

**DEMOGRAPHIC ANALYSIS OF REWARD PREFERENCES WITHIN
THE SOCIAL SECURITY COMMISSION IN NAMIBIA**

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(KSTELS001)

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of the degree of Master of Philosophy in People Management

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ABSTRACT

Workplace demographics and a shortage of skills have obligated organisations to recognize rewards influence the retention of skilled employees, as homogenous retention policies are no longer suitable (Pregolato, 2010). The goal of this study is to generate an understanding of the total rewards that the employees of the Social Security Commission (referred to hereunder as SSC) deem important for their retention and motivation or employee engagement, as well as to find the ideal mix and the preferred value of rewards that preserve employees from numerous demographic groups, in the context of the SSC – referring specially race, gender, age groups and education levels. In order to endure the battle for talent, it is essential to recognize the rewards that employees prefer employees. This is particularly appropriate in Namibia where the demographics of the workplace is evolving and distinguished retention schemes are desirable to retain employees from various groups (Pregolato, 2010).

A quantitative research design using a descriptive approach was adopted. Convenience sampling was utilised for the online survey whereby it was distributed to all employees of the SSC. The study revealed that SSC workforce is composed of majority of females of Generation Y and black people, with a diploma occupying non-managerial positions, with 1-11 years of experience in SSC.

Overall, within the six reward categories regardless of demographics, the most preferred remuneration options are leadership management development programmes, promotions in present business unit, base salary directed at the higher end of the market and retention bonus, employer that pays 100% to total retirement fund of employees including the maximum medical aid coverage, short-term incentives connected to their performance including shares or stock options (Pregolato, 2010). Gaining knowledge in this regard will direct the SSC in drafting and amending well-informed and science-based reward strategies and policies. No account of literature exists which classifies the preferred reward combination and the number of rewards that retain employees (Pregolato, 2010). The current study identified the ideal mix of total rewards that retain skilled workers as well as employees from diverse age groups, gender and race.

Keywords: benefits, motivation, recognition, remuneration, retention, rewards.

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ACRONYMS AND ABBREVIATIONS

EE	Employment Equity
HR	Human Resources
SPSS	Statistical Packages for Social Science
SSC	Social Security Commission
US	United States of America

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

The sphere of work is in constant instability and the type of associations between skilled workers and their owners has noticeably transformed, resulting in changes to the types of rewards employees' desire. The kind of reward choices in the Namibian industry-specific environment is not sufficiently understood. This study draws on Pregolato's (2010) research that studied demographic preferences centring on ways in which reward components should be categorised and prescribed to enhance retention within the Social Security Commission (SSC). Pregolato (2010) conducted research on total reward components under five wide-ranging categories and clustered payments into the following: remuneration, benefits, work-life balance, recognition and performance, development and career prospects (Pregolato, 2010). These categories are defined as: (1) Remuneration: as cash given to an employee by an employer for their labour (Pregolato, 2010); (2) Benefits: are measures that an organisation uses to supplement the cash an employee is given (these are not performance linked) (Pregolato, 2010); (3) Work-life balance: organisational, practices, procedures, policies and arising from an organisation's philosophy that reinforces their efforts to support an employee to be effective both within and outside the workplace (Pregolato, 2010); (4) Performance and recognition: this refers to the alignment and assessment of the company wide, team and individual strategies towards the achievement of organisational goals. Recognition focuses mainly on employee's work deliverables; (5) Development and career advancement opportunities refers to learning experiences intended to enhance employee skills and competencies. Career opportunities involve strategies to help employees realise their career goals (Bussin, Nicholls, & Nienaber, 2017).

The industrial world has progressively become more wide-reaching in that mobility across borders means that there is competition not just within a country, but worldwide. Knowledge and skills shortage and globalisation are driving competition in the markets for qualified and skilled employees. Given the increased competition for talents, the importance of the employee retention efforts has risen (Schlechter, Thompson, & Bussin, 2015).

Increasingly, employers are realising that essential assets of current business enterprises are not permanent structures and investments, but intellect, abilities, skills and knowledge of its

personnel who need to be retained (Nienaber, Bussin, & Henn, 2011). Organisations should drive and implement retention schemes aiming at attaining suitably capable employees (Smit, Stanz, & Bussin, 2015). It has also been argued that an organisation's capacity to attract, motivate and retain talent will be the fundamental indicator of its financial performance and resilience (WorldatWork, 2010). It is, therefore, vital for employers to recognise the importance of the employees and be able to address their need for rewards and entice them to stay within the organisation as long as possible.

When organisations arrange their reward systems according to employee preference, employees tend to perform well to achieve the organisations' objectives as well as their own. Research has noted that rewards contribute considerably in shaping employees' attitudes and opinions of work (Bussin & Wernardt, 2015). Since the reward indicates everything that is significant to an employee, as they are less likely to be driven by rewards that are not aligned with their desires. Traditionally, the major consideration of reward was compensating employees solely on monetary basis (e.g., a basic salary). However, an all-inclusive methodology towards rewards management is currently required (Snelgar, Renard, & Venter, 2013). Pay is the easiest way to imitate and reward employees and for this, organisations are discovering different ways of differentiate them from their competitors. Offering a broader scope of non-financial rewards is one such tactics being used by organisations to set themselves apart in attracting and retaining the best talent (Schlechter et al., 2015).

