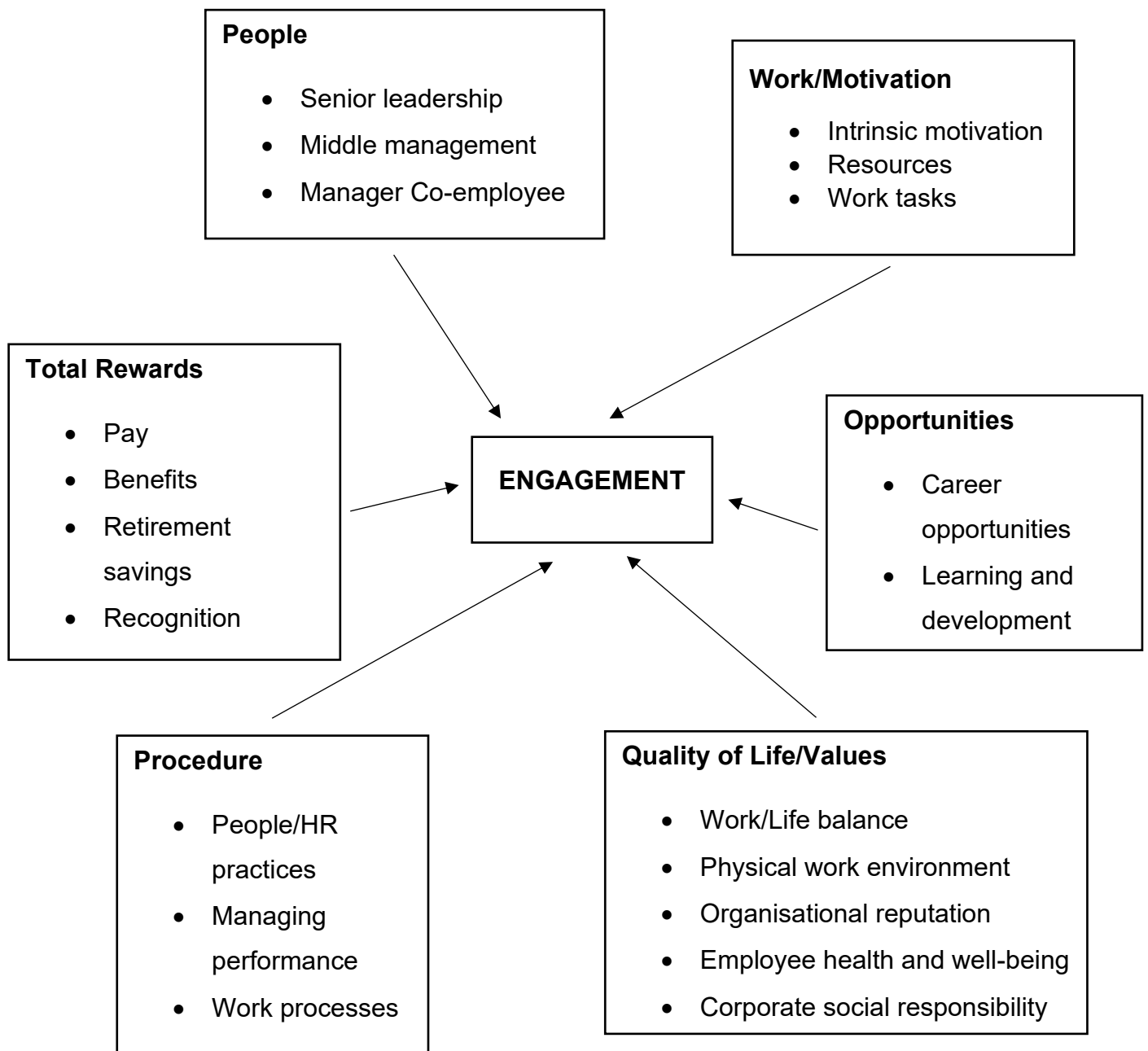


Figure 3.3: Aon Hewitt's Model of Employee Engagement

Source: Aon Hewitt (2011, 2015)

"Emotional self- and cognitive engagement" is the condition that motivates employees to perform at their highest level. Client fulfilment, sales growth, and beneficial behaviours are examples of outcomes that are advantageous in the organisation, as demonstrated by the conduct of engaged employees. Engagement represents a psychological condition in nature and behaviour. The engagement model does more than gauge how satisfied users are with each of these factors. Based on their initial performance and prospective effect, the model ranks the areas for growth in order of importance. The idea that engagement drivers are interconnected and do not function independently is another fundamental tenet of the engagement model (Aon Hewitt, 2012).

Twenty-two organisational factors are often linked to six engagement drivers, contributing to an individual's organisational engagement. However, aside from the persona component, the human aspect produces results. Because of this, the people component is the one that drives the other aspects the most. The engagement drivers cannot succeed alone; they are connected. Research by Aon Hewitt (2010) has consistently demonstrated that highly engaged individuals in the top ten per cent display superior quality, efficiency, and customer satisfaction at an intensity many times higher than that of actively disengaged people.

3.8.2 Deloitte Employee Engagement Model

Deloitte's employee engagement model (2015) focuses on five elements that drive employee engagement in an organisation; see Table 3.4. These elements are discussed hereunder: Make work meaningful: Job-person compatibility is the primary and maybe most crucial component of employee engagement. An organisation must ensure that individuals have meaningful work, the resources and freedom to thrive, and that qualified individuals are hired for the appropriate positions. Foster excellent management: High-achieving managers set straightforward objectives, ensure they are forthcoming and unambiguous, and review them frequently.

Table 3.4: The Simply Irresistible Organisation

Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration
A focus on simplicity				

Source: Deloitte (2015)

Establish a flexible, humane, inclusive workplace: Flexible and open Organisations significantly affect employee engagement. Make a social atmosphere where peers may recognise one another, relieving management of the role of arbiter and arbiter in employee recognition. Leaders must overcome their unconsciously held prejudices and do their hardest to listen, hold transparent dialogue spaces, and support individuals from various backgrounds, including gender, country of origin, years of age, and race, who value inclusion ideals and hearing. Create ample growth opportunities: It is a complicated and systemic problem for establishing future possibilities.

The initial prerequisite is the availability of both structured and unstructured opportunities for growth that enable individuals to acquire knowledge of work duties, complete developmental obligations, and get assistance when needed. It entails creating a culture of education and encouragement, allocating space for individuals to gain knowledge, creating onboarding, and managing transition programmes. An organisation must respect and support what is known as the assisted advancement of talent. Organisations need to examine their management and leadership approaches to ensure accessibility, growth, and continual development are rewarded. Establish vision, purpose, and transparency in leadership: Establish a clear mission and open lines of communication throughout the entire organisation.

3.8.3 Job Demands-Resources Model of Employee Engagement

An overarching work engagement model may be created by organising the evidence on the causes and effects of employment engagement (Bakker & Demerouti, 2007:218). Figure 3.4 shows an illustration of the JD-R model of job engagement. According to the JD-R model, all jobs have similar hazards and potential for improved or decreased functioning and good health. Job demands and resources are the two main categories into which these traits may be separated. Job demands are characterised as "those organisational, interpersonal, or physical demands of the job that are linked

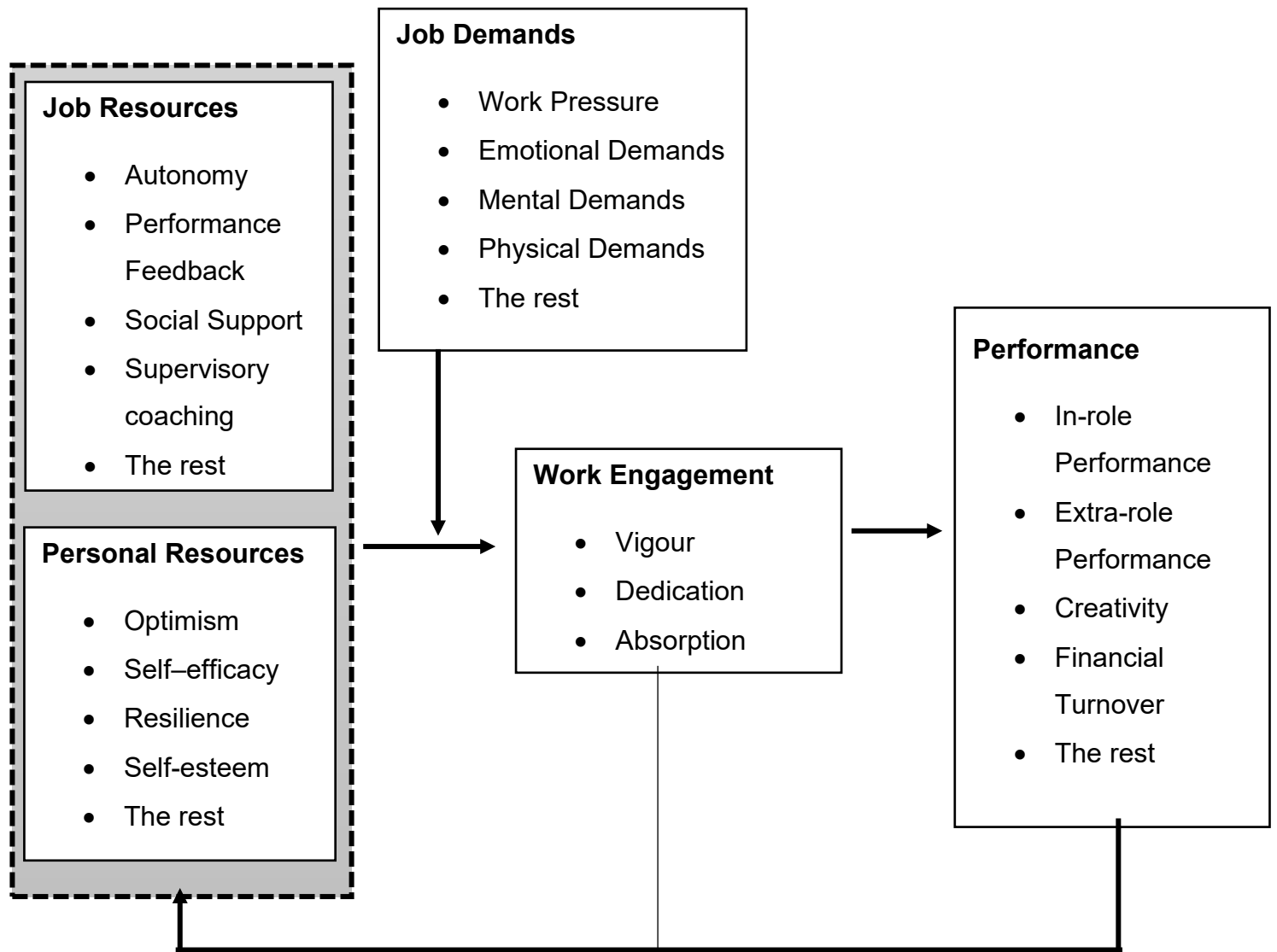


Figure 3.4: The Job Demands-Resources Model of Work Engagement

Source: Bakker and Demerouti (2007)

with specific physiological and psychological costs because they demand prolonged mental as well as physical exertion" (Demerouti *et al.*, 2001:501). Job resources can be described as "those organisational, interpersonal, or physical elements of the job that can accomplish any of these things: (a) be useful in accomplishing objectives; (b) lessen the physical and psychological costs of the job; (c) promote personal development" (Demerouti *et al.*, 2001:501).

As is evident, Bakker and Demerouti's (2008) assumption is that work engagement is predicted by employment and individual assets, either separately or in combination. Furthermore, although job requirements are substantial, work and private assets notably positively affect engagement. Performance on the job is positively impacted by work engagement. Ultimately, motivated staff members who do quality work can produce unique assets that lead to more engagement and a cycle of beneficial feedback. While these factors are considered mainly by employees in governmental organisations, the model creators paid little consideration to elements like values, decision-making involvement, and job security (Abrishamirad, Kordi & Abbasi, 2021; Hallberg, Johansson & Schaufeli, 2007; Seijts & Crim, 2006; Vanam, 2009).

Schaufeli (2017) claimed that the JD-R model may guide an organisational development approach that boosts job engagement and avoids burnout. Due to its comprehensiveness, which encompasses simultaneously an adverse stress phase and a positive motivating process, the model is well-suited for this usage. Given that it combines a human resource strategy (boosting work motivation and engagement) with an environmental wellness approach (lowering workplace stress and burnout), this balanced approach is a valuable tool for "selling" the concept to organisations.

3.9 Employee Engagement Measurement

Organisations must measure their current state before implementing effective initiatives to increase engagement (Gallup, 2023). The level of employee engagement can be determined by measuring engagement, which also serves as a benchmark for assessing techniques used to

increase engagement (Feather, 2008). Measuring engagement is one way to determine the effect of people on organisational effectiveness and to observe how internal systems and programmes can increase engagement (Werner, 2020:424). Werner (2020:424) has outlined four processes to evaluate the effect of engagement and guarantee that the outcomes are utilised to improve the organisation's performance: Step one: Utilizing psychological and behavioural outcomes as a starting point, measure employee engagement. Retention, commitment, devotion, and enthusiasm are essential factors. Step two: Coincide the survey findings to performance information about strategic objectives in step two. Step three: Put transformation strategies into practice while concentrating on the main factors influencing employee engagement. Step four: To reassess engagement and contrast the outcomes with the initial assessment.

3.10 Contemporarily Obstructions to Employee Engagement

Sinclair (2021) states that there is a chance that employees who are employed remotely from the main headquarters may become disconnected from communications. This knowledge gap directly impacts employee motivation and engagement. The inherent isolation of being a remote employee is one of the main obstacles to establishing and maintaining employee engagement. Business executives often find it simple to concentrate on the employees they encounter daily rather than on fostering a sense of belonging. Losing sight of the culture of the workplace is a real worry for employees who need to know whether their endeavours matter to the organisation. When corporate objectives are not aligned, remote employees risk feeling that they are working alone instead of being a component of a more significant effort to succeed.

A deficient or absent work-life equilibrium precedes deficient levels of engagement. Many employees who utilise the remote employment paradigm expressed dissatisfaction about their employers' or bosses' disregard for their time at home (Pai, 2022). Inequity, especially in compensation and reward structures, extremely demanding work with no room for discretion or independence, ineffective line management

techniques, bullying, and a prolonged period of uninterrupted work with not a moment's respite (Robertson-Smith & Markwick, 2009:39). Evaluating and encouraging engagement, employees' lack of knowledge about the key areas that their organisation wants to monitor and enhance can cause more issues (Saks, 2017).

3.11 Significance of Employee Engagement

Employee engagement is one of the most critical factors in an organisation's success. Employee engagement is correlated with increased motivation, output, and dedication to the job. This enhances their output, fosters a productive workplace, and advances the organisation's success. Work performance is the foundation of motivation and is essential for employee, group, and total organisational growth (Meyer & Krüger-Pretorius, 2018:1699). Employees with high engagement levels often perform well since they feel good and do not see their job as a burden (Muliawan, Perizade & Cahyadi, 2017). Employee loyalty increases with employee engagement, which lowers the desire to willingly quit the organisation (Hermawan, Thamrin & Susilo, 2020).

Sustainable connections formed based on long-term engagement will enable employees and organisations to perform and prosper as younger employees join the market, and their demands change daily. When executed correctly, employees will reward the organisation with excellent performance, enduring loyalty, and brand awareness to lure and retain high-talent future employees (Deloitte, 2019:6). An engaged employee is somebody who is deeply invested in their job in a manner that they are concerned about results, make a deliberate effort to accomplish, and are self-motivated to perform at the best level; hence, driving employee engagement is driving success (Simply Thank You Corporate, 2023:4). As the success of employee innovation depends on both employee rewards and employee engagement organisations must understand the dynamics of employee innovation as employee rewards and employee engagement impact employee innovation. The section below focuses on employee innovation in an organisation.

3.12 Employee Engagement in Employee Innovation

Human resource professionals are becoming increasingly interested in employee engagement. However, this happens in the private sector. Public sector services encounter significant hurdles. Arguably, the key to overcoming these difficulties is having engaged public employees (Eldor & Vigoda-Gadot, 2013:8). In the public sector, lack of involvement due to poor compensation and rewards programmes tends to bring about disengagement and aggressive behaviour by employees (Koodamara & Thomas, 2017). The constantly changing environment of modern business means that several factors play a crucial role in determining the success of an organisation. Two such factors are employee engagement and innovation performance. Employee engagement increases the likelihood that they will spur innovation, question the conventional wisdom, and support the growth of the organisation (Shkurti & Mustafa, 2024). Many organisations rarely (when systems and processes fail) or routinely (though they engage in innovations with no collaborative or tactically advantageous collaboration) engage employees in the innovation processes (Stachová *et al.*, 2018).

According to Swaroop and Dixit (2018), organisational success depends on studying organisational behaviour that fosters innovation since innovation cannot occur without employees' involvement. Employee participation is impossible in a highly structured environment where there is no room for individuality, innovation, or accountability, according to Werner (2020:423). Employees allowed to innovate are more likely to be involved in the organisation. Every organisation's performance largely depends on its ability to engage its workforce (Shailashri & Shenoy, 2016). Since innovative behaviour is inclined to be displayed by engaged employees (Ghani *et al.*, 2023). Design activities, clarification, and execution of services are critical to the running of an organisation and employee engagement. Pedraza, Mesa, and Gaviria (2016) believe that innovative behaviour is driven by engagement and, in the present scenario, is typified by sentiments of duty and autonomy (engagement - innovation) as well as a sense of ownership and belonging (engagement - managing family the organisation). According

to Dixit and Upadhyay's (2021) research, innovative work practices and employee engagement are directly related. Another of the materials, job autonomy, directly impacts innovative work practices; employee engagement has no mediating influence. Employee engagement is the channel via which rewards influence innovative work behaviour instead of directly impacting it.

Knox and Marin-Cadavid (2022:2043) label two practices for fostering employee engagement in public service initiatives for innovation – *structural* and *embedding*. Structural approaches, which were substantial and intended to rearrange organisational procedures to facilitate engagement, were implemented by executives and upper management from organisations with oversight of resources and decision-making authority. These behaviours either allowed or prevented employees from participating in innovation efforts. Organisations that wanted to increase employee engagement sought to free up additional resources and restructure organisational structures and work routines. Practices that limited involvement included separating organisational units to hinder straightforward engagement and restricting resources. Embedding approaches sought to either encourage or discourage innovative involvement. Instead of structural procedures, these discrete activities aimed to shape people's opinions of the innovation endeavour. The strategy involved advocating the effort, customising it to the organisation's environment, and utilising visual support to coordinate and energise people at all levels. Inadequate preventative procedures, such as trash-talking and promotion within the organisation, were identified as unfavourable.

Innovation is critical in helping organisations thrive in today's fiercely competitive and dynamic commercial environment. By emphasising employee engagement, organisations may best preserve innovation by integrating it into their culture. Innovation and employee engagement are mutually reinforcing; innovative organisations have higher employee motivation and engagement rates, while engaged staff members have a greater capacity to be innovative (Rao, 2016). Lukić-Nikolić, Brkljač and Mirković (2021) suggest that employee engagement is a powerful driver of

workplace innovation. They have a genuine need and drive to continually innovate to improve the quality of their products and services, improve marketing efforts, sales, maintenance, and entire client experience, and increase income. Highly engaged employees take the initiative to innovate, stay committed throughout innovation execution in the organisation, are determined when faced with challenges and continually strive to achieve the most effective approach by sharing information and expertise among their peers.

Employee engagement is an essential indicator of innovation, and predictability tends to be stronger when the innovation factor's preparedness is included. The absence of innovative ideas and employee engagement makes innovation challenging to see. Employees ought to be engaged by organisations with innovation objectives in an approach that gives them the flexibility, materials, and competencies to innovate. Innovation results are more likely when people are engaged, as well as materials and mechanisms that improve preparedness for innovation. Employee engagement encourages employees to develop innovative concepts since they are confident, that they will make sense. According to Arshi and Rao (2019), organisations can gain a competitive edge by utilising employee's innovative potential and engaging them.

Higher job engagement levels in employees are associated with a propensity for innovative and constructive work conduct that goes beyond conventional standards. Moreover, engaged employees have a strong mental, emotional, and physical attachment to their jobs. Positive attitudes toward their job, a capacity for involvement and engagement, and the capacity to empathise with and support colleagues are all signs of engaged employees, which fosters collaboration, improves the place of employment constructive criticism, and creates chances to engage in innovation and innovative work behaviour (Gulzar & Mehraj, 2018). Knox and Marin-Cadavid (2022:2047) found that innovation efforts should not be viewed as broad interventions that may be utilised to boost innovation performance. Instead, organisational factors and existing cultural norms will impact employees' capability to participate in the process of innovation and ought

to be considered while developing initiatives. Larger public agencies that provide targeted public services benefit significantly from engagement since they may devote resources and implement innovations that enhance service delivery. Innovation endeavours are particularly successful when considering engagement instruments that facilitate transformation in strategy.

3.13 Conclusion

Employee engagement has become crucial in today's cutthroat corporate environment (Benazir & Iqbal, 2015). Systems of rewards primarily determine employer-employee interactions. Whatever an organisation is prepared to offer is determined by the reward system, and this directly affects what employees are ready to give in return. Benefits and pay are no longer sufficient motivators as they cannot foster employee engagement needed to succeed in today's complicated and quick-paced commercial world (Franco-Santos & Gomez-Mejia, 2015:11).

Cutthroat business sector organisations understand that intellectual capital is essential to their success. They must draw in, hold on to, and include the brightest minds to stay ahead of the always-changing landscape. The degree to which the results of one's labour are valued shapes behaviour in many ways. People have been seen to adapt to their working environment to be fair and return equal benefits as they get (Waqas & Saleem, 2014; Cherotich *et al.*, 2015). Employees who receive poor rewards will exhibit destructive behaviours or show little excitement for their work, but those who receive good rewards are just as productive, efficient, and innovative (Cherotich *et al.*, 2015). This chapter analysed the employee engagement construct, science of employee engagement, employee engagement process, types of employee engagement, constructs of employee engagement, employee engagement models, employee engagement measurement, contemporary obstructions to employee engagement, and employee engagement on employee innovation. The following chapter focuses on individualistic and collectivistic culture constructs, cross-cultural comparison, and organisational cultural coordination.

CHAPTER FOUR: THE ANALYSIS OF INDIVIDUALISTIC AND COLLECTIVISTIC CULTURE

4.1 Introduction

The previous chapter focused on the analysis of the theoretical review modern and empirical review modern of employee engagement. This chapter focuses on the theoretical and empirical modern moderating variables of individualistic and collectivistic culture constructs, cross-cultural comparison, cultural coordination, culture and employee engagement, individualistic versus collectivistic culture and compensation and shift from collectivistic culture to individualistic culture in an organisation. Inconsistent findings and discrepancies in the literature are also discussed.

4.2 Cultural in the Workplace Analysis

More cross-cultural studies are needed on the impact of individualism-collectivism on employee behaviour (Noordin, 2004:75). Culture may only affect how individuals behave in work environments. Then, culture may be defined as a learnt life, with some inheritance transmitted both horizontally (as customs within a particular society) and vertically (from generation after generation to generation) (Winkler, 2008). Culture is a set of rules, values, beliefs, attitudes, and principles that influence how individuals behave within an organisation and carry out their daily responsibilities (Armstrong, 2012). Culture may be defined as a person's response to "things" or how he adjusts to his surroundings (Adamik, 2011). All these three definitions apply to this study since they are in line with the aim and objectives of this study. Employees could generally see the presence of individuality and collectivism inside the organisation since they are tied to one another (Cho & Faerman, 2008:36).

The concepts associated with individualistic and collectivist societies are widely acknowledged and sometimes juxtaposed (Monteiro, 2023). Gaining insight into the roots of various cultures is a more significant challenge (Roland, 2020). Originating in ancient times, individualism and collectivism

oppose philosophical and social ideologies that have split nations for ages. They are based on divergent perspectives on the importance and role of fairness and liberty in societies. Despite the age of their antagonism, it is still growing and changing into new shapes (Natarajan, 2021).

Table 4.1 delineates six cooperation mechanisms with contrasting subtypes based on individualist versus collectivist motives (Chen, Chen & Meindl, 1998:291). According to Deutsch (1973) and Sheriff (1966), a superordinate objective is essential for fostering cooperation across individuals or organisations with competing interests. Chen *et al.* (1998) state that goal interdependence is a connection where individuals or subunits can only attain their objectives if others also achieve theirs. The interdependence idea of the superordinate objective aligns with individual rationalism since individuals collectively are used to achieve personal goals. A collectivist conception of the superordinate objective stresses the shared fate of people in a group.

A single element significantly impacts collaboration rates: group identification. Cooperative behaviour requires more than just group identity, such as commitment. Cultural factors can affect the development of group identity. A new group identification can impact existing self-identities. Collectivists prioritise societal identities over personal ones, while individualists do the opposite. To improve collaboration, a new group identity should enhance existing self-identities and align with the dominant reason (Chen *et al.*, 1998).

Table 4.1: Cooperation Mechanisms by Culturally Shaped Motives

Mechanisms	Individualist	Collectivist
Superordinate goal	Goal interdependence	Goal sharing
Group identity	Self-enhancement	Group complementarity
Trust	Cognition based	Affect based

Accountability	Individual-based	Group based
Communication	Partial channel	Full channel
Reward distribution	Equity-based	Equality based

Source: Chen *et al.* (1998:291)

Trust is the belief in the benevolence of others and the hope of reciprocity (Pruitt, 1983; Ring & Van de Ven, 1994). Affect-based trust suggests a social-emotional commitment between partners beyond commercial or professional relationships. This includes extra-role duties, non-task-related activities, and the extra-role and interpersonal goodness. Affect-based trust suggests a social-emotional commitment between partners beyond commercial or professional relationships. This includes extra-role duties and non-task-related activities. This extra-role and relational benevolence are shown for the benefit of others, not for selfish gain (Chen *et al.*, 1998).

Accountability promotes collaboration and reduces freeriding; collectivists who collaborate with ingroup participants are less inclined to engage in social isolation, and individual visibility is more important for individuals from individualist cultures or with individualistic principles (Earley, 1989; Wagner, 1995). Performance outcomes in collectivistic cooperative partnerships are frequently measured collectively rather than individually. Collectivists view responsibility as not crucial. Individualists and collectivists have differing perspectives on individual and group accountability. Individual accountability refers to an individual's responsibility for their actions and repercussions, whereas collective accountability refers to an individual's responsibility for the group's success. Due to unique connections and situations, individual behaviour and result rules are ineffective and difficult to implement. Collectivists use social control, such as collective norms, to affect individual behaviour and achieve group goals (Chen *et al.*, 1998).

Communication involving collaborators significantly improves collaboration (Braver & Wilson, 1986; Chen & Komorita, 1994). According to Gudykunst (1994) and Gudykunst and Ting-Toomey (1988), individuals and collectivists may communicate and act differently due to cultural disparities. Individualism-collectivism and low-high-context communication have comparable dimensions. Individualists favour lower-context communication, whereas collectivists prefer higher-context communication (Gudykunst & Ting-Toomey, 1988:44). Collectivists prioritise social cues and feedback during a face-to-face conversation. Collectivists rely on social and emotional signals to form specific relationships, whereas individualists prioritise communication efficiency to complete tasks quickly and efficiently. Collectivists prioritise context for conveying and inferring meanings. Individualists communicate more conversationally, directly, and sender-centred (Ting-Toomey, 1988), allowing for direct expression of wishes, worries, and personal interests via filtered means. Collectivists employ nonverbal clues in face-to-face encounters to transmit and identify wishes, concerns, and choices, as they are less vocal, less direct, and recipient-centred (Chen *et al.*, 1998).

Assessments of fairness and equity are prevalent in work environments. Individualists might consider "fairness as equity" a critical principle shaping their sense of self. Having been fair implies being equitable. An individual's self-worth may be violated if they get an unequal part in a trade. Equity aligns with individual rationality and the need for fairness, making it suitable for functional and affective reasons among individualists. Collective rationality suggests equitable or based-on-need distribution of rewards for members of a close-knit community. Collectivists are concerned that rising reward disparities may lead to individuals prioritising self-interest over group interest (Chen *et al.*, 1998).

The management literature of the past three decades has produced a range of opinions about the applicability of contemporary management concepts in various cultural contexts (Noordin, 2009). Modern issues on individualistic and collectivistic cultures have drawn the attention of several academics (Fatehi, Priestley & Taasobshirazi, 2020; Hornik & Tupchiy, 2006;

Komaraju, Dollinger & Lovell, 2008; Rhee, Alexandra & Powell, 2020; Singelis *et al.*, 1995; Soh & Leong, 2002). Culture is constantly changing. As time goes on, it transforms and flourishes. Through the provision of pertinent information, encouragement, and contact, communication plays a crucial role in promoting such changes (Lee & Choi, 2023:318). Proactively developing a culture characterised by strong employee engagement and meaningful work might help organisations beat their competitors (Deloitte, 2016:3). Most organisations that fit the definition of collectivist cultures have tried implementing cutting-edge HRM techniques designed for individual-centred organisations. Still, they have not considered the distinctions among collectivist and individualistic cultures (Choo & Yoon, 2009).

4.3 Innovation Culture in an Organisation

According to Claver *et al.* (1998), innovation culture refers to the manner of conduct and thought process that generates, cultivates and sets principles and beliefs inside an organisation. These principles and beliefs may then encourage, consent, and encourage suggestions and modifications aimed at enhancing the effectiveness and operation of the organisation - even when those suggestions and changes may come at odds with customary and conventional behaviour. Stone (2022) emphasises that organisations with cultures that perform well accomplish their organisational objectives in line with their principles, are innovative and concentrate on the needs of their customers. Similarly, engaged employees produce more outstanding results and are less likely to quit the organisation. Though significant and intimately connected, gauging an organisation's culture and employee engagement requires specific criteria. Regretfully, organisations frequently use the same instrument to evaluate each.

Dobni (2008) emphasises that innovation culture is a multifaceted context that consists of the goal to be innovative, the framework that supports it, the operational level behaviours required to affect an economy as well as value orientation, and the setting in which innovation may be implemented (Table 4.1). Innovation in an organisational setting is frequently demonstrated by actions or activities that have a final connection to a concrete result or

action. Arguably, the most well-known inventors appear to be the epitome of individuality due to their singular accomplishments, ground-breaking innovations, and, sometimes, unconventional behaviour. By devoting more time to active learning, individualists also participate in information dissemination at work more readily, even when considering occupational choices (Hartinger, 2023).

Table 4.2: Dimensions of Innovation Culture

Dimension	Author
Innovation intention	Dobni (2006, 2008); Christensen and Raynor (2003); Martins and Terblanche (2003); Tesluk, Faar and Klien (1997)
Innovation infrastructure	Syrett and Lammiman (1997); Tushman and O'Reilly (1997); Hurley and Hult (1998); Martins and Terblanche (2003); Dobni and Luffman (2003); Wang and Ahmed (2004); Dobni (2006, 2008)
Innovation influence	Kohli and Jaworski (1990); Narver and Slater (1990); Jaworski and Kohli (1993); Deng and Dart (1994); Hurley and Hult (1998); Hult and Knight (2004); Aldas-Manzano, Kuster and Vila (2005); O'Cass and Ngo (2007)
Innovation implementation	Day (1990); Kohli and Jaworski (1990); Bossidy and Charan (2002); Dobni and Luffman (2003); Marinova (2004); Wang and Ahmed (2004)

Source: Dobni (2008)

Culture and how individuals exercise power throughout it significantly impact their workplace environment. A critical variable influencing these

patterns is the difference between individualism and collectivism (Samantha, 2023). Culture substantially influences creativity more than individualism, with people in collectivistic cultures believing they are more innovative than people in individualistic cultures. While the two substantial main effects supported the reasoning behind the relational hypothesis, it was unable to uncover this crucial contact for the practitioner's evaluations. Mainly, diverse individuals produced the most innovative work in collectivistic societies.

The combination of an interaction influence for self-identified creativity and cumulative primary results for experiential creativity demonstrated this trend. When combined, these findings imply that innovation derives from having both (1) more varied members who provide access to a broader range of unique ideas and (2) confidence that new ideas can be utilised for the good of the group (Chatman, Polzer & Neale, 1998). While collectivism is advantageous for marketing novel ideas, individuality is positively correlated with the innovation phase. Additionally, Černe, Jaklič and Škerlavaj (2013) found that managerial innovation stimulates technical innovation more frequently in collectivistic societies than in individualistic cultures.

4.4 Individualistic Culture Construct

According to LeFebvre and Franke (2013), the degree to which people in society identify as a separate person or an element of a broader group is called individualism. Individualism is characterised by Hofstede (1980) as prioritising protection above obligations, caring for one's own welfare and family members, emphasising individual freedom and self-fulfilment, and defining oneself primarily by one's achievements. In individualistic cultures, the focus is on advancing the personal goals of the individual and his or her closest relatives (highlighting rights rather than obligations), as well as the individual's independence, confidentiality, discovering oneself, independence, self-reliance, and ability to make decisions for themselves. Individuality is understood as the culmination of an individual's features, and other people's desires and requirements are less critical (Darwish & Huber,

2003:48). This study's selection of these three criteria is justified by their appropriateness and alignment with the conceptual framework.

4.5 Collectivist Culture Construct

Cultures prioritising collective needs and objectives over individual wants and aspirations are known as collectivist cultures (Cherry, 2022). According to Hofstede (1980), collective cultures strongly emphasise "we" awareness, shared identity, psychological reliance, cohesiveness, collaboration, responsibilities and responsibilities, dependable friendships, group decision-making, and particularity. The significance of relationships, responsibilities, and prestige in the social structure is emphasised by collective cultures (Guess, 2004).

The three standards are adequate and in line with the research's conceptual framework, so they are employed in this study. Gorodnichenko and Roland (2011, 2015) make a unique debate by contending that individualistic cultures prioritise pursuing personal objectives and fostering innovation, whereas collectivist societies can lead to conformity. Individuals in collectivistic societies could possess a pair of identities (individual and external), as opposed to individualistic civilisations, which have just one (Kim *et al.*, 1994:39).

4.6 Cross-Cultural Comparison

The philosophical perspectives Condon and Yousef (1975) developed offer a framework and lexicon for cross-cultural comparison. There were twenty-five philosophical perspectives arranged according to six main concepts: the self, the family, society, human nature, nature, and the supernatural, see Table 4.2. Every culture has its unique way of fostering self-identity; family and family relationships are culturally specific; positional role behaviour within families relates to the rigid roles that the participants of the family are expected to play; human nature orientation relates to how cultures view human nature and temperament; in other traditions, especially those with limited professional schooling, knowledge of nature is acquired through first-hand experience; and a culture's viewpoint on the universe

illustrates its values regarding its people's connection toward the supernatural and spiritual matters world (Condon & Yousef, 1975).

Table 4.3: The Condon and Yousef Set of Value Orientations

Individualistic		Collectivistic	
Low Context		High Context	
The Self			
1. Individualism	Individualism	Individuality	Interdependence
2. Age	Youth	Middle years	Old age
3. Sex	Equality of sexes	Female superiority	Male superiority
4. Activity	Doing	Being-in-becoming	Being
The Family			
1. Relational orientations	Individualistic	Collateral	Lineal
2. Authority	Democratic	Authority centred	Authoritarian
3. Positional role behaviour	Open	General	Specific – prescribed
4. Mobility	High mobility	Phasic mobility	Low mobility - stasis
Society			
1. Social reciprocity	Independence	Symmetrical – obligatory	Complementary – obligatory
2. Group membership	May – brief membership	Balanced	Few – prolonged membership
3. Intermediaries	Informal	Specialist only	Essential
4. Formality	Private	Selective formality	Pervasive formality
5. Property		Utilitarian	Communal

Human Nature			
1. Rationality	Rational	Intuitive	Irrational
2. Good/evil	Good	Mixture	Evil
3. Happiness/pleasure	Happiness as goal	Inextricable bond of happiness and sadness	Life is mostly sad
4. Mutability	Change, growth, learning	Some change	Unchanging
Nature			
1. Relationship between humans and nature	Humans dominate nature	Harmonious	Nature dominates humans
2. Ways of knowing nature	Abstract	Circle of induction and deduction	Specific – direct
3. Structure of nature	Mechanistic	Spiritual	Organic
4. Concept of time	Future	Present	Past
The Supernatural			
1. Relationship between humans and the supernatural	Humans as God	Pantheism	Humans are controlled by supernatural
2. Meaning of life	Physical/material goals	Intellectual goals	Spiritual goals
3. Providence	Good is unlimited	Balance of good and misfortune	Good in life is limited
4. Knowledge of cosmic order	Order is comprehensible	Faith and reason	Mysterious and unknowable

Source: Condon and Yousef (1975)

Individualistic or collectivistic societies are distinguished by the degree to which individualistic or collectivistic ideals, standards, values, and preconceptions apply in an overwhelming number of circumstances and to the preponderance of their people. Individuals and organisations can trigger one or both syndromes depending on the situation. Individuals might differ within a culture, but being classified as idiocentric or allocentric indicates a tendency to align with individualism or collectivism in most situations. Individuals tend to consider values, ideas, conventions, and preconceptions linked with individualism or collectivism as more critical in specific contexts despite their abstract nature (Robert & Wasti, 2002:546).

Being social beings by nature, humans have an inbuilt urge to build interactions with the individuals surrounding them. As a result, most organisations prosper when their staff members collaborate to benefit the organisation, society, and fellow employees. These ideals and individualism frequently clash (Neely, 2023). While we should be mindful of the overall "personality" of the working environment (Goff-Deakins, 2019), we need to recognise the unique personalities of the people who comprise it while ensuring that individualism is celebrated.

A fascinating feature of cross-cultural comparison in the public sector is how various nations and cultures approach policy and governance. In Hofstede's (1980) study, South Africa scored sixty-five on the individuality index. A nation is considered collectivistic if its individualism index is less than fifty. Having a score of more than fifty in this instance, South Africa is seen as an individualistic nation. A value greater than fifty denotes emphasised individualism, which is defined by a predilection for a social framework that is loosely connected in which people are expected to prioritise their own needs. This is because Africans have adopted and absorbed Western culture (Sibani, 2018:57). People in individualistic cultures act in ways that serve their desires and preferences and value autonomy and self-reliance highly (Fatehi, Priestley & Taasoobshirazi, 2020:11).

Conversely, African culture is defined as being inwardly focused, with individuals facing the centre of the circuit or, to put it another way, facing one another (Jonas, 1996). Piek's (1997) research shows that, in South Africa, individualism and collectivism coexisted in the form of an individualistic orientation and the philosophy of ubuntu, a different kind of collectivism comparable to humanism. In societies that value collectivism, people are viewed as integral parts of their society, and the idea of an independent self is downplayed. Eaton and Louw (2000) postulate that culture studies have overlooked this continent.

Kawakura (2012) emphasises that a person's outward look may be interpreted as a mirror of their interior self and their family or extended circle of relatives. Individualists are more inclined than collectivists to define themselves as individuals within groups who prioritise the group in question goals constitute more scenario-specific contributions, prioritise context over the content when communicating, pay less attention to internal versus external processes as social behaviour determinants, characterise most interactions with members of their group as socially conservative, and appear to be more self-effacing (Triandis, 2001).

On the other hand, people work to preserve their individuality by taking care of themselves and recognising and communicating their unique inner qualities (Markus & Kitayama, 1991). Even when key policy factors are considered, Taylor and Wilson (2012) demonstrate that most individualism indicators have a substantial, significant, and beneficial influence on innovation. The findings also indicate that nationalism and patriotism, two forms of collectivism, can encourage innovation at the national level. Specific forms of collectivism, such as localism and familialism, have been shown to hinder scientific advancement even more than technology and negatively affect innovation rates.

According to (1993) research by Morris, Avila, and Allen, entrepreneurship thrives in circumstances where individualism and collectivism are balanced, and it suffers in those who are more collectivistic and very individualistic. The current study has shown that individuality and collectivism influence

organisational results and are a significant aspect of organisational culture. Additional evidence suggests that a highly individualistic mindset may not support entrepreneurship. However, entrepreneurship struggles again in environments where the organisation's culture is reasonably or highly collectivist.

Entrepreneurship thrives in societies that are generally harmonised between individuality and collectivism. Although collaboration is essential, some commentators believe that organisations' collective or collectivistic mindset should not replace an individualistic ethic. Many people are not particularly entrepreneurial, even though entrepreneurs are frequently individualistic. Hence, an atmosphere that emphasises individualism too much might amplify the complete range of personal characteristics and actions, many of which can be counterproductive to entrepreneurship. In other words, similarly, to how there exists a "predicament of collective behaviour" in which collectivism promotes social complacency, chaos and behaviour with conflicting motivations, there might also exist a "predicament of individual behaviour" in which individualistic societies promote enmity, disorder, and a preference for immediate gain (Morris *et al.*, 1993).

4.7 Cultural Coordination

Although not all organisations are the same, many have individualistic or collectivist corporate cultures. Others encourage self-reliance and allow employees to make their own decisions. Some emphasise human connections, mutual dependency, and collective thinking (Corna, 2021). One essential feature of culture that has been recognised is its vertical and horizontal dimensions (Hofstede, 1984). The initial individualism versus collectivism; subsequently, the distinction was broadened to consider the degree to which various cultural contexts value equality (Triandis, 1995; Triandis & Gelfand, 1998).

The tendency to stress hierarchy varies throughout cultures. Cultural orientations that are horizontal or vertical deal with the idea of authority and hierarchy (Shavitt & Cho, 2016). Social interactions are shaped by an individual's cultural inclinations toward horizontal/vertical individualism and

collectivism, as well as by environmental circumstances and temperamental features (Moon, Travaglino & Uskul, 2018). Fischer and Smith's (2003) findings suggest that theoretical and empirical investigation should consider the significance of the horizontal-vertical cultural component. There are several qualities of individualism and collectivism, according to Triandis (1995, 2001); see Table 4.3.

Table 4.4: Characteristics of Vertical and Horizontal Individualism and Collectivism

	Vertical		Horizontal	
	<i>Collectivism</i>	<i>Individualism</i>	<i>Collectivism</i>	<i>Individualism</i>
Self	• Interdependent • Different from others	• Independent • Different from others	• Interdependent • Same as others	• Independent • Same as others
Fiske orientation	• Communal sharing • Authority ranking	• Market pricing • Authority ranking	• Communal sharing • Equal matching	• Market pricing • Equality marketing
Rokeach values	• Low equality • Low freedom	• Low equality • High freedom	• High quality • Low freedom	• High equality • High freedom
Political system	• Communism	• Market democracy	• Community living	• Democratic socialism

Source: Triandis (1995:247)

Fiske (1990, 1992) found four types of social interaction regarding the recognisable requirement for resource distribution in a community. If a person is a group member, they are allowed to partake in the community's resources based on necessity. Resources are distributed based on grade in hierarchy rating. The more prestigious the position, the more significant the proportion. Resources are distributed evenly while sharing equality. Resources are distributed in market pricing based upon every individual's input; the greater the quantity a person contributes, the greater they earn.

The individualism-collectivism categorisation and the vertical-horizontal model give rise to these cultural tendencies. Four categories of political systems were distinguished by Rokeach (1973) based on the respective weights assigned to equality and freedom. The dichotomy of high equality and low freedom was found in communism; the dichotomy of high freedom and low equality was found in liberal democracy; and the dichotomy of high equality and freedom was found in social democracy. There are benefits to distinguishing between vertical and horizontal collectivism and individuality. The antecedents for these constructions are often more significant than those of more excellent abstract individualistic constructs or specifically tailored instances of self-reliance. It is repeatedly evident from the interplay of the conceptions with external factors that focus on the vertical versus horizontal distinction yields fresh insights (Singelis *et al.*, 1995).

In addition to adhering to universalistic principles, horizontal individualism holds that people's primary goals are achieving or maintaining their independence from other people. In the view of vertical individualism, individuals exist as autonomous entities within a hierarchical environment, vying with one another to surpass them and advance in rank. Under horizontal collectivism, connections inside the in-group are governed by egalitarian standards and the self is seen as interdependent with other group members. A pattern known as vertical collectivism occurs when people regard themselves as belonging to a group whose members have varying statuses. Triandis (1996) stated that the individualism-collectivism axis is quite broad and requires a rigorous assessment of its features.

4.8 Culture and Employee Engagement

A shift in culture, including how executives' cadmium act and decide on choices, constitutes what employee engagement means. Most organisations try to foster a culture and environment that aligns with their principles, vision, and objectives; certain ones even explicitly prioritise employee engagement as a critical factor in achieving their goals (Allen, 2014:1). Given that organisational culture shapes the context and setting in which people work, it has a direct impact on employee engagement. On the other hand, a hostile or poisonous workplace culture can drive out employees and damage the organisation's image. Excellent workplace cultures that support employee principles and foster an atmosphere of significance can boost engagement (Quartz Enterprises, 2023).

Culture and engagement must also be modified and strengthened as individuals, circumstances, and strategies change. In terms of culture, this means pushing through the emotional engine and cementing those linkages, tinkering with the faucets and valves that steer behaviour and performance, and actively managing behavioural and procedural improvements that may have the longest-lasting effect on the bottom line. In terms of engagement, this entails monitoring and controlling it at the interpersonal base through a continuous, always-listening approach, which allows organisations to pay attention to their employees and get back to them in an immediate and targeted manner. This could involve in-depth surveying at the beginning and conducting additional pulses as a conservative estimate four times a year to further investigate the problems (Deloitte, 2016:3).

If you Google "Employee Engagement," you will find professionals in research, interaction, and survey systems who all claim to be able to assist you in engaging your staff. Performing a survey may indicate to your staff that the organisation is interested in learning about their opinions. It can also highlight possible issues, but in most cases, it will not provide answers or solutions (Allen, 2014:2). Surveys of employee engagement hardly scratch the surface of measuring what matters to individuals. Instead, standard

engagement surveys assess issues including growth, clarity, and the likelihood that an employee would suggest their place of employment to a friend. Human resource directors track these topics so they may concentrate on improving them and then re-evaluate them annually to demonstrate their effectiveness (Culture Partners, 2022:7).

4.9 Individualistic Versus Collectivistic Culture and Compensation

In personal and professional contexts, people are praised and rewarded for their accomplishments, encouraging a culture where people are unlikely to learn from their mistakes. Organisations have yet to recognise innovation highly, and you incur the danger of repeating your errors of judgment (Vation, 2021). (Bloom & Milkovich, 1998; Gomez-Mejia & Welbourne, 1991; Luthans, Marsnik & Luthans, 1997) emphasised that cultural considerations ought to be included while developing reward systems. Table 4.4 illustrates how compensation techniques most likely to accomplish concordance with the overarching value system vary based on the degree of individualism in each community.

High individualism and compensation strategies: In this culture, salary structures strongly focus on individual rewards based on performance. Organisations ought to acknowledge employees' accomplishments through extrinsic rewards. While employees contrast their achievements to those of their peers in financial terms and link personal accomplishment with their financial standing, outward equality is crucial. Rewards and personal achievement can contribute to compensation practices prioritising immediate goals (Gomez-Mejia & Welbourne, 1991).

Low individualism and compensation strategies: Employees hope for long-term partnerships and believe their employer will look out for their welfare. Longevity and compliance determine promotions, and organisational regulations sometimes depend on an organisation's trust. This mindset is supported by compensation plans based on collective performance, wherein all employees receive rewards when the group achieves a goal. Although they generally encourage less competitiveness in the workplace,

intrinsic rewards should be used more frequently than extrinsic ones (Gomez-Mejia & Welbourne, 1991).

Table 4.5: Individualism versus Collectivism and Compensation

	Dominant values	Corporate features	Compensation strategies
High individualism	• Personal accomplishment • Selfishness • Independence • Individual attributions • Internal locus of control • Belief in creating one's destiny • Utilitarian relationship with the employee	• Organisations not compelled to care for employees' total well-being • Employees look after their interests • Explicit systems of control necessary to ensure compliance and prevent wide deviation from organisational norms	• Performance based-pay • Individual achievement rewarded • External equity emphasised • Extrinsic rewards are important indicators of personal success • Attempts made to isolate individual contributions • Emphasis on short-term objectives
Low individualism	• Team accomplishment • Sacrifice for others • Dependence on social unit • Group attributions	• Organisations committed to a high level of involvement in employee's personal lives	• Group-based performance is critical criteria • Seniority-based pay utilised • Intrinsic rewards are essential

	• External locus of control • Belief in the hand of fate • Moral relationship	• Loyalty to the organisation is critical • Normative rather than formal systems of control to ensure compliance	• Internal equity is vital in guiding pay policies • Personal needs (for example, number of children) affect pay received

Source: Gomez-Mejia and Welbourne (1991)

Since internal equality preserves the equilibrium that employers want to foster cohesion, it is viewed as a crucial objective for the programme of rewards. Individualism and compensation strategy: Employees in strongly individualist nations adhere to an increasingly pragmatic connection with their employers, whereas employees in focused group nations are described as possessing ethical links towards the organisation in question. Since employees prefer to contrast their remuneration schemes with those of their colleagues, organisations must prioritise internal equality issues for employees who stay with the organisation. In nations with low levels of individuality, like South Africa, as supported by Hofstede's (1980) research, collaboration may be encouraged by emphasising the value of cooperation and collective outputs and rewarding group goals. According to Eisenberg (1999), there are differences between individualistic and collectivist organisations in terms of how they respond to in-group and out-group competition, how rewards affect intrinsic motivation, how in-group versus out-group-controlled rewards work, how group compared to individual-centred rewards work, and how participant recognition alongside the organisation affects how they attempt to innovate.

Organisational individualism brings into account each employee's unique character and abilities. It uses the appropriate chance to locate the ideal fit within the organisation. Employers with a culture that values individualism typically have more engaged staff members. This results from their

acceptance that individuality is a strength rather than a weakness. Employees nowadays ought to be viewed as more than just team players. They desire to be acknowledged as unique persons valued for their identities, contributions, and abilities. The secret is identifying the precise moment when uniqueness and cooperation blend harmoniously. An organisation may foster the well-being of its staff members and achieve great productivity if its strategic goals align with modest personal objectives (All Things Talent Team, 2019).

4.10 Equity in the Workplace

Public sector organisations may foster more engaged and innovative employees by providing equitable treatment, opportunity, and resources for every employee. In South Africa, equal pay for equal labour is yet unrealised (Botha, 2020:208). Adam's concept of equity is based on the principle of reciprocity, which states that employees work hard and anticipate receiving anything exchanged from the organisation. In this regard, staff members provide input and expect a reaction from the organisation. Employees anticipate compensation commensurate with their efforts and those of their colleagues who completed comparable work, as seen in Figure 4.1. Equity theory offers a strong foundation for comprehending how views of justice and fairness affect employee behaviour and attitudes. Equity theory enables the researcher to investigate modern employee rewards, engagement, and innovative performance variables. It is a flexible instrument for cross-cultural research due to its application in many organisational structures and cultural contexts.

Many authorities appear concerned with reward management, with leaders expected to provide rewards reasonably and equitably to generate involvement and responsibility (Huang *et al.*, 2010). Individualists advocate different rewards and equity allotment (Bass *et al.*, 1979). Collectivists support group-based remuneration and equalitarian funding, except in out-group instances when equity distribution is preferred (Bond Leung & Wan, 1982; Leung & Bond, 1984). Activity and target types have modest distribution preferences (Dorfman & Howell, 1988). The choice tends to shift

gradually as organisations grow increasingly international (Leung, 1988; Triandis, 1989; Hui Triandis & Yee, 1991; Meindl, Hunt & Yu, 1994; Chen, 1995).

Perceived Ratio Comparison	Employee's Assessment
$\frac{Outcome\ A}{Input\ A} < \frac{Outcome\ B}{Input\ B}$	<i>Inequity (underrewarded)</i>
$\frac{Outcome\ A}{Input\ A} = \frac{Outcome\ B}{Input\ B}$	<i>Equity</i>
$\frac{Outcome\ A}{Input\ A} > \frac{Outcome\ B}{Input\ B}$	<i>Inequity (overrewarded)</i>

*Individual A is an employee, whereas Individual B is a referent.

Figure 4.1: Adam's Equity Theory

Source: Adams and Freedman (1976)

Equity may be obtained via financial and non-financial rewards, even though intrinsic and extrinsic motivation are the two primary sources of rewards—the relationship between the cultural value orientations of employees and the rules they choose for allocation. Likewise, when managers assign tasks to their staff members according to equality or performance above the call of duty, they are seen as being just as fair. Reward distribution based on task performance is typically preferred by employees who adhere to more "Americanized" ideals (high individualism, low power distance, and strong masculinity). Employees with more robust "equality" values- high femininity, high collectivism, and low power distance- tend to favour equitable compensation distribution. Thus, compensation schemes must be modified to ensure that employees who adhere to more "equality" principles receive equal rewards. In contrast, those who adhere to more Americanized values receive rewards determined by job performance (Adamovic, 2023).

4.11 Individualistic and Collectivistic Culture in the Public Sector

Public sector organisations' collectivism encourages greater employee engagement (Triguero-Sánchez, Peña-Vinces & Ferreira, 2022). Individualism, unlike collectivism, is seen to directly promote economic development by increasing individual rewards to make investments, innovate, and gain wealth over time. Societal standards and roles govern individuals' conduct in public. Collective acts must be coordinated jointly and harmoniously. If an individual's objectives do not align with societal needs, he or she may be asked to give up personal interests to achieve community peace. This is not a sign that people always agree with the current social standards. If disagreements arise, individuals are expected to repress their wants, keep them hidden, and not exhibit them publicly (Kim *et al.*, 1994:37). However, Kyriacou (2015) emphasises that the individualist-collectivist dichotomy can influence growth by influencing the level of governance. The within-group preference that comes with collectivist cultures is prone to breed nepotism, dishonesty, and business-like behaviour within the public realm. Jha and Panda (2017) accentuate that countries with a stronger sense of individualism have less criminal behaviour. Collectivism-individualism is influenced by social behaviour, family beliefs, and trust, which can affect efficacy in collective action (or lack thereof) (Rautakivi, Siriprasertchok & Melin, 2022:11).

4.12 Impact of Cross-Cultural Comparison on Employee Engagement in the Public Sector

Cross-cultural comparison's effect on public sector employee engagement is a complex topic that necessitates knowledge of how cultural variations affect employees' attitudes, drives, and actions. Although it is often believed that national culture affects engagement, Weeratunga's (2023) research shows that this relationship is nuanced and may not be as clear-cut as previously believed. A sophisticated understanding of how cultural contexts impact employee engagement in a variety of industries, including public administration, is necessary due to this complexity.

Organisational culture plays a crucial role. According to Hasan (2023), an inclusive corporate culture helps employees feel like they belong, which is crucial for raising engagement. Nurcholis and Budi (2020), who contend that supportive work culture and perceived organisational support greatly increase employee engagement levels, concur with this finding. These observations highlight how crucial it is to foster an inclusive workplace culture that respects the varied cultural origins of staff members, especially in public sector contexts where inclusion is crucial.

The idea of social resources serves as another example of how cultural influences affect employee engagement, especially in non-Western cultures. Cultural constructs can moderate the correlation between institutional assets and employee engagement, suggesting that culturally sensitive management methods can raise engagement levels, according to Tauetsile's (2021) investigation of the Ubuntu ideology. Since it implies that engagement tactics should be modified to consider the social norms and cultural values of the employees, this viewpoint is essential for public sector companies functioning in multicultural environments.

4.13 Shift from Collectivistic Culture to Individualistic Culture in an Organisation

Given that at least seventy per cent of people on Earth were raised in collectivistic societies, Gully, Phillips and Tarique (2003) argue that there should be enough focus on the relationship between individuality and collectivism. Work organisations display a more collectivistic culture and move farther from individualistic principles. Collective values can extinguish the spark that fosters innovation inside communities. Goncalo and Staw (2006) emphasise that mere requests for creativity are not enough to overcome obstacles to creativity in collectivistic communities. Even though individualistic groups can come across as polarising and even chaotic, this kind of cultural orientation could assist groups in meeting the demands of innovation in their work environments.

Tamis-LeMonda *et al.* (2008) present a clear case that individuality is essential because people who live in individualistic cultures tend to be more

prosperous than individuals who live in collectivistic cultures. Nations with a more robust individualist culture have grown faster over the long term than those with a more robust collectivist culture. Due to the individualist culture's attachment of economic and social benefits to individual accomplishments, it offers financial and cultural prestige rewards for creativity, promoting more significant economic development and innovation (Gorodnichenko & Roland, 2011).

4.14 Conclusion

Cross-cultural dynamics can enhance employee engagement and innovation however public sector organisations prioritise daily operations; culture tends to be overlooked in the work environment, notwithstanding its value. This is due to the nebulous nature of culture; while it is a straightforward idea, it may be challenging to quantify and, as a result, develop (Culture Amp, 2023). Kwiotkowska and Stankiewicz (2022:51) state that it can be difficult for multinational organisations with global workforces to design motivating tools that meet the demands of their culturally varied employee and remain within their means. The dominant culture in each nation or group often determines their efficacy or inefficacy.

Vakili *et al.* (2022) postulate that each organisation should develop and execute a reward system following internal and external circumstances since different civilisations have different standards and living cultures that provide distinct indications for the standard of their personal and professional lives. There is not a single optimum payment method, and every geographic place has a unique labour market, culture, strategy, and technological needs, among other unique aspects that need their system. This chapter compared theoretical and empirical modern moderating variables of individualistic and collectivistic culture constructs, cross-cultural comparison, cultural coordination, and culture and employee engagement, individualistic versus collectivistic culture and compensation and shift from collectivistic culture to individualistic culture in an organisation. The following chapter will instruct on the research methodology used in the study.

CHAPTER FIVE: RESEARCH METHODOLOGY

5.1 Introduction

The previous section provided a theoretical and empirical review of an organisation's modern individualistic and collectivistic cultures. This chapter describes the methodological approach used in this investigation. It begins by describing the research design, philosophy, strategies, target population, instrument, pilot study, administration of questionnaires, data analysis, validity and reliability, study limitations, elimination of bias, and ethical considerations.

According to Saunders *et al.* (2019:174), the research philosophy and methodology influence the varieties depicted in Figure 5.1.

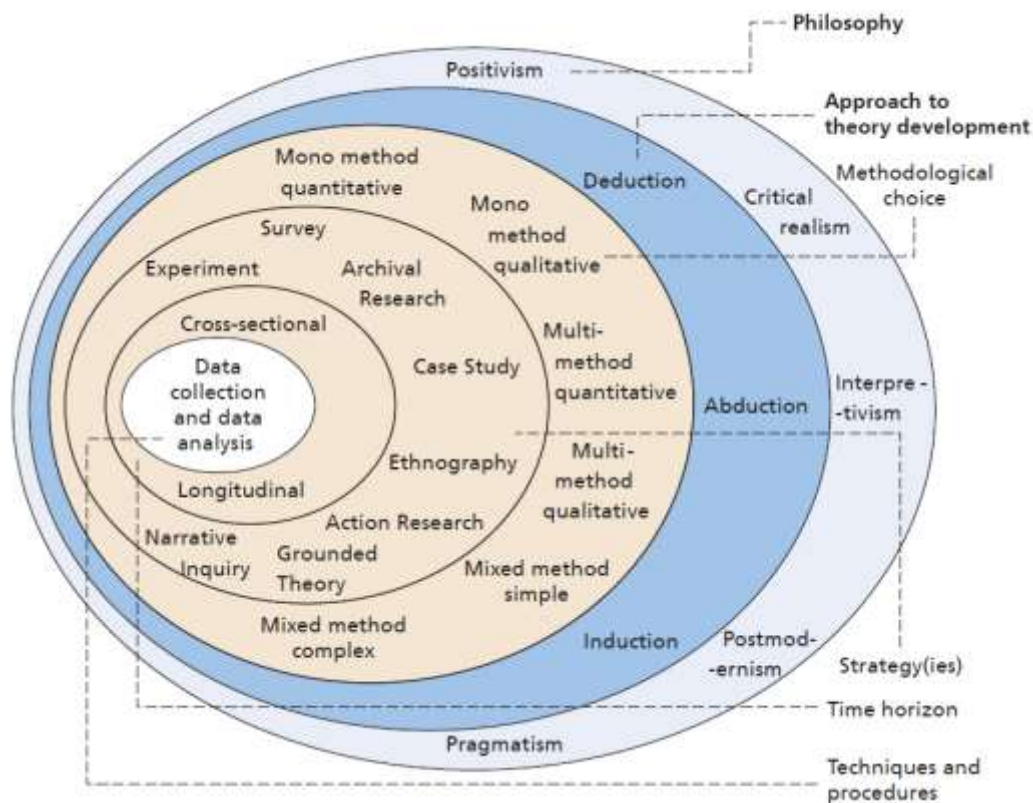


Figure 5.1: The Research Onion

Source: Saunders *et al.* (2019:130)

The three primary layers of the research onion focus on the research design method, where the researcher sketches research queries for a research project. The purpose of these forms is to achieve consistency in the research design.

5.2 Research Design

Blumberg *et al.* (2008:195) describe a research design as a strategy and a research framework for answering study concerns. The research design serves as the foundation for the researcher's methods, collection of data, and analysis of the data (Edmonds & Kennedy, 2017:1; Leedy & Ormrod, 2015:92). Different types of research designs exist (Edmonds & Kennedy, 2017; Leedy & Ormrod, 2015; Saunders, Lewis & Thornhill, 2009; Saunders *et al.*, 2019):

5.2.1 Causal-Comparative Research

Causal-comparative research is a non-experimental study that examines cause-effect relationships between two or more variables. It is conducted after the events have occurred, and the research cannot manipulate the independent variable. Instead, the researcher looks back to determine if any differences or changes have occurred between the groups based on the pre-existing conditions or circumstances. This research aims to determine if there is a cause-effect relationship between the variables. However, because of the limits of experimentation, this type of research can only show correlation, not causation.

5.2.2 Correlational Research

Correlational research is a quantitative method that examines the relationship between two or more variables without manipulating them. Correlational research aims to establish whether certain variables are related and, if so, to what extent.

5.2.3 Descriptive Research

Descriptive research: a research method used to describe and analyse the characteristics of a particular group or phenomenon. Descriptive research focuses on providing a detailed account or description of the situation or phenomena being studied rather than testing hypotheses or making predictions.

5.2.4 Explanatory Research

Explanatory research is a type of research that aims to explore and understand cause-and-effect relationships between variables. It focuses on identifying the reasons behind a particular phenomenon or outcome. The goal of explanatory research is to provide explanations or theories that can help predict and control events in the future.

5.2.5 Exploratory Research

Exploratory research is a type of research design that aims to explore and investigate new or unexplored topics or concepts without any pre-existing theories or hypotheses. It is commonly used to generate initial insights and understanding of a phenomenon, identifying potential hypotheses or variables that need further investigation.

5.3 Rationale for the Selection of the Explanatory Research Design

This study applied an explanatory research design because it established causal links between the variables; it employed explanatory research studies (Saunders *et al.*, 2019:188). Explanatory research establishes the links among multiple variables or events that cause them and differentiates the causal relationships between them (Babbie & Mouton, 2010).

5.4 Rationale for the Selection of the Exploratory Research Design

This study applied exploratory research has the benefit of being versatile and flexible (Saunders *et al.*, 2019:187) and offers the preliminary foundation for further study (Thomas & Lawal, 2020:79). Exploratory

research is used to elucidate the issue under investigation by gathering background knowledge on the subject (Cooper & Schindler, 2008:704).

5.5 Research Philosophy

This section covers research philosophy sub-topics: mono method, quantitative research methodology, qualitative research methodology and mixed research methods. Fox and Bayat (2007:7) state that there are two main research types or paradigms: quantitative and qualitative. Employing more than one data-gathering methodology with related analytic methods is called multi-method, but only when limited to a quantitative or qualitative viewpoint (Tashakkori & Teddlie, 2010). The phrase "mixed methods technique" refers to the employment of both quantitative and qualitative data gathering and analysis approaches in a research study (Figure 5.2) (Saunders *et al.*, 2012).

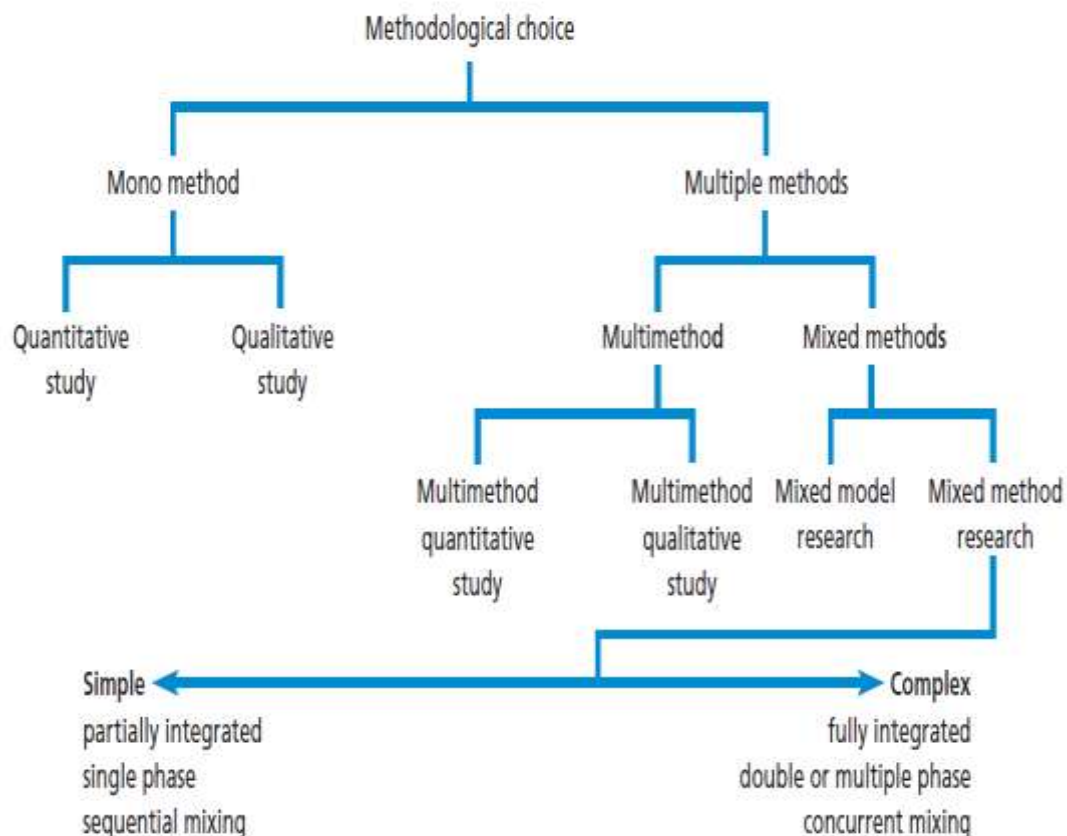


Figure 5.2: Research Choices

Source: Saunders *et al.* (2009:152)

5.5.1 Mono Method

Mono-method quantitative research employs just one data-collecting method, which can include a questionnaire and a quantitative analysis approach. This type of research can either be qualitative or quantitative. Mono-method research is helpful in cases where the research question is relatively simple and can be adequately addressed using one data collection method. It is also useful when the researcher has limited resources or time for conducting research. However, this approach can lead to biased results if the research topic is complex and requires multiple perspectives to be fully understood (Saunders *et al.*, 2019).

5.5.2 Quantitative Research Methodology

Quantitative Research: Focus on objects that can be calculated. Quantitative research utilises statistics to practice and clarify data and abstract discoveries. Quantitative research is a method concerned with measuring social phenomena using numerical data. It involves collecting and analysing data using statistical techniques to identify patterns and relationships in the data. Quantitative research tests hypotheses and assesses the prevalence and distribution of social phenomena (Alvesson & Deetz, 2021:51).

5.5.3 Qualitative Research Methodology

Qualitative Research systematically provides details of events, individuals, and substances affiliated with them. An interpretative philosophy is often connected to qualitative research (Denzin & Lincoln, 2018). It is interpretative because scientists must understand the meaning of the socially created and subjective interpretations attached to their study phenomena.

Qualitative research is a method for understanding and interpreting social phenomena from the perspective of the people involved. It involves collecting and analysing non-numeric data, such as interviews, observations, and focus groups. Qualitative research explores and

understands complex social phenomena that cannot be easily measured or quantified (Leedy & Ormrod, 2015:388).

5.5.4 Mixed Research Methods

Mixed research methods refer to research studies that employ quantitative and qualitative data-gathering and analytic methods in one project (Molina-Azorin *et al.*, 2017). Research topics that cannot be solved by "qualitative" or "quantitative" methodologies alone are the focus of mixed methods research. In business research, a mixed methodologies approach is becoming increasingly popular (Sekaran & Bougie, 2016:106). The philosophical stances of pragmatism and critical realism are often linked to mixed methods designs (Saunders *et al.*, 2019:181).

5.5.5 Rationale for the Selection of the Mixed Research Paradigm

Mixed-method research designs employ quantitative and qualitative data gathering and analysis methodologies either concurrently (parallel) or sequentially (sequential), but not simultaneously (Saunders, Lewis & Thornhill, 2009:152). The researcher may be epistemologically ecumenical if they employ a mixed-method approach to their study (Onwuegbuzie & Leech, 2005). While mixed method research employs quantitative and qualitative perspectives throughout the research techniques phase, quantitative data are analysed statistically and qualitative data are analysed subjectively (Saunders *et al.*, 2009:152). This study used a mixed-method research methodology concurrently (parallel). Table 5.1 provides reasons to use a mixed-method design.

Table 5.1: Reasons for Using Mixed Method Designs

Reason Explanation	Reason Explanation
Initiation	A qualitative or quantitative methodology may define the nature and scope of sequential quantitative or qualitative research. It may also be used to provide contextual background and to understand the research

	problem better. It may also help in the formulation or redrafting of research questions, interview questions and questionnaire items and the selection of samples, cases, and participants
Facilitation	During the research, one method may lead to the discovery of new insights which inform and are followed up using the other method
Complementary	The use of mixed methods may allow meanings and findings to be elaborated, enhanced, clarified, confirmed, illustrated, or linked
Interpretation	One method (for example, qualitative) may be used to help explain relationships between variables emerging from the other (for example, quantitative)
Generalizability	Using mixed methods may help establish a study's generalizability or relative importance. Similarly, the use of mixed methods may help to establish the credibility of a study or to produce more complete knowledge
Diversity	The use of mixed methods may allow for a greater diversity of views to inform and be reflected in the study
Problem-Solving	The use of an alternative method may help when the initial method reveals unexplainable results or insufficient data
Focus	One method may be used to focus on one attribute (for example, quantitative on macro aspects), while the other method may be used to focus on another attribute (for example, qualitative on micro aspects)
Triangulation	Mixed methods may be used to combine data to ascertain if the findings from one method mutually corroborate the findings from the other method
Confidence	Findings may be affected by the method used. Using a single method will make it impossible to ascertain the nature of that effect. To cancel out this 'method effect', it is advisable to use mixed methods. This should lead to greater confidence in your conclusions

Source: Bryman (2006); Greene, Caracelli and Graham (1989); Heyvaert, Hannes and Onghena (2017); Molina-Azorin (2011)

5.5.6 Mixed Methods Research Designs

Mixed methods research draws from the characteristics of both qualitative research (see 5.5.1) and quantitative research (5.5.2). In mixed methods research, quantitative and qualitative techniques are combined in various ways, ranging from simple, concurrent forms to more complex and sequential forms (Figure 5.3). Saunders *et al.* (2019:182).

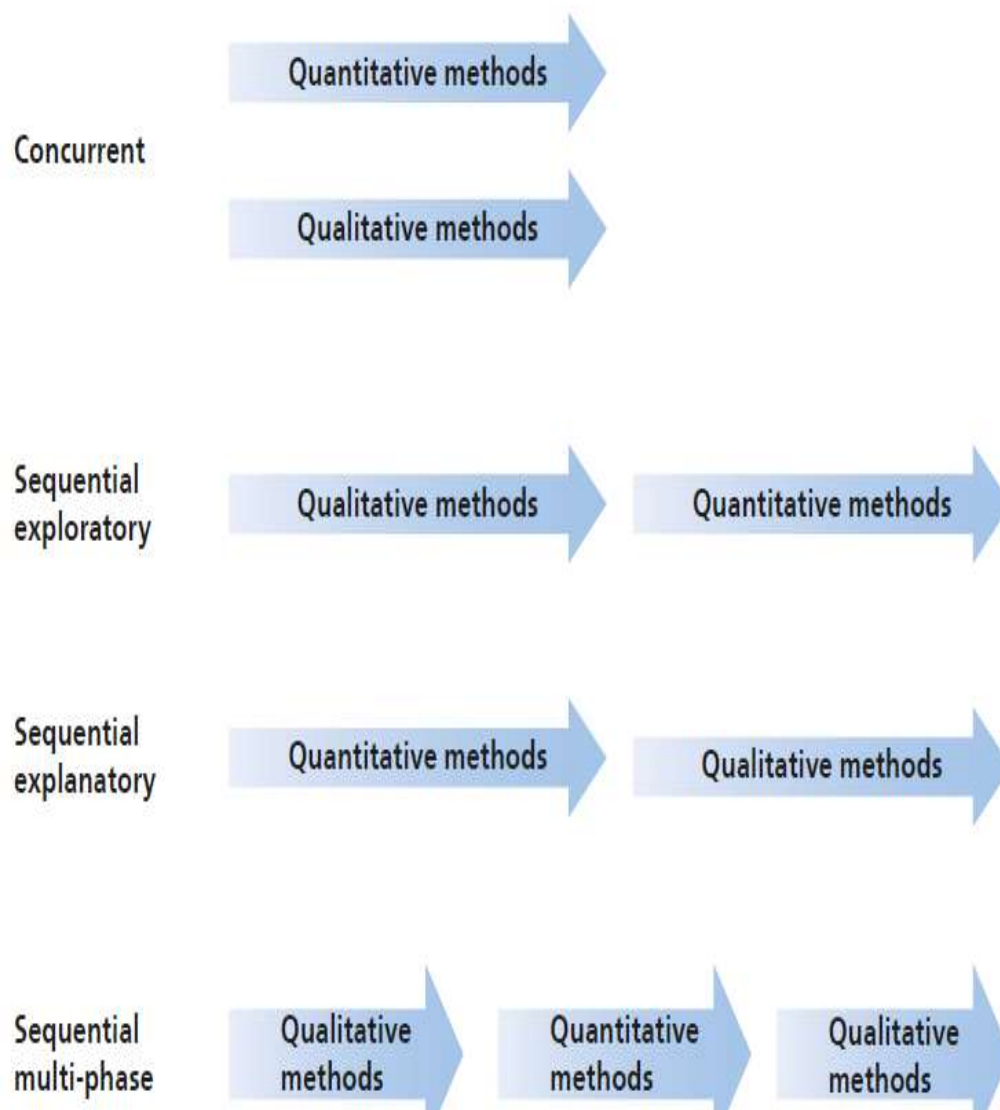


Figure 5.3: Mixed Methods Research Designs

Source: Saunders *et al.* (2019:182)

As a procedure, mixed methods research designs use philosophical presumptions as a technique to provide instructions for gathering and analysing information from various sources in a particular field of research (Dawadi, Shrestha & Giri, 2021:27):

5.5.6.1 Concurrent Mixed Methods Research

Concurrent mixed methods research involves using quantitative and qualitative methods within a single phase of data collection and analysis (a single-phase research design).

5.5.6.2 Sequential Mixed Methods Research

Sequential mixed methods research involves more than one phase of data collection and analysis (Figure 4.3). This leads to two alternative mixed methods research strategies: a sequential exploratory research design (qualitative followed by quantitative) or a sequential explanatory research design (quantitative followed by qualitative).

5.5.7 Rationale for Choosing a Concurrent Mixed Methods Research Design

Concurrent mixed methods research enables both sets of findings to be examined simultaneously, providing a fuller and more thorough research analysis (Saunders *et al.*, 2019:182).

5.6 Mixed Method Research Strategies

This section divides the mixed-method research strategies into two sections: positivist and phenomenological research strategies.

5.6.1 Positivist Research Strategy

When a researcher chooses a quantitative design, there are numerous recognised research methodologies from which a researcher can select (Bhat, 2020). Namely, Survey Research, Correlational Research, Causal-Comparative Research, and Experimental Research. Distinctly, each

method identifies a particular way of collecting and analysing data (Fox & Bayat, 2007).

This study utilised surveys (Cross-sectional surveys) because (Fox & Bayat, 2007:87; Walter, 2013:122-123): In a survey research study, the researcher can learn from a wide-ranging collection of subjects from diverse viewpoints. A decent random sample survey can bring dependable and compelling data of a big populace from a minor sample. Carrying out research remotely can decrease or stop the researcher from depending on the geographical area. Surveys are comparatively simple to administer by the researcher. Various questions can be asked concerning a subject, allowing flexibility in data analysis.

5.6.2 Phenomenological Research Strategy

When a qualitative design is adopted, various accepted research procedures are available to a researcher. These include biography counselling, case study, comparative method, discourse analysis, ethnography, focus groups, grounded theory, introspection, logic, open-ended interviews, participant observation, and therapy (Cibangu, 2012).

This study utilised standardised one-on-one open-ended interviews because (Bryman, 2012; Kothari, 2004:98): They encourage homogeneity, which reduces precision brought on by the diversity of questions being asked. Since the questions are specific, the likelihood of interviewer heterogeneity is reduced. They can clarify a query's intent given the available responses. It is possible to gather more information in complete depth. Samples may be managed more successfully.

5.7 Population

A population is a complete set of individuals, objects, or measurements that possess some common and specific characteristics or attributes (Creswell, 2014; Fox & Bayat, 2007:30; Sekaran & Bougie, 2013:240). Figure 5.4 delineates the population, sample size, and targeted population.

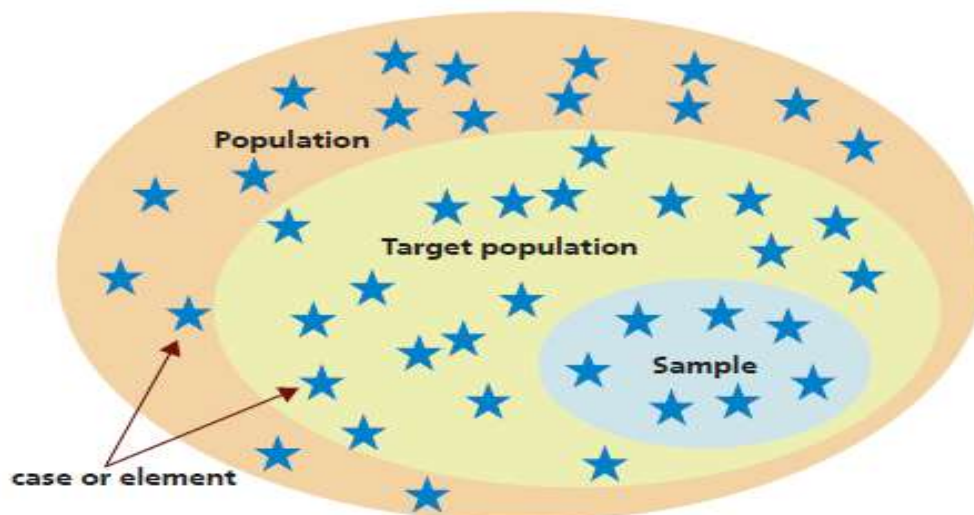


Figure 5.4: Population, Target Population, Sample, and Individual Cases

Source: Saunders *et al.* (2019)

A sample is a subdivision of the population, selected in a particular way using some statistical procedures. A sample is a more miniature representation of the overall population (Sekaran & Bougie, 2013:241). The researcher can reclassify the population into a more easily controlled category. This portion of the general population is the target population (Saunders *et al.*, 2019:295).

5.8 Target Population

Nasution and Mavondo (2008) emphasised that a target population must be substantial so that collected data can be comprehensive. This study targeted the participating organisations' whole workforce, including white-collar and blue-collar employees aged (eighteen to sixty-five, the study's key demographic). To guarantee equitable representation across all divisions, the researcher considered an impartial sample for every division within each division.

5.9 Sample Size

This section covers the sampling methodologies used in this study: sample size for quantitative research, sample size for qualitative research, sampling

strategy, probability sampling, and research instrument. Due to the intricacy of mixed methods research and the unique representational, legitimation, integrational, and political issues that both qualitative and quantitative elements present in the table, sampling becomes exceedingly crucial. These cumulative issues are bound to have an undesirable influence on the accuracy of the data gathered, either additively or multiplicatively (Onwuegbuzie & Collins, 2007:307).

5.9.1 Sample Size for Quantitative Research

The probability of inaccuracy increases when sample size decreases both in overall measurements and, to a much lesser degree, as a percentage of the target population (Saunders *et al.*, 2019:300). However, Sekaran and Bougie (2016:264) argued that a sample size that is too large say, five hundred or more - could be problematic because the researcher was more likely to make Type II errors as a result. So, instead of rejecting the research's results, we would embrace them. So, excessively big or tiny sample sizes are helpful for research endeavours. For most studies, Roscoe (1975) suggests using sample sizes of more than thirty and less than five hundred. Creswell (2015) stipulates that the sample size for a doctoral research project is adequate and big enough to reflect the population if the researcher receives around three hundred and six hundred and fifty replies.

Using Yamane's (1976) formulas (Yamane, 1967), a sample size for data collection via survey questionnaire was determined for this study, see equation 1.

$$n = \frac{N}{1 + N(e)^2}$$

Equation 1: Yamane's (1976) formulas for sample size for data collection

Where:

N = the sample size

N = the study population

e = the level of precision

1 = designates the probability of the event occurring

Organisation A sample size, see equation 2.

$$n = \frac{N}{1 + N(e)^2} = n = \frac{330}{1 + 330(0.06)^2} = 150$$

Equation 2: Organisation A sample size

The study collected questionnaire responses from one hundred participants in Nkangala District Municipality in Nkangala District in Middelburg, Mpumalanga, South Africa.

Organisation B sample size, see equation 3.

$$n = \frac{N}{1 + N(e)^2} = n = \frac{330}{1 + 330(0.06)^2} = 150$$

Equation 3: Organisation B sample size

The study collected questionnaire responses from one hundred participants in the City of Johannesburg Metropolitan Municipality, Johannesburg, Gauteng province, South Africa.

As a result, 278 respondents to the study's questionnaire provided data from organisations A and B.

5.9.2 Sample Size for Qualitative Research

You cannot estimate the number of people who must be sampled at the start of your investigation or forecast when the theoretical saturation point will be achieved. The fundamental guideline in qualitative research is to keep sampling until you are beyond learning any fresh information or developing novel perspectives. The population's variability, however, will affect the sample size to some extent (Sekaran & Bougie, 2016:266).

Ritchie, Lewis, and Elam (2003) provide an argumentative statement by saying that more excellent data may not always equate to greater knowledge. Morse (1994:225) recommended at least six individuals for phenomenological research to obtain relevant data. The ranges Creswell (1998) suggested are somewhat varied; he suggested five to twenty-five interviews for phenomenological research. The researcher sampled ten participants from the Nkangala District Municipality for this study. In qualitative research, sample size is determined by the concept of saturation; the more relevant data a sample has for the study, the fewer participants are needed (Mason, 2010:1). This was relevant to the study because people in the field who had the required education and expertise were hand-picked. Qualitative research focuses on content rather than forming broad hypotheses (Crouch & McKenzie, 2006). Analysing a significant sample might take a lot of time and is sometimes unrealistic in qualitative research, requiring much effort (Mason, 2010).

5.9.3 Sampling Strategy

In quantitative research, sampling is used to select the population from which it was taken. Conversely, a qualitative study aims to get a thorough grasp of a situation, event, or occurrence and to learn about an individual's numerous characteristics, assuming that the subject is a proportion of the population (Kumar, 2011:192). Leedy and Ormrod (2010:205) suggest that sampling designs depend on the situation. There are two main sampling techniques available to select a sample (Saunders *et al.*, 2012:261), see Figure 5.5:

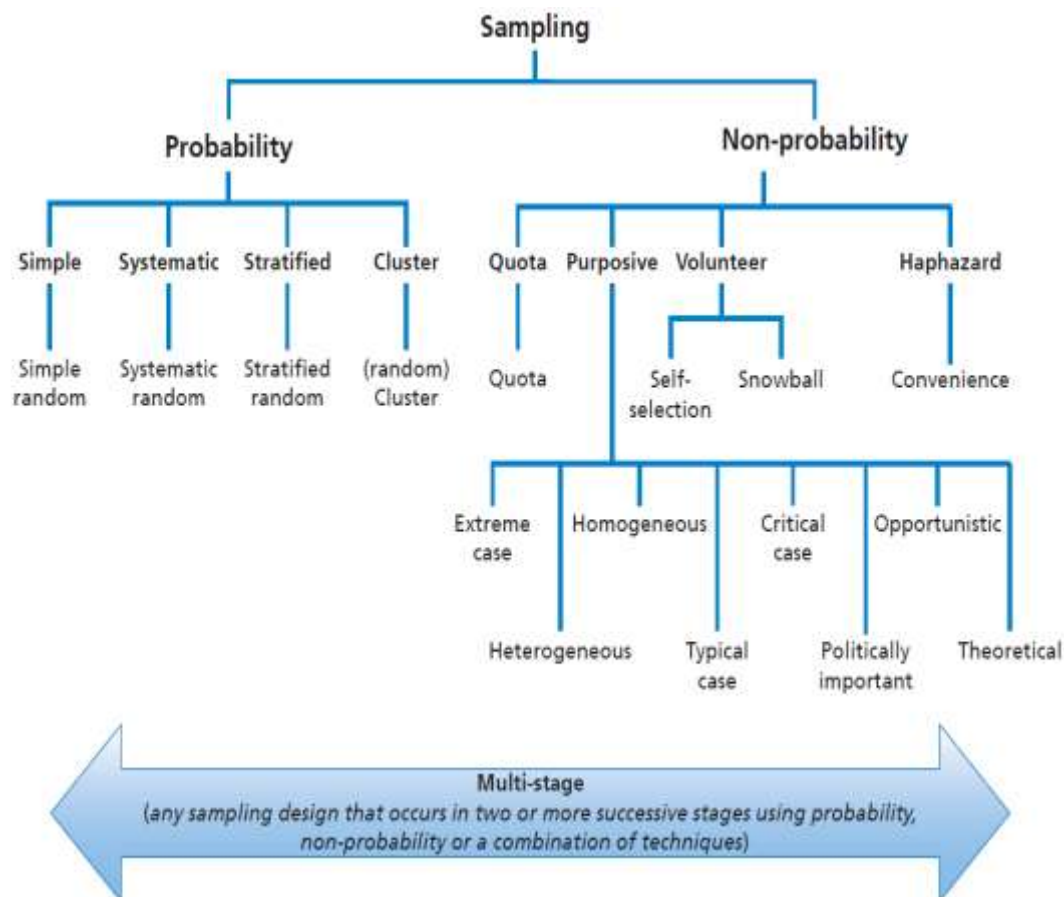


Figure 5.5: Sampling Techniques

Source: Saunders *et al.* (2012:261)

- i. Probability or Representative sampling.
- ii. Non-probability or Judgmental sampling.

5.9.4 Probability Sampling

Probability sampling is when every item in the sample has a comparable likelihood of being chosen (Saunders *et al.*, 2012:678). There are four primary probability approaches, which are described below (Leedy & Ormrod, 2015:205):

5.9.4.1 Simple

Simple: The scholar arbitrarily chooses a selected portion of the population members (Neuman, 2012:94).

5.9.4.2 Systematic

Systematic: Researchers periodically sample population members (Neuman, 2012:97).

5.9.4.3 Stratified

Stratified: A population is stratified or divided by common traits (Welman & Kruger, 2001:55).

5.9.4.4 Cluster

Cluster: The researcher randomly samples a population's clusters (Welman & Kruger, 2001:60).

5.9.5 Rationale for Selecting Random Sampling Technique

A probability sampling technique was used since this study used an explanatory research design. Probability sampling methods, also known as random or representative sampling, are used in this sort of study, also referred to as quantitative research (Alvi, 2016). Using probability sampling, the researcher can determine how much the sample findings depart from the population's norms. Therefore, the researcher quantified the sampling error (Welman & Kruger, 2001:47), and probability sampling provides a typical sample. Since the estimations are impartial, they may be applied to the population regardless of diversity. It is employed to make quantitative conclusions (Semasinghe, 2019). This study used a random sampling technique because (Cohen, Manion & Morrison, 2007:276; Sekaran & Bougie, 2016:249): It is accurate and easily accessible, has excellent generalizability of findings, and guarantees a higher chance of equivalency.

The formula for the primary probability draw is:

$$\frac{\text{Sample Frame}}{\text{Total Population}}$$

Equation 4: Primary probability

The sample frame would be the inventory of population members to be selected (Mean That and Authentic Data Science, 2016).

5.9.6 Non-Probability Sampling

Where the researcher is unable to predict the possibility that every member of the population will be represented in the sample, this is known as non-probability sampling (Leedy & Ormrod, 2010:211). The four non-probability techniques are described in detail (Saunders *et al.*, 2019):

5.9.6.1 Quota

Quota: Selects a predefined quantity or percentage of units (Welman & Kruger, 2001:63).

5.9.6.2 Purposive

Purposive: Researchers choose individuals who might ensure the research succeeds (Neuman, 2012:90).

5.9.6.3 Volunteer

Volunteer: In snowball sampling, individuals participate in the study instead of being randomly selected (Saunders *et al.*, 2019).

5.9.6.4 Haphazard

Haphazard: Convenience sampling is the most prevalent kind of haphazard sampling. This entails randomly picking instances since they are easy to get for a sample (Saunders *et al.*, 2019).

5.9.7 Rationale for Selecting Haphazard Convenience Sampling Technique

A non-probability sampling technique was used since this study used an exploratory research design. Non-probability sampling methods, also known as convenient sampling or representative sampling, are used in this sort of study, sometimes called qualitative research (Cooper & Schindler, 2014:359). Fleetwood (2023) presents a distinctive defence by asserting that non-probability sampling approaches are a more appropriate and

practical tool for researchers conducting surveys in the real world than traditional methods. Non-probability is less time-consuming and more economically viable because responders answer promptly and are eager to engage. Low-slung respondent rates are irrelevant since the researcher continues to survey until the necessary sample size is obtained. It allows academics to establish relationships with underprivileged backgrounds or specialist populations. This is often performed using aberrant sampling. Considering these polls may be conducted at any moment, perspectives on current developments and subjects can be acquired in real-time (Mahmutovic, 2023).

This study used haphazard convenience sampling because it is instant, appropriate, and inexpensive (Mexon & Kumar, 2020:33; Sekaran & Bougie, 2016:250).

5.10 Research Instrument

This section covers two sub-sections: Questionnaire (surveys) construction and interview construction.

5.10.1 Questionnaire (Surveys) Construction

A questionnaire's design will vary depending on who fills it out, a participant or a researcher, and how it is given, retrieved, or administered (see Figure 5.6) (Saunders *et al.*, 2019:505).

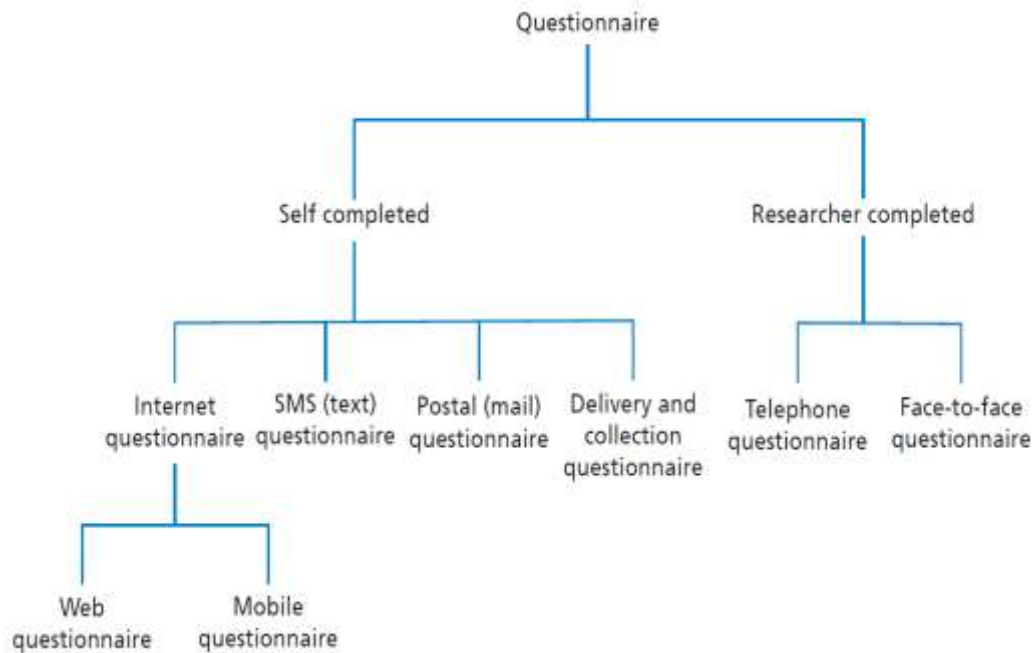


Figure 5.6: Questionnaire Modes

Source: Saunders *et al.* (2019:506)

This research employed a structured face-to-face questionnaire with closed-ended questions on a Likert Scale from one to five (strongly agree to strongly disagree) to gather data.