WorldatWork (2010) conducted research on how workforces in diverse life stages prefer and rank their rewards. This study assumes that the relative ranking of reward elements (compensation, development and career prospects, benefits, work-life, performance and recognition) are impacted by an each employee's life stage, including work experience, parental status, age and other employee specific demographics. The inference is that organisations that understand their employees' life stages and reward inclinations can start to design a more tailored and preferred rewards package, in turn increasing the probability of not losing employees and reducing turnover and decrease recruitment expenditure (WorldatWork, 2003). It is highly probable that the complete cost of labour turnover spans from 90% to 200% of the current employee's salary (Schlechter, Syce, & Bussin, 2016). Schlechter et al. (2016) established factors that contribute to employee turnover can be put into three broad categories, namely, (1) Employee demographics; (2) Present job conditions; and (3) Organisation and the external environment (Schlechter, Syce, & Bussin, 2016).

Employee demographics has been included in many models as the main forecaster of turnover, however, a small number of readings have noted the demographic-turnover relationship in seclusion. It is therefore imperative to recognize predictive variables of turnover in order to successfully design reward plans that will preserve employees (George, 2010).

Talent attraction and retention are important factors that are integrated as part of the broader concepts of talent management (Schlechter et al., 2015). All factors continue to be central priorities for Human Resources specialists (Nienaber et al., 2011). Talent attraction has been explored on the foundation of a contractual agreement among employers and employees as a means of which an employee is interested in their employer (Gungor, 2014). Remuneration has been found to drive employee retention, job satisfaction and staff commitment to organisations. Snelgar et al. (2013) found that market related salaries and benefits has repeatedly remained as ways of appealing to and retaining employees. With regard to employee retention, it is also established that not enough reward is frequently the major cause of labour turnover. They also found that employees leave employers where they are offered bigger packages. Consequently, flattering benefits can also be used to improve retention (Snelgar et al., 2013).

Organisations that keenly adjust employees' reward should be willing to devote more time and effort to understand, design, discuss and observe such an arrangement. Top management and skilled employees usually receive tailored rewards packages. This tailor-made rewards mix, if known or suspected by other employees, might result in hostility, bitterness or poor performance among employees who are not found suitable for a customised package (Gupter & Shaw, 2014). Employees may also consider their organisations as being uncompromising or reluctant to work with them on customised reward packages simply because they are unusual or not well-known. Employees may then opt to find a job somewhere else where customised rewards are offered, rather than negotiating with their employers on disliked requests (WorldatWork, 2010).

Organisations are gradually becoming too complex for employers to manage, and the scarcity of talent intensifies this complexity. Retention is crucial for employers as it effects their spending on two levels namely, directly on staff turnover costs (for example, recruitment costs, loss of productivity, training and development and lost opportunity costs) and indirectly through aspects such as commitment. Nienaber et al. (2011) found that there is a significant connection between retention, committed employees and the financial viability of organisations.

1.2 BACKGROUND TO THE STUDY

Over the past few years, organisations are going through a challenging economic environment that has confronted the old-fashioned reward practices and strategies (Hair, Babin, & Samouel, 2013). Having experienced the negative impact of the global economic recession since 2008, human resources executives worldwide are experiencing the burden to contribute meaningfully towards the attainment of organisations goals (Ndoni, 2013). This is not an exception in Namibia, as public sector institutions are contending for the same scarce human resources in the country.

Namibia in particular is characterised by market competition due to globalisation that influence the need for competitiveness (Pouliakas & Theodossiou, 2012). Remuneration makes up about half of the operating costs in public sector institutions which shows the prominence of increasing the costs, more so in difficult economic times (Snelgar et al., 2013). Yet, unfortunately, according to the Africa Competitiveness Report (World Economic Forum, 2011), the seventh position on the labour market productivity sub-pillar, Namibia was scored 3.3 out of 7.0 on sub-pillar 'pay and productivity', ultimately positioned 107th out of 139 partaking countries. This implies that pay is not correlating to employee performance and productivity in this country (Joch, 2010). Demographic and sociological variations, results in changes in employee desires as a result of age differences and life stages as well as cultural influences for employers with major challenges when attracting, retaining and motivating employees (Zamuee, 2016). Skilled workers place significance on constantly enhancing and upgrading their skills, they value career development and personal growth prospects (Laundan, Cathcart, & Mc Donald, 2019). In Namibia, public sector institutions need to adopt creative ways of management in order to set themselves apart in the labour market, predominantly with regard to how their reward systems are formed and managed. Various organisations including the SSC are trying to account to this problem by adopting more flexible arrangements such as total reward package, which will improve their position to attract and retain exceptional employees (Kotze & Roodt, 2017). Most public sector institutions in Namibia have merit-based pay plans for employees. In an effort to inspire and retain high performers, organisations in Namibia are increasing the differentials between rewards between high and low performers. A survey conducted by Zamuee (2016) found that in 2016, employers rewarded their best performers with increases of about 12%, compared to 7.6% for average performing employees and 3.9% for non-performers. The Namibia Diaries report (Dierks, 2007) indicated that the organisation had extended the merit-based pay gap between high and mediocre performers

because as much as the organisation regretted it when their average performers left the organisation, they regretted it more when above-average performers resigned. With a shortage of skills in the country, some public sector institutions in Namibia are reverting to the retention bonuses as a way of keeping and satisfying their best performers. This strategy, if implemented accordingly by all public sector institution including SSC, can be a very effective tool in keeping and retaining high performers and scarce skills. Therefore, organisations are pressurised to enhance value and establish flexibility in dealing with new trials and opportunities (De Vos & Meganck, 2008).