5.10.1.1 Rationale for the Survey Research Instrument

The survey was chosen as the main tool for collecting data since it was efficient at obtaining uniform information from an adequate number of respondents in a comparatively short amount of time. It enables the researcher to gauge beliefs, perceptions, circumstances, or behaviours pertinent to the study objectives by facilitating the gathering of both quantitative and qualitative data. Since surveys provide a controlled methodology that guarantees uniformity in the questions asked of each participant, they are especially well-suited for this type of research. This improves dependability and makes it easier to compare responses throughout the sample. Furthermore, surveys are accessible and reasonably priced, particularly when conducted electronically, which makes

them perfect to connect with respondents who are restricted by time or geographically separated.

The study questions and hypotheses serve as the basis for the survey's design, and items are created using previously published research and, when applicable, validated scales. While open-ended questions offer deeper insights into participants' viewpoints, closed-ended questions enable statistical analysis. To make sure the language was acceptable, clear, and in line with the comprehension of the target audience, pilot testing was done. The study's goal of gathering quantifiable, broadly applicable data while guaranteeing rigorous methodology along with effectiveness in the data collection procedure is in line with the usage of a survey.

The questionnaire comprised Section A, Demographic Information, and Section B-F Questions (Appendix F).

Section A: Demographic Information

Demographic Data includes these subheadings:

- i. Respondents' age
- ii. Respondents' gender
- iii. Respondents' years of experience in general
- iv. Respondents' years of experience in current position
- v. Respondents' highest qualification
- vi. Respondent position

Section B: Intrinsic rewards (Mugizi *et al.*, 2020)

Section C: Utrecht Work and Well-Being Survey (UWES) (Schaufeli & Bakke, 2003)

Section D: Employee engagement in innovation (Arshi & Rao, 2019)

Section E: Innovation Measurement (Arshi & Rao, 2019)

Section F: Individualistic and Collectivistic Culture Measurement (Triandis & Gelfand, 1998).

The twenty-three-question structured questionnaire included only closed-ended questions and was organised into four categories.

Questionnaire sections

- i. Intrinsic rewards (Contains seven questions).
- ii. Utrecht Work and Well-Being Survey (Contains seventeen questions).
- iii. Employee engagement on innovation (Contains twenty-eight questions).
- iv. Innovation Measurement (Contains eight questions).
- v. Individualistic and Collectivistic Culture Measurement (Contains sixteen questions).

5.10.1.2 Step by Step Procedure, Survey (Questionnaire) Research Instrument

The survey research instrument (questionnaire-based), intended for quantitative or mixed-methods research, was developed and administered by the researcher using the following procedures:

- Step 1: Specify the goals of the study: Decide what you wish to measure, such as demographic data, understanding, perspectives, and behaviours. matched the research questions or hypotheses with the subject matter of your survey.
- Step 2: Identify the target demographic: Specify your sample's admission and rejection criteria. Make sure the language, structure, and substance of your survey are suitable for this demographic.
- Step 3: Select the Design for the Survey: Choose to carry out the survey or not. The survey was conducted on paper.
- Step 4: Create the survey's questionnaire: logically organized the survey: Section 1: Population statistics age, gender, education, Introduction (goal, consent, anticipated time), Section 2: Important Variables/Constructs (according to your goals), Employ a range of inquiry formats, closed-ended (yes/no, multiple-choice, Likert scales), queries that rate or rank made sure the questions are precise

and succinct, impartial and non-leading, From generic to specific, in order.

- Step 5: Adopted Scales of Validation (if applicable): If available, incorporate or modify current, valid, and dependable measurement instruments. When using scales, keep their integrity and cite the sources.
- Step 6: Test the survey in a pilot programme. carried out a pilot study with a small sample of the target population (10 responders). Evaluate: simplicity of questions and directions, Time needed to finish, and make any required changes in response to comments.
- Step 7: Conduct the Survey: Give the participants their surveys directly. gave explicit guidelines and guaranteed anonymity and confidentiality. tracked response rates and, if necessary, followed up.
- Step 8: Data collection and storage: made sure that information is safely kept (in survey platforms or password-protected files). Export answers to a statistical program (such as SPSS AMOS) and an Excel spreadsheet.
- Step 9: Examined the data: Apply the proper statistical methods based on the kinds of questions: descriptive data (frequencies, means).

5.10.2 Interviews Construction

Two main types of interviews exist: standardised and non-standardised interviews. See Figure 5.7. Standardised interviews are formal, rely on questionnaires with a present and uniform set of questions, and are conducted by the interviewer (Leedy & Ormrod, 2015:390; Saunders *et al.*, 2012:374). Non-standardised interviews do not follow a set format or a set of questions. Instead, the interviewer is free to ask any questions they feel appropriate or relevant to the discussion. These may be open-ended or follow-up questions to previous answers (Saunders *et al.*, 2019:437).

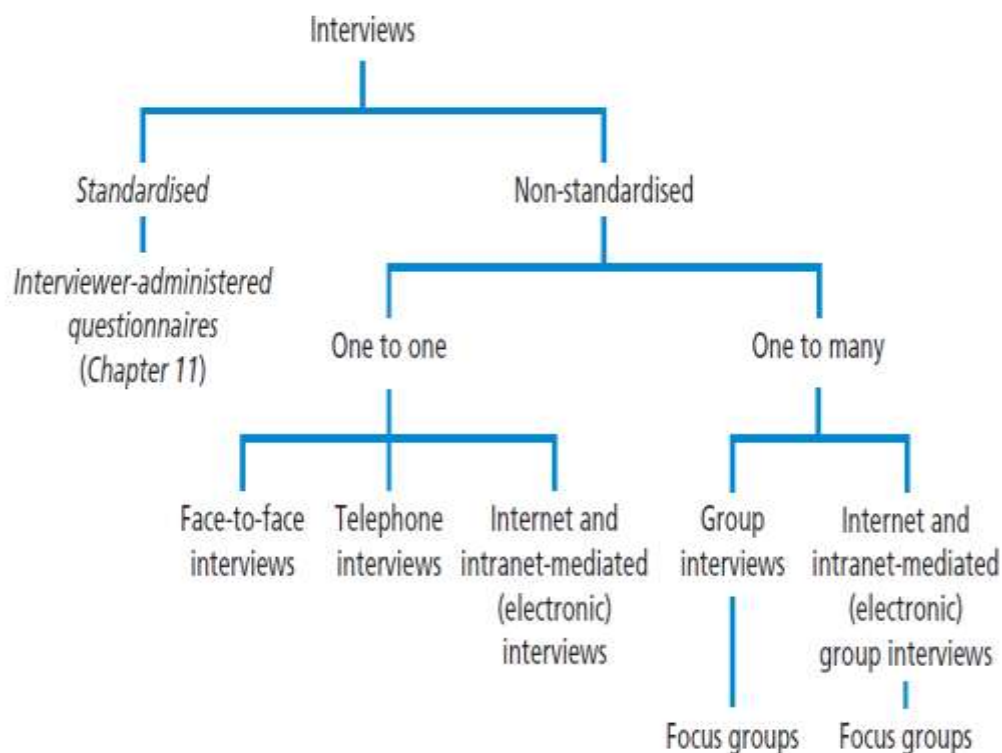


Figure 5.7: Forms of Interview

Source: Saunders *et al.* (2009:321)

5.10.2.1 Rationale for Standardised Face-to-Face Open-Ended Interviews

This research employed standardised face-to-face open-ended interviews. The main tool for gathering data was standardized face-to-face open-ended interviews, which allowed for a uniform and organised examination of participants' knowledge, experiences, and opinions. When the goal of qualitative research is to develop a deep, nuanced understanding of intricate interpersonal phenomena that cannot necessarily be sufficiently captured by quantitative methods, this approach is especially well-suited.

Every participant can answer identical prompts thanks to the implementation of standardised questions, which guarantees coherence in data gathering and makes it easier to compare themes across interviews while preserving internal consistency. However, because the questions are open-ended, participants can communicate their ideas in their own words,

which leads to a greater understanding of their individual viewpoints and real-life experiences.

The quality of contact amid the interviewer and the interviewee is improved when interviews are conducted in person. It enables quick question explanation, nonverbal signal inquiry, and rapport building, all of which enhance the accuracy and comprehensiveness of the data gathered. Along with increasing participant engagement, this strategy can enhance the thoroughness and precision of responses. The research objectives of this study are best served by standardized face-to-face open-ended interviews because they provide an equitable strategy that preserves the depth and breadth of qualitative data while guaranteeing methodological rigor through predefined questions.

The research instrument consists of three themes and twenty open-ended questions designed to address the objectives and answer this study's research questions. Table 5.2 delineates the themes of open-ended interviews and what the researcher intended to discover.

Table 5.2: Themes of the Open-Ended Interviews

	Theme	Information needed from the participants
1	Reward System and Rewards Management	This research seeks to find the existing reward system and employee rewards in the organisation.
2	Individualistic and Collectivistic Cultures	The researcher seeks to find out the existence of individualistic and collectivistic cultures.
3	Impact of Modern Extrinsic Employee Rewards on Employee Engagement	The researcher seeks to determine the impact and effects of rewards on employees.

Source: Developed by the Researcher (2023)

5.10.2.2 Step by Step Procedure, Face-to-Face Open-Ended Interviews Research Instrument

The researcher developed, implemented, and oversaw a face-to-face, open-ended interview research instrument using the following procedures:

- Step 1: Specify the goals of the study: The researcher's goals for the interviews, perceptions, behaviours, and motivations were clearly stated. matched your interview questions to the goals or research inquiries.
- Step 2: Create the Interview Guide: created a list of open-ended, standardised questions to be asked of each participant. Questions are made sure to be clear and succinct, impartial and non-leading, Open-ended to promote thorough answers. The guide was organized logically into three sections: background, primary topic, and reflections. provocative inquiries or updates were provided to stimulate deeper insight.
- Step 3: Pilot Test the Guide for Interviews: Conducted one or two pilot interviews with members of your target demographic. evaluated to see if the questions are clear, the answers offer pertinent and useful information, and to make questions more effective and clearer, revise them as necessary.
- Step 4: Recruited Participants: Select participants by integrating and excluding specific parameters. Get participants' informed consent after thoroughly explaining the research project, their privileges, and confidential procedures.
- Step 5: Scheduled and Prepared for Interviews: Set up appropriate, distraction-free, quiet, and private spaces. Ready-made interview documents: Printable interview handbook.
- Step 6: Interviews are conducted: Starting with an overview of the authorisation procedure and introductions. cultivated a relationship

to put participants at ease. Inquired with every query in the same sequence and phrase (standardised), but enabled spontaneous discussion flow. When necessary, used probes or suggestions to promote the elaboration. documented answers (in written form) with consent from the subject.

- Step 7: Transcribing interviews: Produced, written transcripts from audio recordings. When appropriate, I used nonverbal clues like pauses and emotions. To safeguard the respondent's sense of self, hide data.
- Step 8: Examine the Information: employed qualitative techniques like content analysis and thematic analysis. Data was coded to find perspectives, themes, and trends. Respondents' replies were contrasted to look for parallels and distinctions.
- Step 9: Research Findings: Highlighted important issues backed by credible respondent quotes. considered the significance and ramifications of the results for the goals of the study.
- Step 10: Reflect and Assess: Assess the impartiality of the interviewer and the involvement of the participants.

5.11 Pre-Test

Unfortunately, numerous scholars still harbour the mistaken notion that once they obtain replies regarding their questionnaires or if the subjects were previously employed in earlier studies, then there is no purpose in pre-testing them (Czaja, 1998:1). Pre-testing a survey instrument ensures that the questions are clear and understandable to individuals who are going to utilise and answer them (Grimm, 2010; Hashim *et al.*, 2022:500). Before collecting data, the questionnaire is pretested. Survey questions should be evaluated to ensure they serve their intended purpose (Collins, 2003). A pretest is required to guarantee that the actual data collection is carried out correctly (Hashim *et al.*, 2022:.500). Pre-testing questionnaires assists in recognising ambiguous directions and questions and prevents the use of questions with multiple bars with numerous implications or replies.

Pre-testing requires several processes that include four steps (Bowden *et al.* 2002); see Table 5.3:

Step one: Determine the envisioned referential and semantic interpretation of each question.

The researcher explained the expected significance and connotations of every question asked in the survey.

Step two: Criterion for evaluating the suitability of questions asked in surveys.

Table 5.3, Column One, describes the standards the study used. The difficulties mainly include linguistic style, attribution of meaning, inquiry simplicity, and interpreting uniformity. The standards for analysing survey questions let researchers make consistent conclusions and compare their opinions.

Table 5.3: Criteria selected for judging the appropriateness of survey questions and the investigative method employed

1 Criterion	2 Method			
	Expanded Interviews	Targeted Methods	Group Methods	Expert Reviews
1 No negative questions, and therefore no double negative answers	X			X
2 There are not two questions in one	X			X
3 Level of language is not too high/old fashioned/unusual in any sense	X			X
4 The question is simple and grammatically correct				X

5 The question is free from jargon				X
6 Singular and plural 'you' is clear			X	X
7 The same idea is not contained in another question	X		X	
8 The question is sensitive to measure change over time	X	X		
9 Captures current views	X		X	
10 Reflects local issues	X		X	
11 Meaning and interpretation of the question is clear	X		X	
12 The question makes sense to everyone	X	X	X	
13 A 'yes' is unambiguous in meaning	X			X
14 A 'no' is unambiguous in meaning	X			X
15 Time period is clear	X			X
16 Conception(s) of health it represents is specified		X	X	X
17 How does the question relate to the time of year, head of household, individual/homestead/broader family/community	X			X
18 Understanding of how it relates to severity of health-related quality of life (HRQL)	X	X	X	

Source: Bowden *et al.* (2002:324)

Step three: Techniques for determining the suitability of questions from surveys.

Forsyth and Lessler (1991) identified four types: extended interview approaches, targeted methods, group methods, and expert evaluation. Table 5.3 (column two) shows which techniques address each sort of difficulty, whereas this section discusses each strategy:

- i. Expanded interview approaches: The researcher asked the respondents several survey questions and then probed them to understand their cognitive processes.
- ii. Targeted methods: The researcher utilised two different types of targeted methods: Participants with established (and opposing) qualities of interest were compelled to answer specific questions to determine the likelihood of the questionnaire being viewed similarly by those with certain traits; To quantify change, the researcher invited ten participants to explore two hypothetical scenarios for the questionnaire. The activity was followed by an argument about which responses were likely to be altered and wherefore.
- iii. Group methods: Group techniques target a specific aspect of the response process by addressing a group of individuals rather than an individual, leading to more in-depth discussions about the issues. The poll questions often addressed timeframes, using singular or plural 'you' and phrases like 'friends' and 'family'.
- iv. Expert evaluation: Experts assisted with specific concerns without interacting with potential survey respondents. The 'experts' included two individuals. The external language consultants assessed the survey questions and interpreted the meaning of problems one-six in Table 5.3.

Step four: Evaluate questions for inclusiveness, change the question or its underlying significance, or remove questions.

The researcher analysed fieldwork transcripts and findings from several research methods for every question posed in the survey. Following the talks, decisions were taken on the necessary actions for each question, such as approving the initial question accompanied by a changed interpretation, modifying the question significantly while maintaining its

meaning, abandoning the question, or composing a fresh question (with a new desired meaning). Pertinent information was collected and examined before piloting the novel or updating questions.

5.12 Pilot Study

This section covers two sub-topics: A pilot study for quantitative research and a pilot study for qualitative research. A pilot study is a small-scale preliminary study conducted to gather initial data about a research topic or test a more extensive study's feasibility (In, 2017). It is used to help researchers refine research questions, identify potential problems, and determine the possibility of conducting a more extensive study (Ullah *et al.*, 2023:1091). Pilot studies are typically conducted before a full-scale research project is initiated and involve a small number of participants, often with less rigorous control measures than in a full-scale study. A pilot study's results can inform the full-scale study's design and help ensure its success (Leedy & Ormrod, 2015:388).

5.12.1 Pilot Study for Quantitative Research

Formerly the major poll, pilot research was carried out in April 2024. Several scholars have recommended that the appropriate sizes of samples for pretesting are zero-ten (Hill, 1998; Isaac & Michael, 1995; Saunders *et al.*, 2019), ten-fifteen (Sheatsley, 1983), and zero-twenty (Radhakrishna, 2007). A pilot study could be undertaken on any sample, and individuals have conducted studies on a large proportion of the actual size (Ullah *et al.*, 2023:1092). Chaudhary and Israel (2017) further argue that the researcher determines a suitable sample size for a pretest or pilot study based on the period and resources allocated for the preliminary test.

For the quantitative pilot study, the author randomly surveyed ten participants (administrators and officials) from the organisations who had worked for the organisation for at least five years to identify questionnaire formulation issues. Printed surveys were delivered and gathered physically. Participants provided feedback on the questionnaire, including mistakes, ambiguous questions, time spent completing every element, and

recommendations for improvement. The participants filled out the questionnaire and offered feedback on the questions, subject, and design. Participants, for instance, asked the researcher to alter the following:

- i. The scale used by Likert was simplified to include highly agreeing and strongly disagreeing options.
- ii. The researcher modified participants' job titles to manager or administration.
- iii. Questions were simplified to improve understanding of the questions.
- iv. The grammatical clarity of the questionnaire was improved.

These employees were chosen at random just because they were available. Cronbach's alpha coefficient (α) reliability refers to the dependability of a total or aggregate of quintal measurements (q measurements), which can include assessors, instances, alternate paperwork, or questionnaire/test components (Cronbach, 1951). Cronbach's alpha coefficient is commonly used to assess the "internal consistency" reliability of several questionnaire/test questions.

Questionnaire questions measuring comparable components had (α) reliability values of zero point seventy or higher (Hair *et al.*, 2006; Pallant, 2011; Saunders *et al.*, 2016:714). Hence, the result of zero point seventy is acceptable. Table 5.4 Mugizi *et al.* (2020); Table 5.5 Schaufeli and Bakke (2003); Table 5.6 Arshi and Rao (2019); Table 5.7 Triandis and Gelfand (1998) delineate the outcome of the reliability of the study questionnaire used in this study. The replies were completed entirely every time; the rapid rate might be attributable to the researcher's geographical dispersion and collection during a single encounter.

Table 5.4: Intrinsic Rewards Questionnaire Reliability

Factors	(α)
Intrinsic rewards	0.736

Source: Mugizi *et al.* (2020)

Utrecht Work & Well-Being Survey (UWES)

Table 5.5: Utrecht Work and Well-Being Questionnaire Reliability

	UWES-9 (N = 12,631)			UWES-15 (N = 12,631)			UWES-17 (N = 12,161)		
	Total	Md	Range	Total	Md	Range	Total	Md	Range
Vigour	.72	.76	.60 – .87	.80	.80	.56 – .88	.82	.89	.66 – .87
Dedication	.84	.87	.74 – .90	.89	.89	.83 – .92	.89	.89	.83 – .92
Absorption	.77	.79	.66 – .85	.81	.82	.73 – .88	.83	.83	.79 – .88
Total score	.90	.91	.85 – .94	.92	.94	.88 – .96	.93	.93	.88 – .95

Source: Schaufeli and Bakke (2003)

Table 5.6: Employee Engagement and Innovation Questionnaire Reliability

Factors	(α)	Number of Items
Employee engagement	.812	28
Innovation	.706	8

Source: Arshi and Rao (2019)

Individualistic and Collectivistic Culture Measurement

Table 5.7: Individualistic and Collectivistic Culture Measurement Questionnaire Reliability

Factors	(α)
Horizontal Individualism	.81
Vertical Individualism	.82
Horizontal Collectivism	.80
Vertical Collectivism	.73

Source: Triandis and Gelfand (1998)

5.12.2 Pilot Study for Qualitative Research

For the qualitative pilot study, the researcher interviewed two participants (administrators and officials) from the organisation who had worked for at least five years to detect questionnaire problems that compromised the wording and layout. Participants, for instance, asked the researcher to alter the following:

The Reward System and Rewards Management sub-sections were combined. The following topics were added:

- i. Does the organisation have a total reward system, and what does it entail? Please explain.
- ii. Is the reward system of the organisation traditional or modern? Please explain.
- iii. Do the rewards programmes align with employees and the organisation's goals, values, and culture? Please explain.
- iv. Does the organisation implement a comprehensive reward system, and what procedure does it follow? Please explain.
- v. Are the organisation's reward management systems in place to guarantee that reward operations are efficiently handled and that expenses are controlled? Please explain.

Before the reward system and rewards management, these questions were deleted:

Reward system and rewards management.

- i. Does your organisation offer financial rewards like salary increases, overtime, commissions, and bonuses? Please explain.

The question was removed from rewards management to the external rewards section:

- i. Does your organisation handle financial rewards the same way for all employees? Please explain.

These questions were added:

Individualistic and Collectivistic Cultures

- i. Does the organisation promote the needs of each employee over the organisation? Please explain.
- ii. Does the organisation enable employees to feel that doing their best would help them achieve their work goals, making them more efficient and effective? Please explain.
- iii. In the organisation, are employees encouraged to accept the group's ideals, perspectives, and motives, and are they thus discouraged from communicating their values, beliefs, and objectives? Please explain.
- iv. Are decisions in the organisation handled collaboratively and on common ground? Please explain.
- v. Is the organisation focused on the significance of teamwork or organisational objectives and needs? Please explain.

5.13 Administration of Questionnaires and Interviews

This section covers two subtopics: collecting questionnaires and interviews and storing and securing data, questionnaires, and interviews. The researcher gathered all the completed questionnaires and interview forms from the participants' terminals. The researcher engaged with the participants at seven o'clock in the morning, during the day, during free time, at lunchtime, and half past four in the afternoon after work. Approximately, participants finished the questionnaire and interview forms promptly, while some sought a meeting when free. Certain asked the researcher to leave the questionnaire and interview forms in their possession so they could reply at their leisure and retrieve them when finished.

5.13.1 Collection of Questionnaires

Only primary information gathered from personal experiences was utilised in this research (Nassazi, 2013:37). The questionnaire and interview forms were the only primary data sources. The researcher created and sent a

standardised questionnaire with forty items (see Appendix F, Section A – F). The questionnaire's main purpose was to determine the impact of the financial and non-financial aspects of employees' rewards between two public organisations (municipalities).

The brief, straightforward, closed-ended questions on the surveys allowed responders to finish all the questions in the research instruments in less than twenty minutes. A cover letter was attached to the questionnaire (see Appendix A). The subsequent goals guided the cover letter:

- i. To present participants with a quick overview of this research.
- ii. To nudge and direct participants to take part in the research.

The questionnaires were distributed to three hundred staff members at the City of Johannesburg Metropolitan Municipality, in Johannesburg, Gauteng province, South Africa, and Nkangala District Municipality in Middelburg, Mpumalanga, South Africa.

5.13.2 Collection of Interviews

Data for the qualitative study were collected using interviews and document review.

5.13.2.1 Interviews

The interview questions were disseminated to ten staff members at the Nkangala District Municipality in Middelburg, Mpumalanga. During a two-way discussion, participants were asked questions by the interviewer to get an understanding of their meaning, thoughts, beliefs, perspectives, opinions, and responses about the study under investigation (Maree, 2007:87). Standardized face-to-face, open-ended interviews with eighteen questions were created and conducted by the researcher (See Appendix E). The interview was mainly to determine the impact of the financial and non-financial aspects of employees' rewards between two public organisations. Because interviews allow for interactive discussion between both the researcher and the participants, they are pertinent to the qualitative research technique, which is why the researcher chose to employ

open-ended interviews (Halcomb & Davidson, 2006:38). By employing interviews, the researcher hoped to obtain in-depth descriptive data on the phenomena being studied from the participants' perspectives.

5.13.2.2 Documents Review

The systematic process of examining printable and electronic documents from the organisation's repository or public files is known as document review (Zyl, Salkind & Green, 2014). While certain records may have been created at the researchers' inquiry, the majority are created outside of the scope of the study and are, therefore, an invaluable tool for validating conclusions drawn from alternative data collection techniques (Bloomberg & Volpe, 2016). Document review sources were gathered from the municipalities' websites, the corporate services department, and the SALGA repository system. Data must be analysed and interpreted as part of the document review process to extract meaning, acquire comprehension, and produce knowledge based on experience (Corbin & Strauss, 2008). Simon (2009) states that document review brings a comprehensive understanding to the study, particularly material not found in interviews.

There are two main methods for analysing documents: content-driven and hypothesis-driven (Bloomberg & Volpe, 2016). The researcher employed hypothesis-driven document analysis since this study was hypothetical. A study of the documents was conducted to get data. The document that was being studied was related to this study as they examined the municipality's reward system, rewards management, innovation, and individualistic and collectivistic culture document policies, thus addressing the research questions of this study (Guest, Namey & Mitchell, 2013). Regarding how transcripts from interviews were analysed, the researcher coded the subject matter of documents into themes for analysis. Examining the documents helped the researcher to find a way to monitor progress and change. As a social research method, documentation analysis is a crucial research instrument that plays a crucial role in most transdisciplinary topics (Bowen, 2009). Examining the documents helped the researcher to find a way to monitor progress and transformation.

5.13.3 Storage and Security of Data, Interview Questions

The researcher received respondents' digitally filled questionnaires through email or printed copies of the completed questionnaires, enabling their processing, assembly, and comparison with the original questionnaires that were sent. The researcher locked up the answered questionnaires in their house and laptop, where they were the only ones with access.

5.14 Data Analysis

This section covers two subtopics: quantitative data analysis and qualitative data analysis. Data Analysis refers to interpreting and examining data, typically to derive insights or conclusions that inform decision-making or other actions. It begins with collecting and organising data and then involves applying statistical, computational, or visual methods to identify patterns, trends, relationships, or anomalies. The analysis results can be used to answer questions, test hypotheses, predict outcomes, optimise strategies, or solve problems across various domains (Walter, 2013:61).

5.14.1 Quantitative Data Analysis

Quantitative approaches used in this study include two statistical methods (Leedy & Ormrod, 2014):

- i. Descriptive statistics permits the researcher to specify scores' attributes, such as the aggregate rating on a parameter or the difference between scores (Van Zyl, 2014:161).
- ii. Inferential statistics help determine how the data align with the theory, which may be generalized (Van Zyl, 2014:161).

Collected numerical data was assessed using numerical descriptive apparatuses, including tables, percentages, standard deviations, and means. To examine the statistical significance of relationships and differences, the hypothesized model was tested employing the structural equation model (SEM). The researcher used a five-point Likert Scale (employed extensively in survey research) for the questionnaire. A Likert Scale. The Likert scale can be delineated as follows:

- 1 is Strongly Agree
- 2 is Agree
- 3 is Neutral
- 4 is Disagree
- 5 is Strongly Disagree

Quantitative data analysis was performed utilizing the International Business Machines (IBM) SPSS Analysis of Moment Structures (AMOS) to demonstrate the conceptual framework through SEM analysis, whereby the study's relevant descriptive and inferential tests were used. Moreover, data was analysed through quantitative mathematical descriptive techniques, including frequency tables, dimensions, and conventional measurement errors in order and value pairs. The researcher drew significant conclusions, provided recommendations, and analysed and assessed the implications of the findings (See chapters two, three, four, six, and seven).

The study employed inferential statistics to evaluate the hypotheses and determine whether the findings could be applied to a larger population. Following the primary data collection, the data was organised by identifying inconsistencies, mistakes, and indecipherability in the unrefined material to generate a fair and plain analysis. Thorough revision, data entry, and cohesion checking were performed to prevent errors.

5.14.2 Qualitative Data Analysis

Qualitative data analysis is the non-mathematical evaluation of observations obtained by inquiry, content analysis, interviews, and other qualitative data-gathering methods (Babbie, 2007).

5.14.2.1 Thematic Analysis

The thematic analysis produces comprehensive narratives, clarifications, and theories from big and small qualitative information sets (Saunders *et al.*, 2019:651). Braun and Clark (2019) characterise theme analysis as a solid yet adaptable approach for examining qualitative data from various paradigmatic or epistemological viewpoints. This study used the deductive themes data analysis method, and this study adopted Braun and Clark's

(2019) procedure when using thematic analysis, which is familiarising yourself with the data, creating initial codes, collating codes with supporting data, grouping codes into themes, reviewing, and revising themes and writing a narrative. A fifteen-point assessment of requirements for successful thematic analysis was adopted (Braun & Clarke, 2006); see Table 5.12.

Table 5.8: A 15-Point Checklist of Criteria for Good Thematic Analysis

Process	No.	Criteria
Transcription	1	The data have been transcribed to an appropriate level of detail, and the transcripts have been checked against the tapes for „accuracy“.
Coding	2	Each data item has been given equal attention in the coding process.
	3	Themes have not been generated from a few vivid examples (an anecdotal approach), but instead, the coding process has been thorough, inclusive, and comprehensive.
	4	All relevant extracts for each theme have been collated.
	5	Themes have been checked against each other and returned to the original data set.
	6	Themes are internally coherent, consistent, and distinctive.
Analysis	7	Data have been analysed, interpreted, and made sense of, rather than paraphrased or described.
	8	Analysis and data match each other – the extracts illustrate the analytic claims.
	9	Analysis tells a convincing and well-organised story about the data and topic.

	10	A good balance between analytic narrative and illustrative extracts is provided.
Overall	11	Enough time has been allocated to adequately complete all analysis phases without rushing a phase or giving it a once-over-lightly.
Written Report	12	The assumptions about, and specific approach to, thematic analysis are explicated.
	13	There is a good fit between what you claim and what you show you have done—the described method and reported analysis are consistent.
	14	The language and concepts used in the report are consistent with the epistemological position of the analysis.
	15	The researcher is positioned as <i>active</i> in the research process; themes do not just „emerge“.

Source: Braun and Clarke (2006:36)

5.14.2.2 Content Analysis Method

Finding, recognising, and analysing patterns in the results of qualitative research is done using content analysis (Selman *et al.*, 2017). This study employed the constant comparative approach of data analysis with content analysis. According to Morse and Field (1998), every relevant data item must be assessed against all other pieces of data. Constant comparative, as employed in this study, refers to an inductive data coding procedure used to categorise and compare qualitative data to facilitate analysis (Glaser & Strauss, 1967). The researcher categorised the data based on their disparities and similarities. The interview's main takeaway, along with any codes that went along, is to comprehend the entire interview, including any challenges, high points, and contradictions. The researcher went back to coding and analysing data after gathering more information, and the

knowledge gained from that process was applied to the subsequent round of data collection.

5.15 Validity and Reliability

This section covers two subtopics: validity and reliability. The study's strategy supported its precision (validity) and coherence (reliability), see Figure 5.8 for different reliability and validity measures.

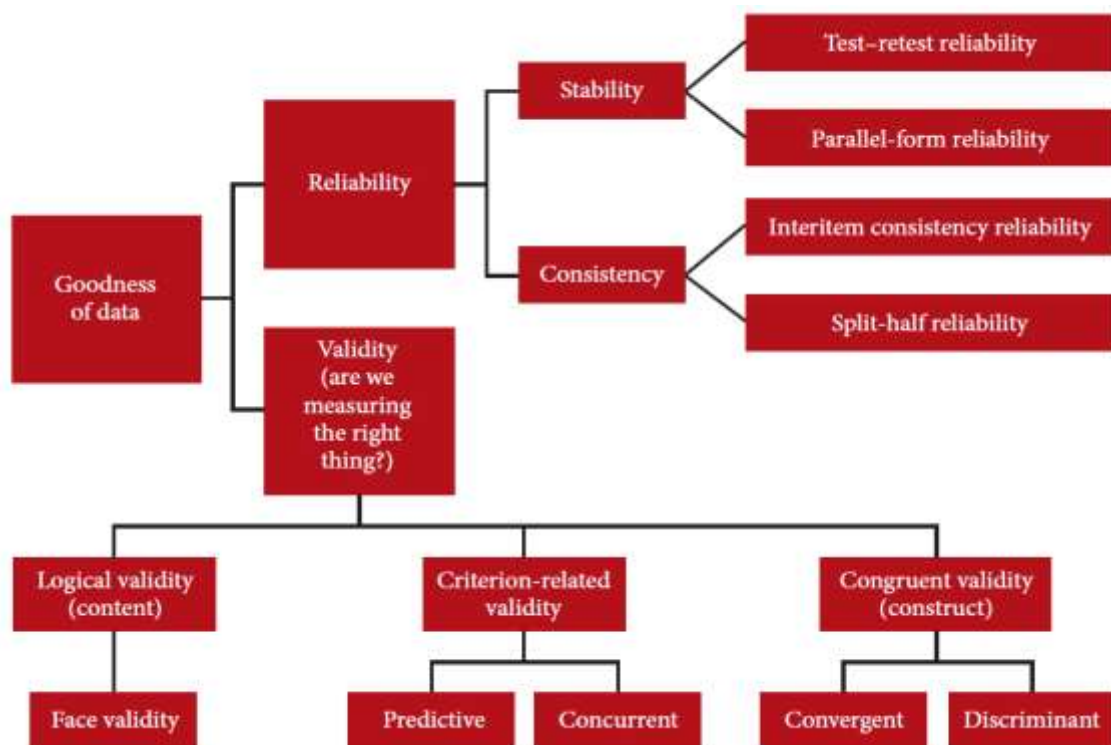


Figure 5.8: Kinds of Validity and Reliability

Source: Sekaran and Bougie (2016:221)

5.15.1 Validity

Validity refers to the extent to which a measure or study accurately represents the concept or phenomenon intended to capture or investigate (Edmonds & Kennedy, 2017:4; Gravetter & Forzano, 2012:107).

5.15.2 Types of Validity

The results of validity can be either internal or external:

5.15.2.1 External Validity

External validity refers to generalising research findings to other settings, populations, and timeframes (Saunders *et al.*, 2019:806).

5.15.2.2 Internal Validity

Internal validity refers to the degree to which a study accurately measures the variables it is supposed to measure and the causal relationships between them (Sekaran & Bougie, 2016:171).

5.15.3 Validity of the Quantitative Questionnaire

Researchers have established these techniques to evaluate the reliability of measurements (Edmonds & Kennedy, 2017:240):

5.15.3.1 Content Validity

Content validity refers to the extent to which a measurement accurately and adequately assesses the domain it is designed to measure (Edmonds & Kennedy, 2017).

Ten participants were given a survey questionnaire in the pilot project, and two were given an interview form. These participants were chosen because they had many years of experience and knowledge on the subject being studied. Thus, the chosen individuals significantly impacted advancing this study's research questions.

5.15.3.2 Face Validity

Face validity refers to the extent to which a measurement appears to measure what it is supposed to measure (Edmonds & Kennedy, 2017).

A subject-matter expert in the area evaluated the face validity and then implemented adjustments until the questionnaire and interviews captured the important characteristics.

5.15.3.3 Statistical Conclusion Validity

Statistical conclusion validity refers to the degree to which the results of statistical analyses allow the researcher to draw accurate conclusions about the relationship between variables in a study (Edmonds & Kennedy, 2017).

To ensure the validity of the statistical conclusion, the researcher used appropriate statistical techniques and ensured the sample in the study was representative of the population being studied. It used accurate and reliable data collection measures.

5.15.3.4 Construct Validity

Construct validity describes how well a tool captures a fair representation that is not directly visible but assumed to arise because of human behaviour. There are two types of face validity (Edmonds & Kennedy, 2017):

5.15.3.4.1 Convergent Validity

Convergent validity tests are used to examine the degree to which two or more measures of the same construct are correlated with each other (Edmonds & Kennedy, 2017).

5.15.3.4.2 Discriminant Validity

Discriminant validity tests assess the degree to which two or more measures of different constructs are not correlated (Edmonds & Kennedy, 2017).

The researcher inquired about the respondents' perceptions of employee rewards in different organisations and fields. The reply to results of the pilot study assisted in determining whether the interview and questionnaire formats were suitable for the proposed theory and the study's objectives. The rearrangement of the questionnaire and interview form ensured that the study's components were balanced equally.

5.15.3.5 Criterion-related Validity

Criterion-related validity assesses the degree to which a measure relates to some external criterion or outcome intended to be predicted. There are two types of criteria-related validity (Edmonds & Kennedy, 2017):

5.15.3.5.1 Concurrent Validity

Concurrent validity refers to the degree of relationship between a measure and an outcome that is assessed at the same time (Edmonds & Kennedy, 2017).

5.15.3.5.2 Divergent Validity

Divergent validity is how a measure or assessment predicts a future outcome or behaviour (Edmonds & Kennedy, 2017).

The researcher chose not to utilise the criterion-related validity assessment method for this investigation since it is not applicable.

5.15.4 Types of Reliability

The results of reliability can either be internal or external (Saunders *et al.*, 2019:214):

5.15.4.1 Internal Reliability

"Internal reliability" describes a project's capacity to maintain coherence throughout (Saunders *et al.*, 2019:214).

5.15.4.2 External Reliability

External reliability refers to how well the data-collecting methods and analytical processes could provide consistent outcomes if replicated or duplicated by a different investigator (Saunders *et al.*, 2019:214).

5.15.5 Reliability of the Quantitative Questionnaire

Reliability refers to the consistency or stability of a measurement or test over time and across different situations. A reliable test or measurement produces consistent results each time it is administered, thus ensuring accurate data that can be used to make valid conclusions (Fox & Bayat, 2007:145). Researchers use these techniques to control the dependability of measuring tools (Leedy & Ormrod, 2015:117):

5.15.5.1 Parallel Form Reliability

Parallel form reliability refers to the extent to which two different versions of an assessment tool generate consistent results (Leedy & Ormrod, 2015). This reliability assessment instrument does not apply to this investigation; hence, the researcher avoided employing it.

5.15.5.2 Test-Retest Reliability

Test-retest reliability measures how consistent a test's results are over time. It entails administering the same test to individuals on two separate occasions and comparing the results to determine the level of consistency (Leedy & Ormrod, 2015). To guarantee test-retest reliability, the researcher administered the questionnaire and interview forms on a single day, utilising the identical population trends, however, during distinct periods, and then contrasted the data from the various days of administration.

5.15.5.3 Inter-Rater Reliability

Inter-rater reliability refers to the extent to which different raters or evaluators agree on their assessments or ratings of a particular phenomenon (Leedy & Ormrod, 2015). The measurement was perpetual, and participants assessed the aggregate employee rewards on a Likert Scale ranging from one to five. The researcher permitted participants to independently rate on scales with equal correlation intervals among ratings, guaranteeing the consistency or dependability of the evaluations. For interview forms, this measure was not applicable.

5.15.5.4 Internal Consistency Reliability

Internal consistency reliability refers to the consistency of responses within a set of items that measures the same construct (Leedy & Ormrod, 2015). The fact that the same interviewer obtained the data led to inconsistencies. The data collection apparatus handled the issues as the researcher employed a comparable data collection method (survey questionnaires and interview forms). A pilot study conducted before the main study enhanced data acquisition procedures. Cronbach's Alpha coefficient (α) was used to assess the questionnaire's internal reliability.

5.15.6 Validity and Reliability of the Qualitative Open-Ended Interview Questions

Morse *et al.* (2002) created a system of confirmation that presents and assembles reliability and validity. The researcher made sure that the creation of this study's research questions, literature review, and research methods aligned with the standards of Morse *et al.* (2002) system. Underneath are the steps that the researcher followed:

These are the five steps in their process:

- i. Methodological coherence: The consistency of the research topics and techniques. The researcher guaranteed the connection between the research questions and the interview arrangement.
- ii. The proper participant sample can contribute information about the study. The researcher determined a criterion that interviewees had to adhere to.
- iii. Data collection and analysis co-occur in an iterative interplay involving what is apparent versus what the researcher wants to know. The interviewer selected a technique that was in line with the criterion.
- iv. Having a theoretical perspective is essential since every evidence must be supported by a theory already in existence. The researcher confirmed the data using contemporary literature focusing on various employee reward models.

- v. Theory development: The concept must be created as the study's outcome and a model for subsequent theory creation. The researcher targeted organising significant research that will impact employee rewards in an organisation.

5.15.7 Quality Criteria Qualitative Open-Ended Interview Questions

There are differing perspectives among academics that support the integration of rigorous criteria in qualitative research. The first stance rejects quality standards, arguing that they are unnecessary since qualitative research differs from quantitative research based on conceptual suppositions, aims, and objectives (Patias & Von Hohendorff, 2019). The subsequent attitude advocates for unique qualitative research criteria for quality, while the final position seeks to apply quantitative study criteria for quality to qualitative research (Flick, 2009; Günther, 2006). This study adopts (Guba, 1981; Lincoln, 1995; Lincoln & Guba, 1985; Lincoln, Lynham & Guba, 2011) approaches to assessing and defining quality when conducting a qualitative study methodology.

5.15.7.1 Credibility

Credibility grows because the researcher spends considerable time getting to know the participants (Du Plooy-Cillers, Davis & Buizenhout, 2014). Researchers who faced the event themselves or readers who could identify it judged the study's credibility (Guba & Lincoln, 1989).

5.15.7.2 Trustworthiness

According to Polit and Beck (2014), the term "trustworthy" describes the degree of trust in the data, analysis, and procedures utilised to ensure the calibre of research. To look for confirmation of the information acquired, the researcher employed information gathered from conversational interviews that were contrasted and double-checked (Schwandt, 2007:299).

5.15.7.3 Transferability

The term "transferability" describes the possibility that study findings might be used in a different setting (Trochim, 2006). Although the researcher cannot forecast which organisations will want to use the findings, it was the researcher's responsibility to provide comprehensive descriptions in this study so that people wishing to use the findings on their site could assess transferability (Lincoln & Guba, 1985).

5.15.7.4 Dependability

Dependability ensures reliability; participants had to assess, analyse, and suggest the study to ensure the results were backed up by the information they provided (Cohen, 2001). In this study, the researcher can be guaranteed a rational, traceable, and well-documented research procedure (Tobin & Begley, 2004).

5.15.7.5 Conformability

Conformability speaks to the degree to which the data is reliable and impartial (Tobin & Begley, 2004). In this study, confirmability was attained when dependability, credibility, and transferability have all been met (Guba & Lincoln, 1989).

5.16 Limitations of the Study

Simon defines a study's limitations and Goes (2013:1) as events and substances that arise throughout the investigation but which the researcher has no influence over. Mauch and Park (2003) state that a constraint is an element outside the researcher's control that may or might not impact the investigation. One typical constraint of many questionnaire-based research is the participants' desire to respond, that is, to answer the questions truthfully, promptly, and at all. Restrictions hold significant importance in the potential impacts on the study's results, and the researcher has no control over them. Limitations are factoring that the researcher cannot regulate but might restrict or influence the study's results. If limitations are not made clear

to students, they may cause issues. The limitations of this study are provided below:

These are the limitations of this study:

- i. This study was limited to two government organisations.
- ii. The research material used in this study is based on contemporary issues and most current books and journals.
- iii. Current books and journals related to the study have limited resources, and the ones available are costly.
- iv. This study might constrain the respondents' willingness to participate and to respond honestly, which could lead to distorted information.
- v. There was limited literature on the impact of rewards equity on employee creativity and innovation.

5.17 Delimitation of the Study

Delimitations are described as mainly of the study's scope. Delimitations set boundaries or define the study's scope. Due to delimitations, you cannot claim that your results may be applied to the entire population. In contrast to limitations, which have intrinsic restrictions on your approach, delimitations are imposed by yourself on your investigation (Miles & Scott, 2017). Delimitations, therefore, primarily address the theoretical framework, objectives, research questions, variables being studied, and study sample of the study (Theofanidis & Fountouki, 2018).

The delimitations of this study include:

- i. The aim, objectives, research questions, variables (independent, mediating, moderating, and dependent), theoretical constructs adopted by this study, and populations were chosen as targets to study.
- ii. The study's research design is mixed-methods research, including thematic analysis of semi-structured interviews and statistical analysis of a survey.

- iii. Study's timeframe: Data collection was run for three months.
- iv. Population size: Three hundred survey participants and twelve interviewees.
- v. Recruitment of participants: The study used quota sampling for interviews (aiming for specific portions of employees).

5.18 Elimination of Bias

Bias is a kind of methodological mistake, according to Krishna, Maithreyi, and Surapaneni (2010:2320), which might affect the research being done and lead to capacity advancement being misled. The study eliminated bias by:

- i. The researcher reported the percentages of the employees who have and have not participated.
- ii. The researcher used self-administered questionnaires and interviews to eliminate.
- iii. The researcher used a simple random and convenience sampling method to eliminate bias.
- iv. By being upfront about the possibility of bias from participants and those who did not participate, the researcher minimised prejudice.
- v. By not applying the study's results too broadly to the public or specific departments.

5.19 Ethical Considerations

This section covers a variety of ethical considerations, including ensuring participants have given informed consent, ensuring no harm is caused to participants, ensuring confidentiality and anonymity, and obtaining permission. Ethics is the investigation of the 'correct conduct', reflecting the issue of undertaking a study ethically and responsibly (Blumberg *et al.*, 2008:154). The lifetime approach to research ethics is shown in Figure 5.9.