SSC was established by the Act of Parliament, Act 34 of 1994 (GRN, 1994). Its mandate is to administer the National Pension Fund, a National Medical Benefit Fund, a National Development Fund, and a Sick Leave, Death Benefit Fund and Maternity Leave; however, the Unemployment Insurance Fund was not included in the scope. SSC had a staff complement of 330 employees (SSC, 2019). To a certain extent, SSC has been realizing its mandate, SSC employees are not happy with certain human resources practices in the organisation. As a result, employees threatened to have a peaceful demonstration in December 2020 in order to air their grievances (Social Security Commission, 2020). The situation was calmed by offering a 6% salary increment to employees. Employees claimed that the relationship between the employees and their employer had been tense and was characterised by mistrust. Furthermore, employees demanded that the organisation should introduce rewards and offer good packages. This resulted in some high performing employees leaving the organisation for greener pastures. There are no positive labour relations between employees and SSC management. The management and the employees' union representative are always at loggerheads, spending a lot of time in meetings. Marriot (2014) cautioned that the absence of peaceful labour relations and ongoing labour disputes has the ability to threaten the advancement and stability of any organisation.

This study aims to find the ideal mix and the preferred value of certain rewards that keep employees from different demographic groups, which – in the context of the SSC – refers specially to employees from various race, gender, age groups and education levels. In particular, the study seeks to discover an understanding of rewards that the employees within the SSC deem important.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter discuss the literature that has contributed to reward preferences and the best combination of total reward elements that impact retention of employees from diverse demographic groups, plus employees from various race, gender and age groups. It further touches on compensation, rewards, Maslow's hierarchy of needs, types of motivation, turnover, retention and differences in reward preferences among employees with different demographics.

The literature search was conducted through accessing peer-reviewed academic journals electronically. Words such as reward preferences, demographic analysis, motivation, retention and turnover were used to find relevant articles. Sources such as the SSC Act and official documents were used. The researcher also made use of the reference lists of relevant academic journals and academic research papers to complement the information.

2.2 COMPENSATION

Employment is characterised as an exchange relationship whereby the employee exchanges something of value, namely, their labour in return for receiving something of value to them; for example, their salary or other benefits. According to Barber and Bretz (2014), one outcome of key importance to most of the employees is compensation. Independently wealthy employees may be able to disregard compensation issues in evaluating the employment exchange, but the rest have little choice but to attend to the financial rewards for work. Their finding confirms the existence of a relationship between compensation, attraction and retention. In addition to this, they noted that compensation is not unavoidably more important than other work deliverables in influencing choices to join or remain with the organisation. It is, however, argued that pay clearly has some importance in the employment exchange relationship and that research should focus on explaining and understanding compensation's role in that exchange. Compensation plays a primary role in that it satisfies a wide group of human needs. Barber and Bretz (2011) also noted that compensation is multi-dimensional, incorporating aspects like pay structuring, pay levels, systems for rewarding individual differences in performance, and employee benefits.

All types of reward ranging from pay to praise are regarded as key factors of the character of an organisation (Wright, 2004). There are, however, fundamental factors that affect rewards in diverse settings namely, (1) Whether or not an organisation is a private or public sector; (2) The size of the organisation, where reward is more refined in larger organisations; and (3) Whether or not the firm is growing or decreasing in size (Wright, 2004).

The aim of the pay agenda was to identify pay practices that would enhance the organisations strategic success. Reward systems are excessively inflexible to meet the needs of contemporary organisational challenges. Furthermore, Lawler (2009) contended that employee-based rather than a size fits all approach to reward is needed in modern, knowledge-based economies. Competency-based and skills-based pay encourages employees to increase their knowledge and skills. In the United States, both old and new companies are adopting total reward strategies. However, it is noted that when referring to total rewards, most companies in the US mean providing generous benefits and a positive workplace environment (Marriot, 2014).

2.3 REWARD

According to Snelgar et al. (2013), rewards refer to repayment employees are given in exchange for their labour or services. According to Armstrong (2002), employee reward relates to how employees are rewarded in accordance to their value in an organisation. This includes both monetary and non- monetary rewards which adopts philosophies, strategies, policies, plans procedures used by companies to support reward schemes (Armstrong, 2002). For the purpose of this study, Armstrong's definition is adopted, the reason being that SSC is in a process of implementing a reward policy as the way of motivating and retaining its best employees. This means that once the policy is implemented, the organisation will reward employees based on the value they add or contribute to SSC.

Reward strategy is generally defined as “the intentions of the organisation on how its reward policies and processes should be developed to meet business requirements” (Wright, 2004, p. 8). The notion for organisations to use reward in a strategy has achieved some grounds (Wright, 2004). The objective of total rewards is to drive behaviour in the organisation (Namwenda, 2017).

The word compensation is frequently used as synonym for pay or remuneration. The term compensation has been heavily criticised because it implies that employee rewards are the replacement for that fact that people must work for a living. Reward system's comprises of an

organisation's combined policies, policies and practices for rewarding its employees in relation to their contributions, skills and competences and their market value (Barber & Bretz, 2011).