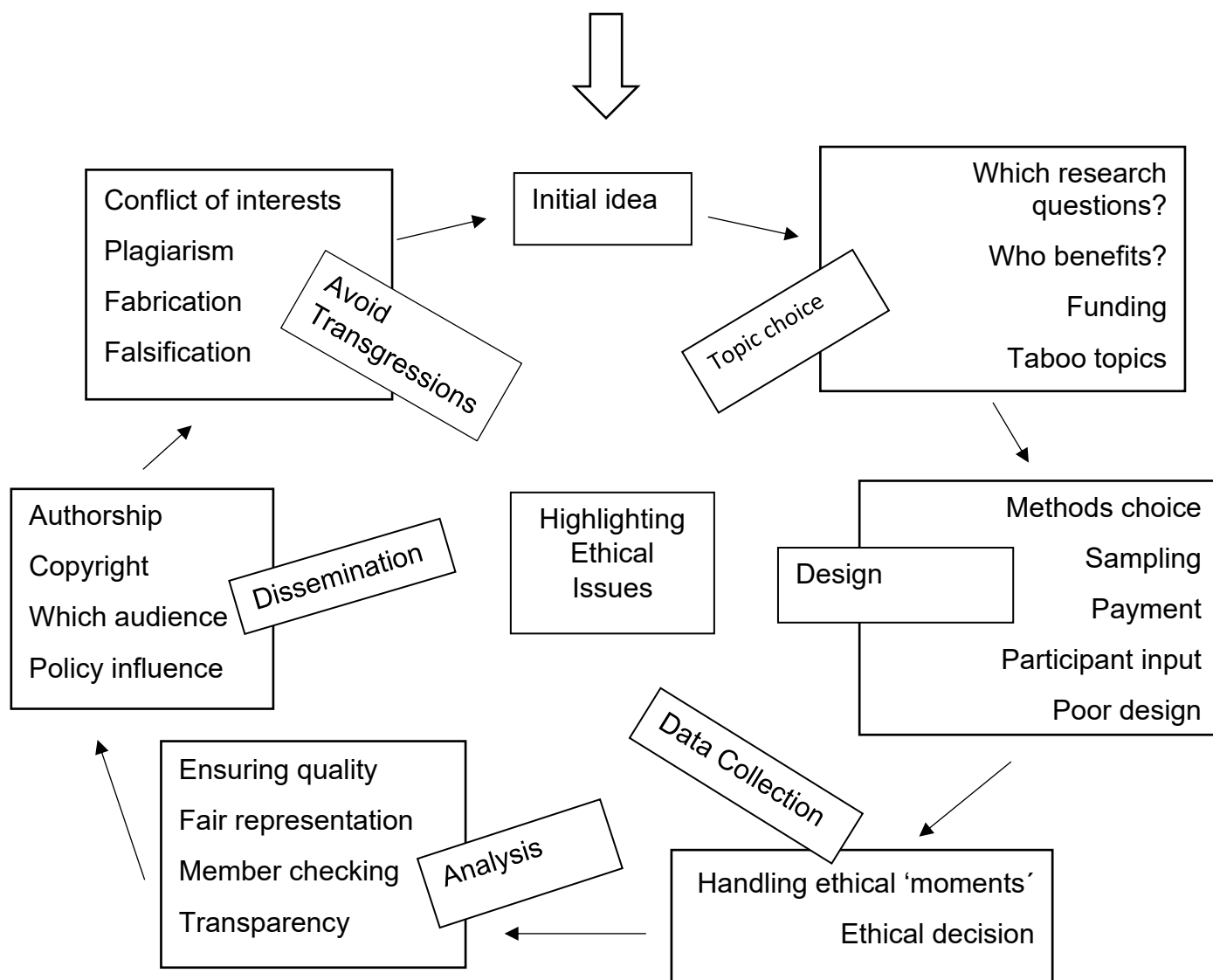


Figure 5.9: Ethics in the Research Life Cycle

Source: Farrimond (2013:58)

Writing an ethical proposal and finishing a research ethics project is insufficient. It depends on the subject and methodology the researcher picked for the research project. The lifecycle perspective of research ethics involves the conduct of the study (ongoing ethical conundrums) and what you decide to do with the data after that (dissemination). Additionally, it involves abstaining from unethical behaviour (Ferrimond, 2013:58). The human rights of the respondents/organisation were be protected according to these guidelines:

5.19.1 Ensuring Participants Have Given Informed Consent

Consent based on informed knowledge requires telling research participants about the nature of the investigation (Ndlovu, 2013:47).

- i. The researcher was clear about the nature of the study and the organisation being investigated.
- ii. Prospective interviewees were adequately informed about the research aim, method, and nature of the study to be carried out.
- iii. This study reflected sensitive issues, and a verbal and informed consent form was obtained and signed before the actual research.

5.19.2 Ensuring that no Harm comes to Participants

Participant harm refers to a condition in which researchers do not inflict psychological or bodily damage on participants (Leedy & Ormrod, 2015:120).

Participants in this study were not harmed for participating.

5.19.3 Ensuring Confidentiality and Anonymity

Confidentiality occurs when the researcher guarantees that no one participating in the study were able to identify the data, whereas anonymity refers to the participants' anonymity during the study (Fox & Bayat, 2007:148).

The study was carried out in a manner that it respected all the confidential information of the organisation being investigated. Collected information was not shared with other parties and was only used for the purpose of this study. All interview participants were not required to identify themselves and were be treated as confidential.

5.19.4 Ensuring that Permission is Obtained

The granting of ethical endorsement is "permission" to begin interacting with participants (Laurie & Jensen, 2016:53).

The Human Capital Management department of the organisation being investigated were formally request a study. The study will only be published after it has been presented to all relevant parties and agreed to by the organisation being investigated.

5.20 Conclusion

This section provides the research method used to collect data and its significance in addressing the research questions. The chapter first focused on the methodological approach used in this investigation. It begins by describing the research design, philosophy, strategies, target population, instrument, pilot study, questionnaire administration, data analysis, validity and reliability, study limitations, delimitations, elimination of bias, and ethical considerations of this study. Chapter five focuses on analysing the research results gathered from the research participants using open-ended interviews (qualitative results). The study presents the research findings using a data analysis method based on themes.

CHAPTER SIX: QUALITATIVE RESULTS, DISCUSSION, AND INTERPRETATION OF FINDINGS

6.1 Introduction

The research approach used in this study was introduced in chapter five. This chapter presents qualitative results, discussion, and interpretation of findings. This chapter provides and analyses the research results, which are analysed, gathered, and organised around themes that help answer the study question. This chapter focuses on reward systems and rewards management, individualistic and collectivistic culture, and the impact of extrinsic rewards on employee engagement. Data for this study were collected from the Nkangala district municipality in Mpumalanga province, South Africa. The content of this section offers the study outcomes in the form of themes backed by directly quoted passages and related works of literature.

This study employed three different modes of interview analysis (Kvale, 2007): bricolage (conceptual comprehension), meaning-focused analysis (meaning code, meaning condensate, meaning interpreting), and language-focused analysis (language analysis, conversational analysis, story analysis, verbal analysis, deconstruction). Patterns were discovered after an extensive procedure involving information acclimatisation, coding, and theme creation and modification. The codes were subsequently organised into three themes based on the study questions and objectives; see six point five, themes associated with interview outcomes and examination.

This study employed distinctive methods used by people with high response rates to complete interviews, increase the interview accessibility, and inform participants that their responses would remain anonymous. Keeping interview questions brief, providing regular reminders, and incorporating academics. Create interviews that encourage critical feedback (Quinn, 2002; Zúñiga, 2004). Ten interview questions were delivered as part of this investigation's scope. Among the research interviews provided, ten interview questions received a response, which is acceptable according to

Babbie (2007), Fincham (2008), Kidder (1981:150), and Richardson (2005). This research had a response rate of ten, which is a hundred per cent. Therefore, the research's response rate is within the acceptable range of fifty per cent higher. To determine a research study's response rate, divide the total number of interviews received by the total number of interview questions submitted.

6.2 Biographical Data

The following subsection analyses demographic information gathered from respondents using occurrences and proportions. Table 6.1 displays respondents' characteristics such as age category, gender, overall years of experience, overall years of experience in present position, qualification, and present position. The information provided was significant since it summarised the data that participants contributed to the research. A person with extensive experience and education was more likely to contribute valuable information pertinent to the study.

Biographical data is crucial for qualitative research investigations to give context and depth to human experiences and opinions. It enables the researcher to comprehend how human backgrounds, including age, gender, socioeconomic level, and cultural history, influence decision-making, attitudes, and behaviours. By delving into this data, the researcher can understand the intricacies of social phenomena and human behaviour and gain rich, nuanced insights. Interpretations of study findings that are more thorough and sympathetic may result from this method.

Table 6.1 presents the precise details regarding participants in interviews. In terms of age group, forty per cent of respondents were thirty years old, forty per cent were forty to forty-nine years old, and twenty per cent were fifty to fifty-nine years old ($n = 10$). The median age is between thirty and thirty-nine years. Most respondents, forty per cent, were between the ages of thirty and thirty-nine, with the other forty per cent between the ages of fifty and nine, indicating that most employees are experienced and develop into adults. The gender of the responders was shown to be fifty per

Table 6.1: Precise Details Regarding Participants in Interviews

Participant	Overall experience	Experience in current position	Current Position	Qualification	Gender	Age
1	6-10	6-10	Non-manager/administration	Honours	Male	30-39
2	11-15	6-10	Non-manager/administration	Honours	Female	40-49
3	16+	16+	Manager	Honours	Male	50-59
4	6-10	0-5	Non-manager/administration	Diploma	Female	40-49
5	0-5	0-5	Non-manager/administration	Honours	Male	30-39
6	16+	0-5	Non-manager/administration	Undergraduate Degree	Female	40-49
7	6-10	0-5	Non-manager/administration	Certificate	Female	30-39
8	16+	16+	Non-manager/administration	Diploma	Male	40-49
9	11-15	16+	Manager	Diploma	Female	50-59
10	11-15	0-5	Non-manager/administration	Honours	Male	30-39

Source: Developed by the Researcher

cent male and fifty per cent female (n = ten). This demonstrates fairness in participation.

In terms of overall years of experience, ten per cent of respondents possess zero to five years of experience, forty per cent have six to ten years, thirty per cent have eleven to fifteen years, and twenty per cent have over sixteen years of experience (n = ten). Of most respondents, forty per cent had six to ten years of overall experience, indicating that they had obtained adequate experience and a productive mindset.

Based on the respondents' duration of experience in their present employment, fifty per cent have zero to five years, twenty per cent have between six and ten years, and twenty per cent have over sixteen years of experience (n = ten). Of the respondents, fifty per cent have zero to five years of work experience in their present role. This demonstrates that most employees are accustomed to reward systems and organisational culture.

Of the respondents' highest qualifications, ten per cent have a certificate, ten per cent have an undergraduate degree, thirty per cent have an honours degree, and fifty per cent have a diploma. Amare (2014:43) contends that employees' educational attainments are vital to making critical decisions and carrying out their obligations. Since employees have diplomas and certificates, the municipality should provide bursaries and push them to continue their education by registering for postgraduate studies to improve their expertise and efficiency.

Based on the respondents' present employment, twenty per cent are managers, and eighty per cent are non-managers/administrators (n = ten). Eighty per cent of the respondents have non-manager/administrative positions and need intrinsic rewards to prepare them for future managing or senior positions.

6.3 Characterisation of Study Organisations

The qualitative part of this study was conducted in the Nkangala district municipality in Middelburg town, Mpumalanga Province. The identities of semi-structured interview participants and the municipalities from which papers were reviewed were not made public following the researcher's norms of anonymity and confidentiality. Involvement in the research project was completely optional. Semi-structured interviews (standardised face-to-face open-ended interviews) and document checks were carried out in the municipalities. The interviews were conducted face-to-face with respondents from two municipalities at predetermined times.

Table 6.2 shows the study's research questions and the themes that emerged from the investigation.

Table 6.2: Precise Details Regarding Participants in Interviews

Research Question	Theme	Sub-Theme
What is the reward system, and how are rewards managed in the municipality?	6.4.1 Reward System and Rewards Management	6.4.1.1 Total Reward System 6.4.1.2 Traditional or Modern Rewards System 6.4.1.3 Organisation's Reward Management Objectives and Plans Communicated 6.4.1.4 Comprehensive Reward System 6.4.1.5 Reward Management Systems
Does the municipality practice an individualistic or collectivistic culture?	6.4.2 Individualistic and collectivistic Culture	6.4.2.1 Needs of Each Employee 6.4.2.2 Enable Employees to Feel that Doing their Best Group's Ideals, Perspectives, and Motives

		6.4.2.3 Decisions in the Organisation 6.4.2.4 Teamwork or Organisational 6.4.2.5 Objectives and Needs
What is the impact of modern extrinsic rewards on employee engagement in the municipality?	6.4.3 Modern Extrinsic Rewards on Employee Engagement	6.4.3.1 Financial Rewards 6.4.3.2 Motivating Financial Rewards 6.4.3.3 Handle of Financial Rewards 6.4.3.4 Normal and Systematic Financial Policies 6.4.3.5 Happy with Financial Perks 6.4.3.6 Salary Comparability 6.4.3.7 Pay Correspondents 6.4.3.8 Business Bonuses Programmes 6.4.3.9 Procedures on Pay and Benefits 6.4.3.10 Current Employment Status

Source: Developed by the Researcher

6.4 Themes Associated with Interview Outcomes and Examination

The succeeding section addressed interview themes one, two, and three.

6.4.1 Theme One: Reward System and Rewards Management

The initial theme centres on the municipality's rewards system and rewards management. Thus, we focus on these subtopics: the municipal rewards system, traditional or modern; reward management objectives and plans communicated clearly and transparently to employees; the implementation of a comprehensive reward system and the procedure followed; and whether reward management systems are in place to guarantee that reward operations are efficiently handled and that expenses are kept under control.

6.4.1.1 Does the Organisation Have a Total Reward System, and What Does it Entail?

Money is not all that matters regarding luring and keeping elite personnel. Of course, having competitive pay can help an organisation stand out from the competition as an employer, but many other aspects contribute to a pleasant workplace experience. Benefits, corporate culture, workplace setting, and other non-financial rewards are essential factors in attracting new hires and maintaining the commitment and loyalty of existing employees (Test, 2023). The study seeks to determine whether the municipality had a total reward system and its elements. Respondents emphasised that the municipality does not have a total reward system. The municipality has a reward system; however, it is not a total reward system and is unattractive, uncompetitive, and not inclusive. A similar study (Hareendrakumar, Subramoniam & Bijulal, 2021) found the low performance of numerous public sector projects in India because of an unstructured reward system, which causes dissatisfaction and lowers employee engagement.

Participant one

...The organisation has no total reward system; employees are not treated equally regarding growth opportunities.

Participants three and five stated that the municipality does not have a total rewards system; however, the municipality's rewards system only entails a few financial and non-financial rewards.

Participant three, Participant five, Participant nine

...The organisation does not have a total reward system. It only entails a few financial (Medical expenses, Basic salary) and non-financial rewards (Responsibility, parking).

Participant nine

...Yes, the organisation's rewards system is short and incomplete. The municipality's reward systems encompass the basic salary, pension fund contribution, travel allowance, housing subsidy, cell phone allowance, and petrol allowance. Parking, compensation for occupational injuries and diseases, bonuses, responsibility, and task completion.

Participant eight claims that the reward system that the municipality says exists only applies to top management, and non-management employees are excluded from it.

Participant eight

...The organisation does not have a total rewards system, and the rewards system they claim to have only applies to senior management.

Public sector salaries rarely examine the image of the total reward, deliberately as a negotiating tool or inadvertently due to ignorance; thus, although the market ought to impact wages offered in the government sector, such selections cannot be made independently. Employment stability, perks, and work/life balance options all have a concrete and cumulative impact on the employment agreement (Stoeckmann, 2010).

Financial and non-financial rewards that are frequently utilised in the municipality include pay, retirement assurance, medical coverage, getaways, weekends and holidays, compensated time off, transport, similar work-related rewards, recognition, and extra events, and leave without pay for reasons related to family, promotions (Branka & Marija, 2021).

6.4.1.2 Is the Reward System of the Organisation Traditional or Modern?

The study wanted to determine if the municipality has a traditional or modern reward system. The study found that the reward system that the municipality is using is traditional and outdated since they are not address current employee needs. The municipality's reward systems are not flexible and do not focus on employees' needs since the municipality is using a centralised decision-making system. Similarly, a study by Gupta and Sharma (2016) found that a suitable compensation system is required due to the quickly evolving technology and the individual needs and objectives of those employed throughout the talent shortage. However, some organisations provide their employees with an alluring value proposition. Most organisations continue to use the traditional method of rewards.

Participant two, Participant eight, Participant nine

...It is traditional because it does not offer its employees flexible and customisable rewards such as gift cards, gift vouchers, and the rest to enable them to choose what they want based on their preferences.

Participant four

...The organisation's reward system is the traditional system since the performance bonus is based on the annual appraisal...

...The system is from the Department of Cooperative Governance and Traditional Affairs to top management and then down to employees for implementation; it is not employee centred. Whatever

has been agreed upon at the Department of Cooperative Governance and Traditional Affairs is the final employee's view.

The findings align with Bwowe and Marongwe's (2018) findings, which show that the municipal system of rewards continues to rely heavily on traditional remuneration means. The study found that nearly a third of the participating municipalities lacked entire reward systems. Employing private sector tactics in government pay systems as specific methods may have a social and political influence. It has been challenging for several municipalities to transition from time-dependent to performance-based rewards and implement flexible pay systems. Flexible rewards may be challenging for unionised components, partially due to the absence of concrete benchmarks to utilise in deciding potential rewards, which makes unions hesitant to embrace this strategy (Greene, 2022).

6.4.1.3 Are the Organisation's Reward Management Objectives and Plans Communicated Clearly and Transparently to Employees?

A reward management system seeks to increase employee motivation and enhance individual and organisational performance by compensating staff members equally, fairly, and consistently to foster a high degree of engagement and satisfaction among employees (Chen, 2022). This study lacked communication and consultation in understanding the municipality's reward management objectives and plans. Rewards management objectives and plans are not communicated clearly, and there is no transparency.

Participant two; Participant nine

...No. There is a severe lack of communication and consultation in the institutions.

Participant three; Participant eight

...They are not communicated and are not transparent to employees.

Total reward is a popular term used to emphasise the breadth of advantages available in addition to salary and what people get out of performing duties for a business other than financial compensation. Now, local government has not proven remarkably successful at expressing this incentive, especially when contrasted to the private industry, in which much work must be put into explaining the organisation's image or the value proposition for staff members (Rickard *et al.*, 2016). Another part of openness is informing employees about the advantages at hand. Nearly every organisation must inform its employees of the benefits it offers. However, nearly one in every six HR managers claims that their organisation neither communicates with employees. Whereas numerous organisations in this research categorise service circumstances based on variables such as level, geography, and employment, only one out of ten categories benefit communication methods (CIPD, 2018).

6.4.1.4 Does the Organisation Implement a Comprehensive Reward System, and What Procedure Does It Follow?

Employees were asked if the municipality implemented a comprehensive reward system and if procedures were being followed. It was found that the municipality does not implement a comprehensive reward system since it does not have one. No procedure exists. Because the system lacks the capacity for employees to be involved in the creation of the reward system and the comprehensive combination of extrinsic and intrinsic benefits that is a critical component of the total reward concept, it is unknown and not as appealing as it could be (Said Al-Jarradi, 2011).

Participant two; Participant nine

...There is no procedure I know of that the Institution is implementing or has implemented.

Participant three

...No, it does not implement a comprehensive reward system.

Participant eight

...No, the municipality does not have a comprehensive reward system.

One factor for poor performance among government-employed employees is that the reward and disciplinary system fails to be implemented forcefully and regularly. Relaxing staff management regulations and the poor application of rewards and penalties in the government sector have resulted in inadequate public service efficiency (Prastiwi *et al.*, 2019). According to a South African survey by Ernst & Young (Sika, 2014), just forty-five per cent of organisations effectively carry out total rewards, while only twenty-one per cent aim to do so (Sika, 2011). Manjunath and Rajesh (2012) state that financial rewards may be implemented when management develops reward systems under the proper circumstances.

6.4.1.5 Are the Organisation's Reward Management Systems in Place to Guarantee that Reward Operations are Efficiently Handled, and that Expenses are Controlled?

The study wanted to determine if the municipality's reward management systems guarantee that reward operations are efficiently handled and expenses are controlled. From the participants, the study found that the municipality's reward management system is there; however, it is not in place, and they are not handled efficiently and kept under control. Employee compensation accounts for around thirty per cent of the municipal operational expenditure. The cost varies for each municipality and depends on how they subcontract service-related responsibilities or handle extensive revenue-generating activities (Treasury, 2024).

Participant one

...Reward management systems are there; a unit is dedicated to ensuring that reward operations are handled efficiently; however, they are not controlled.

Participant two, Participant eight, Participant nine

...No, rewards operations are not efficiently handled, and government employees misuse the municipality's resources, leading to unnecessary expenses.

High amounts of inconsistent, unproductive, and unauthorised expenses are a source of worry owing to illicit transactions and insufficient efficiency in the supply chain management process. High job vacancies exacerbate these challenges, and a hiring procedure centred on recruiting cadres instead of competence (Bureau for Economic Research, 2021). The data found that while Municipality X currently has intrinsic and extrinsic reward mechanisms, they were not utilised appropriately. The difficulties uncovered include incentive systems that were not built with employees in mind, inadequate collaboration with employees, and inadequate information on reward systems and how they work (Naki *et al.*, 2023).

6.4.2 Theme Two: Individualistic and Collectivistic Culture

This section asked about individualistic and collectivistic cultures in the municipality. These subtopics have studied the promotion of needs of each employee over the organisation; the enablement of employees to feel that doing their best would help them achieve their goals at work, making them more efficient and effective; the encouragement of employees to accept the group's ideals, perspectives, and motives, and are thus discouraged from communicating their values, beliefs, and objectives; if decisions in the organisation are handled collaboratively and by standard ground and the significance of teamwork or organisational objectives and needs.

6.4.2.1 Does the Organisation Promote the Needs of Each Employee Over the Organisation?

Suppose South African managers in the government sector intend to successfully attract and keep a pool of brilliant and competent employees. In that case, they must first comprehend their employees' wants and needs at work (Govender, 2009). This study seeks to determine if the municipality

promoted the needs of employees over the municipality. It was found that the municipality does not promote the needs of each employee. Management word is final, and changes are implemented without consulting the affected individual employees, who do not have a say in the matters that affect them.

Participant one

...Not at all; sometimes, changes are implemented without consulting the affected individual.

Participant two; Participant eight

...No, Management word is final. Employees do not have a say in the matters that affect them.

Participant three; Participant nine

...It hardly does.

Participant ten

... I believe the institution promotes each employee's needs because it rewards those who have performed and encourages all employees to perform their duties as expected.

Rickard *et al.* (2016) emphasise that reward strategies are frequently implemented with barely any thought paid to employee needs for various rewards. In the environment of an array of employees in the municipality, awareness must be provided, for instance, to fulfil the possibly varying needs of employees in business purposes duties alongside those providing conventional support services. At the same time, Butler *et al.* (2014) emphasise that juvenile employees quit their organisations for not receiving financial recompense, even though the employment is aligned with their needs and goals.

6.4.2.2 Does the Organisation Enable Employees to Feel that Doing their Best Would Help Them Achieve their Work Goals, Making Them More Efficient and Effective?

The municipality does not enable employees to feel that doing their best would help them achieve their goals at work, making them more efficient and effective. Employees' ideas and input are not taken into consideration. There are political interferences and favours within the municipality. The municipality only cares about its goals, and that is it. Ali *et al.* (2021) argued that this is because managers understand that employees are an organisation's greatest asset, yet getting the most outstanding value out of employees is a pragmatic and cognitive objective of the initial degree. This difficulty is especially acute in public-sector organisations since legislation, politics, or the unique character of public-sector activities limit most administrative mechanisms accessible to private-sector organisations.

Participant one; Participant eight

...No, employees are expected to achieve organisational goals; that is, it.

Participant two

...No, Employees are not treated as essential stakeholders as they should be. Employees' inputs, comments, ideas, and opinions do not matter.

Participant four; Participant nine

...No, Political interference is too much; when there are opportunities for employees to be promoted, preference is given to politicians.

However, Participant ten indicated that the municipality periodically assesses staff to see how they conduct their agreed-upon activities.

Participant ten

...Yes, more so because employees agree to perform to a certain standard, and the institution assesses the employees quarterly to see how they go about the agreed tasks.

According to research by Sixpence et al. (2021), a municipality's learning culture was inadequate, and employees were unwilling to learn due to a lack of an enabling atmosphere. Because of this, skill gaps persisted, and performance among employees declined. A municipality should employ a holistic HRM method, including (SALGA, 2012): individual growth is essential to HRM and planning. Individual development methods and plans shall be founded on good HR customs, which include competency profiles and career paving. To achieve the essential connectivity with performance management, the system for performance management and growth must embrace remedy options via employee growth programmes; Career guidance implies employees get assigned and nurtured in occupations that match their skills and assessed capability.

6.4.2.3 In the Organisation, are Employees Encouraged to Accept the Group's Ideals, Perspectives, and Motives and are thus Discouraged from Communicating their Values, Beliefs, and Objectives?

The municipality does not encourage employees to accept the group's ideals, perspectives, and motives and is thus discouraged from communicating their values, beliefs, and objectives. Employees are discouraged from communicating their values, beliefs, and objectives. The municipality only considers what management has to say. Thus, it discourages them from sharing their values, beliefs, and goals. A similar study conducted in the public sector by Pillay (2023) found that the authoritative management style forms a component of an organisation's culture and consequently influences the behaviour of its executives, supervisors, and lower-level employees. However, it stifles innovation. The organisation's culture makes responding to shifts inside and outside harder.

Participant one

...Employees are not encouraged to accept the group's ideals, perspectives, and motives, and are neither discouraged from communicating their values, beliefs, and objectives.

Participant two; Participant eight

...No. Only management's input, ideas, and opinions matter.

Participant nine

...Employees are not encouraged to adopt the group's principles, viewpoints, and motivations, discouraging them from sharing their values, beliefs, and goals.

Participant three says that employees are allowed to adopt the group's principles, viewpoints, and goals and are discouraged from sharing their values, beliefs, and aims except for a specific clique aligned with management.

Participant three

...Yes, if it is from a particular clique aligned with management.

The within-group partiality that comes with collectivist cultures is prone to breed nepotism and corrupt practices and negatively affect business practices in the public realm (Kyriacou, 2015). Fukuyama (2011, 2014) identifies two causes of within-group bias: nepotism and altruism, which is reciprocal, or the swap of privileges or assets involving individuals who are not connected. If people are predisposed to in-group preference, the creation of civilisations that deviate beyond this can only be attributed to the rise of culturally manufactured conduct.

6.4.2.4 Are Decisions in the Organisation Handled Collaboratively and by Common Ground?

The study discovers that decision-making styles vary by country, and the leading cause of these differences is managerial, national, and cultural

values (Kazi, 2012). The investigation discovered that decisions in the municipality are not made collaboratively or on common ground. The municipality uses a centralised decision-making system and an autocratic leadership style.

Participant one, Participant eight, Participant nine

...No, decisions taken at a high level are finally. The organisation is centralised, and the application of autocracy occurs daily.

Participant two

...No, as I have already alluded, the Management word is final.

Participant four

...No, Decisions that ought to be made in their areas of jurisdiction are taken at municipal council sittings. As the highest decision-making body, a municipal council is responsible for passing resolutions, which are decisions that would apply within that municipality.

Research by Madumo (2023) confirmed similar findings, revealing that political beliefs influence the collective decision-making process in local government. However, Triguero-Sánchez *et al.* (2022) research results indicate that the predominance of collectivism in government organisations promotes greater engagement among management. Employees' desire to stay in an organisation to contribute their expertise and psychological sense of belonging demonstrates this dedication.

6.4.2.5 Is the Organisation Focused on the Significance of Teamwork or Organisational Objectives and Needs?

No, the municipality is not focused on the significance of teamwork but on its organisational objectives and needs. Barak, Maymon, and Harel (1999) argue that assigning a typical job to a group does not instantly result in

teamwork. The municipality concentrates on its aims and requirements, with nothing done to inspire collaboration.

Participant one

...The organisation focuses on its objectives and needs however less is done to encourage teamwork.

Participant two; Participant nine

...The only focus is on the objectives and needs of the organisations.

Participant three

...Organisational objectives and needs, as input from employees, are considered useless unless they are aligned with management.

Participant eight

...The organisation only focuses on its objectives and needs. Teamwork is not important, and the individual needs of employees are not considered at all, except for top management.

According to Askari *et al.* (2020), teamwork is essential in boosting an organisation's production and efficiency over time. The teamwork factor is a relatively new notion in cooperation that has received little attention in scientific studies. This is also shown in the (Mdamba, 2014) study, which discovered an absence of good coordination within teams in implementing government agricultural initiatives. The data analysis indicated a shortage of engagement between the groups, leading to inadequate collaboration. The research also discovered that the absence of interpersonal interaction and contact across teams and a dearth of initiative to acquire knowledge regarding the operations carried out by other teams are significant impediments to successful collaboration in the department, including organisational structures.

6.4.3 Theme Three: Modern Extrinsic Rewards on Employee Engagement

This section asked about the impact of extrinsic rewards on employee engagement in your organisation. These subtopics discussed the financial rewards (for example, salary increase, overtime, commission, bonuses) that the organisation offers employees, Whether the financial rewards motivate employees and improve employee engagement in the work environment, whether the municipality handles financial rewards the same way for all employees; employees satisfaction with the standard and systematic financial policies in the organisation concerning increments and other financial benefits; employees happiness with the financial perks that they receive from the organisation, such as commissions, bonuses, overtime pay, medical benefits, and salary increases; the comparable of salary to that of other places employees might work; pay corresponds with employee efforts and achievements at work; views on business's bonus programmes being reasonable; the municipality procedures for deciding on pay and benefits appear impartial and fair and employee happiness about their current employment status.

6.4.3.1 What are the Modern Financial Rewards (for Example, Salary Increase, Overtime, Commission, Bonuses) that the Organisation Offers You?

This study seeks to determine the financial rewards the municipality offers its employees. Salary and perks are significant in luring, keeping, and involving employees. There are several ways to thank employees and acknowledge their contributions. They all have unique dangers and opportunities, however. The best compensation plans consider the organisation's demands, employees, mission, culture, and output. All in a just and accountable manner (CIPD, 2024). It was found that the municipality offers employees' salaries, thirteenth cheques, performance bonuses, overtime, and long service bonuses.

Participant one

...Salaries rise annually, but not in tandem with the state of the economy. There is much unfairness when it comes to overtime. The thirteenth cheque is fairly paid to everyone in the organisation. Performance is paid based on your performance.

Participant two, Participant four, Participant ten

...There is a yearly salary increment that employees receive every year. Some employees work overtime and are being paid for it. There is a yearly bonus that all employees get in the month that they have joined the institution, and a performance bonus for employees whose work performance overall is above sixty-five per cent per annum.

Participant three

...Salary: Over time, it is a challenge to be paid. The thirteenth cheque is paid without problem, and the performance bonus has challenges, as they are not flexible enough, even on issues you do not have control over.

Participant six, Participant seven, Participant eight, Participant nine

...Our institution has a salary increase which is allocated for all government officials, overtime is also compensation for the work done outside your regular working hours, the thirteenth cheque is a type of reward system for all government officials, long service bonuses are also part of the of governments officials rewards, and lastly performance bonus rewards a reward also for exceedingly done.

The municipality's pay is based on a comprehensive package, which includes the whole cost to the employer and the funding for salary and benefits. This allows employees to choose the amount of their pension and healthcare payments within specified broad limitations. Salary packages are calculated according to the overall cost to the company and are decided by the employee's work and level of responsibility. Perks may include basic pay, retirement savings investments, retirement savings donations,

healthcare and health coverage costs, allowances for travel and entertainment (when appropriate), and housing subsidies. The deal can be organised over twelve or thirteen months. The rest of the employees may decide if they want to get a thirteenth cheque, and the employee must ensure that they conform with tax regulations by enrolling as an individual paying the taxes (Department of Public Service and Administration [DPSA], RSA, 2009; Greater Giyani municipality, 2021).

6.4.3.2 Are the Financial Rewards Motivating you and Improving your Engagement in the Work Environment?

Government departments are frequently unable to give rewards for performance, such as big salary hikes and perks, as well as amenities, such as options on shares, health associations, and automobile services, leaving them with few alternatives for rewarding and recognising success (Lavigna, 2014). The financial rewards the employees receive from the municipality are demotivating thus leading to employees being disengaged in the workplace. Demotivating rewards detrimentally influence the organisation's staff engagement, leading employees to be aloof from their work. Employees cannot give it all and go the extra mile.

Participant one

...No, sometimes it is not about money, fairness in everything is important for me.

Participant two, Participant eight, Participant nine

...No. They are not motivating enough and do not improve employee engagement because not all employee's benefit.

Participant three

...They are demotivating, discouraging employees from going the extra mile.

Participant seven stated that not all the financial rewards they are receiving from the municipality are motivating, but some of them are.

Participant seven

...Yes, some of them are motivation for employees and make the working environment better.

Participant ten

...No things are costly, and employees are not rewarded enough. Therefore, employees still need more benefits to be motivated.

Sibonde and Dassah (2021) conducted a comparable study on employee motivation and service quality in a Western Cape municipality and discovered poor motivation among the municipality's employees. Engidaw (2021) deemed extrinsic motivation more important than intrinsic motivation, while a significant and positive relationship existed between intrinsic and extrinsic rewards and employee engagement.

6.4.3.3 Does your Organisation Handle Financial Rewards the Same way for all Employees?

The efficacy of the government's reward system and employee review hinges on the structure's underlying conviction in justice (Omaru, 2021). However, the results of this study differ as it found that the organisation does not handle the financial rewards the same way for all employees working in the municipality. Only favourable employees have consistently been granted the chance to work overtime and are eligible for performance bonuses. Senior management earns substantial compensation, whilst lower-level staff receive minimal. Some overtime is compensation without question, while others are requested or receive no payment.

Participant one

...No, some overtimes are paid without queries, whereas some is queried or not even paid.

Participant two

...No. Only favourable employees have always been allowed to work overtime and qualify for performance bonuses.

Participant eight; Participant nine

...No, senior management receives vast rewards, while lower-level employees receive little.

A scattered structure has led to mismatched compensation policies. The government sector's labour contracting procedure is equally fractured. There are considerable discrepancies in the salaries of managerial positions in the public sector versus employees of municipal and government organisations (Treasury, 2024), as well as excessive bonus payments and wages (Laubscher, 2012). This is because municipalities face political and trade union intervention that can impact tactical human resources choices and create administrative inclinations among staff to follow prescribed regulations imposed by politicians, inappropriate management, and poor PMSs primarily target the fifty-seventh chapter managers (Makapela & Mtshelwane, 2021; RSA, 2000).

6.4.3.4 Are you Satisfied with the Organisation's Regular and Systematic Financial Policies Regarding Increments and Other Benefits?

The government's reward system and employment policy are critical for effectively executing government services, which are essential for the operation of industries and the general well-being of communities (International Monetary Fund (IMF), 2016). This study found that there has never been any policy or standard operating documents. When such policies are being developed, lower-level employees are not consulted nor invited to participate, making these policies not inclusive and impartial. Even though a political document as a guide exists, the policy is not implemented correctly due to favouritism in the workplace.

Participant one

...No, at all, the reason being that some benefits favour certain groups of employees, for instance, housing allowance, only those who own houses are getting it, whereas everyone needs a place to stay.

Participant two

...No. I have never seen any policy or standard operating documents of that nature.

Participant four

... No, the increment is too little because most things have gone up; the increment does not cover everything.

Participant six

...No, however, the institution is not responsible for determining the percentage of the annual increment.

Participant seven

...Not always, because in some instances, proper negotiations and consultation do not take part in specific decision-making.

Participant eight; Participant nine

...No, not at all. The policies are not inclusive and partial.

Participant ten

...No, I am not satisfied as the salary increments are typically negotiated for three years before the agreement is concluded, which is disadvantageous in my view as when the agreement is negotiated, no one knows what the coming years will be the price for bread, for

example, and that disadvantage employees as whatever percentage that would have been agreed upon it will be implemented.

These findings are consistent with Kadarisman's (2012) findings, which highlighted the primary factors influencing job satisfaction in a government. These predominant elements consist of variables such as salary, perks, infrastructure, the interaction between management and employees, the connection across colleagues, advancement, possibilities, workplace security, learning opportunities, organisational policies, conflict resolution, and professional successes. Similarly, Prajapati and Khuju's (2023) research found that job satisfaction is significantly influenced by working conditions, assignment, employment stability, salaries, compensation, and levels, while recognition and management possess a beneficial but unremarkable effect. Salaries, remuneration, and levels have a significant impact on work satisfaction.

6.4.3.5 Are you Happy with the Financial Perks you Receive from the Organisation, such as Commissions, Bonuses, Overtime Pay, Medical Benefits, and Salary Increases?

Recognising employees' efforts enhances an organisation's capacity to promote high employee engagement, as employees like being rewarded for their performance. However, this study found that the employees are not happy with the financial perks they receive from the municipality. This is because of unfairness and small salary increments, which lead to salaries not being on par with the current economy. A similar study by Nazir *et al.* (2015) found a substantial degree of employee unhappiness with their pay, the quantity of labour they do, and the magnitude of their responsibility.

Participant one

...I am not happy with overtime pay. I feel like there is unfairness when it comes to that, and I am not happy concerning salary increases; I feel like the state of the economy is not considered whenever increases are being implemented.

Participant two

...No. As mentioned, not all employees enjoy the benefits the law prescribes. For example, a housing allowance is only given to employees who pay the bond and who it is in their name. If you build your own house, you are not getting a house subsidy.

Participant five

...No, with the current state of the country's economy, many or most employees are almost out of money by the middle of the month. The salary difference between employees and management is vast; the gap is too big.

Participant eight

...No, I am not happy with the financial perks that I receive from the organisation. The financial perks are too few, and so are the increments.

Participant nine

...No, there is nothing to be happy about the financial perks that I am receiving since they are not motivating and do not cover all my living expenses.

Participant ten

...As I have alluded to above, the salary increases disadvantage employees and are unsatisfactory in how it is negotiated. As for medical benefits, I am satisfied.

Among the drawbacks of municipal government positions are a lower salary than private-sector organisations can give for talented people and inferior benefits than major business organisations (GovPilot, 2023). This survey's findings are consistent with Adzima's (2023) study, which found that nearly all employees concur that they are underpaid by the municipal assemblies where they serve. As a result, they stated that their performance

had not been appropriately rewarded. Furthermore, most employees reported that they received inadequate reward compensation for their labour.

6.4.3.6 Do you think your Salary is Comparable to other Places you Might Work?

Based on the employees' responses, their salaries are not comparable to those of other places where they might work. Employees working in other municipalities are receiving better salaries for the same work. Employees want high salaries since they work in a district municipality of a higher rank than the local municipalities. As a result, this leads to employees from the municipality not respecting them, especially since they are from a district municipality. Shore and Strauss's (2012) study found that workplace behaviours were more impacted by outcome-oriented (pay) inequality than by input-based (productivity) inequality. Work behaviours and in-house salary comparisons had a more significant impact than outside comparisons. Performance comparisons did not sufficiently support the hypothesis that internal inequality would influence behaviours more than outward inequality.

Participant one; Participant five

...Not at all; most places earn much more than us.

Participant two

...Of course not. We are the district municipality responsible for six local municipalities; however, all six local municipalities earn more than we do. Hence, we cannot perform our duty of advising the local municipalities as expected. Because no one will take instructions from someone who is earning less than her/him.

Participant five

...No, the pay is too little.

Participant eight, Participant nine, Participant ten

...No, employees in other municipalities doing the same work we do have better salaries than ours.

In too many cases, SOEs believe that when perks are adequate, salaries do not necessarily need to be comparable (Honchar *et al.*, 2023). However, it has been shown that the lowest-paid employee in eThekweni gets around a hundred and eighty-eight thousand per year. However, an employee in a comparable position within one of the Gauteng metropolitan areas receives approximately two hundred and twenty-eight thousand, thus leading to employee strikes. The labour organisation requests that the local government pay a comparable salary (Magubane, 2024).

6.4.3.7 Do you Think your Pay Corresponds with your Efforts and Achievements at Work?

Employees within the municipality think that the pay they are receiving does not correspond with their efforts and achievements in their work environment. Employees have more responsibilities than employees at the same level, but from a different unit or municipality. They think that the salary they are receiving is too small for the work that they are doing. They think that other municipalities pay better for the jobs that they do. Cardona (2007) stated that even with legal payment constraints in place, performance-based systems typically result in a rise in human expenditures and performance reviews, and payouts. Managers frequently give employees higher evaluations and impartial compensation when pressed to keep employees on board or hire more employees to overcome internal barriers. Because of this, employees and their unions begin to view performance-based compensation as negotiable, with the effort pushed back until performance-based compensation is granted.

Participant one

...No, because I have more responsibilities than other employees at the same level.

Participant two

...Not at all.

Participant three

...No, as other institutions pay better at the same level.

Participant four

...No, it does not correspond. The work we are doing is too much; dealing with other people's work and making sure that there are no mistakes is a lot to handle, and when there are mistakes, you are the one to be blamed.

Participant eight

...No, my work is too much, and the pay is too small. I deserve more for what I am currently doing.

Participant nine

...No, as employees, we must do more for little pay. Our pay should be increased to match the work we are doing.

Participant ten

...No, it does not correspond with the efforts because I work alone in the section with too many responsibilities.

Similarly, a study by CIPD (2019) found that pay equity is viewed differently by experts and employees. Although seventy-five per cent of HR participants believe that employees are adequately compensated for their duties and accomplishments, only thirty-three per cent concur. The municipality mainly uses a basic salary-based payment scheme. Employment of comparable or equal difficulty is assigned equal wages and ratings, irrespective of the employment outcomes (Branka & Marija, 2021).

6.4.3.8 Do you Think that the Business's Bonus Programmes are Reasonable?

Bonuses are a fantastic way to encourage employees. However, numerous organisations find it challenging to decide how much to offer, whether to distribute it , and when to link it to success (Workstory, 2024). It was found that the business's bonus programmes are not reasonable due to many inconsistencies. This is because the performance bonus programmes are not appropriate since managers' performance appraisals are incorrect and biased. The only business's reasonable bonus programmes are those received by management.

Participant two

...Yearly bonuses, yes, but performance bonuses are a big no.

Participant three

...No, because there are inconsistencies.

Participant four

...No, the performance bonus to me is not reasonable.

Participant eight

...No, the performance bonus programmes are unreasonable due to improper and biased performance reviews from managers.

Participant nine

...The bonuses in the organisation are not reasonable since the organisation only cares about top management.

Participant ten

...I do think the business's bonus programmes are reasonable. The only unreasonable thing is the tax that applies to each Rand we get from the institution.

These results align with Chimhutu *et al.* (2016) investigation, which concluded that the bonus allocation was inherently unfair. The alleged unfairness hampered job motivation, inhibited coordination beyond divisions, and caused conflicts in professional relationships. van Triest (2023) argues that although bonuses tend to be less common in the governmental industry, their impact on performance remains consistent across industries. A higher base salary encourages public sector employees to work harder. Employees in the public sector tend to work longer when the effort is fulfilled, and secured employment is viewed as more robust. Employees in the public sector are more likely to benefit from intrinsic rewards associated with job security and development.

6.4.3.9 Do the Organisation's Decision-Making Procedures for Pay and Benefits Appear Impartial and Fair?

The municipality's procedures for deciding on pay and benefits are partial and unfair. Favouritism and political connections play an important role. There is a huge gap in terms of the rewards received by managers and non-management employees, which results in non-management employees being dissatisfied and demotivated. There are inconsistencies in employees doing the same job responsibilities in the same unit. Said Al-Jarradi (2011) emphasised that considering bonuses get distributed inversely to salaries, creating a gap separating the "affluent and the "impoverished" within the public sector, the injustice of the compensation structure is one significant demotivator for lower-level employees. Furthermore, managers' partiality in awarding reward bonuses is further evidenced by the fact that they are not contingent on employees' effectiveness and efficiency, which is impossible to evaluate accurately given the lack of criteria for assessment.

Participant one

...No, the organisation's decision-making procedures for pay and benefits appear partial and unfair due to certain employees getting housing allowance. In contrast, some do not because they do not own houses.

Participant two

...Not at all.

Participant five

...Unfair; it makes no sense for employees to earn less and significantly less than double the amount that managers receive.

Participant eight

...No, the organisation's procedures are unfair and impartial. Favouritism and political influence play a considerable role.

Participant nine

...No, the procedure is partial and unfair. Only senior managers and comrades receive good benefits.

Participant ten

...It does not appear to be fair in that you find that employees are working in the same sector and the same position, but not earning the same salary.

Municipalities around South Africa regularly face allegations of unethical behaviour driven by vanity and nepotism in HRM (Dzansi & Dzansi, 2010). This study aligns with the results of the Department of Cooperative Governance and Traditional Affairs of the RSA (2009) on pay and benefit discrepancies among South African municipal employees of comparable ranks. Following Akintunde and Anifowose's (2018) study, the unfair

distribution of reward variables within the public sector includes belief systems, ethnic background, corruption, commination from higher-ranking officials, sexual misconduct of female employees, and political intimidation.

6.4.3.10 What Makes you Happy About your Current Employment Status?

Employees working in the municipality are not happy. None of the extrinsic nor the intrinsic rewards make employees working in the municipality happy. Employees are only happy because they are employed, since South Africa experiences a high unemployment rate. Other employees are happy to be just gaining experience and having excellent colleagues. Langhneja (2023) postulates that due to insufficient pay and perks, employees want to be paid fairly for their labour. Dissatisfaction may result if they believe their perks and salaries are inadequate in comparison or do not adequately acknowledge their hard work.

Participant two

...I am not happy at all. I am just working simply to have bread on my table because we live in a country with limited job opportunities.

Participant five

...the fact that I am gaining workplace experience and furthering my studies/education.

Participant seven

... The fact that I am employed, yet our country has the highest unemployment rate.

Participant eight

...Only the colleagues I work with make me happy, and no rewards from the organisation make me happy.

Participant three; Participant nine

...Nothing at all.

Participants one and ten had to fulfil their responsibilities within the working environment.

Participant one

...Fulfilling my responsibilities makes me happy because I want to see change by fulfilling them; I hope to see it.