A reward structure is comprised of monetary rewards (fixed and variable pay) and non-monetary benefits which constitutes total remuneration. The system integrates non-monetary rewards (personal growth and development, recognition, praise and responsibility). The mixture of monetary and non-monetary reward constitutes the total reward system. The key components of the system include (1) Measuring the contribution value of jobs such as job grading and market salary surveys; (2) Motivating employees through monetary and non-financial rewards; (3) Linking pay and benefit levels to the value of the position and the performance, skills and competence of the employees; (4) Structures to providing monetary rewards and incentives to employees according to their performance and the organisations overall performance; and (5) Procedures for ensuring efficient operation of systems and flexibility thereof (Rai, Ghosh, Chauhan, & Singh, 2018).

Total Rewards is explained by World at Work as “all of the employers’ available tolls that may be used to attract, retain, motivate and satisfy employees (Armstrong, 2002, p. 8). This encompasses every single investment that an organisation makes in its people, and everything its employees’ value in the employment relationship” (Armstrong, 2002, p. 8). Wright, a partner at Ernst & Young, defined total rewards as “an approach to provide a package of reward to employees in ways that optimise employee satisfaction with reward from their work, and does this in such a fashion that the employees contribution to the employer is optimise at an acceptable cost” (Armstrong, 2002, p. 9).

WorldatWork (2010) recommended a mixture of the five main reward components that motivate, entice, and preserve talent to achieve favourable business deliverables and attain job fulfilment and engagement. Figure 1 is a graphic depiction of the total rewards model and the related results as recommended by WorldatWork (2010). The figure shows that total rewards influence employee desirability, preservation, and drive. The achievement of enticing, inspiring, and retaining key staff is impacted by the expert administration of a total rewards system and the degree to which total rewards are based on employee preferences. Enhanced reward practices focuses on employee attraction, motivation, and retention growths employee commitment and job fulfilment, which in turn has a significant correlation with business results and financial performance (Schlechter, Thompson, & Bussin, 2015).

FIGURE 1: WorldatWork Total Rewards Model

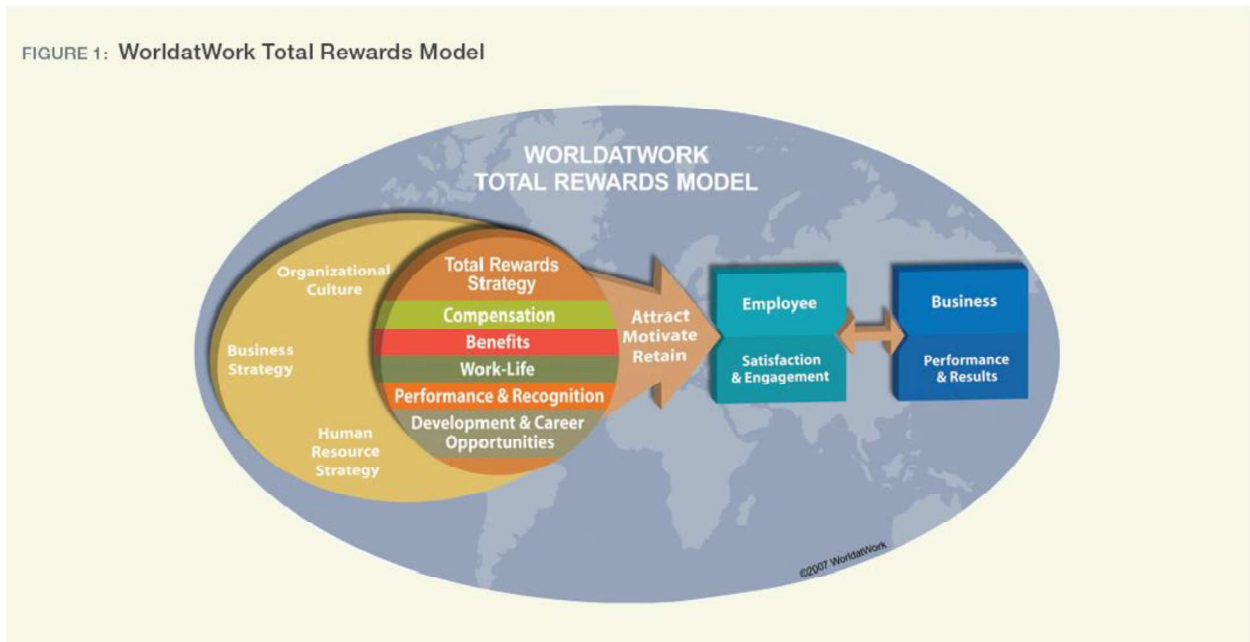


Figure 1: Total rewards model

Source: *World at Work* (2010)

According to World at Work (2010) rewards “refers to all five elements of the Total Rewards Model” (p. 5) namely:

- Compensation WorldatWork (2010);
- Benefits WorldatWork (2010);
- Work-life WorldatWork (2010);
- performance and recognition WorldatWork (2010); and
- career prospects and advancements WorldatWork (2010).