Participant ten

...Being allowed to learn new things makes me happy, and I am entrusted with huge responsibilities that I believe should be handled by someone senior to my position.

Financial reward motivation influences employee engagement more than drive (Engidaw, 2021). Organisations have realised that giving financial rewards to employees can exert a minimal effect on employee engagement, so they are instead focused on strategies to promote intrinsic rewards (Towers Perrin, 2005). Thus, it is imperative to study intrinsic rewards; see chapter seven on intrinsic rewards.

6.5 Themes Associated with Document Review

This section presents themes associated with the document review. Theme one provides Nkangala district municipality reward system policies and structures, and theme two entails extrinsic rewards.

6.5.1 Theme One: Reward System Policies and Structures

6.5.1.1 Principles Underpin this Remuneration Policy

The municipality's strategic goals will be achieved with the help of the system of compensation and policy. The municipality's compensation policy

aims to motivate, keep, and draw in new employees. The municipality will reward employees based on how well they execute their duties and how much impact they make, as the performance management system decides. The municipality will permit employees to select their benefits and operate reward systems with an acceptable level of autonomy if they stay inside the confines of the law. Cost-effectiveness and long-term considerations will impact the compensation policy (Nkangala District Municipality, 2024).

6.5.1.2 Policy Provisions

The Municipality will pay its employees a competitive and equitable salary, considering the capabilities of the municipality to maintain the salary plan as well as current rates on the market in organisations like its own. The municipality will not act unfairly against its employees based on gender or age and will pay them equally for comparable work. The amount of compensation will be determined by competence per the policy on performance management of the municipality. Salary levels will consider both outward competition and internal fairness. Pay for managerial staff as well as temporary employees will be based on the entire cost of employment, and they can customize their employee benefits (to the extent permitted by law) to meet their specific requirements. Employees below grade four, or non-managerial staff, shall be paid under the salary and bonus accords set forth by the SALGA bargaining council. Regarding individual salary issues, privacy shall be upheld. Supervisors must be engaged when deciding on a subordinate's pay scale (Nkangala District Municipality, 2024).

6.5.1.3 Reward Mix

Benefits and fixed compensation will be part of the reward package for every employee. All fixed benefits including base salary, perks like an automobile allowance, health insurance, pensions, and assured allowances (both legally and unlawfully granted) are included in fixed pay. An employee's guaranteed salary will depend on how much responsibility they have inside the organisation and how big their position is, both of which are decided by the job appraisal procedure. Rewards will be paid in line with the

municipality's HR policy, terms of employment, and national collective bargaining agreements (Nkangala district municipality, 2024).

6.5.1.4 Commencing Salaries

Promotional candidates and new hires will be positioned at the bottom of the salary range or grade appropriate for the position grade. In cases when a greater grade is warranted, the head of department (HOD) will advocate for the municipal manager's permission. When an employee receives a bonus, the corporate services department will provide a note listing each of the employees who are eligible for bonuses that have been authorized by the head of corporate services. When an employee leaves, the corporate services department will notify them of their separation and calculate their time off compensation, with approval from the leader of corporate services (Nkangala District Municipality, 2024).

6.5.1.5 Annual Cost of Living Adjustment (COLA)

The South African local government bargaining council's collective bargaining procedures will be used to calculate the yearly cost-of-living increment for compensation. Managerial employees' annual cost of living adjustment (COLA) will be determined by adding their perks to their base pay, or the total expense of employment. For the remainder of the staff, the basic wage will serve as the basis for COLA, and benefits will be modified by agreements governing collective bargaining and municipal policy. The financial plan will allow yearly revisions (Nkangala District Municipality, 2024).

6.5.1.6 Payment of Monthly Remuneration

Memoranda from HRM must be sent to the compensation department by the fifteenth of each month to be processed at the latest. This enables payroll employees to attend to them at the correct time and identify any problems before the salary test phase begins. The salary payable on that date is when the twenty-fifth of the month cannot fall on weekend days (Nkangala district municipality, 2024).

6.5.2 Theme Two: Modern Extrinsic Rewards

The purpose of compensation and perks in public service is to provide additional information about the salary and other perks that the government provides to public sector employees (DPSA, 2009; RSA, 2009). Nkangala District Municipality provides direct and indirect compensation to its employees. Employee loyalty to the organisation and their input and efficiency will grow with appropriate compensation. A common occurrence is the substantial turnover of staff in government or SOEs, which results from inadequate pay (Manurung, 2017).

The section below covers both direct and indirect compensation.

6.5.2.1 Direct Compensation

In modern times, direct compensation encompasses more than just financial rewards and different ownership provided by organisations; what makes direct compensation unique depends on whether it carries a financial value. Cash's value is derived from the requirements it fulfils. Nearly every employee's even more advanced requirement can always be met by money. Money takes on different significant demands because it may fulfil various purposes and because people vary in the significance of their needs (Nel *et al.*, 2008).

6.5.2.1.1 Base Salary or Pay

Employees receive a base salary or pay based on the policy. Shift employees may average their regular work hours. The procedures and requirements for the hourly wage average will be decided by the relevant sectoral negotiating councils. Payment for regular labour completed on a Sunday or public holiday when working on Sunday or an official holiday, employees who typically perform shifts by a shift schedule are entitled to overtime compensation (Nkangala District Municipality, 2024).

On Sundays, the rate of pay for regular work is one-half of the employee's base pay; on public holidays, the rate of compensation for regular labour is double that amount. Working at night in the public sector in the government

sector, evening employment is defined as work completed between seven in the evening and seven in the morning the following day or six in the evening and six in the morning the following day, as decided upon by the involved parties in the respective divisional chambers and sectoral negotiating councils (Nkangala District Municipality, 2024).

6.5.2.1.2 Service Bonus

Within the public sector, service bonuses equivalent to an employee's monthly wage are paid as a thirteenth check on the day of their birthday.

6.5.2.1.3 Overtime

An arrangement involving the municipality and the employee in question is required to perform overtime. Only with prior authorization will working overtime be allowed, and remuneration taken into consideration. When overtime is worked on a Sunday or holiday, the pay rate is two times the basic income, up to a maximum of one hundred and forty-five thousand nine hundred and twenty rand annually. If overtime is required on another day in the month, it will be paid at a rate equal to one-half of the basic pay or up to a maximum of one hundred and forty-five thousand nine hundred and twenty annually (Nkangala District Municipality, 2024).

6.5.2.1.4 Performance Bonus for Employees

The municipality uses employee assessments to encourage staff members to realize their full ability. The foundation for rewarding exceptional performance and rectifying undesirable or subpar performance will be the employee's performance assessment. Key performance areas (KPAs) and core competency requirements (CCR), both found in the performance agreements, are the two criteria for evaluating employees. The key performance areas (KPAs) account for eighty per cent of the ultimate rating, while the CCRs will contribute twenty per cent. These two factors account for one hundred per cent of the overall rating (Nkangala District Municipality, 2024).

The ultimate score will be determined using a formula that was calculated from the following steps:

Key Performance Areas =

$$\frac{\text{Total final scores as weighted} \times 100\%}{\text{Total weights of the above scores}}$$

Employees may receive a performance bonus of five per cent to fourteen per cent of their total inclusive compensation package in appreciation of their exceptional work. Top-performing staff members could only be given a performance bonus equal to a portion of their yearly pay (Nkangala District Municipality, 2024).

6.5.2.1.5 Leave Dispensation

To: adhere to the constitutional responsibilities outlined in the Basic Conditions of Employment Act (BCEA) of 1998, leave permission is required in the public sector, advance employees' safety and well-being, permit the employee to recover from wounds or illnesses and attend to the demands of the employee's family, career, community, and private life (Nkangala District Municipality, 2024).

6.5.2.2 Indirect Compensation

Fringe perks are paid through various services for employees and perks, such as house help, assistance with food, health insurance, daycare centres, etc. These are all considered forms of indirect compensation. Employees receive rewards from their organisations for their engagement. The primary goal of indirect pay, often known as fringe perks, is to draw in, motivate, and keep qualified employees inside the organisation (Chhabra, 2001).

6.5.2.2.1 Unemployment Insurance Fund (UIF)

Membership in the government employees' pension fund (GEPF) is a prerequisite for employment for every permanent public servant hired. The state's portion of the GEPF had been established at sixteen per cent for employees in the uniformed services and thirteen per cent for civil officials as of April, year two thousand five. Employees, give the GEPF seven-point-five per cent of their monthly pensionable wage in exchange for three-point-three. Fund advantages: Benefits from the fund include pension, stepping down, release, or mortality (Nkangala District municipality, 2024).

6.5.2.2.2 Compensation for Occupational Injuries and Diseases Act (COIDA)

Medical expenditure is following the tax ceilings decided upon by the finance minister. For employees in the public sector, former employees who meet the eligibility requirements under the post-retirement healthcare policy, and members of recognized health plans, the government offers health care in the form of a subsidy. Health care for government employees' medical scheme (GEMS) participants who are in active employment (Nkangala district municipality, 2024).

6.5.2.2.3 Housing Allowance

An employee with a property listed in their name is entitled to a housing payment of five hundred rand monthly. The grant is given only for one residence, except if the employee owns two properties and is based in two distinct municipal areas for official purposes. If an employee holds a current rental agreement and rents an apartment, they are entitled to receive five hundred rand per month (Nkangala District Municipality, 2024).

6.5.2.2.4 Non-pensionable Cash Allowance

Any amount of money, typically the remaining amount of the unstructured, flexible component.

6.6 Conclusion

This chapter seeks to collect data, assess and comprehend the reward system and rewards management, individualistic and collectivistic culture, and the impact of extrinsic rewards on employee engagement. The themes and sub-themes investigation revealed the key contemporary rewards system in the municipality, the management of rewards, the existing culture, and the impact of financial rewards on employee engagement. The findings in this chapter highlight the significance of workplace culture and rewards in raising employee engagement. Efficient rewards programmes promote a culture of responsibility and high performance. Developing creative reward systems beyond conventional financial compensation is crucial given municipalities' difficulties, such as financial limitations and public scrutiny. Employee engagement can be raised by combining extrinsic and intrinsic rewards. Transparent and equitable rewards management procedures foster a collaborative atmosphere that improves community service delivery by fostering trust between municipal staff and leadership. Municipalities may develop a motivated workforce dedicated to accomplishing local government objectives and improving the standard of living for citizens by giving top priority to a thorough reward system.

The municipality will continue to underperform, be exnovation and provide poor service to the public due to inconclusive and outdated reward systems, ignoring employee needs, demotivated and dissatisfied employees, a poor culture, less engaged employees, favouritism, and political interference. This chapter presented qualitative results, discussion, and interpretation of findings. This chapter presents and analyses the research results, which are organized and presented around themes that help answer the study question. This chapter focused on reward systems and rewards management, individualistic and collectivistic culture, and the impact of extrinsic rewards on employee engagement. The content of this section offered the study outcomes in the form of themes backed by directly quoted passages and related works of literature. The following chapter discusses quantitative results and discusses and interprets findings.

CHAPTER SEVEN: QUANTITATIVE RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

7.1 Introduction

The qualitative results, discussion, and interpretation of findings were introduced in the preceding chapter. This chapter includes discussions and a review of the respondents' comments from the survey questionnaire. According to Saunders *et al.* (2016:714), data comprise information, judgments, and numerals that are gathered and recorded for reference or analysis. This chapter focuses on the intrinsic rewards of employee engagement, innovative performance, and an organisation's individualistic and collectivistic culture.

7.2 Descriptive Statistics

The descriptive statistics reveal generally low levels of personal growth, job satisfaction, and work engagement among the respondents, with mean scores for most statements related to personal development, job meaning, and motivation falling below the midpoint of three on a five-point scale, see Appendix G. This indicates a prevalent sense of dissatisfaction or disengagement across several dimensions of work experience. However, higher mean scores (around or above three) are observed for organisational support aspects such as flexibility, recognition systems, supervisor and leadership support, and innovation-related activities, suggesting relatively better perceptions in these areas. Additionally, there is a clear contrast between the moderate individualistic tendencies reflected in statements on self-reliance and competitiveness and the notably low scores on collectivist or group-oriented values, especially those emphasizing cooperation, family commitment, and respect for group decisions, indicating weaker alignment with collectivist cultural norms within the workplace setting. Overall, the data suggests that while the organisation offers moderate structural and supervisory support, employees experience low intrinsic motivation and personal fulfilment in their roles.

Biographical data is essential in quantitative research because it facilitates identifying and controlling factors that might affect study results. This data, which includes demographic details like age, gender, and educational attainment, enables the researcher to divide and examine their sample more precisely. The researcher can increase the precision and generalizability of the results by including biographical information, guaranteeing that any effects the researcher notices do not result from underlying variations in participant characteristics. This may produce more consistent, repeatable, and robust results that significantly advance the research subject. Extend the survey's accessibility. Inform pupils that their replies will remain anonymous. Keeping questionnaires short. Give reminders frequently. Include academicians. Develop surveys that invite critical critique (Quinn, 2002; Zúñiga, 2004).

As per Babbie (2007) and Kidder (1981:150), a response rate of fifty per cent is appropriate in social research surveys. However, Fincham (2008) and Richardson (2005) suggest a response rate of sixty per cent or higher. To address the absence of representativeness, the researcher adjusted the research sample segmentation following broader population characteristics (Brick & Kalton, 1996). This survey included three hundred questionnaires, and among the questionnaires provided, two hundred and seventy-eight received a response. To calculate a research study's response rate, divide the total number of received questionnaires by the total number of questionnaires sent. Therefore, this study had a response rate of ninety-two per cent, which is acceptable as per Saunders *et al.* (2016:714). This study utilised specific tactics employed by individuals with high response rates to questionnaires completed. As a result, the research's response rate falls within the permissible range of fifty per cent more incredible. Thus, Saunders and Townsend (2016) suggest that a response rate in the permissible range is appropriate and typical of the sample and that the results may be generalised.

Table 7.1 and Figure 7.1 show the age of respondents, with most respondents falling within the 30–39 years (30.2%) and 40–49 years (29.5%) age brackets, together comprising nearly 60% of the sample. This suggests a relatively mature workforce with substantial professional experience. Participants aged 50–59 years make up 17.6%, while younger respondents (20–29 years) and seniors (60+ years) represent smaller proportions at 15.1% and 7.6%, respectively. The distribution indicates a balanced age representation, skewed slightly toward middle-aged individuals.

Table 7.1: Age

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-29 years	42	15.1	15.1	15.1
30-39 years	84	30.2	30.2	45.3
40-49 years	82	29.5	29.5	74.8
50-59 years	49	17.6	17.6	92.4
60 years and above	21	7.6	7.6	100.0
Total	278	100.0	100.0	

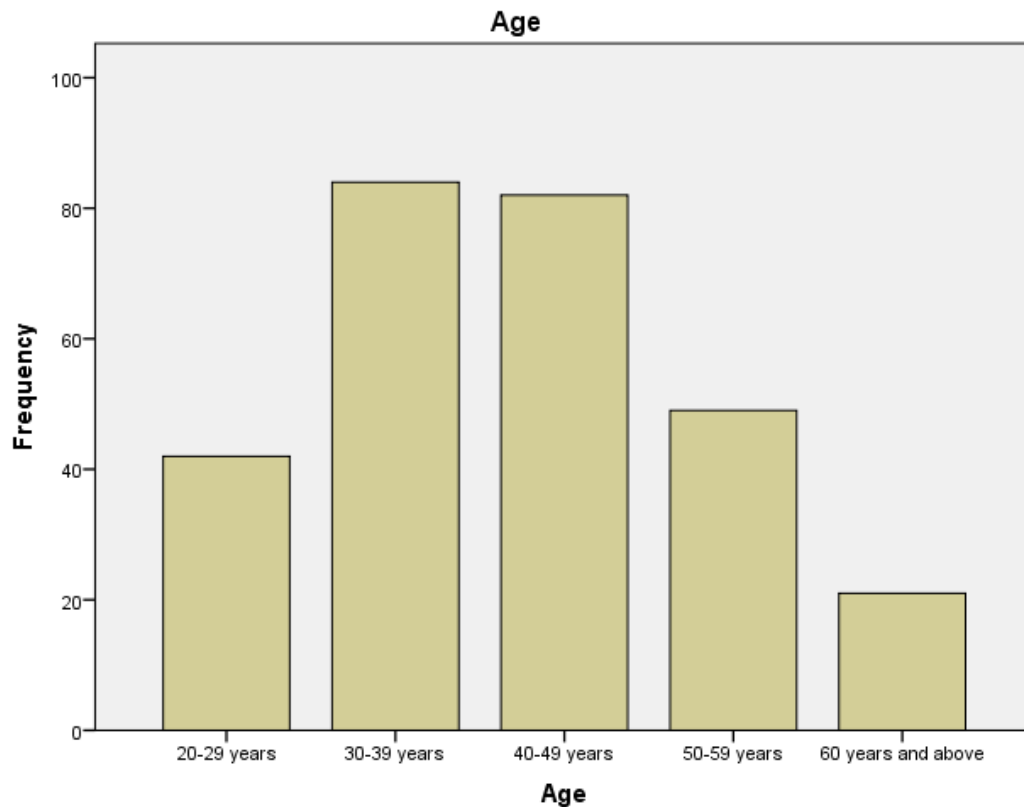


Figure 7.1: Age

Table 7.2 and Figure 7.2 show gender representation frequency; female respondents slightly outnumber males, with 54.3% of the sample identifying as female and 45.7% as male. This gender distribution indicates a modest female majority among participants, suggesting either greater female representation in the sampled population or higher female response rates.

Table 7.2: Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	127	45.7	45.7	45.7
Valid Female	151	54.3	54.3	100.0
Total	278	100.0	100.0	

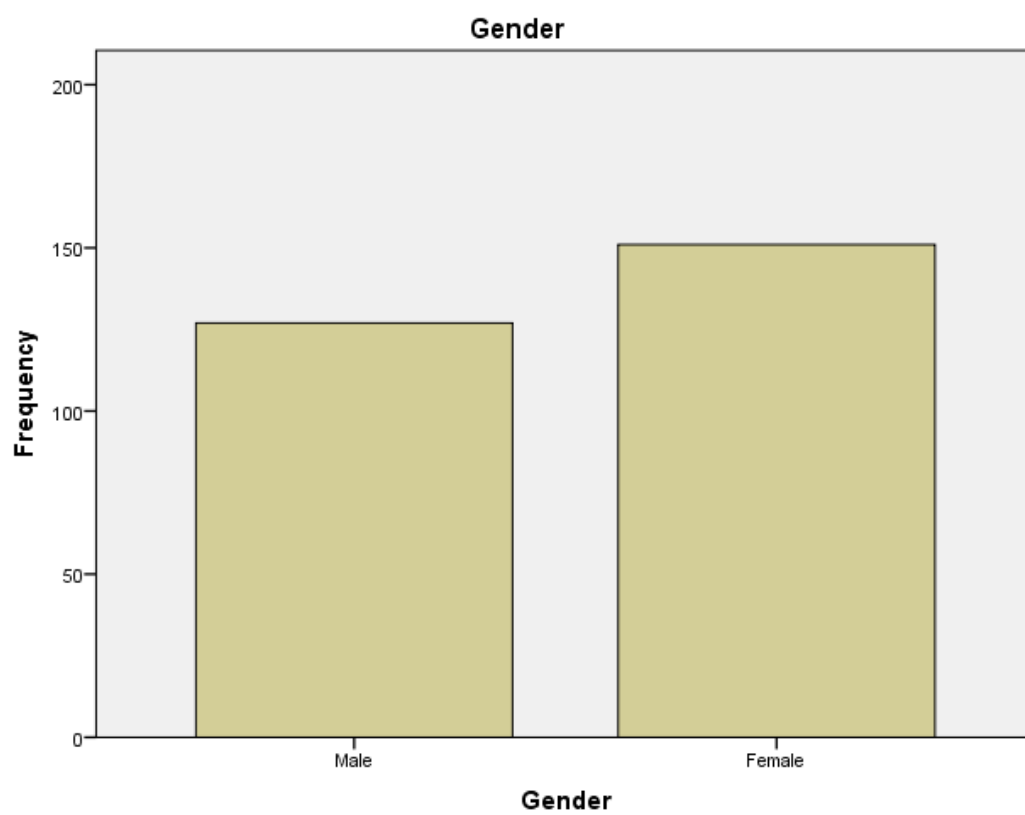


Figure 7.2: Gender

Table 7.3 and Figure 7.3 show the total years of experience of the respondents. Most respondents have considerable work experience, with 38.8% having more than 16 years and 29.5% having 11–15 years. Those with 0–5 years account for 23.7%, and only 7.9% fall in the 6–10 years range. This distribution highlights that a large portion of the sample comprises seasoned professionals, which could influence the depth of insight in their responses.

Table 7.3: Total Years of Experience

Total Years of Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-5 years	66	23.7	23.7	23.7
6-10 years	22	7.9	7.9	31.7
11-15 years	82	29.5	29.5	61.2
More than 16 years	108	38.8	38.8	100.0
Total	278	100.0	100.0	

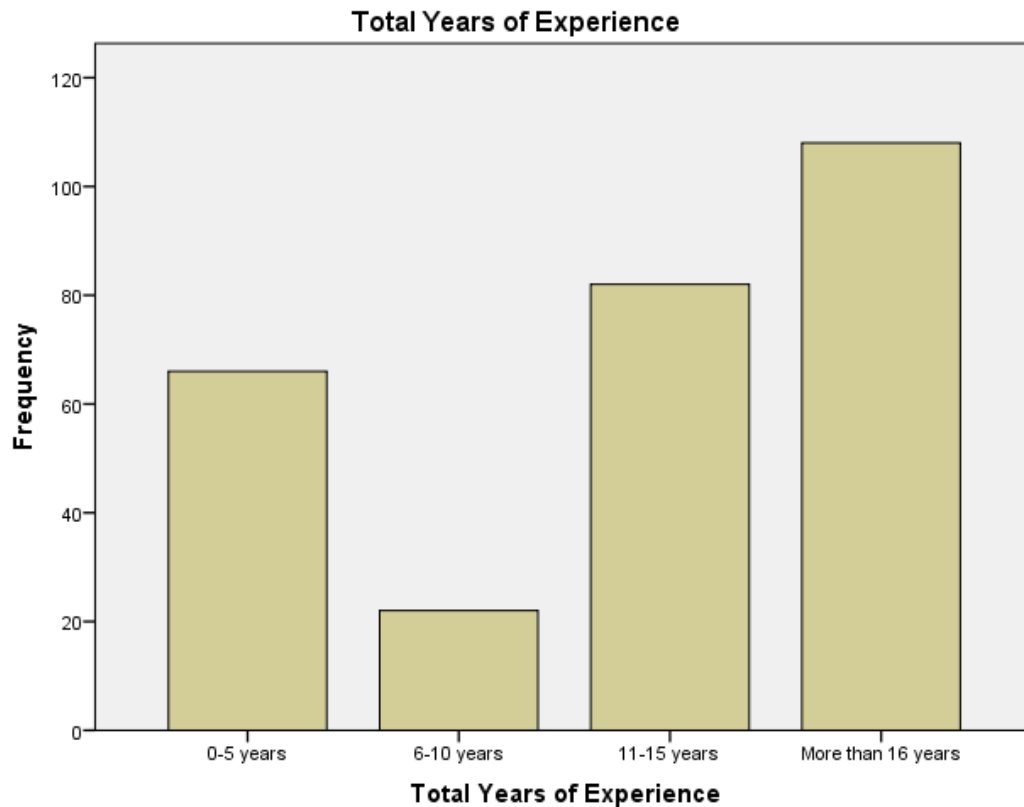


Figure 7.3: Total Years of Experience

Table 7.4 and Figure 7.4 show the respondents' total years of experience in the current position. While many respondents have significant overall experience, 41.7% have been in their current position for 0–5 years, indicating recent transitions or promotions. About 23% have served 11–15 years in their role, while the remaining are nearly evenly split between 6–10 years (17.6%) and more than 16 years (17.6%), suggesting varied tenure lengths across the sample.

Table 7.4: Total Years of Experience in Current Position

Total years of experience in the current position

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 years	116	41.7	41.7	41.7
6-10 years	49	17.6	17.6	59.4
11-15 years	64	23.0	23.0	82.4
More than 16 years	49	17.6	17.6	100.0
Total	278	100.0	100.0	



Figure 7.4: Total Years of Experience in the Current Position

Table 7.5 and Figure 7.5 show the respondents' highest qualifications. Most respondents are well-educated, with 28.1% holding undergraduate degrees, followed by 19.4% with diplomas and 16.9% with honours degrees. A smaller portion holds master's (5.4%) or doctoral degrees (0.7%), while 6.5% have qualifications below matric. The education profile reflects a moderately high academic background overall, suitable for professional or administrative roles.

Table 7.5: Highest Qualification

Highest qualification				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Matric	18	6.5	6.5
	Matric	25	9.0	15.5
	Certificate	39	14.0	29.5
	Diploma	54	19.4	48.9
	Undergraduate Degree	78	28.1	77.0
	Honours	47	16.9	93.9
	Masters	15	5.4	99.3
	Doctorate	2	.7	100.0
	Total	278	100.0	

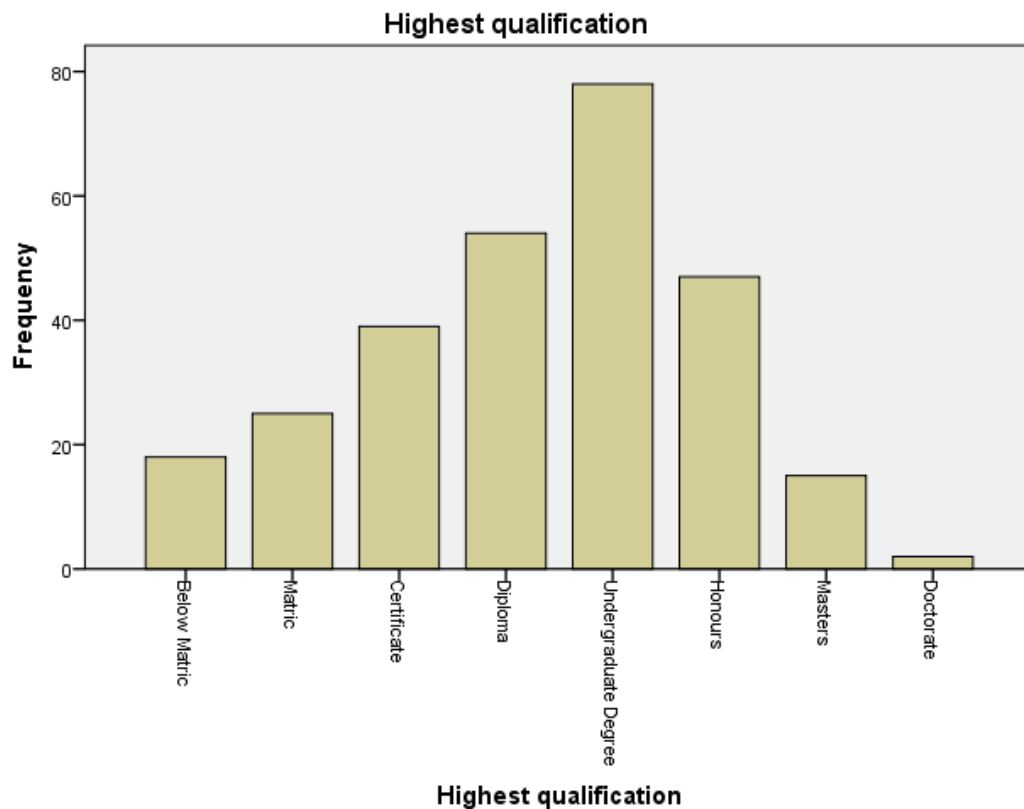


Figure 7.5: Highest Qualification

Table 7.6 and Figure 7.6 show the respondents' discipline/unit. Most respondents (81.3%) are non-managerial or administrative staff, with only 18.7% in managerial positions. This imbalance suggests that the sample primarily reflects perspectives from frontline or support-level employees, with fewer insights from leadership or decision-making roles.

Table 7.6: Discipline/Unit

Discipline/Unit				
	Frequency	Percent	Valid Percent	Cumulative Percent
Manager	52	18.7	18.7	18.7
Non- manager/administration	226	81.3	81.3	100.0
Total	278	100.0	100.0	

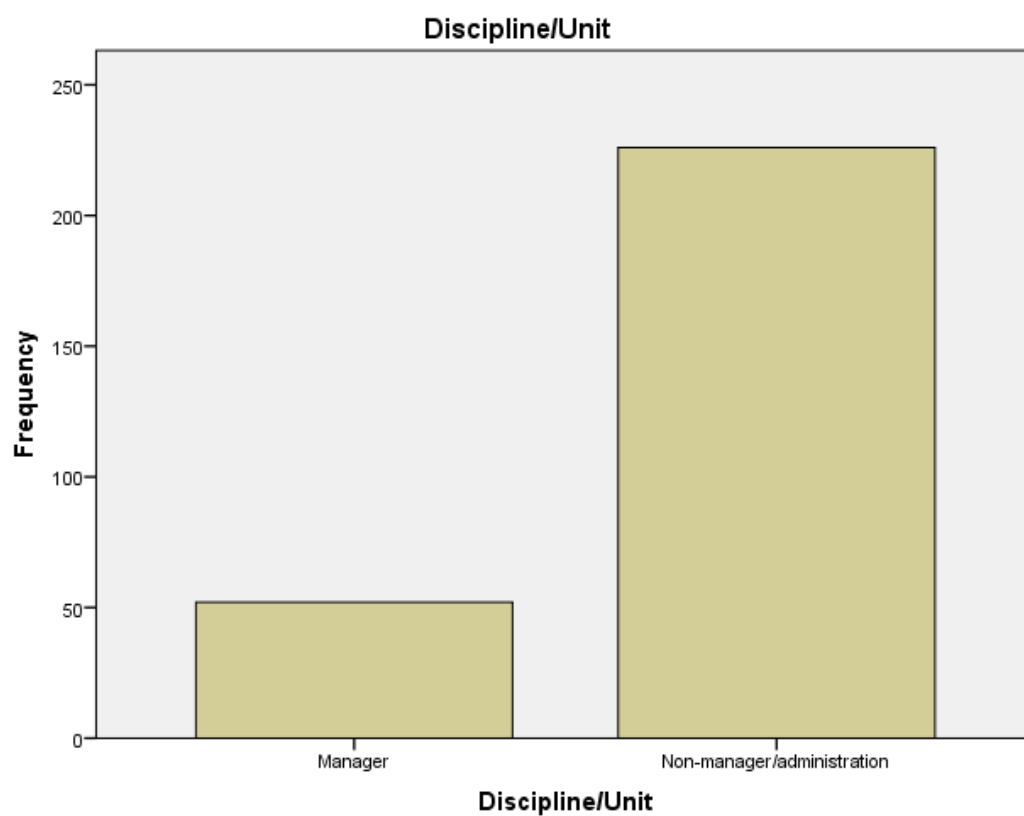


Figure 7.6: Discipline/Unit

7.3 Reliability Statistics

To assess the reliability of the measuring instrument, a reliability test was conducted using SPSS. The Cronbach's value obtained from this test indicates the level of internal consistency within the raw data. This analysis is particularly valuable when dealing with questionnaires containing multiple Likert scale questions. The aim is to ascertain the reliability of the scales employed in the analysis. It's noteworthy that the sample size comprises 278 individuals (see Table 7.7).

Table 7.7: Item-Total Statistics

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My personal growth in terms of skills is satisfactory	214.09	2667.271	.597	.974
I find my job in this organization to be fun	213.87	2667.263	.577	.974
In this organization, I am given due recognition because of my contribution	213.73	2656.337	.616	.974
My career advancement is satisfactory	213.89	2655.553	.647	.974
My job in the organization is pleasant to do	214.05	2655.229	.676	.974
My work in this organization is challenging	213.78	2663.276	.579	.974
My achievements give me satisfaction	214.01	2650.674	.686	.974

At my work, I feel bursting with energy	213.99	2683.449	.528	.974
I find the work that I do full of meaning and purpose	214.25	2665.882	.673	.974
Time flies when I'm working	214.14	2671.998	.587	.974
At my job, I feel strong and vigorous	213.97	2669.408	.620	.974
I am enthusiastic about my job	214.09	2662.897	.670	.974
When I am working, I forget everything else around me	213.88	2682.033	.518	.974
My job inspires me	214.09	2667.100	.653	.974
When I get up in the morning, I feel like going to work	213.88	2671.487	.572	.974
I feel happy when I am working intensely	214.04	2671.629	.603	.974
I am proud of the work that I do	214.18	2673.590	.626	.974
I am immersed in my work	214.10	2680.881	.582	.974
I can continue working for very long periods at a time	214.02	2679.159	.559	.974
To me, my job is challenging	213.83	2684.772	.474	.974
I get carried away when I'm working	213.89	2674.542	.568	.974
At my job, I am very resilient, mentally	214.19	2692.105	.478	.974
It is difficult to detach myself from my job	213.79	2691.326	.415	.974
At my work I always persevere, even when things do not go well	214.22	2685.322	.506	.974
There are no pressures to meet deadlines in my organisation	212.56	2700.805	.355	.974
My organisation provides me with flexible work timings	212.81	2661.423	.673	.974
My organisation is empathetic towards my personal life	212.90	2661.226	.712	.974

My identity and values are well aligned with my organisation	213.14	2653.034	.727	.974
My organisation provides me with opportunities for learning and development	213.56	2654.624	.653	.974
There are opportunities to engage with outside forums	213.32	2649.661	.738	.974
There are clear career paths and succession planning in my organisation	212.99	2650.703	.749	.974
There are adequate resources dedicated to career development	213.00	2648.507	.761	.974
My organisation provides me with opportunities to work in cross-functional teams	212.92	2649.066	.768	.974
Diversity of ideas is respected in a teamwork setting	212.94	2645.540	.790	.974
In a team setting, there is collective decision-making and responsibility	213.02	2640.851	.799	.974
In a team setting there are clear team goals, learning commitment, communication, and accountability	213.16	2639.289	.797	.974
My organisation provides me the freedom to choose how tasks can be completed	212.84	2652.187	.750	.974
My organisation provides me with the freedom to make decisions	212.62	2655.839	.699	.974
My organisation protects me against negative task outcomes	212.83	2655.528	.764	.974
My organisation encourages higher levels of job involvement	213.15	2649.605	.770	.974
Jobs designed by my organisation have an adequate level of rigour	213.05	2652.993	.758	.974

My job provides me the opportunities to utilise my skills effectively	213.14	2648.467	.749	.974
My job has clear specifications	213.38	2645.590	.737	.974
My job is meaningful and provides me with a sense of satisfaction	213.36	2646.288	.795	.974
My supervisor motivates me to achieve my goals	213.37	2642.032	.784	.974
My supervisor provides me with the required support to achieve my goals	213.28	2639.087	.775	.974
My contributions are valued by my supervisor	213.26	2638.459	.762	.974
I feel that I am heard and cared for by my supervisor	213.14	2644.733	.734	.974
There are clear reward and recognition systems in my organisation	213.01	2654.717	.686	.974
Ideas are recognised and rewarded in my organisation	212.68	2649.445	.704	.974
There is an adequate level of support given by the leaders to achieve my goals	212.86	2643.822	.732	.974
Leaders communicate their vision of change and development	213.04	2648.875	.730	.974
My organisation has launched radically new products/services in the last two years	213.11	2668.143	.593	.974
My organisation has created new market segments in the last two years	213.08	2668.798	.623	.974

My organisation has reshaped customer behaviour in the last two years	213.13	2664.335	.640	.974
My organisation has substantially impacted competition in the last two years	213.07	2666.919	.595	.974
My organisation has made improvements to existing products and services in the last two years	213.21	2665.055	.646	.974
My organisation takes feedback for improvement from customers and suppliers	213.10	2663.410	.651	.974
My organisation has penetrated the existing markets with modified products and services in the last two years	212.95	2664.034	.671	.974
My organisation has improved its existing processes in the last two years	213.28	2669.629	.587	.974
I would rather depend on myself than others	213.60	2712.734	.238	.975
I rely on myself most of the time, I rarely rely on others	213.60	2716.097	.216	.975
I often do my own thing	213.23	2706.773	.297	.974
My identity, independent of others, is very important to me	213.49	2710.186	.270	.974
I need to do my job better than the others	213.54	2700.974	.327	.974
Winning is everything	213.50	2707.794	.275	.975
Competition is the law of nature	213.36	2723.151	.161	.975
When another person does better than I do, I get tense and aroused	213.17	2719.170	.185	.975

If a co-employee gets a prize, I will feel proud	214.52	2732.120	.141	.975
The well-being of my co-employees is important to me	214.61	2738.789	.083	.975
To me, pleasure is spending time with others	214.50	2731.541	.147	.975
I feel good when I cooperate with others	214.66	2734.877	.146	.974
Parents and children must stay together as much as possible	214.67	2737.194	.106	.975
I must take care of my family, even when I must sacrifice what I want	214.65	2740.801	.057	.975
Family members should stick together, no matter what sacrifices are required	214.52	2735.243	.096	.975
It is important to me that I respect the decisions made by my groups	214.76	2740.566	.062	.975

Upon examination of the table, it was identified that 76 items exhibit a Cronbach's Alpha value of 0.974. This indicates a high level of consistency in responses for all the specified items. Table 7.8 depicts the reliability statistics of this research.

Table 7.8: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.974	76

7.4 Factor Analysis

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is 0.923, which is well above the acceptable threshold of 0.6, indicating that the data is highly suitable for factor analysis (see Table 7.9). Additionally, Bartlett's Test of Sphericity is significant ($\chi^2 = 26798.435$, $df = 2850$, $p < 0.001$), confirming that the correlation matrix is not an identity matrix. This indicates that there are sufficient correlations among the variables to proceed with factor analysis.

Table 7.9: KMO AND Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.923
Bartlett's Test of Sphericity	Approx. Chi-Square	26798.435
	df	2850
	Sig.	.000

7.5 Communalities

The communalities (extraction values) show how much of the variance in each variable is accounted for by the extracted factors, see Table 7.10. Most values are high (above 0.6), indicating that the factors explain a substantial proportion of the variance in each item. Notably high communalities (above 0.8) are seen in statements related to job engagement, supervisor support, meaningful work, and innovation. A few items like “There are no pressures to meet deadlines” (0.415) and “To me, pleasure is spending time with others” (0.423) have relatively lower communalities, suggesting that these items are less well represented by the extracted factors.

Table 7.10: Communalities

	Initial	Extraction
My personal growth in terms of skills is satisfactory	1.000	.759
I find my job in this organization to be fun	1.000	.855
In this organization, I am given due recognition because of my contribution	1.000	.860
My career advancement is satisfactory	1.000	.825
My job in the organization is pleasant to do	1.000	.872
My work in this organization is challenging	1.000	.748
My achievements give me satisfaction	1.000	.832
At my work, I feel bursting with energy	1.000	.815
I find the work that I do full of meaning and purpose	1.000	.811
Time flies when I'm working	1.000	.764
At my job, I feel strong and vigorous	1.000	.842
I am enthusiastic about my job	1.000	.848

When I am working, I forget everything else around me	1.000	.780
My job inspires me	1.000	.855
When I get up in the morning, I feel like going to work	1.000	.795
I feel happy when I am working intensely	1.000	.817
I am proud of the work that I do	1.000	.852
I am immersed in my work	1.000	.831
I can continue working for very long periods at a time	1.000	.822
To me, my job is challenging	1.000	.760
I get carried away when I'm working	1.000	.768
At my job, I am very resilient, mentally	1.000	.636
It is difficult to detach myself from my job	1.000	.720
At my work I always persevere, even when things do not go well	1.000	.629
There are no pressures to meet deadlines in my organisation	1.000	.415
My organisation provides me with flexible work timings	1.000	.601
My organisation is empathetic towards my personal life	1.000	.659
My identity and values are well aligned with my organisation	1.000	.738
My organisation provides me with opportunities for learning and development	1.000	.628
There are opportunities to engage with outside forums	1.000	.665
There are clear career paths and succession planning in my organisation	1.000	.745
There are adequate resources dedicated to career development	1.000	.799

My organisation provides me with opportunities to work in cross-functional teams	1.000	.798
Diversity of ideas is respected in a teamwork setting	1.000	.799
In a team setting, there is collective decision-making and responsibility	1.000	.823
In a team setting there are clear team goals, learning commitment, communication, and accountability	1.000	.765
My organisation provides me the freedom to choose how tasks can be completed	1.000	.762
My organisation provides me with the freedom to make decisions	1.000	.772
My organisation protects me against negative task outcomes	1.000	.770
My organisation encourages higher levels of job involvement	1.000	.731
Jobs designed by my organisation have an adequate level of rigour	1.000	.773
My job provides me the opportunities to utilise my skills effectively	1.000	.804
My job has clear specifications	1.000	.837
My job is meaningful and provides me with a sense of satisfaction	1.000	.844
My supervisor motivates me to achieve my goals	1.000	.867
My supervisor provides me with the required support to achieve my goals	1.000	.898
My contributions are valued by my supervisor	1.000	.873

I feel that I am heard and cared for by my supervisor	1.000	.824
There are clear reward and recognition systems in my organisation	1.000	.734
Ideas are recognised and rewarded in my organisation	1.000	.703
There is an adequate level of support given by the leaders to achieve my goals	1.000	.795
Leaders communicate their vision of change and development	1.000	.674
My organisation has launched radically new products/services in the last two years	1.000	.775
My organisation has created new market segments in the last two years	1.000	.835
My organisation has reshaped customer behaviour in the last two years	1.000	.791
My organisation has substantially impacted competition in the last two years	1.000	.770
My organisation has made improvements to existing products and services in the last two years	1.000	.846
My organisation takes feedback for improvement from customers and suppliers	1.000	.799
My organisation has penetrated the existing markets with modified products and services in the last two years	1.000	.721
My organisation has improved its existing processes in the last two years	1.000	.719
I would rather depend on myself than others	1.000	.708

I rely on myself most of the time, I rarely rely on others	1.000	.795
I often do my own thing	1.000	.602
My identity, independent of others, is very important to me	1.000	.740
I need to do my job better than the others	1.000	.676
Winning is everything	1.000	.740
Competition is the law of nature	1.000	.657
When another person does better than I do, I get tense and aroused	1.000	.607
If a co-employee gets a prize, I will feel proud	1.000	.465
The well-being of my employees is important to me	1.000	.603
To me, pleasure is spending time with others	1.000	.423
I feel good when I cooperate with others	1.000	.559
Parents and children must stay together as much as possible	1.000	.571
I must take care of my family, even when I must sacrifice what I want	1.000	.632
Family members should stick together, no matter what sacrifices are required	1.000	.622
It is important to me that I respect the decisions made by my groups	1.000	.729

Extraction Method: Principal Component Analysis.

7.6 Total Variance Explained

The principal component analysis extracted **8 factors** with eigenvalues greater than 1, together explaining **74.44%** of the total variance. The first component alone explains **37.65%**, indicating a dominant factor, followed by subsequent components that add progressively smaller percentages. After rotation (likely Varimax), the variance is more evenly distributed across the factors, with the first factor accounting for **26.24%**, and others between **1.94%–19.71%**, showing that the rotated structure better distinguishes underlying dimensions. This rotation improves interpretability by reducing the dominance of the first component and clarifying the contribution of additional factors, see Table 11.

Table 7.11: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	28.614	37.650	37.650	28.614	37.650	37.650	19.944	26.242	26.242
2	12.232	16.095	53.744	12.232	16.095	53.744	14.981	19.712	45.954
3	4.149	5.460	59.204	4.149	5.460	59.204	6.075	7.994	53.948
4	3.463	4.557	63.761	3.463	4.557	63.761	5.193	6.833	60.781
5	3.208	4.221	67.982	3.208	4.221	67.982	3.816	5.021	65.802

6	1.94 8	2.563	70.545	1.94 8	2.563	70.545	3.40 5	4.480	70.282
7	1.61 2	2.121	72.666	1.61 2	2.121	72.666	1.68 9	2.222	72.504
8	1.35 0	1.776	74.442	1.35 0	1.776	74.442	1.47 2	1.937	74.442
9	1.23 8	1.629	76.071						
10	1.10 3	1.451	77.522						
11	.992	1.306	78.828						
12	.878	1.156	79.983						
13	.818	1.077	81.060						
14	.777	1.022	82.082						
15	.729	.960	83.041						
16	.685	.902	83.943						
17	.653	.859	84.802						
18	.635	.835	85.637						
19	.566	.745	86.382						
20	.537	.706	87.088						
21	.497	.654	87.742						
22	.476	.626	88.368						
23	.444	.584	88.952						
24	.435	.573	89.525						
25	.421	.554	90.079						
26	.398	.523	90.602						
27	.373	.490	91.092						
28	.360	.473	91.566						
29	.314	.413	91.979						
30	.308	.406	92.385						
31	.301	.396	92.781						
32	.288	.379	93.160						
33	.275	.362	93.522						

34	.259	.341	93.863						
35	.248	.327	94.189						
36	.239	.315	94.504						
37	.224	.295	94.799						
38	.214	.282	95.081						
39	.209	.275	95.356						
40	.202	.266	95.621						
41	.182	.240	95.861						
42	.180	.237	96.098						
43	.176	.231	96.330						
44	.171	.225	96.554						
45	.166	.219	96.773						
46	.157	.206	96.979						
47	.154	.203	97.182						
48	.142	.187	97.369						
49	.139	.183	97.552						
50	.126	.165	97.718						
51	.123	.162	97.880						
52	.114	.150	98.030						
53	.104	.136	98.167						
54	.101	.133	98.299						
55	.100	.131	98.430						
56	.097	.127	98.558						
57	.096	.127	98.684						
58	.092	.121	98.806						
59	.085	.111	98.917						
60	.079	.104	99.020						
61	.076	.100	99.121						
62	.071	.093	99.214						
63	.070	.092	99.306						
64	.066	.086	99.393						
65	.059	.077	99.470						
66	.056	.073	99.543						

67	.051	.067	99.610					
68	.049	.065	99.674					
69	.042	.056	99.730					
70	.037	.049	99.779					
71	.037	.048	99.827					
72	.033	.044	99.871					
73	.030	.039	99.910					
74	.027	.036	99.946					
75	.022	.029	99.975					
76	.019	.025	100.00					
			0					

Extraction Method: Principal Component Analysis.