Niven (2011) stated that motivation relates to various ambitions, needs, wishes, wishes and other forces. Management should motivate by providing an atmosphere that encourages employees to contribute. In the 1950s, various motivation theories were developed, which though seriously criticised and currently doubtful in terms of validity, are renowned accounts of motivation. The theories represent a basis from which other theories have been developed (Niven, 2011). Abraham Maslow was one of the authors of these motivational theories. This study uses Maslow’s philosophy of motivation as a theoretical framework.

2.4 MASLOW'S HIERARCHY OF NEEDS

Maslow's hierarchy of needs summarizes an individual's needs in order of importance (Figure 2). The hierarchy consists of (1) Physiological needs includes lack of food, thirst, shelter, sex and other physical needs; (2) Safety needs such as security and defence from physical and emotional harm; (3) Social needs such as affection, belongingness, acceptance, and friendship; (4) Esteem needs which are inner factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention; and (5) Self-actualisation needs (Laundan, Cathcart, & Mc Donald, 2019). Efforts to grow into what one is gifted of becoming, comprises of progression, achieving one's potential, and self-fulfilment (Laundan, Cathcart, & Mc Donald, 2019).

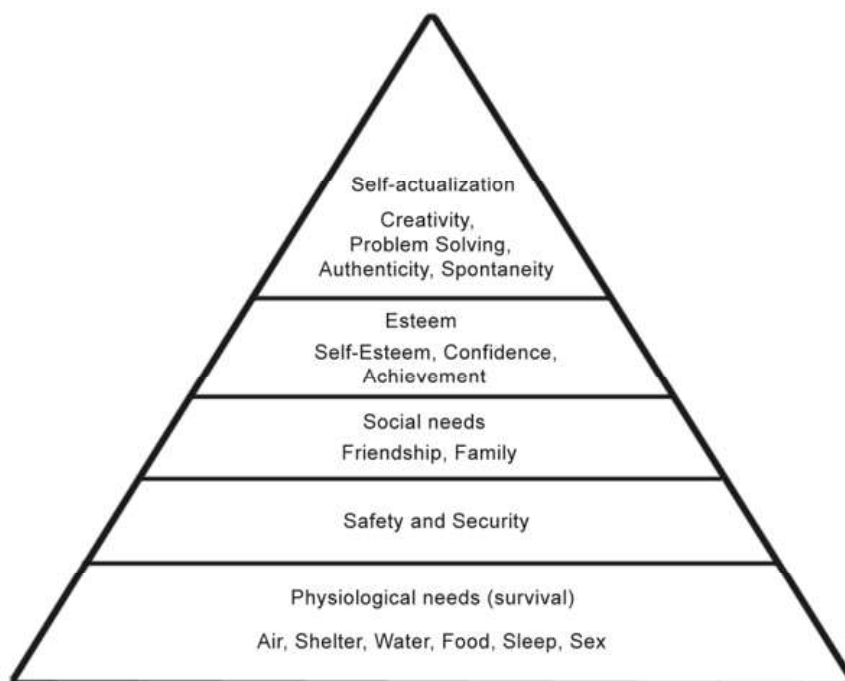


Figure 2: Maslow's hierarchy of needs

Source Ahlrichs (2000, p.10)

Maslow contended that once needs at a lower level on the hierarchy are largely satisfied, a high-level need becomes overriding. The theory suggests that although no need is ever completely satisfied, a significantly fulfilled need no longer motivates. However, in relating to Maslow's theory, there is a need to recognize what position in the hierarchy the employee is currently and aiming at satisfying the needs above that level. Maslow divided the five needs into high- and low-order needs. Physical and safety needs were labelled as low needs in terms

of position whereas social esteem and self-actualisation was ranked as higher-order needs (Ahlrichs, 2000). The distinction between the two needs were made on the basis that higher-order needs are fulfilled internally (inside the person), while lower-order needs are mostly fulfilled externally (Ahlrichs, 2000).

In addition to the above, the motivation theory examines the process of motivation, meaning employees behave the way they do because of the way they are managed and the direction they receive. There are three behaviours described in the theories of motivation namely, (1) Direction – referring to what a person is trying to do; (2) Effort – meaning how hard a person is trying; and (3) Persistence – relating to the degree of how long they keep trying (Armstrong, 2002).

A motivated person is driven by goals. Motivation takes place in two ways at work. Firstly, employees can encourage themselves by seeking and finding work which leads them to achieving their goals. Secondly, people can be motivated by organisations through practices like pay, career advancement and praise (Nokoku, 2010).

Every individual's current state dictates which level of need is mostly desired at a specific point in time. Furthermore, as many managers today believe, Maslow also believed that before incentives can be structured to offer employees with a sense of belonging, self-esteem or prospects for growth, employees' first priority is to have the impression that their physiological needs are met (Ahlrichs, 2000).

Depending on an employee's situation, it could be at the lowest level of the hierarchy at the survival stage where needs such as air, food, water and clothing are the motivators (Peluso, Innocenti, & Pilati, 2017). However, Maslow's theory tells us that once these survival needs are met, employees are motivated differently. At the next level in the hierarchy, they are motivated by job security and safety (such as safety training, silent alarms, or an organisation's zero tolerance policy towards violence). Stressful environments at work can induce fear which may keep employees at a very unproductive level. Until such time that needs at these two levels are satisfied, employees will remain self-centred and unable to do more than the minimum to keep their job (Rynes & Gerhart, 2000).

At the next level which is the third level known as the social needs' domain, employees' motivators are focused outwardly on relationships and a need for belonging. The major motivator at this stage for an employee is to be acknowledged as part of a group or team. At

this stage, line management approval and recognition programmes, peer interaction and different work structures are all key motivators. Being part of a team increases productivity levels of the employees.

Once these social needs are satisfied, esteem needs become the next level of motivation, which is characterised by valuing the respect of others and a high self-regard. This often happens when management expresses respect and confidence in employees and offers them support. Companies that motivate employees at this level motivate them to participate in quality enhancement and public recognition programmes which involve awards and certificates. With this type of motivation, employees are more prepared to ‘think outside the box’ and ‘think like owners’ coupled with considerable efforts to continuously increase their performance for the advancement of the entire company (Rynes & Gerhart, 2000). It is only in few companies where employees are stimulated to achieve this highest level to meet their self-actualisation needs. It is only at this level where employees focus on greater realisation of personal potential. Companies employing employees at this level may offer sabbaticals, inspire employees to pursue graduate degrees, write articles and offer public-speaking platforms. Employees at this level are self-starters and independent thinkers and have the potential to move the organisation beyond its current boundaries (Smit & Stanz, 2018).

Employers of choice understand and believe that employees must at least be on the third level to ensure organisational advancement as well as their own. It is, however, feedback between the employee and employer that will enhance both the work experience and the work outcomes for both parties. Furthermore, it is imperative for organisations that focus on addressing retention issues to look first at the individuals involved. Different solutions will work for different levels of employees with the organisation. For example, should it be that most employees are on the survival level economically, they will not be able to make decisions that will result in the progress of both their peers and the organisation. Should it also be that employees are paid competitive salaries but are dissatisfied with their desire for recognition and self-esteem, this need then has to be met (Ahlrichs, 2000).

2.5 TWO TYPES OF MOTIVATION

Intrinsic motivation is generated from within by elements that cause people to behave in a way or to move in a specific direction. These aspects include freedom to act, responsibility (feeling that work is significant and having access and control over resources), scope to develop new

skills and use abilities, finding work interesting and challenging as well as having prospects for growth and advancement (Armstrong, 2002).

Extrinsic motivation refers to motivation generated as a result of what is prepared to or for employees to motivate them. These include rewards like better pay, promotion, praise, punishment or withholding praise (Armstrong, 2002).

Needless to say, extrinsic motivators have a direct and influence which does not last long while intrinsic motivators have significant and longer-term effect because they are innate in individuals and not imposed from the outside (Smit et al., 2015).

The greater challenge for organisations is to be the employers of choice for all employees, while acknowledging that there are somewhat different priorities for management versus non-management employees, high-tech and other employees, employees of different ages, genders, races and levels of education. Ahlrichs (2000) suggested that there are six basic strategies organisations must put in place should they want to become employers of choice: (1) Adding improved recruitment and retention as part of their strategic plan and set measurable objectives for each supervisor; (2) Building a top-employer brand; (3) Hiring well or not at all; (4) Treating all employees as if they are customers; (5) Retaining and developing employees for needs of tomorrow; and (6) Building supportive practices to ensure ongoing achievement of the foundation strategies (Ahlrichs, 2000).

Ahlrichs (2000) listed the following as eight common reasons why top performers leave: (1) Employees do not see the link between performance and pay; (2) Employees do not see career advancement and growth opportunities; (3) Employees perceive their work as unimportant; (4) Employees do not feel appreciated; (5) Employees feel they are not utilising their real or all their talents and abilities; (6) Employees perceive management expectations as unrealistic and unclear; (7) Employees feel they have no or limited resources to get their work done; (8) Employees decide they will no longer tolerate 'corporate abuse';

She also added that employers of choice understand that isolated turnover stories are not quality data on which to base policy changes. Employers of choice use information from surveys, chat rooms and focus groups to determine how to reduce turnover before, during or after resignation (Ahlrichs, 2000).

2.6 TURNOVER

The brain drain phenomenon occurs at the side of the recruitment and selection continuum as experienced employees leave the employment pool (Ahlrichs, 2000). Brain drain is triggered by companies that encourage early retirement by providing attractive retirement benefits. On the other hand, many executives opt to start consulting firms, purchase franchises, or even start their own businesses. These start-up firms compete for employees along with larger business (Ahlrichs, 2000).

In the past, employees competed for positions, while now employers are the ones competing for employees. This poses a new challenge to business to manage successfully in a low-unemployment or full employment market. Finding employees is not the only challenge for business, keeping them is proving to be a greater challenge. Senior managers believe that turnover is necessary but that unintended turnover is a strategic managerial concern (Rai, Ghosh, Chauhan, & Singh, 2018). Employee turnover may result in customer turnover, unmet deadlines, low morale and challenges in recruiting top-quality new recruits (Ahlrichs, 2000). However, an employer of choice has an added advantage in that they can easily (1) Attract top talent thereby enhancing their exiting departments; (2) Balance desirable turnover; and (3) Minimise undesirable departures (Ahlrichs, 2000).

Employee turnover is not limited to lower-level positions. Companies that may decide to reinvent themselves are starting to realise that culture change and a new image requires new leadership. With numerous organisations undergoing this process, competition for top talent is fierce. With this unplanned loss of even senior management, direct reports also exit to follow the senior manager. This next level change results in cascading of turnover in a downward progression which transpires throughout the entire company (Ahlrichs, 2000).