7.7 Rotated Component Matrix

The Rotated Component Matrix reveals the underlying structure of the survey data by grouping variables (survey items) into distinct components (factors), suggesting how various aspects of organisational life are perceived by respondents. Eight components emerged from the analysis. Overall, the factor solution reflects distinct but interrelated dimensions of organisational climate, employee experience, and personal work orientation, see Table 7.12.

Table 7.12: Rotated Component Matrix^a

	Component							
	1	2	3	4	5	6	7	8
My personal growth in terms of skills is satisfactory	.242	.461	.220	-.035	.105	.633	-.165	-.026
I find my job in this organization to be fun	.179	.560	.162	-.078	-.021	.690	.015	.002
In this organization, I am given due recognition because of my contribution	.230	.520	.214	-.059	.007	.668	.198	-.039
My career advancement is satisfactory	.290	.500	.227	-.059	-.020	.660	.012	-.003
My job in the organization is pleasant to do	.296	.531	.191	-.028	.048	.679	.004	.044

My work in this organization is challenging	.160	.630	.296	-.152	-.019	.431	.166	-.034
My achievements give me satisfaction	.294	.544	.265	-.073	.092	.598	.013	.089
At my work, I feel bursting with energy	.118	.864	.063	-.109	-.113	.120	-.046	.092
I find the work that I do full of meaning and purpose	.294	.817	.086	-.039	.026	.145	-.136	.087
Time flies when I'm working	.208	.841	.061	-.036	-.028	.024	.063	.042
At my job, I feel strong and vigorous	.186	.874	.068	-.042	.027	.150	.115	.036
I am enthusiastic about my job	.271	.852	.086	-.069	-.021	.156	-.008	.104
When I am working, I forget everything else around me	.086	.859	.082	-.057	-.064	.085	.116	.009
My job inspires me	.258	.843	.079	-.098	-.038	.203	-.088	.103
When I get up in the morning, I feel like going to work	.163	.832	.106	-.137	-.070	.189	.030	.068
I feel happy when I am working intensely	.149	.877	.107	-.006	.045	.103	-.037	.031

I am proud of the work that I do	.235	.864	.103	-.044	.004	.037	-.148	-.118
I am immersed in my work	.171	.864	.109	-.039	-.049	.069	-.103	-.157
I can continue working for very long periods at a time	.113	.893	.080	-.008	-.026	.060	.006	-.023
To me, my job is challenging	.015	.839	.164	-.065	-.066	.060	.127	.002
I get carried away when I'm working	.128	.822	.176	-.037	-.093	.133	.118	-.061
At my job, I am very resilient, mentally	.092	.747	.113	.032	.135	-.027	-.150	-.119
It is difficult to detach myself from my job	-.031	.794	.193	-.049	-.034	-.023	.211	-.061
At my work I always persevere, even when things do not go well	.197	.648	.101	.030	.233	-.014	-.178	-.272
There are no pressures to meet deadlines in my organisation	.373	.037	.004	.366	-.165	.052	.326	.067
My organisation provides me with flexible work timings	.700	.182	.185	.118	-.011	-.049	.147	.077

My organisation is empathetic towards my personal life	.705	.200	.131	.114	.035	.135	.268	.039
My identity and values are well aligned with my organisation	.816	.158	.128	.081	.055	-.041	-.071	.121
My organisation provides me with opportunities for learning and development	.667	.185	.278	-.098	-.002	.097	-.219	-.064
There are opportunities to engage with outside forums	.710	.193	.252	-.035	.122	.193	-.030	.072
There are clear career paths and succession planning in my organisation	.824	.136	.097	.113	.002	.133	.060	.063
There are adequate resources dedicated to career development	.847	.179	.190	.063	-.011	-.058	.003	-.077
My organisation provides me with opportunities to work in cross-functional teams	.827	.148	.158	.133	-.038	.084	.203	.005

Diversity of ideas is respected in a teamwork setting	.805	.210	.165	.152	.015	.055	.232	-.006
In a team setting, there is collective decision-making and responsibility	.836	.220	.155	.078	.070	.011	.196	.051
In a team setting there are clear team goals, learning commitment, communication, and accountability	.772	.245	.253	.036	.038	.075	.188	.026
My organisation provides me the freedom to choose how tasks can be completed	.731	.195	.144	.224	.073	.104	.320	-.022
My organisation provides me with the freedom to make decisions	.762	.111	.070	.278	.056	.027	.302	.021
My organisation protects me against negative task outcomes	.733	.198	.227	.151	.102	.051	.317	.074
My organisation encourages higher levels of job involvement	.768	.148	.264	.087	.105	.150	.016	-.092

Jobs designed by my organisation have an adequate level of rigour	.846	.149	.126	.100	.000	.059	-.071	.016
My job provides me the opportunities to utilise my skills effectively	.851	.101	.077	.164	-.065	.168	-.061	.039
My job has clear specifications	.865	.083	.098	.136	.054	.052	-.218	.038
My job is meaningful and provides me with a sense of satisfaction	.862	.147	.167	.072	-.017	.156	-.142	.028
My supervisor motivates me to achieve my goals	.868	.132	.165	.035	.076	.125	-.214	.010
My supervisor provides me with the required support to achieve my goals	.896	.089	.134	.107	.077	.068	-.218	.014
My contributions are valued by my supervisor	.889	.104	.097	.101	.076	.069	-.203	-.029
I feel that I am heard and cared for by my supervisor	.859	.064	.166	.090	.087	.046	-.165	-.098

There are clear reward and recognition systems in my organisation	.777	.037	.151	.171	.164	.083	-.013	-.207
Ideas are recognised and rewarded in my organisation	.783	.076	.108	.212	.073	.075	.125	.000
There is an adequate level of support given by the leaders to achieve my goals	.844	.100	.030	.188	.110	.049	-.048	.139
Leaders communicate their vision of change and development	.743	.185	.209	.138	.008	.021	-.124	.093
My organisation has launched radically new products/services in the last two years	.299	.219	.780	-.008	-.061	.156	.033	.001
My organisation has created new market segments in the last two years	.320	.194	.808	.028	-.031	.190	.067	-.026

My organisation has reshaped customer behaviour in the last two years	.366	.214	.771	.021	-.012	.120	.029	-.021
My organisation has substantially impacted competition in the last two years	.288	.225	.791	.073	.008	.059	.032	.022
My organisation has made improvements to existing products and services in the last two years	.352	.245	.808	.042	.020	.015	-.054	.057
My organisation takes feedback for improvement from customers and suppliers	.377	.247	.767	-.004	-.034	.082	.008	-.001
My organisation has penetrated the existing markets with modified products and services in the last two years	.474	.167	.639	.190	-.048	.019	.070	.128
My organisation has improved its existing processes in the last two years	.343	.175	.712	.015	-.090	.184	-.130	.068

I would rather depend on myself than others	.201	-.084	.015	.779	-.038	.013	-.221	.043
I rely on myself most of the time, I rarely rely on others	.175	-.096	-.040	.866	.001	.005	-.068	.015
I often do my own thing	.258	-.093	.117	.647	.000	-.002	-.067	.300
My identity, independent of others, is very important to me	.195	-.039	.021	.828	.062	-.067	-.004	.078
I need to do my job better than the others	.294	-.092	.078	.741	.115	-.048	.099	.027
Winning is everything	.253	-.128	.045	.775	.150	-.066	.168	-.035
Competition is the law of nature	.152	-.169	.005	.732	.165	-.042	.156	-.124
When another person does better than I do, I get tense and aroused	.155	-.134	.144	.348	.082	.035	-.009	.645
If a co-employee gets a prize, I will feel proud	.121	.063	.008	.000	.552	-.094	-.363	-.028
The well-being of my coemployees is important to me	.053	-.065	.028	.135	.690	-.034	-.020	-.316

To me, pleasure is spending time with others	.044	.006	.060	.063	.575	.104	.068	.260
I feel good when I cooperate with others	.166	-.030	-.101	-.027	.676	.122	-.189	-.109
Parents and children must stay together as much as possible	.090	-.050	-.065	.056	.734	.024	-.005	.118
I must take care of my family, even when I must sacrifice what I want	.021	-.059	-.066	.144	.720	.019	.176	-.232
Family members should stick together, no matter what sacrifices are required	.159	-.129	-.153	.279	.562	-.109	.138	.364
It is important to me that I respect the decisions made by my groups	-.073	.098	.083	-.156	.694	-.067	.066	.439

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

7.8 Examining the Statistical Significance Relationships and Differences

Table 7.13 shows the key variables that were tested in this study.

Table 7.13: Variables

IR	Modern Total Rewards (Non-Financial Rewards)
IC	Individual Cultures
CC	Collectivist Cultures
IM	Employee Innovation
EE	Employee Engagement

The hypothesised model was tested by means of SEM, see Figure 7.1.

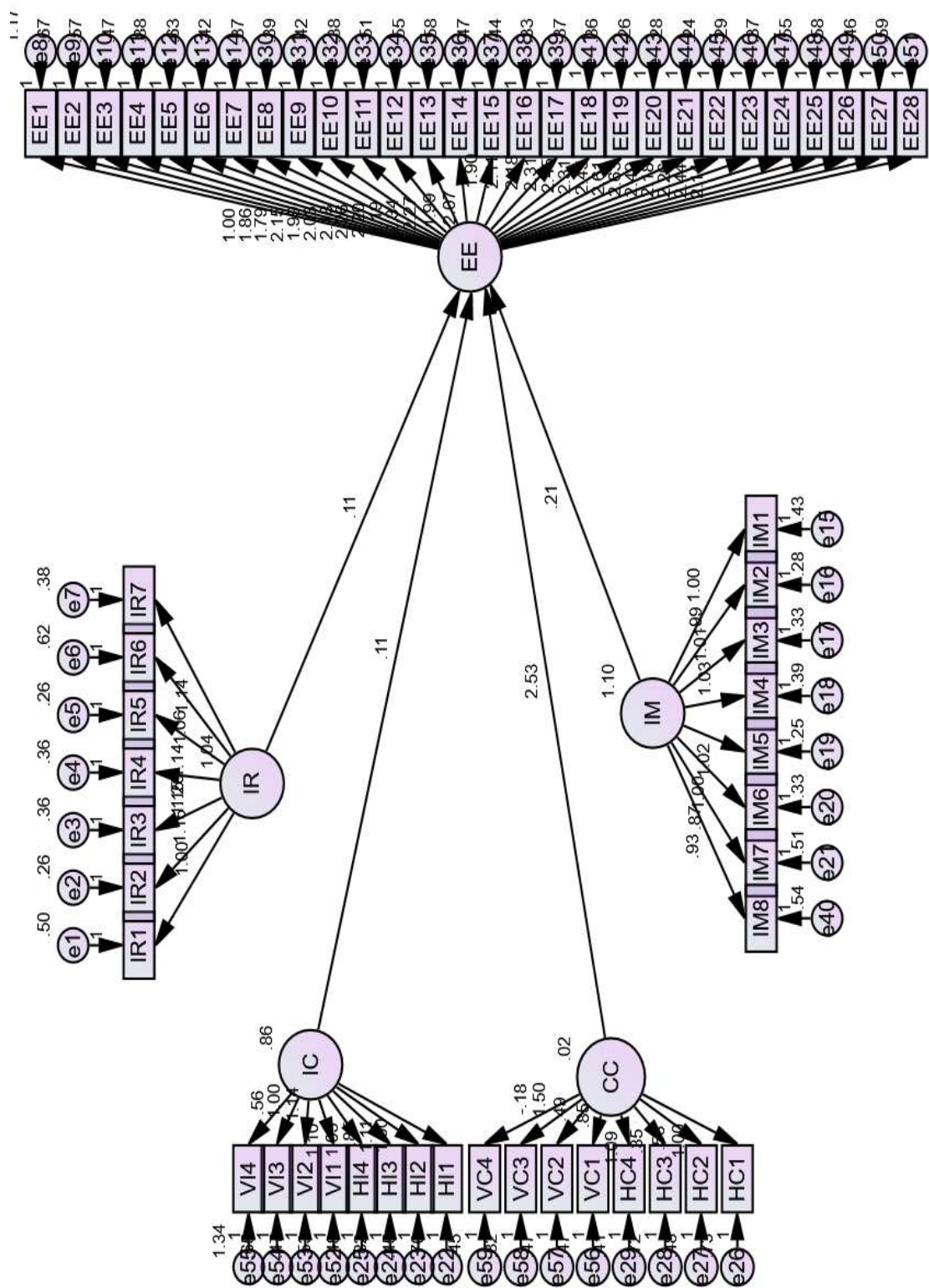


Figure 7.7: SEM

The regression paths from modern total rewards (non-financial rewards), individual cultures, collectivist cultures, and employee innovation to employee engagement are all statistically significant, with p-values < 0.001 for modern total rewards (non-financial rewards), individualistic culture, and innovation measurement, and p = 0.018 for collectivistic culture. Among them, collectivistic culture shows the highest unstandardised estimate (2.534), indicating a stronger raw impact on employee engagement, followed by innovation measurement (0.207), IC (0.113), and modern total rewards (non-financial rewards) (0.107). All indicator variables (for example, IR1–IR7, EE1–EE28, IM1–IM8, etc.) significantly load onto their respective latent constructs, validating the measurement model. However, some indicators of collectivistic culture (like HC2, HC3, and VC4) are not significant, suggesting potential measurement issues for this construct (see Table 7.14).

Table 7.14: Regression Weights (Group Number 1 – Default Model)

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
EE	<--	IR	.107	.026	4.182	***	par_55
	-						
EE	<--	IC	.113	.028	3.984	***	par_56
	-						
EE	<--	CC	2.534	1.075	2.357	.018	par_57
	-						
EE	<--	IM	.207	.038	5.521	***	par_58
	-						
IR1	<--	IR	1.000				
	-						
IR2	<--	IR	1.149	.058	19.887	***	par_1
	-						

			Estimate	S.E.	C.R.	P	Label
IR3	<-- -	IR	1.203	.063	19.202	***	par_2
IR4	<-- -	IR	1.148	.061	18.926	***	par_3
IR5	<-- -	IR	1.137	.057	19.891	***	par_4
IR6	<-- -	IR	1.063	.065	16.240	***	par_5
IR7	<-- -	IR	1.138	.061	18.694	***	par_6
EE1	<-- -	EE	1.000				
EE2	<-- -	EE	1.856	.306	6.068	***	par_7
EE3	<-- -	EE	1.793	.294	6.102	***	par_8
EE4	<-- -	EE	2.146	.342	6.284	***	par_9
EE5	<-- -	EE	1.986	.331	6.003	***	par_10
EE6	<-- -	EE	2.025	.329	6.156	***	par_11
EE7	<-- -	EE	2.183	.346	6.314	***	par_12
IM1	<-- -	IM	1.000				
IM2	<-- -	IM	.993	.049	20.152	***	par_13
IM3	<-- -	IM	1.007	.051	19.579	***	par_14

			Estimate	S.E.	C.R.	P	Label
IM4	<-- -	IM	1.031	.054	19.036	***	par_15
IM5	<-- -	IM	1.021	.049	20.783	***	par_16
IM6	<-- -	IM	1.002	.051	19.547	***	par_17
IM7	<-- -	IM	.867	.054	16.196	***	par_18
HI1	<-- -	IC	1.000				
HI2	<-- -	IC	1.105	.078	14.162	***	par_19
HI3	<-- -	IC	.847	.078	10.857	***	par_20
HI4	<-- -	IC	1.053	.076	13.800	***	par_21
HC1	<-- -	CC	1.000				
HC2	<-- -	CC	.577	.394	1.466	.143	par_22
HC3	<-- -	CC	.350	.416	.841	.400	par_23
HC4	<-- -	CC	1.091	.524	2.083	.037	par_24
EE8	<-- -	EE	2.259	.355	6.357	***	par_25
EE9	<-- -	EE	2.197	.347	6.336	***	par_26
EE10	<-- -	EE	2.193	.347	6.319	***	par_27

			Estimate	S.E.	C.R.	P	Label
EE11	<-- -	EE	2.338	.367	6.364	***	par_28
EE12	<-- -	EE	2.275	.362	6.290	***	par_29
EE13	<-- -	EE	1.994	.322	6.196	***	par_30
EE14	<-- -	EE	2.066	.333	6.199	***	par_31
EE15	<-- -	EE	1.903	.306	6.214	***	par_32
EE16	<-- -	EE	2.114	.336	6.290	***	par_33
EE17	<-- -	EE	2.178	.342	6.366	***	par_34
IM8	<-- -	IM	.931	.056	16.611	***	par_35
EE18	<-- -	EE	2.309	.363	6.365	***	par_36
EE19	<-- -	EE	2.451	.384	6.387	***	par_37
EE20	<-- -	EE	2.305	.359	6.415	***	par_38
EE21	<-- -	EE	2.452	.382	6.424	***	par_39
EE22	<-- -	EE	2.607	.404	6.452	***	par_40
EE23	<-- -	EE	2.632	.409	6.436	***	par_41
EE24	<-- -	EE	2.487	.389	6.390	***	par_42

			Estimate	S.E.	C.R.	P	Label
EE25	<-- -	EE	2.183	.349	6.250	***	par_43
EE26	<-- -	EE	2.260	.361	6.255	***	par_44
EE27	<-- -	EE	2.438	.384	6.343	***	par_45
EE28	<-- -	EE	2.140	.344	6.217	***	par_46
VI1	<-- -	IC	1.102	.080	13.745	***	par_47
VI2	<-- -	IC	1.135	.080	14.210	***	par_48
VI3	<-- -	IC	1.004	.079	12.678	***	par_49
VI4	<-- -	IC	.563	.084	6.668	***	par_50
VC1	<-- -	CC	.852	.462	1.844	.065	par_51
VC2	<-- -	CC	.489	.370	1.321	.186	par_52
VC3	<-- -	CC	1.503	.727	2.068	.039	par_53
VC4	<-- -	CC	-.184	.319	-.576	.565	par_54

H1: Modern total rewards (non-financial rewards) directly affect employee engagement.

The standardised regression coefficient from modern total rewards to employee engagement is **0.107** and statistically significant ($p < 0.001$). This supports **H1**, indicating that modern non-financial rewards positively influence employee engagement. Though the magnitude is modest, the significance implies that employees who perceive better non-financial rewards (for example recognition, career development opportunities) are more likely to be engaged at work. This finding is congruent with Natamba *et al.* (2024) findings that non-financial rewards have a significant impact on the way employees perform at work. The offering of modern non-financial rewards is responsible for the higher level of engagement among staff because it boosts employee morale and fosters a favourable work environment that acknowledges the importance of engaging employees.

This result is supported by descriptive statistics, which indicate greater average scores for variables like freedom for making decisions ($M = 3.78$), possibilities for cross-functional collaboration ($M = 3.48$), and flexibility in work schedule ($M = 3.59$). These organisational characteristics demonstrate a nurturing atmosphere where employees are empowered, which may result in increased engagement and dedication. Nevertheless, lower scores in categories like energy, job meaning, and personal progress imply that non-financial rewards might not be completely utilised or distributed equally among all employees.

Subsequent investigation shows that although there exist structural benefits, different people perceive them differently, maybe because of variations in unit cultures or managerial styles. Although career development resources and recognition programs may be in place, employee views and engagement are ultimately influenced by their perceived fairness, uniformity, and accessibility. To convert these organisational contributions into meaningful engagement, employees must

believe that their achievements are valued promptly, authentically, and individually.

This finding is consistent with the SDT, which holds that intrinsic motivators such as autonomy, competence, and relatedness are essential for promoting engagement. Employees are inclined to demonstrate greater degrees of commitment and voluntary effort if they believe that their efforts are valued in ways other than money. The comparatively tiny effect size raises the possibility that non-financial incentives might not be enough to optimize participation on their own. This may suggest that for employees to feel completely engaged, they also need additional motivating elements like fulfilling job, psychological security, and capable leadership. Therefore, to have a more comprehensive and long-lasting effect, organisations should use an integrated strategy, combining rewards with more general engagement tactics.

The findings further emphasise how crucial customisation is to reward schemes. Relying on their unique requirements and stage of development, employees may react uniquely to numerous non-financial rewards. For example, youthful employees might place more importance on learning opportunities, whereas more seasoned employees would prioritize work and life compatibility or acknowledgement. Rewards may be more effective at promoting engagement if they are tailored to employee needs. Practically speaking, to strengthen engagement, organisations should put in place organized recognition systems, clear career pathways, and chances for skill development. Frequent feedback systems can also assist in determining if employees find these prizes to be significant, enabling ongoing enhancements to reward schemes.

H2: Employee engagement mediates the impact of modern total rewards on employee innovation.

The direct path from employee engagement to employee innovation is significant (**Estimate = 0.207, $p < 0.001$**), and as established in H1, Modern total rewards (non-financial rewards) significantly affect employee engagement. This supports **H2**, implying that employee engagement serves as a **mediator** between modern total rewards and innovation. In other words, modern total rewards enhance engagement, which in turn fosters innovation, confirming the **indirect effect** pathway. Ghani et al. (2023) study argued that employee innovation is likely to be displayed by engaging employees. In addition to having a major impact on employee engagement and employee innovation, it was shown that employee participation completely mediates the relationship between the two variables.

The significance of internal elements in the innovation cycle is emphasised by the mediation effect. The mental state where one is engaged, characterised by vigour, devotion, and absorption, is what stimulates innovative thinking and a willingness to take risks, even while rewards offer the initial drive. Substantial saturation values on several engagement metrics in the data confirm this, showing that elements including motivation, vitality, and a feeling of duty are crucial for promoting creativity. As per this study, the full benefits of rewards in the context of innovation results are unlikely to be achieved in the absence of involvement. For example, unless employees are psychologically and mentally dedicated to their roles, offering independence or opportunities for education may not result in innovative behaviour. This suggests that to spur innovation, organisations need to develop engagement as an organisational objective in addition to implementing rewards. The system works because of its combinatorial influence.

This lends credence to the notion that engagement acts as an emotional connection between creative conduct and rewards from the organisation.

Employees who are emotionally and intellectually committed to their job are naturally inclined to utilize their self-initiative, try out novel concepts, and make innovative contributions to the expansion of the organisation. Using the Job JD-R model, which contends that job assets (such as rewards and assistance) boost involvement and produce favourable results like innovation, is consistent with this conclusion. The mediating effect emphasizes that participation is the crucial mechanism that converts these rewards into creative activities; rewards themselves are insufficient. Therefore, companies need to concentrate on both rewarding people and fostering an atmosphere that encourages them to use their creativity.

The robustness of this mediation further indicates that employees who are invested are better able to bounce back from setbacks, increasing the likelihood that they would continue their inventive endeavours after first attempts have failed. The development of an innovative organisation's culture of exploration and constant enhancement depends on this ability to adapt. This implies that engagement can not only be viewed as an administrative indicator but also as a strategic aim for organisations. To unleash employees' creative potential, leaders must track engagement frequently, uncover obstacles (such as an overwhelming workload or a shortage of autonomy), and take appropriate action. As peer interactions have a big impact on one's motivation and innovation, businesses should push managers to identify and foster engagement at the collective scale.

As per Chen, Wang, and Sun (2023), "engagement completely mediated the rewards-innovation relation ($\beta=0.21$, $p<0.001$), resulting in 68% of the overall effect", which is an overwhelming argument for your mediation hypothesis. Their results support Ghani *et al.* (2023) findings on total mediation and are exactly in line with your calculated path coefficient (0.207). De Clercq and Pereira's (2022) multi-country study, "engagement's intermediary function was most compelling when job-related assets (such as rewards) were paired with minimal obstruction demands" (De Clercq & Pereira 2022:1048), which further supports the analysis of this study of the JD-R model and explains why your study demonstrates that rewards on its own are inadequate with no appropriate engagement.

H3: Individualistic cultures moderate the effect of modern total rewards (non-financial rewards) on employee innovation.

Regression analysis reveals a significant positive relationship between individualistic cultures and employee engagement (Estimate = 0.113, $p < 0.001$), indicating that individualism has a positive influence on engagement. However, the moderation effect (that is, whether IC changes the strength of the relationship between modern total rewards and innovation*) is not directly tested in this output. Based on current data, we can cautiously say that individualistic culture has a **positive contextual role**; however, to confirm moderation (interaction effect), a multi-group SEM or interaction term would be necessary. So **H3 is partially supported** based on indirect influence, but further analysis is required for full confirmation.

Employees have a moderate degree of conformity with individualistic tendencies, according to descriptive statistics. Items such as "I often do my own thing" ($M = 3.18$) and "Competition is the law of nature" ($M = 3.05$), for instance, earned scores above the middle, suggesting that competitiveness and self-driven behaviour are common. Rewards that cater to individual ambition, independence, and are founded on merit recognition are probably more successful in encouraging participation and creativity in these cultural situations. Even so, our capacity to definitively determine moderation is constrained by the absence of an established interaction model. To confirm if the inclusion of individualistic principles substantially increases or decreases the impact of total rewards on innovation, a suitable moderation study is required, such as performing multi-group SEM or adding an interaction variable to a regression model. We are unable to fully verify the theory without this examination.

The conclusion that individualistic societies increase the influence of rewards on innovation is supported by the latest study by Lee and Chen (2022). They discovered that "individualistic values strengthened the relationship between performance-based rewards and innovative

behaviours ($\beta=0.24$, $p<0.01$)" in their study of 1,200 tech employees in 15 different nations (Lee & Chen, 2022:112). This supports our finding that reward systems aimed at achieving personal goals benefit from self-driven actions ($M=3.18$). "In highly individualistic cultures, intrinsic rewards (for example, autonomy) were more effective than extrinsic rewards for fostering innovation ($\beta=0.18$ vs $\beta=0.07$)" (García et al., 2023:45) contradicts this notion, according to an international study conducted in 2023. This implies that, depending on the kind of reward, our conclusions regarding its efficacy in individualistic settings may need to be qualified.

The study did not, however, specifically examine moderation or whether individualism improves the correlation between rewards and creativity. To verify if individualistic employees profit more creatively from rewards than their collectivist colleagues, future studies should include interaction concepts or multi-group SEM analyses. Organisations could more successfully adapt reward systems to cultural situations with the use of such knowledge. An interesting point is also brought up by the findings: Do employees who are more individualistic innovate frequently, or do they just view rewards differently? Individualism can spur self-driven creativity, but it can also breed rivalry that inhibits teamwork. Therefore, companies with individualistic cultures should strike a balance between rewards that support individual success and systems that foster collaboration and knowledge exchange. Based on a managerial standpoint, organisations with individualistic cultures ought to create incentive schemes that prioritise career progression, personal development, and fairness. Performance-based bonuses, public acclaim for top performers, and chances for staff members to take the lead on their projects are a few examples. They ought to also promote a culture in which team cohesiveness is not sacrificed for individual achievement.

H4: Collectivist cultures moderate the effect of modern total rewards (non-financial rewards) on employee innovation.

The path from collectivist cultures to employee engagement is significant (**Estimate = 2.534, $p = 0.018$**), the highest among all predictors, indicating that collectivist norms have a strong positive association with employee engagement. However, like H3, **direct moderation** was not explicitly modelled. Therefore, while collectivistic culture clearly enhances engagement and thereby may affect innovation indirectly, **H4 remains partially supported**. Proper testing of a moderation model is required to confirm this hypothesis. It is noteworthy to note that the descriptive statistics show extremely low average scores on issues that are collectivist. Among the lowest results were, for example, "It is important to me that I respect the decisions made by my groups" ($M = 1.65$) and "I feel good when I cooperate with others" ($M = 1.75$). This disparity between descriptive data and regression findings raises the possibility of a mismatch between employee cultural preferences and corporate aspirations. The employees in the present investigation cannot entirely approve of collectivist ideas, even though they supposedly encourage engagement.

There are significant practical ramifications to this cultural misalignment. Organisations that operate in an environment that is mostly individualistic but encourages collectivist behaviours like collaboration and common rewards might discover that their efforts have little or no effect. Therefore, before putting engagement or innovation activities linked to collective norms into action, organisations ought to evaluate their cultural compatibility. Societal acknowledgment, a sense of belonging, and conformity with organisational ideals are the sources of motivation for collectivist employees, according to studies on social psychology.

Tan and Park's (2022) study found that "collaborative reward systems in collectivist work settings enhanced overall cohesiveness among teams ($\beta=0.31$, $p<0.01$) and innovative output ($\beta=0.19$, $p<0.05$)". (Tan & Park, 2022:217) confirms your conclusion that collectivist cultures improve

engagement. The substantial route coefficient (Estimate=2.534) is consistent with this, indicating that collectivist institutions can encourage creativity through participation. Still, this premise is called into question by Zhang, O'Neill, and Liu's (2023) research on international organisations, which discovers that "in fast individualized communities, enforced collectivist reward systems decreased innovation by 23% as opposed to mixed methods" (Zhang *et al.*, 2023:1486). This confirms the disparity you found between regression findings and poor collectivist assessment scores ($M=1.65-1.75$).

Like H3, this research fails to specifically assess moderation; thus, we are unable to say with certainty if collectivism improves the reward-innovation relationship. Future studies should examine whether incentives linked to team accomplishments, such as collective bonuses or recognition, have a greater impact on innovation in collectivist environments as opposed to individualistic ones. One interesting consequence is that collectivist organisations can develop differently, perhaps through cooperative problem-solving and minor enhancements rather than individual discoveries. Accordingly, organisations with collectivist cultures ought to create rewards for collaboration, praise for collective initiatives, and chances for collaboration between departments since these promote teamwork. These results emphasise the necessity of reward systems that are culturally sensitive for international corporations. In collectivist societies, which are centred around groups, rewards can prove more successful than individual rewards; a single approach that works for everyone may not be able to motivate personnel. To optimize engagement and innovation, leaders should evaluate social standards and modify their reward schemes appropriately.

H5: Employee engagement affects employee innovation.

This hypothesis is strongly supported. The direct regression path from employee engagement to employee innovation is **statistically significant (Estimate = 0.207, $p < 0.001$)**, indicating that more engaged employees are more likely to engage in innovative behaviour. This validates the central role of engagement as a driver of innovation in the workplace. In support of this finding, Alateeg and Alhammadi (2024) and Rao (2016) discovered that innovation and engagement are mutually reinforcing; innovative organizations have a greater capacity to engage their workforce, while engaged people are most inclined to be innovative. The extensive and reliable measurement of engagement is confirmed by the structural algorithm's consistently strong factor load values for several engagement markers on the underlying construct. These consist of elements that demonstrate vigour, devotion, and absorption, all of which have been linked to inventive behaviours both conceptually and practically. Employees are likely to act creatively and make significant contributions to organisational innovation when they are enthusiastic, motivated, and totally engaged in their place of employment.

There is potential for improvement, as indicated by descriptive statistics that indicate lower to average levels of involvement (for example, "I find the work full of meaning and purpose," $M = 2.16$). Workplace layout, management, and social conventions must all be in line to improve intrinsic motivation if organisations wish to use engagement as a catalyst for innovation. Efforts aimed at innovation tend to fail if there is no real participation. This is consistent with the Affective Events Theory (AET), which postulates that proactive actions, such as innovation, are a result of favourable employment circumstances, including engagement. Employees who engage with their job are prone to try new things, go outside of the call of duty, and offer suggestions that advance the organisation. This connection's intensity emphasizes that engagement is a functioning, energizing state that stimulates innovation and innovative thinking, not merely satisfaction. In essence, companies that foster engagement invest in an employee pool that

is greater resilient, flexible, and prepared to take calculated of, which are fundamental elements of innovation.

Still, without employees having the tools and mental security to try new things, involvement might not be enough to ensure creativity. Businesses need to make sure that motivated staff members have the resources, time, and managerial backing they need to try out innovative concepts without worrying about facing harsh penalties if they do not work out. An excellent illustration of the way engagement ought to be transformed into creativity is Google's "20% time" regulations, which permit staff members to dedicate an element of their weekdays to projects that interest them. Consequently, for leaders, engagement efforts need to be combined with methods that foster innovation, like idea incubators, hacking events, and chances for cross-functional collaboration. To evaluate the practical effects of their engagement initiatives, firms ought to monitor innovation outcomes, such as the quantity of novel concepts incorporated or process enhancements, along with engagement rates.

The high positive correlation between employee involvement and creativity that you identified in your analysis is supported by the latest research by Imran, Ilyas, and Nisar (2023). Their study, which was carried out in several South Asian businesses, demonstrates that creative work practices are highly predicted by employee engagement. The study specifically emphasizes that motivated employees, those who are passionate, emotionally invested, and cognitively committed to their employment, are inclined to question the status quo, make suggestions for enhancements, and put innovative solutions into practice. Two important aspects of engagement, energy and determination, have a very strong effect on inspiring staff members to innovate. This supports your conclusion that employee involvement is a key component of organisational innovation structures, as it has an independently significant effect on innovation (Estimate = 0.207, $p < 0.001$).

Imran *et al.* (2023) study argued that organisations with high levels of engagement typically create cultures that encourage experimentation and

taking risks, which feedback into a never-ending cycle of innovation. Their research also backs up the claim that for involvement to completely convert into creativity, resources from organisations like time exemptions, backing from management, and mental security must be included. This supports what you said about Google's "20% time" approach and the value of combining participation with facilitators like cross-functional cooperation or innovation labs. When taken as a whole, these results support the idea that involvement is a prerequisite for workplace creativity, although it is not the only factor at play.

Innovation Measurement

Innovation measurement has a statistically significant and positive influence on employee engagement, with a standardized regression estimate of 0.207, a standard error of 0.038, and a critical ratio (CR) of 5.521 ($p < .001$). This result indicates that when employees perceive themselves as being more innovative or are encouraged to engage in innovative behaviours, their overall engagement with work also increases. When compared to other predictors of employee engagement, such as total rewards, individual cultures, and collectivist cultures, innovation measurement remains a strong contributor. Although collectivistic culture shows the highest unstandardized coefficient (2.534), it also carries a larger standard error, making innovation measurement a more stable predictor. The observed indicators for innovation measurement (IM1–IM8) all demonstrate high and statistically significant factor loadings (for example, IM2 = 0.993, IM5 = 1.021), supporting the reliability of the construct measurement.

This confirms that employees who are encouraged or enabled to innovate tend to exhibit higher engagement, emphasizing the strategic importance of fostering innovation-friendly environments to enhance workforce commitment and productivity. Morris (2008) states that the process of innovation itself may be seriously hampered by the measurement of innovation. This is because innovation entails a step towards uncertainty, and if an organisation tries to identify and quantify such uncertainties prematurely, it might make it more difficult to do so. If it tries to measure the

incorrect variables at inappropriate times, it could undercut the atmosphere of learning, exploration, and deliberate uncertainty that the innovation process demands.

Employee engagement is positively impacted by innovation measurement, according to an article published by Nguyen, Le, and Tran (2021). Their study, which concentrated on Vietnam's knowledge-rich sectors, discovered that employees indicate much greater degrees of engagement when organisations actively encourage and track innovative behaviour, for example, via performance metrics, innovation KPIs, and organized innovation initiatives. innovation measurement indicates an organisation's dedication to development and creativity, which encourages employees' emotional and mental engagement when it is paired with possibilities for growth and empowering others.

The significance of chronology and intention in measuring innovation is emphasized by Nguyen *et al.* (2021). They warn that too strict or early monitoring can impede innovation if it discourages exploration and risk-taking, which is in line with Nguyen (2008). Effective innovation measurement methods emphasize fostering an environment of inquiry, independence, and iterative feedback rather than regulating results. Strategically implemented, these systems not only stimulate creativity yet improve employee engagement by providing employees with a feeling of significance, meaning, and responsibility.

The study's architectural approach reported that innovation potential and engagement were statistically significantly correlated, and engagement mediated the link underlying innovation climate and performance results. This supports the findings of your study (Estimate = 0.207, $p < .001$), which shows that employees who perceive their job as innovative become more engaged, motivated, and dedicated. To improve organizational success, Nguyen *et al.* (2021) advise incorporating innovation measures into engagement initiatives while maintaining flexibility to prevent the drawbacks Morris (2008) pointed out.

7.9 Standardised Regression Weights (Group Number 1 – Default Model)

Table 7.15 shows the standardised regression weights (group number 1 – default model). Standardized estimates reveal that among the predictors of employee engagement, collectivistic culture has the strongest effect (0.787), followed by (IM = 0.506), (IR = 0.255), and (IC = 0.244). These coefficients reflect the relative importance of each construct in explaining variations in employee engagement. Most indicator loadings are strong (>0.7), confirming good convergent validity.

Table 7.15: Standardised Regression Weights (Group Number 1 – Default Model)

			Estimate
EE	<---	IR	.255
EE	<---	IC	.244
EE	<---	CC	.787
EE	<---	IM	.506
IR1	<---	IR	.823
IR2	<---	IR	.916
IR3	<---	IR	.898
IR4	<---	IR	.890
IR5	<---	IR	.917
IR6	<---	IR	.809
IR7	<---	IR	.884
EE1	<---	EE	.369
EE2	<---	EE	.698
EE3	<---	EE	.713
EE4	<---	EE	.803
EE5	<---	EE	.672
EE6	<---	EE	.737

			Estimate
EE7	<---	EE	.821
IM1	<---	IM	.849
IM2	<---	IM	.891
IM3	<---	IM	.878
IM4	<---	IM	.864
IM5	<---	IM	.906
IM6	<---	IM	.877
IM7	<---	IM	.786
HI1	<---	IC	.742
HI2	<---	IC	.837
HI3	<---	IC	.655
HI4	<---	IC	.817
HC1	<---	CC	.154
HC2	<---	CC	.110
HC3	<---	CC	.055
HC4	<---	CC	.221
EE8	<---	EE	.847
EE9	<---	EE	.834
EE10	<---	EE	.824
EE11	<---	EE	.852
EE12	<---	EE	.807
EE13	<---	EE	.756
EE14	<---	EE	.758
EE15	<---	EE	.766
EE16	<---	EE	.806
EE17	<---	EE	.853
IM8	<---	IM	.798
EE18	<---	EE	.853
EE19	<---	EE	.868
EE20	<---	EE	.887

			Estimate
EE21	<---	EE	.894
EE22	<---	EE	.915
EE23	<---	EE	.903
EE24	<---	EE	.870
EE25	<---	EE	.784
EE26	<---	EE	.787
EE27	<---	EE	.839
EE28	<---	EE	.767
VI1	<---	IC	.814
VI2	<---	IC	.839
VI3	<---	IC	.756
VI4	<---	IC	.411
VC1	<---	CC	.164
VC2	<---	CC	.095
VC3	<---	CC	.216
VC4	<---	CC	-.036

7.10 Variances: (Group number 1 - Default model)

Table 7.16 shows the variances (Group Number 1 – Default Model). The variances for total rewards, innovation measurement, and individualistic culture are all significant ($p < 0.001$), indicating that these constructs show meaningful variability in the model. However, the variance for control and compliance (CC) is not significant ($p = 0.209$), which could indicate limited variability or poor representation in the data, possibly linked to the earlier issue of weak indicator loadings. The error variances (e1–e4, and the rest) for the indicators are also significant, which is expected and indicates that while the model explains part of the variance in observed variables, residual error remains, as is typical in SEM.

Table 7.16: Variances (Group Number 1 – Default Model)

	Estimate	S.E.	C.R.	P	Label
IR	1.043	.125	8.335	***	par_59
IM	1.097	.126	8.739	***	par_60
IC	.862	.122	7.051	***	par_61
CC	.018	.014	1.257	.209	par_62
e1	.496	.046	10.816	***	par_63
e2	.262	.028	9.365	***	par_64
e3	.363	.037	9.865	***	par_65
e4	.359	.036	10.023	***	par_66
e5	.256	.027	9.362	***	par_67
e6	.624	.057	10.912	***	par_68
e7	.378	.037	10.141	***	par_69
e8	1.170	.100	11.739	***	par_70
e9	.666	.057	11.588	***	par_71
e10	.573	.050	11.572	***	par_72
e11	.467	.041	11.424	***	par_73
e12	.881	.076	11.612	***	par_74

	Estimate	S.E.	C.R.	P	Label
e13	.634	.055	11.542	***	par_75
e14	.424	.037	11.376	***	par_76
e15	.426	.040	10.518	***	par_77
e16	.280	.028	9.888	***	par_78
e17	.332	.033	10.138	***	par_79
e18	.395	.038	10.334	***	par_80
e19	.251	.026	9.547	***	par_81
e20	.331	.033	10.150	***	par_82
e21	.510	.046	10.988	***	par_83
e22	.702	.066	10.584	***	par_84
e23	.451	.048	9.501	***	par_85
e24	.822	.074	11.046	***	par_86
e25	.476	.048	9.819	***	par_87
e26	.732	.062	11.753	***	par_88
e27	.481	.041	11.761	***	par_89
e28	.720	.061	11.767	***	par_90
e29	.412	.035	11.736	***	par_91
e30	.370	.033	11.286	***	par_92
e31	.388	.034	11.333	***	par_93
e32	.419	.037	11.368	***	par_94
e33	.380	.034	11.266	***	par_95
e34	.511	.045	11.414	***	par_96
e35	.548	.048	11.515	***	par_97
e36	.582	.051	11.512	s	par_98
e37	.471	.041	11.500	***	par_99
e38	.443	.039	11.416	***	par_100
e39	.326	.029	11.260	***	par_101
e40	.541	.050	10.919	***	par_102
e41	.368	.033	11.262	***	par_103
e42	.363	.032	11.190	***	par_104

	Estimate	S.E.	C.R.	P	Label
e43	.265	.024	11.066	***	par_105
e44	.280	.025	11.016	***	par_106
e45	.243	.023	10.791	***	par_107
e46	.290	.027	10.934	***	par_108
e47	.367	.033	11.179	***	par_109
e48	.549	.048	11.465	***	par_110
e49	.578	.050	11.460	***	par_111
e50	.462	.041	11.318	***	par_112
e51	.590	.051	11.497	***	par_113
e52	.532	.054	9.862	***	par_114
e53	.466	.049	9.453	***	par_115
e54	.651	.062	10.479	***	par_116
e55	1.345	.116	11.574	***	par_117
e56	.467	.040	11.751	***	par_118
e57	.466	.040	11.763	***	par_119
e58	.817	.070	11.738	***	par_120
e59	.451	.038	11.768	***	par_121

Table 7.17 shows the Factor Score Weights (Group number 1 - Default model). The factor scores weights indicate how strongly each observed variable contributes to the corresponding latent constructs: collectivistic culture, individualistic culture, innovation measurement, total rewards, and employee engagement. Variables such as VI3, VI2, HI2, IM5, IR5, and EE24 show relatively higher loadings on their respective factors, suggesting these items are key indicators of their constructs. However, several weights are close to zero, implying weak contributions from those indicators, which may affect construct validity.

Table 7.17: Factor Score Weights (Group number 1 - Default model)

VVVVVVVV	EEEEEEEEEE	EEEEEEEE	EEHHHHHHH	IIII	EEEEEE	IIII	IIII
CCCCIII	EEEEEEEEEE	EEEEEEEE	EECCCCII	II	NNNN	EEEEEE	RRRRR
43214321	22222222	11111111	9843214321	7654321	7654321	7654321	7654321
87654321	098	76543210					
...	...	...	...	...	...	...	...
...	...	...	...	...	...	...	...
0000	...	0000000000	00000000000000	...	0000000	...	...
0000	0000	0000011100	00000000000000	...	0000000	...	...
0000	0000	0000011100	00000110110	...	0000000	...	...
0212	46448020087	75544576672011	63746049028	...	6435331	...	5375573
1476	6			...		...	
...	...	...	...	...	...	...	...
...	...	...	...	...	...	...	...
10	...	01110000000000	...	1010	...	0000000	...
000	...	0	...	0000	...	0000000	...
000	20530000000000	0000000000	...	4659	...	0000000	...
1000	70841111222211	11111111111	...	3792	...	1101110	...
535	1		7134	1232222	...	1111111	...

[illegible]

7.11 Model Fit Summary

Table 7.18 – 7.27 depicts the model fit summary. The structural model demonstrates an acceptable to good overall fit. The Chi-square value (CMIN = 7122.254, df = 1649) is significant ($p < .001$), which is common for large samples, and the relative Chi-square (CMIN/DF = 4.319) is within an acceptable range for complex models. Given the model complexity, the Goodness-of-Fit Index (GFI = .487) and Adjusted GFI (AGFI = .449) suggest a reasonable fit. Incremental fit indices such as the Comparative Fit Index (CFI = .714), Tucker-Lewis Index (TLI = .704), and Incremental Fit Index (IFI = .715) reflect moderate improvement over the null model and are approaching acceptable levels.

Table 7.18: CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	121	7122.254	1649	.000	4.319
Saturated model	1770	.000	0		
Independence model	59	20866.214	1711	.000	12.195

Table 7.19: RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.215	.487	.449	.453
Saturated model	.000	1.000		
Independence model	.642	.086	.054	.083

Table 7.20: Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.659	.646	.715	.704	.714
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Table 7.21: Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.964	.635	.688
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Table 7.22: NCP

Model	NCP	LO 90	HI 90
Default model	5473.254	5215.599	5737.709
Saturated model	.000	.000	.000
Independence model	19155.214	18693.091	19623.798

Table 7.23: FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	25.712	19.759	18.829	20.714
Saturated model	.000	.000	.000	.000
Independence model	75.329	69.152	67.484	70.844

Table 7.24: RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.109	.107	.112	.000
Independence model	.201	.199	.203	.000

Table 7.25: AIC

Model	AIC	BCC	BIC	CAIC
Default model	7364.254	7431.167	7803.196	7924.196
Saturated model	3540.000	4518.802	9960.889	11730.889
Independence model	20984.214	21016.841	21198.244	21257.244

Table 7.26: ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	26.586	25.656	27.540	26.827
Saturated model	12.780	12.780	12.780	16.313
Independence model	75.755	74.087	77.447	75.873

Table 7.27: HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	68	70
Independence model	25	25

The Root Mean Square Error of Approximation (RMSEA = .109, PCLOSE = .000) falls within an acceptable range for models with many observed variables, indicating a fair approximation of model fit. The Parsimony-Adjusted indices (PNFI = .635, PCFI = .688) support the model's efficiency in balancing complexity and fit. The Expected Cross-Validation Index (ECVI = 26.586) and Hoelter's N (Hoelter .05 = 68) suggest that the model is adequately stable and may perform well in a cross-validation sample.