In response to this crisis, many employers have raised their entry-level pay to attract employees. Others have increased their recruiting and new-hire training budgets. Numerous employers have added recruitment staff or even procured external recruitment agencies (SSC, 2020).

Most employers are raiding specific competitors or nearby companies. Ahlrichs, (2000) noted that even though there were enough talented candidates in the market, such tactics would not suffice to resolve such a complex situation in the face of these formidable demographics. She suggested that in order to address recruiting and retention concerns in a company, a more

structured approach is needed. Ahlrichs (2000) noted that the solution lies in building an organisation that attracts the appropriately skilled job seeker and retaining the employee for at least three or more years. Ultimately, the answer lies in becoming the employer of choice. Prestigious companies attract great talents, and companies known for steady growth and for being industry leaders have an advantage. Employee treatment was cited as the reason that one-third of workers who were surveyed in the nationwide National Employee Relationship Report did not plan to stay with their current employers for more than two years (Barber & Bretz, 2011). This study suggested that companies interested in improving retention should focus on six factors: (1) Fairness at work in terms of pay, performance reviews and corporate policies; (2) Care and concern with regards to career development opportunities as well as family-friendly benefits; (3) Employee satisfaction with day-to-day activities at work; (4) Employer brand reputation in terms of being financially sound, capable management team, production of high-quality work; (5) Employers vesting trust in employees by giving employees freedom to make decisions, controlling their own resources, trying new ideas and managing their own time; and (6) Employers having the right number of people and resources to do work (Barber & Bretz, 2011).

Gungor (2014) found that employee turnover factors are organisation-specific and that influences on retention fall into three categories: (1) External – which relates to the regional labour market, economic climate, location and competition; (2) Organisational – which relate to policies, procedures and programmes; and (3) Individual – age, work, history and family responsibility.

Considering the above, employers need to be more tactful if they are to make significant progress in reducing turnover. One-size-fits-all solutions and practices should be replaced by more flexible and even individual responsive ones (Gungor, 2014). It is however critical to know why employees are leaving an organisation or departments; these reasons may differ widely (Ahlrichs, 2000).

2.7 RETENTION

Staff retention is a strategy used by organisations to keep its employees satisfied so as to avoid resignations, in other words, an organisation's effort to reduce the number of employees leaving the company (Rynes, Gerhart, & Minette, 2004). When labour markets are weak and when a country's economy goes into recession, unemployment increases which means that skills employers want are plentiful. These are the times for most organisations where

recruitment and retention of employees is unproblematic. Money spent on recruitment drives is minimal because there are plenty of suitable potential recruits. Simultaneously, staff retention is less problematic as well because employees have less alternatives. But the contrast is also true whereby an economy is booming resulting in the rise of a skills shortage. The more severe this becomes the harder it will be for an organisation to recruit and keep employees with the required expertise, skills and attributes. As a result of this, staff retention has moved to the top of the Human Resources agenda, and extra money is being spend on the staff retention activities. Retention management has been defined by Smit et al. (2015) as “the actions or plans engaged by management in order to keep employees from exiting the organisation; this includes aspects such as effectively rewarding employees, maintaining interactions, ensuring organisational-person fit and providing a secure, healthy work setting” (p. 3). In countries, the world’s largest economies are experiencing an exceptional rate of economic growth. The Chinese economic growth far outpaces that experienced in the UK. The Chinese economy is rising at a rate of 11 percent per year followed by the Indian economy at 7 percent per annum (To & Tam, 2014). Consequently, the skills shortage has become severe, leading to retention issues not only topping the human resources agenda of major companies and government agencies. Over the past centuries, there has been a disparity between the concepts of tenure versus the reality. The notion of ‘jobs for life’ has diminished as the period of time spend on working for organisation has decreased considerably. Statistics show that jobs tenure was stable between 1992 and 2002 (Smit & Stanz, 2018). In recent years, employees have tended to change their employers early in their careers, often remaining in employment just a few months. Employees leave jobs for several reasons, many which are not in control of the employer. Bagraim, Jaga, and Meyer (2010) identified four factors that cause people to leave jobs as be briefly explained in the following sections.

2.7.1 Outside Factors

This relates to factors and situations largely unrelated to the employees’ work. These include instances such as an employee moving away due to spousal relocations and difficulties juggling family needs and work demands. To a large degree, such turnover is inevitable, though it may be likely to reduce it through the setting up of flexible working arrangements and sabbaticals (Bagraim, et al., 2010).

2.7.2 Functional Turnover

Turnover in this category is a result of poor work performance and failure to fit into the organisational or departmental culture. This type of turnover is welcomed by an organisation but should also be regarded as lost opportunity and causing unnecessary costs (Bagraim et al., 2010).

2.7.3 Push Factors

Turnover occurs as a result of dissatisfaction with the organisation or work thus leading to unwanted resignations. Factors that fall into this category include boredom, insufficient development opportunity, and ineffective supervision and personality clashes. All these push factors can be addressed by the organisation. However, the core reason why so many organisations fail to do so is the lack of systems designed to pick up signs of dissatisfaction (Thompson & Gregory, 2012).