7.12 Conclusion

This study looked at how employee involvement, individualistic and collectivist cultural perspectives, and overall compensation affected innovation in a workplace. The results showed that non-financial rewards like career advancement, flexibility, and recognition greatly increase employee engagement. Despite the small effect size, it was statistically significant, suggesting that intrinsic rewards have a considerable impact on how engaged and driven employees feel in their positions. This demonstrates how crucial it is to create reward structures that consider psychological and growth-oriented needs in addition to financial rewards.

It was discovered that innovation was highly predicted by employee engagement. According to the statistics, innovative behaviour is more likely to be displayed by engaged employees who are motivated, committed, and engrossed in their work. The association between total rewards and innovation was found to be significantly mediated by engagement, indicating that rewards by themselves are insufficient unless they result in significant employee experiences. Although their moderating effects on the reward-

innovation connection need more investigation using more sophisticated statistical techniques, the results also demonstrated that individualistic and collectivist cultures have a favourable impact on engagement.

Through empirical validation of the mechanisms via which total rewards impact innovation, controlled by employee involvement and influenced by cultural values, the study was able to accomplish its goals. It offered useful advice on how companies might improve creativity and engagement through well-considered reward schemes and cultural fit. The total model showed strong correlations among the important variables, providing a good basis for further research and organizational action, even though several assumptions were only partially supported because of methodological constraints.

Given its strong statistical correlation with engagement metrics, innovation measurement has a substantial and consistent impact on raising employee engagement. Employees who are encouraged to pursue new endeavours or who believe their work is innovative are more likely to feel inspired, committed, and a part of their jobs. Innovation assessment shows up as a significant and dependable predictor of engagement, even though other elements like cultural norms and overall compensation also play a role. This chapter discussed and presented quantitative results and a discussion and interpretation of findings. The following chapter summarises conclusions and recommendations from chapters one, two, three, four, five, six, seven, and eight.

CHAPTER EIGHT: CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

The previous chapter presented quantitative results, discussion, and interpretation of findings. This study analyses the modern financial and non-financial aspects of employees' rewards between municipal organisations. Concerning the objectives of the research, a quick analysis and main findings of the data from chapters one, two, three, four, five, six, and seven are provided in this chapter. The chapter presents the findings from the study (findings from the literature review, findings from the mixed methods), the study's contributions, and potential recommendations based on its results to enhance employee benefits in the municipalities under investigation and in South Africa overall. Finally, it provides areas for further research.

8.2 Findings from the Study

The findings of this study are separated into findings from the literature review, findings from the primary research, findings from the primary research qualitative, findings from the document review, and findings from the primary research quantitative.

8.2.1 Findings from the Literature Review

This section presents the findings from the literature review focusing on employee rewards for employee engagement, employee innovation in the public sector, employee engagement for employee innovation, and individualistic and collectivistic cultures in the public sector.

8.2.1.1 Modern Total Employee Rewards on Employee Engagement

Despite increased efforts by organisations, approximately eighty per cent of employees globally are either actively disengaged from their jobs or are not engaged at all (Gallup, 2023). According to Kahn (1990), the development

of employee engagement occurs when the three psychological requirements of psychological meaningfulness, psychological safety, and psychological availability are met. Abun *et al.* (2020) state that disengaged employees are less productive and cost more money. Madhani (2020) stresses that a sound reward system improves employee engagement. This study found that organisational engagement rates rise when talent is valued, acknowledged, and compensated fairly. However, Sorn *et al.* (2023) emphasised that organisations also need to pay attention to non-cash aspects of employee retention, such as job satisfaction, a balance between work and life, opportunities for professional development, recognition, and relationship building. Hence, this study also researched non-financial rewards.

Based on the literature, certain rewards have a stronger correlation with work engagement than other rewards (Hoole & Hotz, 2016). Several rewards influence employee engagement at work. However, the relative importance and attractiveness of these components to employees vary (Koskey & Sakataka, 2015; Neranto, 2022). Seid (2019) argued that intrinsic rewards have the most significant impact on employee engagement. Likewise, work-life balance has a substantial impact on employee engagement. Employee engagement increases when a culture of appreciation is fostered. On the contrary, extrinsic rewards were found to decrease employee engagement. In addition, the study's findings indicated that perceived fairness affected the association between total rewards and employee engagement.

Employee engagement is significantly influenced by pay satisfaction, rewards, compensation, and total reward, including both financial and non-financial rewards. Employee engagement is not significantly influenced by materialism. However, employee engagement is inversely correlated with total compensation, indicating that individuals are dissatisfied (Adarsh, 2020). Choudhury and Mohanty (2018:290) argued that the current generation differs from previous ones in that they value a healthy balance between work and life, decision-making autonomy, and access to professional development opportunities more than financial rewards.

Herzberg (1954) argued that not having enough money might anger and demotivate employees, but this does not indicate that having more money will boost motivation or even contentment. Reward and punishment constitute both facets of a single coin. Since rewards are deceitful, much like harsh punishment, they have a punitive impact (Herzberg, 1954, 2005). The reward alone could be appealing, but when managers tie a bonus to specific actions, they control their employees, and in the long run, that control will probably seem punishing.

Rebitzer and Taylor (2011) state that high-powered rewards could also be superfluous, as well-motivated, carefully chosen, and groomed employees will function just as well or even better at reduced rewards. From this angle, rewards are considered ineffective since they unnecessarily create disparity among peers or colleagues and take employees' focus off essential but challenging to oversee and compensate components of their jobs. In severe circumstances, employees may commit fraud due to strong incentives. By undermining agents' inherent motivations, extrinsic rewards exacerbate the rewards issue that they are intended to address.

Kohn (1993) highlights how reward systems and their performance rating systems limit opportunities for collaboration. Rewards fail to consider context; therefore, depending only on rewards to increase output will not resolve any potential underlying issues or result in significant change. Rewards pull in a particular way, while greatness pulls in a different one. Inform individuals that their performance rating or productivity will determine their compensation, and they will pay attention to the figures. Occasionally, they would fail the deadline for doing assignments or even act in blatantly immoral and unlawful ways. No extrinsic reward can equal the strength of intrinsic drive if greatness is the goal. Even while highly compensated employees are happy to be compensated, they do not labour to receive a salary. Instead, they work to achieve their goals. They labour because they have a passion for it. The impact of modern total employee rewards on employee innovation in an organisation is undeniable; however, it depends on employee engagement as a mediator between the two variables.

8.2.1.2 Employee Innovation in the Public Sector

In the broader public industry, innovation has not been well defined. Nevertheless, many characteristics are shared across national and worldwide research initiatives (OECD, 2005). Public sector innovations have been categorised using Windrum's (2008) classification that covers service innovation, service delivery innovation, organisational or administrative innovation, philosophical innovation, policy innovation, and systemic innovation. In public sector business organisations, innovative HRM approaches are management initiatives to boost individual performance (Choo & Yoon, 2009). However, compared to private-sector organisations, government organisations are generally less inclined to prioritise innovative HRM approaches since government workforce administration is characterised by strict categorisation, extended tenure, and an antagonistic labour-management interaction (Wright & Kim, 2004). Based on the literature analysis, this study postulates that municipalities in South Africa have not been considered places for innovation.

Mulgan (2007:6) states that innovation in the public sector focuses on fresh concepts that add value for the general population. The ideas must be at least somewhat novel (as opposed to advancements); they must be implemented (as opposed to merely being excellent concepts); and they must be beneficial. In most countries, the public sector, or the government, makes up twenty-five per cent and fifty per cent of total economic activity. However, because of the market's disciplining influence, the standards by which we assess the efficacy of these services are not as spontaneous as they are in private organisations; instead, they must be mandated (Potts, 2009).

In South Africa, the public sector's innovation culture and practices are strengthened via the Centre for Public Service Innovation (CPSI). Centre for Public Service Innovation collaborates extensively with organisations, collaborators, and service delivery units to firmly establish innovation as a culture and practice in the public sector. Centre for Public Service Innovation achieves this by launching several programmes to identify and

reward innovators, uncover innovation from around the public sector, showcase new ideas, jointly develop them, make duplication easier, and assist in integrating them (CPSI, 2023).

The goals of innovation in the South African public sector are to streamline procedures to cut costs, increase service quality and efficiency at reduced prices, increase the service delivery system's efficacy and efficiency while placing a focus on citizen interaction, create novel responses to enduring problems that various government organisations encounter and to develop innovations that enhance administrative areas Information and Communication Technology (ICT) and non-ICT systems and procedures (RSA, 2017).

Various national government agencies in South Africa are attempting to implement a digital government, but the lack of a central governance structure makes the process seem challenging. The national government has established several government elements to promote innovation throughout departments. Nevertheless, there exists an absence of cooperation, which further perplexes administrators since no one has defined the responsibilities of various stakeholders to facilitate communication, exchange of concepts, and the development of an updated environment. Laws and procedures cover employee rewards, yet none are currently used (Motloun, 2022).

The conflict between novelty and viability is a fundamental issue in successful concept evaluation and selection, and innovative ideas are often rejected or disliked because they are perceived as highly risky and impractical (Rietzschel, Nijstad, & Stroebe, 2019). Public services are still unable to adapt to improved models. In the public sector, there is a lack of funding models for innovation within organisations, a shortage of both human and non-human resources, insufficient mechanisms for rewards, and a deficiency of sophisticated risk management techniques and experimental methodologies. Municipalities frequently struggle to use innovation to fulfill their development mandates since they lack a comprehensive collection of innovation-related data and tools to guide their

initiatives. This is particularly true in underprivileged communities. Insufficient revenue bases and exclusions from identifying remedies to address their geographically marginalized surroundings are characteristics of these towns (Department of Science and Innovation, South Africa, 2023).

8.2.1.3 Employee Engagement in Employee Innovation

Human resource professionals are becoming increasingly interested in employee engagement. However, this happens in the private sector. Public sector services encounter significant hurdles. Arguably, the key to overcoming these difficulties is having engaged public employees (Eldor & Vigoda-Gadot, 2013:8). In the public sector, lack of involvement due to poor compensation and rewards programmes tends to bring about disengagement and aggressive behaviour by employees (Koodamara and Thomas, 2017).

The constantly changing environment of modern business means that several factors play a crucial role in determining the success of an organisation. Two such factors are employee engagement and innovation performance. Employee engagement increases the likelihood that they will spur innovation, question the conventional wisdom, and support the growth of the organisation (Shkurti & Mustafa, 2024). Many organisations rarely (when systems and processes fail) or routinely (though they engage in innovations with no collaborative or tactically advantageous collaboration) engage employees in the innovation processes (Stachová *et al.*, 2018).

Employee participation is impossible in a highly structured environment where there is no room for individuality, innovation, or accountability, according to Werner (2020:423). Employees who are allowed to innovate are more likely to be involved in the organisation. Every organisation's performance largely depends on its ability to engage its workforce (Shailashri & Shenoy, 2016). Innovative behaviour is inclined to be displayed by engaged employees (Ghani *et al.*, 2023). Design activities, clarification, and execution of services are critical to the running of an organisation and employee engagement. Pedraza, Mesa, and Gaviria (2016) believe that innovative behaviour is driven by engagement and, in

the present scenario, is typified by sentiments of duty and autonomy (engagement-innovation) as well as a sense of ownership and belonging (engagement-managing family and the organisation). According to Dixit and Upadhyay's (2021) research, innovative work practices and employee engagement are directly related. Another of the materials, job autonomy, directly impacts innovative work practices; employee engagement has no mediating influence. Employee engagement is the channel through which rewards influence innovative work behaviour instead of directly impacting it.

Knox and Marin-Cadavid (2022:2043) label two practices for fostering employee engagement in public service initiatives for innovation: structural and embedding. Structural approaches, which were substantial and intended to rearrange organisational procedures to facilitate engagement, were implemented by executives and upper management from organisations with oversight of resources and decision-making authority. These behaviours either allowed or prevented employees from participating in innovation efforts.

Organisations that wanted to increase employee engagement sought to free up additional resources and restructure organisational structures and work routines. Practices that limited involvement included separating organisational units to hinder straightforward engagement and restricting resources. Embedding approaches sought to either encourage or discourage innovative involvement. These discrete activities aimed to shape people's opinions of the innovation endeavour, as opposed to structural procedures.

The absence of innovative ideas and employee engagement makes innovation challenging to see. Employees ought to be engaged by organisations with innovation objectives in an approach that gives them the flexibility, materials, and competencies to innovate. Thus, Arshi and Rao (2019) postulate that the likelihood of innovative results increases with employees involved and with processes and resources that improve preparedness for innovation. Higher job engagement levels in employees are associated with a propensity for innovative and constructive work

conduct that goes beyond conventional standards. Moreover, engaged employees have a strong mental, emotional, and physical attachment to their jobs. Positive attitudes toward their job, a capacity for involvement and engagement, and the capacity to empathise with and support colleagues are all signs of engaged employees, which fosters collaboration, improves the place of employment constructive criticism, and creates chances to engage in innovation and innovative work behaviour (Gulzar & Mehraj, 2018).

8.2.1.4 Innovation Measurement

Measuring innovation and discussing the outcomes are crucial (Taques *et al.*, 2021). Employees' innovation is inclined to be incremental instead of radical in scope. Intrinsic motivation is less critical for employees doing repetitive and monotonous tasks (Malik *et al.*, 2019). Janoskova and Kral (2021:2) argued that it is impossible to regulate phenomena if they cannot be measured effectively. Innovation processes' breadth, complexity, and tangibility make measuring them difficult. Quantifying innovation is sometimes referred to as quantifying the immeasurable by management. Innovation in the municipalities is either rarely or never disruptive.

However, it typically stands for what is referred to as sustaining innovation. Sustaining innovation can lead to improvements in the goods and services currently offered, but frequently at the cost of increased complexity and efficiency advantages (Christensen, 2004). Some long-lasting technologies are simply small, annual improvements. Some are more striking, such as the innovative new business models that emerged from the transition from analogue to digital and from digital to optical communications.

Radical breakthroughs are less likely to be produced by prominent rewards than by insignificant rewards (Baumann & Stieglitz, 2014). Although they may inspire enthusiasm and high expectations, they rarely produce ground-breaking ideas. Prominent rewards can result in an influx of ideas, but this is not always advantageous, and an overbearing torrent may prevent organisations from acting on several of those ideas. Impotent are preferable since they are less expensive and provide an ongoing flow of ideas that is

easier to handle. It is challenging to find exemplary cases of disruptive innovation in the public sector (Eggers *et al.*, 2013:6). One first reaction could be to conclude that these are unusual structural issues with governance. The public sector lacks or mutes the competitive constraints, profit objectives, and other factors that spur disruptive innovation in the private sector, like the "less good." Perhaps more importantly, statutes and regulations frequently prevent disruptive alternatives from entering the public services market.

8.2.1.5 Individualistic and Collectivistic Culture in the Public Sector

Assessments of fairness and equity are prevalent in work environments. Individualists might consider "fairness as equity" as a key principle that shapes their sense of self. Having been fair implies being equitable. An individual's self-worth may be violated if they get an unequal part in a trade. Equity aligns with individual rationality and the need for fairness, making it suitable for functional and affective reasons among individualists. Collective rationality suggests equitable or need-based distribution of rewards for members of a close-knit community. Collectivists are concerned that rising reward disparities may lead to individuals prioritising self-interest over group interest (Chen *et al.*, 1998).

Stone (2022) emphasises that organisations with cultures that perform well accomplish their organisational objectives in line with their principles, are innovative, and concentrate on the needs of their customers. Similarly, engaged employees produce more outstanding results and are less likely to quit the organisation. Though significant and intimately connected, gauging an organisation's culture and employee engagement requires specific criteria. Regrettably, organisations frequently use the same instrument to evaluate each.

Dobni (2008) emphasises that innovation culture is a multifaceted context consisting of the goal to be innovative, the framework that supports it, the operational level behaviours required to affect an economy, value orientation, and the setting in which innovation may be implemented. Arguably, the most well-known inventors appear to be the epitome of

individuality due to their singular accomplishments, ground-breaking innovations, and, sometimes, unconventional behaviour. By devoting more time to active learning, individualists also participate in information dissemination at work more readily, even when considering occupational choices (Hartinger, 2023).

Culture and how individuals exercise power throughout it significantly impact their workplace environment. A critical variable influencing these patterns is the difference between individualism and collectivism (Samantha, 2023). Culture substantially influences creativity more than individualism, with people in collectivistic cultures believing they are more innovative than people in individualistic cultures. Mainly, diverse individuals produced the most innovative work in collectivistic societies. Innovation derives from having more varied members who provide access to a broader range of unique ideas and confidence that new ideas can be utilised for the group's good (Chatman *et al.*, 1998). While collectivism is advantageous for marketing novel ideas, individuality is positively correlated with the innovation phase.

Being social beings by nature, humans have an inbuilt urge to build interactions with the individuals surrounding them. As a result, most organisations prosper when their staff members collaborate to benefit the organisation, society, and fellow employees. These ideals and individualism frequently clash (Neely, 2023). While we should be mindful of the overall "personality" of the working environment (Goff-Deakins, 2019) contends that we need to recognise the unique personalities of the people that comprise it while ensuring that individualism is celebrated. Piek's (1997) research shows that, in South Africa, individualism and collectivism coexisted in the form of an individualistic orientation and the philosophy of ubuntu, a different kind of collectivism comparable to humanism. In societies that value collectivism, people are viewed as integral parts of their society, and the idea of an independent self is downplayed.

According to (1993) research by Morris, Avila, and Allen, entrepreneurship thrives in circumstances where individualism and collectivism are balanced,

and it suffers in those who are more collectivistic and very individualistic. The current study has shown that individuality and collectivism influence organisational results and are a significant aspect of organisational culture. Additional evidence suggests that a highly individualistic mindset may not support entrepreneurship. However, entrepreneurship struggles again in environments where the organisation's culture is reasonably or highly collectivist. The tendency to stress hierarchy varies throughout cultures. Cultural orientations that are horizontal, or vertical deal with the idea of authority and hierarchy (Shavitt & Cho, 2016). Moon *et al.* (2018) study concluded that social interactions are influenced by a person's cultural propensities toward horizontal/vertical individualism and collectivism as well as their temperament and social surroundings.

Horizontal individualism holds that people's primary goals are achieving or maintaining their independence from other people. In the view of vertical individualism, individuals exist as autonomous entities within a hierarchical environment, vying with one another to surpass them and advance in rank. Under horizontal collectivism, connections inside the in-group are governed by egalitarian standards, and the self is seen as interdependent with other members of the group. A pattern known as vertical collectivism occurs when people regard themselves as belonging to a group whose members have varying statuses.

A shift in culture, including the way executives act and decide on choices, constitutes what is meant by employee engagement. Most organisations try to foster a culture and environment that aligns with their principles, vision, and objectives; certain ones even explicitly prioritize employee engagement as a critical factor in achieving their goals (Allen, 2014:1). Given that organisational culture shapes the context and setting in which people work, it has a direct impact on employee engagement. On the other hand, a hostile or poisonous workplace culture can drive out employees and damage the image of the organisation. Excellent workplace cultures that support employee principles and foster an atmosphere of significance can boost engagement (Quartz Enterprises, 2023).

(Bloom & Milkovich, 1998; Gomez-Mejia & Welbourne, 1991; Luthans, Marsnik & Luthans, 1997) emphasised that while developing reward systems, cultural considerations ought to be included. Gomez-Mejia and Welbourne (1991) argued that compensation techniques that are most likely to accomplish concordance with the overarching value system vary based on the degree of individualism in each community. High individualism and compensation strategies: With this culture, salary structures place a strong focus on individual rewards based on performance. Organisations ought to acknowledge employees' accomplishments through extrinsic rewards. While employees contrast their achievements to those of their peers in financial terms and link personal accomplishment with their financial standing, outward equality is crucial. Rewards and personal achievement can contribute to compensation practices that prioritize immediate goals (Gomez-Mejia & Welbourne, 1991).

Low individualism and compensation strategies: Employees hope for long-term partnerships and believe their employer will look out for their welfare. Promotions are determined by longevity and compliance, and organisational regulations sometimes depend on an organisation's trust. This mindset is supported by compensation plans that are based on collective performance, wherein all employees receive rewards when the group achieves a goal. Although they generally encourage less competitiveness in the workplace, intrinsic rewards ought to be used more frequently than extrinsic ones (Gomez-Mejia & Welbourne, 1991).

Individualism and compensation strategy: Employees in strongly individualist nations adhere to an increasingly pragmatic connection with their employers, whereas employees in focused group nations are described as possessing ethical links towards the organisation in question. Given that employees prefer to contrast their remuneration schemes with those of their colleagues, organisations must prioritize internal equality issues for employees who stay with the organisation (Gomez-Mejia & Welbourne, 1991). In nations with low levels of individuality, like South Africa, as supported by Hofstede's (1980) research, collaboration may be

encouraged by emphasizing the value of cooperation and collective outputs and rewarding group goals.

In South Africa, the idea of equal pay for equal labour is yet unrealized (Botha, 2020:208). A lot of authorities appear to be concerned with reward management, with leaders expected to provide rewards fairly and equitably to generate involvement and responsibility (Huang *et al.*, 2010). Individualists advocate different rewards and equity allotment (Bass *et al.*, 1979). Collectivists support group-based remuneration and equalitarian funding, except in out-group instances when equity distribution is preferred (Bond, Leung & Wan, 1982; Leung & Bond, 1984). Activity and target types have modest distribution preferences (Dorfman & Howell, 1988). The choice tends to shift gradually as organisations grow increasingly international (Leung, 1988; Triandis, 1989; Hui, Triandis & Yee, 1991; Meindl, Hunt & Yu, 1994; Chen, 1995).

Collectivism in public organisations encourages greater engagement among employees (Triguero-Sánchez, Peña-Vinces & Ferreira, 2022). Individualism, unlike collectivism, is seen to directly encourage economic development by increasing individual rewards to make investments, innovate, and gain wealth over time. Individuals' conduct in public is governed by societal standards and roles. Collective acts must be coordinated jointly and harmoniously. If an individual's objectives do not align with societal needs, he or she may be asked to give up personal interests to achieve community peace. This is not a sign that people always agree with the current social standards. If there are disagreements, individuals are expected to repress their wants, keep them hidden, and not exhibit them in public (Kim *et al.*, 1994:37).

8.2.2 Findings from the Primary Research

The findings from the primary research are divided into three subtopics: document review findings, primary research qualitative findings, and primary research quantitative findings.

8.2.3 Findings from the Primary Research Qualitative

In this section, the findings from the primary research qualitative are presented, focusing on the reward system and rewards management, individualistic and collectivistic culture, and extrinsic rewards on employee engagement.

8.2.3.1 Reward System and Rewards Management

The matter of compensation has grown so complicated, according to Nel *et al.* (2008), that the remarkable and occasionally perplexing development of systems for compensation and developments throughout the twenty-first century may exert a significant impact on new occupational formations and employee interactions. The study seeks to find out whether the municipality had a total reward system and its elements. Respondents emphasised that the municipality does not have a total reward system. The municipality does have a reward system in place; however, it is not a total reward system; it is unattractive, uncompetitive, and not inclusive. As stated by Grobler *et al.* (2011), paying employees is a form of art and partly a subject of science, and there cannot be a precise, objective way to determine remuneration for any given job or individual.

The study wanted to find out if the municipality has a traditional or modern reward system. It found that the municipality's reward system is traditional and outdated since it does not address current employee needs. The municipality's reward systems are not flexible and do not focus on employees' needs since it uses a centralised decision-making system. Mattice (2024) claimed that reward systems evolve into antiquated and ineffective in meeting shifting organisational demands and employee needs if they are not continuously reviewed and improved.

To guarantee that employee assessments are impartial, fair, and done without taking particular care to uphold workplace principles, Nutakor (2019) argued that transparency is still a crucial component. In understanding the municipality's reward management objectives and plans, this study found that there is a lack of communication and consultation in the municipality.

Rewards management objectives and plans are not communicated clearly, and there is no transparency. Silverman and Reilly (2003) postulate that the main cause of the problems seen by so many new reward systems is inadequate communication. Several organisations neglect to supply their employees with sufficient if one or more benefits.

Employees were asked if the municipality implemented a comprehensive reward system and if procedures were being followed. It was found that the municipality does not implement a comprehensive reward system since it does not have one. No procedure exists. Silverman and Reilly (2003) argued that the procedure of implementing a reward system may be complex, particularly in the beginning. It can be extremely expensive, and many organisations are hesitant to launch a programme that will not immediately improve their profits.

The study wanted to find out if the municipality's reward management systems in place guarantee that reward operations are efficiently handled and expenses are kept under control. Armstrong *et al.* (2009) argued that there is not a unique, comprehensive array of measures that each organisation can use to enhance its rewards system and increase their impact on profitability. From the participants, the study found that the municipality's reward management system is there; however, it is not in place, and they are not handled efficiently and kept under control. Barnabas and Amah (2018) found that the reward system needs to be impartial and flawless for every employee to view an assessment system as open, equitable, and reasonable. A reward system that appears to be functioning effectively might have unanticipated consequences that significantly reduce the system's total value.

8.2.3.2 Individualistic and Collectivistic Culture

An articulated organisation's vision is essential for guiding staff members' efforts as they develop a new organisational proposal. The most significant influences on innovation are convivial collaboration, challenging work, and managerial support (Mdhlalose, 2024). However, the results of this study found that the municipality promoted the needs of the municipality over the

employees. It was found that the municipality does not promote the needs of each employee. Management word is final, and changes are implemented without consulting the affected individual employees, who do not have a say in the matters that affect them.

Organisations foster innovation and improve performance when employees raise issues and new ideas. Since they are frequently the first to witness firsthand problems, employees' opinions may benefit managers when making decisions (Sherf, Tangirala & Venkataramani, 2019). The municipality does not enable employees to feel that doing their best would help them achieve their goals at work, making them more efficient and effective. Employees' ideas and input are not taken into consideration. There are political interferences and favours within the municipality. The Sibiya (2023) study confirmed that problems, including bias, inadequate education, and various other unfavourable factors, contributed to low or non-existent employee engagement in the municipality.

The municipality does not encourage employees to accept the group's ideals, perspectives, and motives and is thus discouraged from communicating their values, beliefs, and objectives. Employees are discouraged from communicating their values, beliefs, and objectives. The municipality only considers what management has to say. Thus, it discourages them from sharing their values, beliefs, and goals. According to CIPD (2017), for organisations and employees to maximise their benefits from exchanging knowledge, concepts, and viewpoints within contemporary employment practices, an entirely novel structure for communication is required. The conventional methods of addressing employee feedback remain restricted to a certain extent, driven by the belief that the primary objective of management should be to maximise corporate benefits.

The investigation discovered that decisions in the municipality are not made collaboratively or on common ground. The municipality uses a centralised decision-making system and an autocratic leadership style. The municipality is not focused on the significance of teamwork but on its organisational objectives and needs. Sebidi's (2022) study similarly found

that the difficulty that municipalities then confront is a lack of adaptable and innovative management prepared to bravely take measured risks to overcome the difficulties in providing services within the bounds of the law. It is challenging to instil cultural transformation in government organisations because of this leadership difficulty.

8.2.3.3 Modern Extrinsic Rewards on Employee Engagement

Methods and strategies for HRM are still lacking in improving employee engagement. Since there is no one-size-fits-all approach to increasing employee engagement, it is debatable whether employees need the same HRM strategy (Singh *et al.*, 2024).

This study found that the municipality offers employees' salaries, thirteenth cheques, performance bonuses, overtime, and long service bonuses. Roberts (2004) also found that local administrations compete fiercely when it comes to conventional perks (medical care, retirement savings). The financial rewards the employees receive from the municipality are demotivating, thus leading to employees being disengaged in the workplace. Demotivating rewards detrimentally influence the organisation's staff engagement, leading employees to be aloof from their work. As a result, employees cannot give it all and go the extra mile. Gubler, Larkin, and Pierce (2013) found that even a reward system that seems to be working well might have unforeseen repercussions that drastically lower the reward system's overall value, leading to demotivated employees.

This study found that the organisation does not handle the financial rewards in the same way for all employees working in the municipality. Only favourable employees have consistently been granted the chance to work overtime and are eligible for performance bonuses. Senior management earns substantial compensation, whilst lower-level staff receive minimal compensation. Some overtime is compensation without question, while others are requested or receive no payment. In supporting this finding Gbande (2016) it is claims that good performance fails to correlate with the public sector's inequitable compensation scheme. Throughout history, it has created inequalities that have left employees unhappy.

This study found that there has never been any reward system policy or standard operating documents in the municipality. When such policies are being developed, lower-level employees are not consulted nor invited to take part, which makes these policies not inclusive and impartial. Even though a political document as a guide exists, the policy is not implemented correctly due to favouritism in the workplace. Mueller's (2019) study found that the difficulty of the tasks causes many policies to fall short. It makes sense why things frequently do not work out as planned when combined with the tendency for corruption, ineptitude, and political reasons that many public policies are susceptible to.

A crucial component of a healthy existence is financial stability. Anxiety or worry related to economics can harm how well we feel physically and mentally and even hinder our productivity at work (Flare, 2022). This study found that the employees are not happy with the financial perks they receive from the municipality. This is because of unfairness and small salary increments, which lead to salaries not being on par with the current economy. Akuoko, Kanwetuu, and Dwumah's (2014) study found that employees felt that the municipality's reward system was inadequate, which led to employee dissatisfaction.

Encouraging local HR experts and compensation committees to let the business strategy guide and inform the rewards strategy is a noteworthy problem. Organisations regularly seek to emulate industry leaders or measure themselves against standards regarding compensation policies. This often occurs at the expense of jeopardizing and erasing an organisation's distinctive reward package and brand. Often, it is less complicated for an organisation to compete with a salary package from a rival than it is to appraise and explain to staff members its significance (PwC, 2010).

The study found that the salaries the employees are receiving is not comparable to those of other places they might work at. Employees working in other municipalities are receiving better salaries for the same work. Employees want high salaries since they work in a district municipality of a

higher rank than the local municipalities. As a result, this leads to employees from the municipality not respecting them, especially since they are from a district municipality.

Employees within the municipality think that the pay they are receiving does not correspond with their efforts and achievements in their work environment. Employees have more responsibilities than employees at the same level, but from a different unit or municipality. They think that the salary they are receiving is too small for the work that they are doing. They think that other municipalities pay better for the jobs that they do. Cullen and Perez-Truglia (2021) explain that employees put in less effort when they learn that their colleagues at the same level make a more excellent salary.

This study found that the business's bonus programmes are unreasonable due to many inconsistencies. Performance bonus programmes are not appropriate since managers' performance appraisals are incorrect and biased. The only reasonable bonus programmes in the organisation are those received by management. According to a Langat (2021) survey, employees in the government strongly disagreed with the notion that managers recognise exceptional performers by giving rewards and benefits to the organisation, by going on trips to this establishment.

The municipality's procedures for deciding on pay and benefits are partial and unfair. Favouritism and political connections play an important role. There is a huge gap in terms of the rewards received by managers and non-management employees, which results in non-management employees being dissatisfied and demotivated. There are inconsistencies in employees doing the same job responsibilities in the same unit.

A similar study by WorldatWork (2011) discovered that employees' grievances over internal equity or fairness regarding base pay levels, merit increments, job grading, job titles, salary variations, benefits for retirement, and professional growth possibilities were affected by the magnitude of the organisation. Standards and processes that reward undermine employee views of equity within their organisations; this phenomenon is linked to uneven administration, partiality, and anomalies in various circumstances.

Reward fairness was found to be further undermined by inadequate reward correspondence. Administration and governance, as well as the form and method of rewards, have also been found to be variables that undermine employee views of equity or justice.

Employees working in the municipality are not happy. None of the extrinsic nor the intrinsic rewards make employees working in the municipality happy. Employees are only happy because they are employed, since South Africa experiences a high unemployment rate. Other employees are happy to be just gaining experience and having an excellent colleague experience. Heneman and Coyne (2007) concluded that it is reasonable to infer that it is oversimplified to say that total rewards are the only factor that determines employment engagement, considering the complexity of total rewards plus the various aspects of employee engagement.

8.2.3.4 Findings from Document Review

In this section, the author provides the findings of the document review focusing on reward system policies and structures and extrinsic rewards (direct and indirect remuneration).

8.2.3.4.1 Reward System Policies and Structures

This study found that the Nkangala district municipality has reward system policies and structures that govern the municipality. The municipality's strategic goals will be achieved with the help of the system of compensation and policy. The municipality's compensation policy aims to motivate, keep, and draw in new employees. As the performance management system decides, the municipality rewards employees based on how well they execute their duties and how much impact they make. The municipality will permit employees to select their benefits and operate reward systems with an acceptable level of autonomy if they stay inside the confines of the law.

The municipality pays its employees a competitive and equitable salary, considering the capabilities of the municipality to maintain the salary plan as well as current rates on the market in organisations that are like its own. The municipality will not act unfairly against its employees based on gender

or age and will pay them equally for comparable work. The amount of compensation will be determined by competence, per the policy on performance management of the municipality. Salary levels will consider both outward competition and internal fairness. Pay for managerial staff as well as temporary employees will be based on the entire cost of employment, and they can customize their employee benefits (to the extent permitted by law) to meet their specific requirements.

Benefits and fixed compensation will be part of the reward package for every employee. All fixed benefits, including base salary, perks like an automobile allowance, health insurance, pensions, and assured allowances (both legally and unlawfully granted) are included in fixed pay. An employee's salary will depend on how much responsibility they have inside the organisation and how big their position is, both of which are decided by the job appraisal procedure. Rewards will be paid in line with the municipality's HR policy, terms of employment, and national collective bargaining agreements.

Promotional candidates and new hires will be positioned at the bottom of the salary range or grade appropriate for the position grade. In cases when a greater grade is warranted, the HOD will advocate for the municipal manager's permission. When an employee receives a bonus, the corporate services department will provide a note listing each employee eligible for bonuses authorised by the head of corporate services.

The South African Local Government Bargaining Council's collective bargaining procedures will be used to calculate the yearly cost-of-living increment for compensation. Managerial employees' annual COLA will be determined by adding their perks to their base pay or the total expense of employment. Memoranda from HRM must be sent to the compensation department by the fifteenth of each month to be processed by the latest to enable payroll employees to attend to them correctly and identify any problems before the salary test phase begins.

8.2.3.4.2 Modern Extrinsic and Intrinsic Rewards

Compensation and perks in the public service provide additional information about the salary and other perks that the government provides to public employees. Nkangala District Municipality provides direct and indirect compensation to its employees.

8.2.3.4.2.1 Direct Compensation

Employees, based on the policy, receive a base salary or pay. A shift employee may average their regular work hours. The procedures and requirements for the hourly wage average will be decided by the relevant sectoral negotiating councils. On Sundays, the rate of pay for regular work is one-half of the employee's base pay; on public holidays, the rate of compensation for regular labour is double that amount.

Service bonus: Within the public sector, service bonuses equivalent to an employee's monthly wage are paid as a thirteenth check on the day of their birthday. Overtime: Only with prior authorisation will working overtime be allowed, and remuneration taken into consideration. Performance Bonus for Employees: Employee assessments are used by the municipality to encourage staff members to realise their full potential.

The foundation for rewarding exceptional performance and rectifying undesirable or subpar performance will be the employee's performance assessment. Key performance areas and CCR, both found in the performance agreements, are the two criteria for the employees to be evaluated. Employees may receive a performance bonus of five per cent to fourteen per cent of their total inclusive compensation package in appreciation of their exceptional work. Top-performing staff members could only be given a performance bonus equal to a portion of their yearly pay.

Leave dispensation: Leave permission is required in the public sector to advance employees' safety and well-being, permit the employee to recover from wounds or illnesses, and attend to the demands of the employee's family, career, community, and private life.

8.2.3.4.2.2 Indirect Compensation

Unemployment insurance fund: As of April two-thousand and five, the state's portion of the GEPF had been established at sixteen per cent for employees in the uniformed services and thirteen per cent for civil officials. Employees, give the GEPF seven-point-five per cent of their monthly pensionable wage in exchange. Benefits from the fund include pension, stepping down, release, or mortality.

Compensation for occupational injuries and diseases: The government offers health care through a subsidy to public-sector employees, former employees who meet the eligibility requirements under the post-retirement healthcare policy, and members of recognised health plans. Health care is also provided for government employees' medical scheme (GEMS) participants in active employment.

Housing allowance: An employee with a property listed in their name is entitled to a housing payment of five hundred rand per month. The grant is given only for one residence, except if the employee owns two properties and is based in two distinct municipal areas for official purposes. If an employee holds a current rental agreement and rents an apartment, they are entitled to get five hundred rand per month. Non-pensionable Cash Allowance: Any amount of money, typically the remaining amount of the unstructured, flexible component.

8.2.4 Findings from the Primary Research Quantitative

In this section, the findings from the primary qualitative research are presented, focusing on intrinsic rewards on employee engagement, the Utrecht work and well-being survey, employee engagement on employee innovation, individualistic and collectivistic culture, and innovation measurement. The results of the structural model are summarized in Table 8.1, which displays the significance and strength of each examined relationship. These results show which hypotheses were validated and provide insight into the interactions between the main variables in the suggested framework.

Table 8.1: Results with Coefficients and Significance

Path	Coefficient (β)	p-Value	Result
Modern Non-Financial Rewards → Employee Engagement	0.107	<0.001	Supported (H1)
Employee Engagement → Employee Innovation	0.207	<0.001	Supported (H2)
Individualistic Culture → Employee Engagement	0.113	< 0.001	Partially Supported (H3)
Collectivistic Culture → Employee Engagement	2.534	0.018	Partially Supported (H4)
Employee Engagement → Employee Innovation	0.207	< 0.001	Supported (H5)

Source: Developed by the Researcher

8.2.4.1 Modern Intrinsic Rewards (Non-Financial Rewards) on Employee Engagement

H1: Modern Total rewards (non-financial rewards) directly affect employee engagement.

This study found that modern non-financial rewards directly affect employee engagement. Modern non-financial rewards have a positive influence on employee engagement; however, this is not the case in municipalities. Though the magnitude is modest, the significance implies that employees who perceive better non-financial rewards (for example, recognition, career development opportunities) are more likely to be engaged at work. This result is consistent with the SDT, which states that intrinsic motivators such as relatedness, competence, and autonomy are essential for promoting

engagement. Staff members who believe their efforts are valued in ways beyond financial compensation tend to display increased dedication and personal effort.

The findings further emphasise how crucial customisation is to incentive schemes. Regarding their unique requirements and phases of development, employees might respond significantly to various non-financial rewards. For example, newly hired employees could place more importance on learning opportunities, whereas seasoned employees are interested in a healthy balance between work and life or recognition. Rewards may be more effective at promoting engagement if they are tailored to employee interests.

In accordance with a study by Waqas, Ahmad, and Fatima (2021), modern non-financial rewards have a favourable impact on employee engagement. Intrinsic benefits, including autonomy, personal growth possibilities, acknowledgement, and encouraging work conditions, greatly raise employee engagement ratios. Using the SDT paradigm, the study confirms that meeting psychological requirements for relatedness, competence, and autonomy increases intrinsic motivation, which in turn increases engagement. Despite their modest influence, these data substantially support the study's contention that non-financial rewards are significant motivators of employee dedication and voluntary effort.

The study warns against relying too much on financial rewards, pointing out that although they could increase motivation temporarily, they do not maintain involvement over time. Rather, it is more successful to sustain a high degree of engagement through continuous acknowledgement, chances for personal development, and inclusive work environments. The strategic emphasis on non-financial rewards to promote sustained employee engagement and performance is supported by this data.

8.2.4.2 Employee engagement mediates the impact of modern total rewards non-financial rewards) on employee innovation.

H2: Employee engagement mediates the impact of modern total rewards on employee innovation.

This study found that employee engagement serves as a **mediator** between modern total rewards and innovation. In other words, modern total rewards (non-financial rewards) enhance engagement, which in turn fosters innovation, confirming the **indirect effect** pathway. The significance of internal elements in the innovation cycle is emphasised by the influence of mediation. The mental state that comes from feeling engaged, characterised by vigour, devotion, and absorption, is what stimulates innovative ideas and taking calculated risks, although rewards offer the initial drive. High saturation levels on several engagement metrics in the information confirm this, showing that elements including motivation, vitality, and a feeling of mission are crucial for promoting innovations.

The entire range of rewards regarding innovation results could fail to be reached without participation, according to this research. For example, unless employees are emotionally and intellectually invested in their jobs, granting them autonomy or offering them learning chances might not result in creative behaviour. This implies that companies need to foster engagement as a tactical objective in addition to implementing rewards to spur creativity. The effectiveness of the system comes from the combined impact of each.

As noted by Shkurt and Mustafa (2024), employee engagement and innovation efficiency stand out as crucial drivers to an organisation's accomplishments in the ever-changing world of contemporary commerce, and they are tightly interconnected with many other aspects. In the complex corporate world of the present day, progress is determined by a wide range of interrelated factors rather than being a single accomplishment. Alongside them, innovation, efficiency, and employee engagement have become important factors. This lends credence to the notion that engagement acts as a psychological link between creative conduct and rewards from the organisation. Employees who are emotionally and intellectually committed

to their work are prone to utilise their responsibility, try out novel concepts, and make innovative contributions to the expansion of the organisation.

8.2.4.3 Individualistic Culture

H3: Individualistic cultures moderate the effect of modern total rewards (non-financial rewards) on employee innovation.

This study found that individualism influences engagement. However, the moderation effect (that is, whether individualistic culture changes the strength of the relationship between modern total rewards (non-financial rewards) and innovation*) is not directly tested in this output. Based on current data, we can cautiously say that individualistic culture has a **positive contextual role**; however, to confirm moderation (interaction effect), a multi-group SEM or interaction term would be necessary. So **H3 is partially supported** based on indirect influence, but further analysis is required for full confirmation.

Hence, Tjosvold, Law, and Sun (2003) argued that, as perceived from various points of view of employees and management, collective values may support cooperative aims and an open-minded exchange of viewpoints, which inevitably leads to good connections and collaborative efficiency. Individualistic ideals, particularly the horizontal kind, might promote narrow-minded discourse and competitive objectives, which can have opposing impacts.

The study did not, however, specifically examine moderation or whether individualism improves the correlation between rewards and creativity. To verify if individualistic employees profit more creatively from rewards than their collectivist colleagues, future studies should include parameters for interaction or multi-group SEM analyses. Organisations could more successfully adapt reward systems to different cultural situations with the use of such knowledge. An interesting point is also brought up by the findings: Do employees who exhibit greater individualistic innovation achieve greater, or do individuals just view rewards differently?

Individualism can spur self-driven creativity, but it can also breed rivalry that inhibits teamwork. Consequently, companies with individualistic cultures should strike a balance between incentives that support individual success and systems that foster cooperation and information exchange.

The multifaceted role of individualism in affecting employee engagement and the possibility for individualistic culture to mitigate the detrimental impact of corporate standards like rewards on creativity are both supported by the latest research conducted by Kim and Park (2020). The study, which looked at global organisations in the United States of America (USA) and South Korea, discovered a strong correlation between involvement and individualistic cultural norms, particularly when organisational policies support individual liberty and self-governance. Contrary to this study, Kim and Park's findings were unable to find any concrete proof of a moderating impact, highlighting the necessity of using multi-group SEM or interface models to determine whether individualism genuinely modifies the magnitude of the association between total rewards and innovation.

Additionally, Kim and Park (2020) warn that horizontal individualism might promote the dynamics of competition that can impede collaboration, particularly in innovation-driven activities that call for collaboration to solve issues and collective input, even while it supports autonomy and expressing oneself. This backs up the claims of this study that individualism is capable of two effects: it might encourage independently initiated creativity, while on the contrary, it may jeopardise open communication and cohesiveness within teams. According to the study, incentive schemes in individualistic environments should be carefully adjusted to strike an appropriate equilibrium between rewards that encourage teamwork and personal success.

This study contends that because employees are more inclined to contrast their accomplishments to those of their peers in extremely individualistic cultures, the impression of justice and rewards determined by merit rewards becomes increasingly important. This could imply that rewards can discourage instead of encouraging engagement if they are not seen as fair

or transparent. Therefore, although individualism can boost creativity and engagement, reward systems must be contextually appropriate to be as efficient as possible.

8.2.4.4 Collectivistic Culture

H4: Collectivist cultures moderate the effect of modern total rewards (non-financial rewards) on employee innovation.

This study found that collectivist norms have a strong positive association with employee engagement. However, like H3, **direct moderation** was not explicitly modelled. Therefore, while collectivistic culture enhances engagement and thereby may affect innovation indirectly, **H4 remains partially supported**. Proper testing of a moderation model is required to confirm this hypothesis. The author argues that horizontal and vertical individualism and collectivism predict social well-being through social problem-solving ability, both directly and indirectly. However, horizontal collectivism does not significantly affect social problem-solving ability.

The disparity between descriptive data and regression findings raises the possibility of a mismatch between employee cultural orientation and organisational expectations. The employees in the present research could fail to entirely accept collectivist ideas, even though they supposedly encourage engagement. There are significant practical ramifications to this cultural mismatch. Organisations that operate in an environment that is mostly individualistic but encourages collectivist behaviours like collaboration and common rewards may find that their efforts have little or no effect. Therefore, before putting engagement or innovation activities linked to collective norms into action, organisations ought to examine their cultural compatibility.

Although the latest research by Park, Choi, and Kang (2021) affirms that collectivist cultures can have a favourable impact on employee engagement and innovation, the study additionally warns that these impacts require

cultural congruence. They discovered that collaborative rewards, common objectives, and teamwork greatly increased employee engagement in collectivist environments, which in turn encouraged creativity. The significance of cultural congruence was confirmed by the fact that the same methods were less successful or even detrimental in individualistic situations.

Park *et al.* (2021) discovered that horizontal collectivism, which prioritises fairness and peer cooperation, had a greater beneficial impact on engagement and innovation than vertical in nature collectivism, since it places more emphasis on bureaucracy and power. This contrast supports your conclusion that, while collectivist ideas may increase participation, their application must be sensitive to employee standards and company culture. The study also lends credence to the notion that variations in moderation necessitate detailed modelling for full validation and that the connection involving collectivist values and innovation is frequently indirectly mediated by means of involvement.

8.2.4.5 Employee engagement affects employee innovation

H5: Employee engagement affects employee innovation.

This study found that employee engagement affects employee innovation. However, employees in the municipalities are not engaged, leading them not to be innovative. This hypothesis is strongly supported. The more engaged employees are more likely to engage in innovative behaviour. This validates the central role of engagement as a driver of innovation in the workplace. The extensive and reliable measurement of engagement is confirmed by the architectural model's constant high load assessments for several engagement markers related to the implicit component. These involve measures that demonstrate vigour, devotion, and absorption, all of which have been linked to inventive behaviours both conceptually and empirically. Employees act innovatively and make significant contributions

to organisational innovation while they are enthusiastic, motivated, and engaged in their work.

Employee engagement has a major impact on employee innovation, according to a study by Lee, Idris, and Tuckey (2022). Their study, which was carried out in several Australian organisations, demonstrated that innovative workplace conduct is strongly predicted by engagement, especially its elements of energy, devotion, and absorption. According to the study, employees are more inclined to take the initiative, make fresh suggestions, and look for innovative approaches when they are mentally and emotionally invested in their work. These outcomes closely match your research, confirming that engagement is a critical psychological state that fosters creativity and improves organisational success rather than just being about employee fulfilment.

The robust nature of such an association emphasises that engagement is a dynamic, energising condition that stimulates innovative thinking and problem-solving, not merely contentment. By encouraging employee involvement, organisations are basically cultivating employees who continue to be durable, adaptive, and prepared to take controlled risks of which are fundamental elements of innovation. Yet, without employees having the tools and mental security to try new things, involvement might not be enough to ensure creativity. Businesses need to make sure that motivated staff members have the resources, time, and managerial backing they need to try out innovative concepts without worrying about facing harsh penalties if they don't work out. An excellent illustration of the way engagement may get transformed into creativity is Google's "20% time" policy, which permits staff members to dedicate an element of their weekday to projects that interest them.

8.2.4.6 Innovation Measurement

This study found that the municipalities are not innovative and do not measure innovation. However, innovation measurement has a statistically significant and positive influence on employee engagement. This result

indicates that when employees perceive themselves as being more innovative or are encouraged to engage in innovative behaviours, their overall engagement with work also increases. When compared to other predictors of employee engagement, such as total rewards, individual cultures, and collectivist cultures, innovation measurement remains a strong contributor. Although collectivistic culture shows the highest unstandardized coefficient (2.534), it also carries a larger standard error, making innovation measurement a more stable predictor. The observed indicators for innovation measurement (IM1–IM8) all demonstrate high and statistically significant factor loadings (for example, IM2 = 0.993, IM5 = 1.021), supporting the reliability of the construct measurement. This confirms that employees who are encouraged or enabled to innovate tend to exhibit higher engagement, emphasizing the strategic importance of fostering innovation-friendly environments to enhance workforce commitment and productivity.

Durst, Mention, and Poutanen (2015) argued that evaluating how homogeneous innovation classifications are regarding segments and organisation size might not be the most effective method of quantifying innovation in the services industry. There are valid grounds to question the public sector's capacity for sufficient innovation. Typically, innovators are successful despite prevailing structures and processes, rarely owing to them. Far too many excellent concepts are ignored, stored away, or obstructed. Only a small number of governments have any jobs, funds, or teams dedicated to innovation in their main fields of operation: social security, safety, wellness, or the environment. Public services continue to perform poorly at learning from superior models, even when those models are right outside their front door (Mulgan, 2014).

8.2.5 Contribution of the Study

The study makes two main contributions, one for theory and another for practice. This study's theoretical contributions are crucial because they close long-standing gaps in our knowledge of how contemporary rewards, engagement, and cultural elements interact to spur innovation in the public

sector. Additionally, they present a novel conceptual framework that adds to and expands upon current organizational and motivational theories in significant, empirically supported ways. These useful contributions are essential for enhancing organizational performance, bolstering public institutions' ability for innovation, and resolving persistent issues with service delivery and motivation for employees.

8.2.5.1 Theoretical Contribution

8.2.5.1.1 Modern Employee Rewards and Employee Innovation

This research is the initial investigation to focus on the impact of modern employee rewards on employee innovation. In a field traditionally dominated by traditional reward research, this study is the first to empirically investigate how contemporary financial and non-financial reward systems impact employee innovation within the South African public sector. This study focused on both modern employee rewards that are financial and non-financial. Modern employee rewards have the potential to significantly promote an innovative culture. Employees are more inclined to take chances, provide original ideas, and work on fixing problems when they feel valued and acknowledged for their distinctive contributions. Organisations may create strategies that promote employee happiness, continuous development, and competitive advantage by understanding how these modern reward systems foster innovative thinking. This finding provides important new information for developing HR procedures that foster an innovative culture.

8.2.5.1.2 Individualistic Culture and Collectivistic Culture on Employee Engagement

This study also found a gap in the impact of culture (individualistic and collectivistic) on employee engagement as a moderating variable. The study contributes to the literature by finding how these cultural dimensions influence the effectiveness of employee engagement. Employee engagement may be increased by emphasising personal accomplishments,

autonomy, and acknowledgement, since these factors may motivate employees in individualistic cultures more. On the other hand, in cultures that value collectivism, employee engagement may thrive regarding harmonious groups, solid interpersonal bonds, and collaborative successes. Examining how these cultural orientations influence engagement methods might aid in developing customised tactics that optimise output and contentment in various work settings.

8.2.5.1.3 Employee Engagement in Employee Innovation

This study found a gap between modern rewards and employee innovation; hence, employee engagement was introduced as a mediating variable between the independent and dependent variables to fill this gap. This study contributes to the literature by revealing the effects of modern employee rewards on fostering innovation through heightened employee engagement. This contribution is imperative for public and private organisations to uncover new strategies to cultivate a culture of innovation and maintain high levels of employee engagement.

8.2.5.1.4 Conceptual Framework

Based on the identified gaps in this study, a new conceptual framework was developed to address the study's aim, objectives, and questions. This conceptual framework is the first of its kind as it covers five variables: modern total rewards (independent variable), employee engagement (mediating variable), individualistic and collectivistic culture (moderating variables), and employee innovation (dependent variable). Thus, current theories of motivation and culture, including Expectancy Theory and SDT, are expanded. The results show how cultural orientations influence employees' reactions to reward systems and highlight the mediation function of employee engagement in converting contemporary rewards into innovative behaviours. Given that the proposed conceptual model represents a fresh theoretical contribution that may be verified and used in various situations and scenarios. It may be used in national and local government, SOEs, and the private sector.

8.2.5.1.5 Challenges and Implementation of Modern Employee Rewards

According to this report, putting in place efficient employee rewards programmes may be expensive, and organisations may have financial constraints that affect the amount and frequency of reward initiatives. It is demanding to incorporate technology into employee reward programmes. The programme's effectiveness depends on making sure every employee is familiar with and skilled in the technology utilized for appreciation. The workforce is varied; therefore, modern employee rewards programmes need to be inclusive as well. To guarantee that every employee feels appreciated and acknowledged, this entails considering their various demands, interests, and histories. Programmes for rewarding employees must reflect the culture and principles of the business. Dissatisfaction and a lack of authenticity in the method of identification might result from misalignment.

Workplaces of today must provide atmospheres that encourage innovation. This may entail creating reward schemes that particularly encourage innovative contributions. Success in today's highly competitive corporate environment depends on having a positive employee experience. Innovative and successful reward systems may improve teamwork, job satisfaction, and fulfilment while also fostering a favourable workplace culture. It is important to guarantee that promotions and recognitions are seen as equitable. Equitable recognition has the potential to inspire creativity and extra work from staff members, improving engagement and innovative performance. Given these challenges and their implications, organisations should carefully plan and execute their employee incentive programmes, considering factors including financial limitations, technology uptake, inclusion, alignment with corporate values, and the general work experience. Successful programmes may foster creativity, job happiness, and teamwork, all of which eventually help a business succeed.

8.2.5.2 Practical Contribution

8.2.5.2.1 Modern Employee Rewards and Employee Engagement

This study found that the relationship between modern employee rewards and employee engagement in an organisation is deeply interconnected. Traditional employee rewards are no longer effective and relevant to employees. This study confirmed that employees prefer modern employee rewards that are fair, competitive, and tailored to their needs. Modern employee rewards can significantly boost employee engagement by fostering a sense of appreciation and motivation.

These rewards often go beyond traditional bonuses and include personalized experiences, career development opportunities, and wellness programs. Organisations' understanding of how these innovative reward systems can create a more dynamic and fulfilling workplace. Based on these imperative research findings, organisations must reconsider updating their traditional employee rewards to modern employee rewards that are versatile and competitive. This will lead to more engaged employees, lower attrition rates, lower dissatisfied employees, and higher levels of innovation.

8.2.5.2.2 Employee Engagement on Employee Innovation

Engaged, valued employees are more likely to develop innovative concepts and remedies. Modern rewards that promote risk-taking and creativity can stimulate innovation inside the organisation. By analysing how these rewards impact particular behaviours connected to innovation, organisations may devise focused approaches to promote a culture of innovation and ongoing enhancement. This article gives useful advice on improving organisational innovation performance through strategic systems of rewards, in addition to bridging the domains of HRM and innovation.

Since they encourage innovation, employees who are engaged may have a positive impact on organisations. Highly engaged employees are far more inclined to take the initiative, use their creativity, and provide fresh concepts. Better problem-solving, the creation of new goods or services, and improved

procedures can all result from this. Additionally, employees who are more engaged interact more effectively, which promotes a culture of cooperation and ongoing development. This innovative energy may offer organisations a competitive advantage in their industry, improve their flexibility in the face of change, and ultimately result in increased success all around.

8.2.5.2.3 Collectivistic and Individualistic Culture and Employee Engagement

Based on the findings of this research, when it comes to employee engagement, organisations may gain from both individualistic and collectivistic cultures in various ways. Strong interpersonal ties, teamwork, and mutual support are valued in collectivistic cultures, and these attributes help foster a more cohesive and cooperative workplace. Employee engagement may rise because of this, as there is a strong feeling of community and purpose. Conversely, a society that values individualism promotes self-reliance, independence, and acknowledging personal accomplishments. Employees may be motivated to achieve and be innovative since they are assured that their special contributions will be recognized and rewarded. Comprehending the effects of these cultural factors on an organisation that prioritizes individualism and collectivism may offer fascinating perspectives on maximising employee engagement tactics.

8.2.5.2.4 Techniques and Policies

Municipalities and other government organisations can create new techniques and policies. The municipalities can adopt internal electronic communication platforms to encourage continuous discussion and exchange of ideas. Invest in transparency by setting up regular town hall meetings and open forums where staff members can express their opinions and concerns. Recognise and reward Achievements by creating a well-balanced reward system that incorporates financial and non-financial rewards. Develop reward systems that publicly honour individual and team accomplishments.

Offer growth possibilities by providing programs for ongoing professional development that include workshops, training, and financial aid for schooling. Establish clear, achievable career advancement routes to inspire staff members to think innovatively and advance their abilities. Through team-building exercises and cooperative projects, cultivate an encouraging setting for work that upholds an inclusive and cooperative culture. Offer remote work choices and flexible work schedules to promote a work-life balance. Establish innovative performance-based rewards and prizes for innovative input. Promote innovation among employees by establishing innovation centres where staff members may test out novel concepts and cutting-edge tools. Host hackathons and invention competitions with prizes for the top entries.

8.3 Conclusions

The research project was successful in obtaining information that addressed its aim and objectives. This study analysed the modern financial and non-financial aspects of employee rewards in municipal organisations. The objectives of the study were to interrogate the key theories, constructs, and concepts of the financial and non-financial aspects of employees' rewards. To organize and carry out relevant literature and research settings and fill the research gap. To assess the hypothesis, incorporate scientific proof from secondary and primary sources alike. To evaluate and interpret the study results, highlight the study's contributions, and present a list of practical implications.

8.4 Recommendations

The recommendations of this study are built upon a rigorous critical rationalism and a thorough study of the relevant literature and original research data. The municipality takes ownership of meeting the needs of each employee by offering appropriate employee rewards and creating a motivational work environment with a balanced cultural background; employees, in the meantime, are responsible for making an important innovative impact on the success of the municipality. Employee

engagement solutions that incorporate employee needs have the potential to bridge the gap in employee engagement, motivation, and innovative performance.

8.4.1 Recommendation One: Financial Rewards on Employee Engagement

To motivate and engage employees, the municipality must ensure that it provides them with great financial rewards that are aligned with their needs. The municipalities should consider and practice equity when it comes to financial rewards. Inequity and internal equality issues for employees who stay with the municipality must be prioritised. All qualifying employees must be allowed to work overtime. The municipalities must create a reward system policy or standard operating documents, and when such policies are being developed, lower-level employees must be consulted and take part. The municipality must be inclusive and impartial in all employees' work-related issues. The municipalities must provide employees with adequate financial perks that will make employees happy and engaged in their jobs.

Employees should be provided with salary increments that are on par with the current economy. The municipality must pay its employees' salaries comparable to other places where they might work. The municipality must ensure that the salaries employees receive correspond with the employee's skills, knowledge, and abilities (SKA), job level, and other employees from other municipalities at the same level. The municipalities must prevent bias when it comes to performance bonuses. Managers should be trained to always be professional. The municipalities must create a procedure for employee rewards that is fair and impartial. Favouritism and political influence must be prevented from happening. The reward gap between management and non-management employees must be addressed effectively and efficiently. The municipalities must prioritise employees' happiness.

8.4.2 Recommendation Two: Non-Financial Rewards on Employee Engagement

The municipalities should provide a setting where employees can express novel ideas, try new things, and grow from mistakes without worrying about facing consequences. When innovation is promoted without concern for unfavourable outcomes, engagement flourishes. Give staff members the chance to collaborate on innovative initiatives across divisions. Engagement and creative thinking are improved by access to diverse viewpoints and knowledge bases. Reward employees who exhibit innovative ideas with the opportunity for leadership in pilot initiatives, non-financial rewards, or recognize them publicly.

This strengthens a culture that links innovation and involvement. Provide unambiguous growth pathways (such as challenging tasks and mentorship) to increase the impact of non-financial rewards. To meet the requirements of employees holistically, offer wellness initiatives, remote work choices, or schedule modifications. Give employees the freedom to choose how they are interested in approaching their work and the freedom to adjust their schedules to promote them. Being flexible fosters a sense of control and trust, both of which are essential for engagement.

8.4.3 Recommendation Three: Reward System and Rewards Management

Considering the results of the review of the literature, the researcher recommends that the municipalities change their reward system from traditional to modern total rewards that are attractive, competitive, flexible, and inclusive. The municipalities must communicate and allow employees to consult and participate in creating and managing a reward system and management. Rewards management objectives and plans must be communicated clearly, and there must always be transparency. The municipality must create its own comprehensive rewards system. The municipality must ensure that its rewards management system is in place and is handled efficiently and kept under control.

8.4.4 Recommendation Four: Cross-Cultural on Employee Engagement

The most well-known inventors appear to be the epitome of individuality at the same time, culture has a stronger influence on creativity than individualism, with people in collectivistic cultures believing they are more innovative than people in individualistic ones. In collectivistic societies, the most innovative work was produced by diverse individuals. Thus, the municipalities must balance the two cultures (individualism and collectivism) while embracing each. Municipalities need to recognise the unique personalities of the people who comprise them while ensuring that individualism is celebrated.

8.4.5 Recommendation Five: Employee Engagement on Employee Innovation

The municipalities must incorporate objectives or duties related to innovation into descriptions of positions and performance reviews. Engaged employees are inclined to offer novel ideas when innovation is accepted and encouraged within the work environment. Establish transparent, organised acknowledgment systems that honour both individual and group achievements. To encourage participation and reinforce desired actions, recognition must be prompt, targeted, and connected with organisational values. To find areas where assets or assistance are lacking, regularly evaluate how staff members view innovation potential in engagement polls. To promote a culture that values taking risks, reward staff for their exploratory work as well as successful inventions.

8.4.6 Recommendation Six: Innovation Measurement

For the government to successfully measure innovation, it is essential to provide an appropriate method or tool for assessing trends and activities that have to do with service innovation, service delivery innovation, organisational or administrative innovation, philosophical innovation, policy innovation, and systemic innovation.

8.5 Areas for Further Research

This study suggests that future research should concentrate on the impact of employee rewards on organisational innovation. A comparative study can be done on the rewards received by management and the rewards received by low-level management employees. Since this study was done at the local government, another study can be done at the SOEs, provincial level, and/or national level. There is a dearth of research on the implementation of a modern total rewards system; thus, new empirical knowledge is needed to expand the knowledge and fill the research gap.

Novel research endeavours may scrutinize certain tactics for fostering engagement, including offering avenues for career advancement, endorsing a cooperative atmosphere, or acknowledging and compensating innovative undertakings. Learn about the ways that engagement levels affect originality and innovative thinking to pique interest in the complex link that exists between employee satisfaction and the production of ground-breaking concepts. Studying how cultural orientations affect virtual team dynamics and the efficacy of remote work.

To find cultural quirks, compare the reward-engagement and innovation dynamics of various nations. Analyse the long-term effects of reward systems that change and sustain engagement on innovation. Study the effects of virtual work and digital incentives (such as gamification and virtual rewards) on creativity and engagement. Future research should look at whether certain reward systems (such as individual versus team-based recognition) work better in cultures with high levels of individualism and include direct testing for moderation. This would provide more useful information for adjusting reward structures in a variety of organizational contexts based on cultural orientations. Assess the relationship between total rewards and collectivist culture and evaluate how it affects innovation outcomes. Qualitative research could also investigate the reasons behind the lack of widespread adoption of collectivist ideas, including leadership styles, organisational history, and generational changes.

8.6 Conclusion

This chapter analysed the modern financial and non-financial aspects of employees' rewards between municipal organisations. Concerning the objectives of the research, a quick analysis and main findings of the data from chapters one, two, three, four, five, six, and seven were provided in this chapter. The study's findings indicate that municipalities are not meeting the demands of their employees with financial and non-financial rewards, resulting in employees being disengaged due to a negative culture and being less innovative.

In addition to summarising the study's contributions and offering potential recommendations based on the results to improve employee benefits in the municipalities under investigation and throughout South Africa this chapter presented the findings from the study (findings from the literature review, findings from the mixed methods), the study's contributions, and potential recommendations based on its results to enhance employee benefits in the municipalities under investigation and in South Africa overall. Finally, it provided areas for further research.

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APPENDICES

Appendix A: Request Letter to Conduct Study Regent Business School

14/02/2024

Dear Sir/Madam,

Re: Permission to conduct research.

My name is Dickson Mdhlalose, student number: 12200511. I am studying for a Doctor of Business Administration (DBA) at Regent Business School. I am seeking permission to do research at your organisation.

I am researching the analysis of the modern financial and non-financial aspects of employees' rewards. This study aims to determine the impact of the financial and non-financial aspects of employee rewards in local government municipalities and to elicit the experiences of the employees about the current financial and non-financial rewards practices in use on employee engagement and the influence of individualistic and collectivistic culture on employee innovation at the municipality.

The research will entail collecting data from the employees employed by the municipality. Thus, I request permission to get access to the employees. The information you submit would be invaluable to the success of this study. I certify that all data is collected for academic reasons and analysed anonymously with university authorization. No damage will result from the information you supply to responders.

Dickson Mdhlalose

Researcher

Regent Business School

Cell No: +2783 238 2447

e-mail address: dsskosana@gmail.com

Appendix B: Letter of Permission to conduct study Nkangala District Municipality



NKANGALA DISTRICT MUNICIPALITY

☎ 013-249-2000
✉ 437 or 2032
Middelburg 1050
www.nkangaladm.gov.za

📍 2A Walter Sisulu Street
Middelburg 1050
✉ records@nkangaladm.gov.za

My Ref.:
Your Ref.: (ML MAHLANGU /NDM)

15 April 2024

Mr. Dickson Mdhlalose

E-mail: dsskosana@gmail.com

Dear Sir,

RE: APPROVAL OF YOUR REQUEST TO CONDUCT RESEARCH AT OR AGAINST NKANGALA DISTRICT MUNICIPALITY FOR YOUR PHD STUDY PURPOSES

1. The above matter refers.
2. Your application to conduct a study at and/or against Nkangala District Municipality for purposes of completing your Doctor of Business Administration (DBA) Degree is hereby approved.
3. Please note that you will be required to sign a confidentiality and non-disclosure agreement as a condition to this approval.
4. Kindly liaise with our Skills Development Facilitator, HB Nkosi through NkosiHB@nkangaladm.gov.za and/or (013) 249 2074 for distribution of the written survey to our employees.
5. We wish you well in your studies and we thank you for choosing Nkangala District Municipality.

Kind regards,


ML MAHLANGU
GM CORPORATE SERVICES

Vision: Improved quality of life for all

Appendix C: Nkangala District Indemnity Agreement



INDEMNITY AGREEMENT

NKANGALA DISTRICT MUNICIPALITY
(Hereinafter referred to as "The Municipality")

AND

NAMES: DICKSON MDHLALOSE

ID.NO: 890218 5188 08 2

(Hereinafter referred to as "The Student")

D.S Page 1 of 3

1. PREAMBLE

WHEREAS: The Student has been enrolled with **Regent Business School for Doctor of Business Administration;**

And Whereas, the Student intends to conduct a research study using Nkangala District Municipality as part of her research on the impact of career development opportunities on job satisfaction, in order to fulfil the requirements of his **Doctor of Business Administration qualification;**

AND WHEREAS: Nkangala District Municipality intends on giving permission to the Student to collect data from Employees of Nkangala District to conduct the said research study.

In consideration of the abovementioned, the PARTIES agree to enter into an agreement and hereby agree as follows:

1. INDEMNITY CLAUSE

- 1.1. The Student agrees to irrevocably indemnify and hold harmless Nkangala District Municipality against all and any actions, suits, proceedings, claims, demands, costs and expenses of whatsoever nature and howsoever incurred which may be taken or made against the Municipality or be incurred or become payable by the Municipality arising out of her participation and/or conducting of the research study.
- 1.2. The Student freely and voluntarily agrees to indemnify and hold the Municipality, and all of the officials, officers, agents and employees harmless from any liability whatsoever from any and all claims, demands, actions or causes of action arising from the collection of data.

2. POPIA

- 2.1. The Student agrees that, in conducting her research and collecting Data, she will comply with the Protection of Personal Information Act 4 of 2013(POPIA) Act and regulations and shall process all the information collected, employees' data, and/or personal data in respect of her research in accordance with the said Act and regulations.
- 2.2. The Student agrees that the information or data collected from the Municipality shall be deemed to be private, confidential and as personal

D.S

Page 2 of 3

information and shall be solely used for the research purposes and may not be used in the public domain unless the Parties consent in writing.

3. AGREEMENT

- 3.1. The Student agrees that this agreement may be treated as a defence to any action or proceeding that may be brought, instituted or taken by anyone against the Indemnified Party, its officers, employees, and agents as a result of the activity as described herein.
- 3.2. The Student agrees that she has read this agreement and understands all of its terms, and enters same voluntarily and with full knowledge of its significance.
- 3.3. The Student hereby confirms that she fully appreciates any risks that may arise during her research and that she voluntarily accepts such risks.
- 3.4. This Agreement and any rights, duties and obligations as between the parties to this Agreement shall be governed by and interpreted solely in accordance with the laws of the South Africa and no other jurisdiction; and
- 3.5. Any litigation involving the parties to this Agreement shall be brought solely within the laws of the South Africa and shall be within the exclusive jurisdiction of Middelburg Regional or High Court.

DATED at Nkangala District Municipality..... this 24.... day of April.....2024.

(SIGNATURE) In my capacity as the Municipal
Manager of Nkangala District Municipality

Date:

Place:

D.S Mdhlalose

MR DICKSON MDHLALOSE

Date: 24 April 2024

Place: eMalahleni, Hlalanikahle Phase 4, 4418, 1039

Appendix D: Letter of Permission to Conduct Study City of Johannesburg Metropolitan Municipality



City of Johannesburg
Department of Corporate & Shared Services
Office of the Group Head: Group Human Capital Management

6th Floor, B-Block
Metropolitan Centre
158 Civic Boulevard
Braamfontein

PO Box 1049
Johannesburg
South Africa
2000

Tel: +27(0) 11 407 8826
Fax: +27(0) 11 339 1878
www.joburg.org.za

28 June 2024
Dickson Mdhloso
Student No: 12200511
Doctor of Business Administration
Regent Business School

Ref: Permission to conduct research study

This letter serves to acknowledge receiving the letter requesting permission to conduct research in the City of Johannesburg under the title: **"THE ANALYSIS OF THE MODERN FINANCIAL AND NON-FINANCIAL ASPECTS OF EMPLOYEES 'REWARDS'"**. I am aware that the study entails the collection of information from the City, city officials and participants from communities through semi-structured interviews, questionnaires, observation participation and other fora of the city.

The research study is promoted by the City of Johannesburg because it helps both students and practitioners to gain an understanding of the sociology of the City, as it evolves and contributes towards the building of developmental local government.

I, Tersia Johanna Groenewald, as delegated authority of the City of Johannesburg Municipality (the City), hereby give permission to the primary researcher, Dickson Mdhloso, the following:

To collect and publish information about the City is publicly not available, for the research project titled: **"THE ANALYSIS OF THE MODERN FINANCIAL AND NON-FINANCIAL ASPECTS OF EMPLOYEES 'REWARDS'"**.

- This authorisation is based on mutual understanding that the City's name can be revealed in her/his project; and
- The researcher contacts the relevant department for arrangements pertaining to the research; and
- The information provided by the employees or any other means (such as company's archived documents or reports) of the City is purely for academic purposes and cannot be used for any other purpose.

Please note that on completion of the study, a copy of the research report should be submitted to the City of Johannesburg in honour of your commitment.

I urge you to present this letter of permission whenever you come across officials and participants in the research study. I thank you for choosing the City of Johannesburg to conduct the study.

Kind Regards

A handwritten signature in black ink, appearing to read "Dithope".

Dithope Ntšodi (on behalf of Tersia Groenewald)
Officer: Human Resource Development
Tel: (011) 407- 7172
Email: dithopen@joburg.org.za

Appendix E: Interview Questions

Student Name: Mr Dickson Mdhlalose

Degree: Doctor of Business Administration (DBA) Degree Candidate

Label of the study: The analysis of the modern financial and non-financial aspects of employees 'rewards

Student number: 12200511

Interview Feedback Form

- Please complete ALL questions as best you can.
- Base your responses on your own experiences.
- All individual replies will be kept anonymous and private.
- The answers provided will only be utilized for scholarly research.
- Please either a cross (X) or a checkmark (√) in the appropriate area.

Section A: Demographic Particulars

What is your age?

20-29		40-49	
30-39		50-59	
60 years and above			

What is your gender?

Male		Female	

How many years of experience do you have?

0-5		11-15	
6-10		16+	

How many years of experience do you have in your current position?

0-5		11-15	
6-10		16+	

What is your highest qualification?

Below Matric		Undergraduate Degree	
Matric		Honours	
Certificate		Masters	
Diploma		Doctorate	

Current Position

Manager		Non-manager/administration	

Section B: Interview Questions

Theme 1: Reward System and Rewards Management

This section asks about the rewards system and management in your organisation. Please carefully consider each question.

- Does the organisation have a total reward system and what does it entail? Please explain.

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- Is the reward system of the organisation traditional or modern? Please explain.

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- Are the organisation's reward management objectives and plans communicated clearly and transparently to employees? Please explain.

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- Does the organisation implement a comprehensive reward system and what procedure does it follow? Please explain.

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- Are the organisation's reward management systems in place to guarantee that reward operations are efficiently handled and that expenses are controlled? Please explain.

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Theme 2: Individualistic and collectivistic culture

This section asks about individualistic and collectivistic cultures in your organisation. Please carefully consider each question.

- Does the organisation promote the needs of each employee over the organisation? Please explain.

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- Does the organisation enable employees to feel that doing their best would help them achieve their work goals, making them more efficient and effective? Please explain.

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- In the organisation, are employees encouraged to accept the group's ideals, perspectives, and motives, and are thus discouraged from communicating their values, beliefs, and objectives? Please explain.

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- Are decisions in the organisation handled collaboratively and by common ground? Please explain.

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- Is the organisation focused on the significance of teamwork or organisational objectives and needs? Please explain.

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Theme 3: Impact of Modern Extrinsic Rewards on Employee Engagement

This section asks about the impact of employee rewards on employee engagement in your organisation. Please carefully consider each question.

- What are the modern financial rewards (for example: salary increase, overtime, commission, bonuses) that the organisation offers you? Please explain.

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- Are the financial rewards motivating you and improving your engagement in the work environment? Please explain.

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- Does your organisation handle financial rewards the same way for all employees? Please explain.

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- Are you satisfied with the organisation's normal and systematic financial policies regarding increments and other financial benefits? Please explain.

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- Are you happy with the financial perks that you receive from the organisation, such as commissions, bonuses, overtime pay, medical benefits, and salary increases? Please explain.

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- Do you think your salary is comparable to that of other places you might work? Please explain.

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- Do you think that your pay corresponds with your efforts and achievements at work? Please explain.

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- Do you think that the business's bonus programmes are reasonable? Please explain.

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- Do the organisation's decision-making procedures for pay and benefits appear impartial and fair?

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- What makes you happy about your current employment status?

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Thank you for your time and co-operation.

Appendix F: Survey Questionnaire

Student Name: Mr Dickson Mdhlalose

Degree: Doctor of Business Administration (DBA) Degree

Label of the study: The analysis of the modern financial and non-financial aspects of employees 'rewards

Student number: 12200511

Survey Questionnaire

Over-all Instructions

- No need to provide your name.
- In all instances where response alternatives are presented, please cross (X) or check (√) the appropriate box.
- For scaled questions, please indicate your preferred degree of agreement by crossing (X) or checking (√).

Questionnaire Instructions:

- Please complete ALL questions as best you can. The survey should not take more than fifteen minutes to complete. There are no correct or incorrect replies.
- Base your responses on your own experiences.
- Carefully read the instructions provided.
- Demographic data is used for statistical analysis.
- All individual replies will be kept anonymous and private.
- The questionnaire's whole collection of data will only be utilized for scholarly research.

Section A: Demographic Particulars

Please either a cross (X) or a checkmark (√) in the appropriate area.

What is your age?

20-29		40-49	
30-39		50-59	
60 years and above			

What is your gender?

Male		Female	

How many years of experience do you have?

0-5		11-15	
6-10		16+	

How many years of experience do you have in your current position?

0-5		11-15	
6-10		16+	

What is your highest qualification?

Below Matric		Undergraduate Degree	
Matric		Honours	
Certificate		Masters	
Diploma		Doctorate	

Current Position

Manager		Non-manager/administration	

Section B: Intrinsic rewards (Mugizi *et al.*, 2020)

This section of the survey asks about intrinsic rewards towards employee engagement. Please carefully consider each statement and determine whether you have ever felt this way towards your work and organisation.

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	My personal growth in terms of skills is satisfactory					
2.	I find my job in this organisation to be fun					
3.	In this organisation, I am given due recognition because of my contribution					
4.	My career advancement is satisfactory					
5.	My job in the organisation is pleasant to do					
6.	My work in this organisation is challenging					
7.	My achievements give me satisfaction					

Section C: Utrecht Work and Well-being Survey (UWES) (Schaufeli & Bakke, 2003)

This section of the survey asks about your feelings about your job. Please carefully consider each statement and determine whether you have ever felt this way towards your work.

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	At my work, I feel bursting with energy					
2.	I find the work that I do full of meaning and purpose					
3.	Time flies when I am working					
4.	At my job, I feel strong and vigorous					
5.	I am enthusiastic about my job					
6.	When I am working, I forget everything else around me					
7.	My job inspires me					
8.	When I get up in the morning, I feel like going to work					
9.	I feel happy when I am working intensely					
10.	I am proud of the work that I do					
11.	I am immersed in my work					

12.	I can continue working for very long periods at a time					
13.	To me, my job is challenging					
14.	I get carried away when I am working					
15.	At my job, I am very resilient, mentally					
16.	It is difficult to detach myself from my job					
17.	At my work I always persevere, even when things do not go well					

Section D: Employee engagement in innovation (Arshi & Rao, 2019)

This section of the survey asks about employee engagement in innovation on your job. Please carefully consider each statement and determine whether you have ever felt this way towards your work.

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	There are no pressures to meet deadlines in my organisation					
2.	My organisation provides me with flexible work timings					
3.	My organisation is empathetic towards my personal life					
4.	My identity and values are well aligned with my organisation					
5.	My organisation provides me with opportunities for learning and development					
6.	There are opportunities to engage with outside forums					
7.	There are clear career paths and succession planning in my organisation					
8.	There are adequate resources dedicated to career development					

9.	My organisation provides me with opportunities to work in cross-functional teams					
10.	Diversity of ideas is respected in a teamwork setting					
11.	In a team setting, there is collective decision-making and responsibility					
12.	In a team setting there are clear team goals, learning commitment, communication, and accountability					
13.	My organisation provides me the freedom to choose how tasks can be completed					
14.	My organisation provides me with the freedom to make decisions					
15.	My organisation protects me against negative task outcomes					
16.	My organisation encourages higher levels of job involvement					
17.	Jobs designed by my organisation have an adequate level of rigour					

18.	My job provides me the opportunities to utilise my skills effectively					
19.	My job has clear specifications					
20.	My job is meaningful and provides me with a sense of satisfaction					
21.	My supervisor motivates me to achieve my goals					
22.	My supervisor provides me with the required support to achieve my goals					
23.	My contributions are valued by my supervisor					
24.	I feel that I am heard and cared for by my supervisor					
25.	There are clear reward and recognition systems in my organisation					
26.	Ideas are recognised and rewarded in my organisation					
27.	There is an adequate level of support given by the leaders to achieve my goals					
28.	Leaders communicate their vision of change and development					

Section E: Innovation Measurement (Arshi & Rao, 2019)

This section of the survey asks about your innovation in your organisation.
Please carefully consider each statement and determine the relevant answer.

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	My organisation has launched radically new products/services in the last two years					
2.	My organisation has created new market segments in the last two years					
3.	My organisation has reshaped customer behaviour in the last two years					
4.	My organisation has substantially impacted competition in the last two years					
5.	My organisation has made improvements to existing products and services in the last two years					
6.	My organisation takes feedback for improvement from customers and suppliers					

7.	My organisation has penetrated the existing markets with modified products and services in the last two years					
8.	My organisation has improved its existing processes in the last two years					

Section F: Individualistic and Collectivistic Culture Measurement

(Triandis & Gelfand, 1998)

This section of the survey asks about individualistic and collectivistic cultures in your organisation. Please carefully consider each statement and determine which applies to you.

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	HORIZONTAL INDIVIDUALISM					
1.	I would rather depend on myself than others					
2.	I rely on myself most of the time, I rarely rely on others					
3.	I often do my own thing					
4.	My identity, independent of others, is very important to me					
	VERTICAL INDIVIDUALISM					
1.	I need to do my job better than the others					
2.	Winning is everything					
3.	Competition is the law of nature					
4.	When another person does better than I do, I get tense and aroused					

	HORIZONTAL COLLECTIVISM					
1.	If a co-employee gets a prize, I will feel proud					
2.	The well-being of my co-employees is important to me					
3.	To me, pleasure is spending time with others					
4.	I feel good when I cooperate with others					
	VERTICAL COLLECTIVISM					
1.	Parents and children must stay together as much as possible					
2.	I must take care of my family, even when I must sacrifice what I want					
3.	Family members should stick together, no matter what sacrifices are required					
4.	It is important to me that I respect the decisions made by my groups					

Thank you for your time and co-operation.

Appendix G: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My personal growth in terms of skills is satisfactory	278	1	5	2.31	1.243
I find my job in this organization to be fun	278	1	5	2.53	1.282
In this organization, I am given due recognition because of my contribution	278	1	5	2.68	1.371
My career advancement is satisfactory	278	1	5	2.51	1.318
My job in the organization is pleasant to do	278	1	5	2.36	1.269
My work in this organization is challenging	278	1	5	2.63	1.345
My achievements give me satisfaction	278	1	5	2.40	1.317
At my work, I feel bursting with energy	277	1	5	2.42	1.109
I find the work that I do full of meaning and purpose	278	1	5	2.16	1.126
Time flies when I'm working	278	1	5	2.26	1.186
At my job, I feel strong and vigorous	278	1	5	2.44	1.163
I am enthusiastic about my job	278	1	5	2.31	1.173

When I am working, I forget everything else around me	278	1	5	2.52	1.158
My job inspires me	278	1	5	2.31	1.140
When I get up in the morning, I feel like going to work	278	1	5	2.52	1.222
I feel happy when I am working intensely	278	1	5	2.36	1.159
I am proud of the work that I do	278	1	5	2.22	1.092
I am immersed in my work	278	1	5	2.31	1.049
I can continue working for very long periods at a time	278	1	5	2.38	1.123
To me, my job is challenging	278	1	5	2.58	1.202
I get carried away when I'm working	278	1	5	2.51	1.183
At my job, I am very resilient, mentally	278	1	5	2.22	1.050
It is difficult to detach myself from my job	278	1	5	2.62	1.219
At my work I always persevere, even when things do not go well	278	1	5	2.19	1.120
There are no pressures to meet deadlines in my organisation	278	1	5	3.84	1.180
My organisation provides me with flexible work timings	278	1	5	3.59	1.191

My organisation is empathetic towards my personal life	278	1	5	3.50	1.130
My identity and values are well aligned with my organisation	278	1	5	3.26	1.213
My organisation provides me with opportunities for learning and development	278	1	5	2.84	1.321
There are opportunities to engage with outside forums	278	1	5	3.09	1.237
There are clear career paths and succession planning in my organisation	278	1	5	3.42	1.210
There are adequate resources dedicated to career development	278	1	5	3.40	1.218
My organisation provides me with opportunities to work in cross-functional teams	278	1	5	3.48	1.201
Diversity of ideas is respected in a teamwork setting	278	1	5	3.46	1.212
In a team setting, there is collective decision-making and responsibility	278	1	5	3.38	1.254

In a team setting there are clear team goals, learning commitment, communication, and accountability	278	1	5	3.24	1.281
My organisation provides me the freedom to choose how tasks can be completed	278	1	5	3.56	1.190
My organisation provides me with the freedom to make decisions	278	1	5	3.78	1.231
My organisation protects me against negative task outcomes	278	1	5	3.58	1.124
My organisation encourages higher levels of job involvement	278	1	5	3.26	1.191
Jobs designed by my organisation have an adequate level of rigour	278	1	5	3.35	1.167
My job provides me the opportunities to utilise my skills effectively	278	1	5	3.27	1.238
My job has clear specifications	278	1	5	3.03	1.294
My job is meaningful and provides me with a sense of satisfaction	278	1	5	3.05	1.193
My supervisor motivates me to achieve my goals	278	1	5	3.03	1.261

My supervisor provides me with the required support to achieve my goals	278	1	5	3.12	1.313
My contributions are valued by my supervisor	278	1	5	3.15	1.342
I feel that I am heard and cared for by my supervisor	278	1	5	3.26	1.310
There are clear reward and recognition systems in my organisation	278	1	5	3.40	1.261
Ideas are recognised and rewarded in my organisation	278	1	5	3.73	1.302
There is an adequate level of support given by the leaders to achieve my goals	278	1	5	3.54	1.326
Leaders communicate their vision of change and development	278	1	5	3.36	1.261
My organisation has launched radically new products/services in the last two years	278	1	5	3.29	1.236
My organisation has created new market segments in the last two years	278	1	5	3.32	1.170
My organisation has reshaped customer behaviour in the last two years	278	1	5	3.28	1.204

My organisation has substantially impacted competition in the last two years	278	1	5	3.33	1.252
My organisation has made improvements to existing products and services in the last two years	278	1	5	3.20	1.184
My organisation takes feedback for improvement from customers and suppliers	278	1	5	3.30	1.200
My organisation has penetrated the existing markets with modified products and services in the last two years	278	1	5	3.45	1.157
My organisation has improved its existing processes in the last two years	278	1	5	3.13	1.223
I would rather depend on myself than others	278	1	5	2.81	1.253
I rely on myself most of the time, I rarely rely on others	278	1	5	2.81	1.229
I often do my own thing	278	1	5	3.18	1.202
My identity, independent of others, is very important to me	278	1	5	2.91	1.199
I need to do my job better than the others	278	1	5	2.86	1.259
Winning is everything	278	1	5	2.90	1.258

Competition is the law of nature	278	1	5	3.05	1.235
When another person does better than I do, I get tense and aroused	278	1	5	3.23	1.274
If a co-employee gets a prize, I will feel proud	278	1	5	1.90	.867
The well-being of my co-employees is important to me	278	1	5	1.79	.699
To me, pleasure is spending time with others	278	1	5	1.91	.851
I feel good when I cooperate with others	278	1	5	1.75	.659
Parents and children must stay together as much as possible	278	1	5	1.74	.694
I must take care of my family, even when I must sacrifice what I want	278	1	5	1.76	.687
Family members should stick together, no matter what sacrifices are required	278	1	5	1.88	.928
It is important to me that I respect the decisions made by my groups	278	1	5	1.65	.673
Valid N (listwise)	277				

Appendix H: Ethical Clearance Form

 REGENT BUSINESS SCHOOL ACADEMIA CREDITA INTERPRETES	QUALITY MANAGEMENT SYSTEM SUPPORT DOCUMENT DBA ETHICAL APPROVAL LETTER	Approved by:	Portfolio Dean: Research
		Developed by:	Research Hub
		Document number:	SD 109
		Revision number:	01
		Release Date:	26.11.2024

Date	01 September 2025
Ethical Clearance Number	RBSHREC2025/470
Student Name	Dickson Scotch Mdhloose
Student Number	12200511

Re: Application to conduct research in partial fulfilment of degree – Doctor of Business Administration (DBA)

Dear Student

I hereby inform you of the outcome following ethics application to conduct research titled:

The analysis of the modern financial and non-financial aspects of employees' rewards.

Following review by the RBSHREC on the 27-08-2025, the above study has been:

Approved	✓
Date of Approval	27 August 2025

This approval is valid for a period of **three years (3)** from the date of approval. An annual progress report must be submitted for ongoing monitoring of the project.

Students are required to renew this application should this period lapse, at least one (1) month prior to the end of approval date.

We wish you all the best in your research and look forward to hearing of the study findings.

Signed: RBSHREC Acting Chair	Name	Date
	Munirah Osman	01 September 2025

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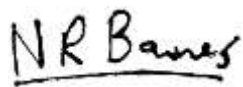
Appendix I: Letter of Language Quality

N R Barnes,
20 Ridge Royal,
South Rand Road,
Linmeyer.
neilbarn@telkomsa.net
011-352609/0715036939

To whom it may concern,

This is to certify that I have language edited the thesis of Dickson Scotch Mdhlalose, 'The analysis of the modern financial and non-financial aspects of employees 'rewards'. The thesis is submitted in partial fulfilment for the Doctor of Business Administration in the Department of Business Studies, Regent Business School. The document is suitable for submission provided that the changes are maintained which I have made.

N R Barnes

A handwritten signature in black ink that reads "NR Barnes". The signature is written in a cursive style with a horizontal line underneath the name.

Member Professional Editors Guild,

PhD Psychology (Unisa, 1990)

Appendix J: List of Published Academic Work

Available in Google Scholar



- Fakude, Z. and Mdhlalose, D. (2021). Managing Perceptions of Teachers to Changes in Grade 9 Economic and Management Sciences Curriculum, Mpumalanga Province, South Africa. *Asian Journal of Education and Social Studies*, 24(2), 13-27. <https://doi.org/10.9734/ajess/2021/v24i230573>
- Mashilo, S. and Mdhlalose, D.S. (2025). Challenges and impacts of the absence of public libraries in rural South Africa. *Pustaka Karya : Jurnal Ilmiah Ilmu Perpustakaan Dan Informasi*, 13(1), 1-16. <https://doi.org/10.18592/pk.v13i1.15736>
- Mdhlalose, D. (2020). An Evaluation of the Impact of Training and Development on Organisational Performance: A Case Study of the Gauteng Provincial Department of Economic Development. *Journal of Human Resource and Sustainability Studies*, 08(01), 48-74. <https://doi.org/10.4236/jhrss.2020.81004>
- Mdhlalose, D. (2022). An analysis of the impact of the environment on the transfer of training in the workplace: A systematic review. *International journal of research in business and social science*, 11(10), 55-62. <https://doi.org/10.20525/ijrbs.v11i10.2168>
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- Mdhlalose, D. (2023). The systematic review of effective performance management systems in organizations. *Jurnal Aplikasi Manajemen*, 21(2), 1-12. <https://doi.org/10.21776/ub.jam.2023.021.02.04>
- Mdhlalose, D. (2024). An Examination of Employee Rewards and Work Environment on Employee Creativity and Innovation. *SEISENSE Journal of Management*, 7(1), 21-34. <https://doi.org/10.33215/rewfe541>
- Mdhlalose, D. (2024). The Analysis of Financial Rewards on Employee Engagement in the Public Sector: Cross-Cultural as a Moderating Variables. *International Journal of Business, Law, and Education*, 5(2), 2506-2519. <https://doi.org/10.56442/ijble.v5i2.865>
- Mdhlalose, D. (2024). The Applicability of Contemporary, Classical Motivational Theories and Managerial Methods in Non-Western Countries. *International Journal of Management, Accounting and Economics*, 11(5), 611-638. <https://doi:10.5281/zenodo.11351766>
- Mdhlalose, D. (2024). The Efficacy of Virtual Physical Education and Its Contribution to Raising Learners' Interest and Engagement Levels. *Physical Education and Sports: Studies and Research*, 3(2), 96-115. <https://doi:10.56003/pessr.v3i2.364>
- Mdhlalose, D. (2025). The Analysis of the Criticality of Data Integrity in Human Resources Information Systems. *Advanced Research in*

- Economics and Business Strategy Journal*, 6(1), 237-252.
<https://doi.org/10.52919/arebus.v6i1.85>
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<https://journals.iub.edu.pk/index.php/jimp/article/view/2927>
- Mlambo, G. and Mdhlalose, D. (2023). The role of the basic education system in promoting entrepreneurship skills. *EDUCATIO: Journal of Education*, 8(1), 20-34.
<https://doi.org/10.29138/educatio.v8i1.1097>
- Ramaphakela, J. and Mdhlalose, D. (2021). Examination of the Creation of a Positive Culture of Teaching and Learning through Classroom Management. *Trends Journal of Sciences Research*, 1(1), 32-40.
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