2.7.4 Pull Factors

Employers' competitors are attracting employees because they offer attractive salaries. Employees leave their employers in order to improve their living standards. Factors such as career advancement and progression, the desire to advance into new areas of work, the opportunity to work with certain calibre people and practical issues like commuting time motivate people to stay or leave their current employer. Employers losing employees as a result of such factors have two requirements to consider. Firstly, employers must know what other employers are offering and should match it as far as possible. Finally, employers need to ensure that employees value and appreciate what their employers are offering them, with the emphasis on effective communication and to what extent opportunities are comparable (Bagraim et al., 2010).

2.8 STAFF RETENTION STRATEGIES

The straightforward question on how to retain employees is to offer them better-quality rewards which they view they could acquire by working for another employer. Smit et al (2015) identified six retention strategies organisations can employ in order to retain their employees, strategies such as pay, managing expectations, improving the quality of line management, well designed induction, family-friendly HR practices, training and development (Smit et al., 2015).

2.8.1 Pay

There is a huge debate in literature whether a pay rise may reduce turnover. It is, however, found that employers are giving the most appealing reward schemes have lower turnover rates than those who pay less (Bagraim et al., 2010). There is general consensus amongst researchers specialising in retention that high pay levels could result in higher job satisfaction, but it will not discourage dissatisfied employees from exiting. This confirms the findings of Herzberg that a salary is a hygiene factor and not a motivator (Herzberg, 1993). This means that pay can be a source of unhappiness at work but not a result of improved job satisfaction. It should be noted that pay and benefits packages play a minimal part in the retention of good employees, while reward in a wider sense plays a more substantial role. Thus, the need to know what makes employees satisfied and consequently managing them as persons accordingly is imperative (Bagraim et al., 2010).

2.8.2 Managing Expectations

It is beneficial for employees to receive realistic job descriptions before accepting an employment offer. The purpose for this is to ensure that new joiners enter employment without unreasonable expectation which cannot be met by their employer (Terre Blanche, Durrheim, & Painter, 2006). Research found that one of the main reasons for job dissatisfaction is the experience of having one's expectations not being met by the new employer. Therefore, realistic job profiling and candidate screenings are most important for preventing recruiting people who will afterwards leave within weeks (Bagraim, et al., 2010).

2.8.3 Induction

Another crucial Human Resource practice decreasing turnover early in service is the practice of effective and proper induction. Induction has several exclusive goals focusing on preparing new employees to work as effectively and as soon as possible in their new jobs. Induction aids new employees to adapt emotionally into the new workplace (Bussin & Moore, 2011). It also provides the platform through which vital information about the employer can be communicated. This process can be used to transfer vital cultural messages about the employers' expectations and what the new employees can expect from their employers (Bussin & Moore, 2011).

2.8.4 Family-friendly HR Practices

Research has showed that 33 percent of women resign their jobs to dedicate their time to their families (Bret & Barger, 2000). The average tenure of women with children compared to women without children and men is shorter. These statistics show reasons for voluntary resignations are due to inability to manage demands of a job with family needs. This, therefore, gives rise to considering ways on how to make employment more family-friendly. Nowadays, flexitime systems, crèche provision and career breaks are useful for people with families (Bagraim et al., 2010).

2.8.5 Training and Development

Training prospects improve commitment to an employer considering it from an individual's point of view, resulting in their being less likely to leave compared to them not having training opportunities. The counter perspective on training is that it makes employees easily employable; hence, they are more likely to leave voluntarily (Saunders & Lewis, 2012). Contrary to this argument, organisation-specific training is found to be associated with low levels of employee turnover than training which leads to attaining of transferable skills. This form of training will also allow employers to develop a capable and committed workforce which they can combine with other forms of retention (Bagraim et al., 2010).

2.8.6 Improving the Quality of Line Management

Voluntary resignation on the part of employees may also be as a result of dissatisfaction with line managers. Time and again employees are promoted to senior positions without suitable expertise and training. Many organisations accept that their line managers are equipped in dealing with the complexity of managing employees. Hence, it happens that managers are quick to criticise, quick to anger, slow to praise and lack patience. Several actions can be taken to remedy this namely: (1) By selecting people for line manager roles subjecting them to assessments of supervisory capabilities; and (2) By ensuring that all newly appointed supervisors are trained on effective supervision and leadership development courses. On a regularly bases incentivise line managers on applying their supervisory skills (Bagraim et al., 2010).

By being an employer of choice, an organisation can achieve growth and profitability targets since it attracts and retains the quality employees it needs. Employers of choice can be of any size and are found in any industry. They are characterised by working daily to meet this

standard. The two key factors that distinguish employers of choice lie in what it does to attract and retain employees (Ahlrichs, 2000).

2.9 DIFFERENCES IN REWARD PREFERENCES AMONG EMPLOYEES WITH DIFFERENT DEMOGRAPHICS

Research done by Snelgar et al. (2013) found that employee's reward preferences are affected by their respective individual demographic characteristics. Reward preferences differ in relation to several demographic factors, such as years of service, number of children, race, age, job level, educational qualifications, gender and marital status (Snelgar et al. 2013).

2.9.1 Job Level

With regard to job level, it was established that full-time employees with dependents desire life coverage and family friendly rewards, such as medical aid, and those on lower-levels prefer further education and training as it would better their chances for career advancement (Bussin & Moore, 2011). Employees in low-level jobs have also been detected to show greater preference for remuneration and benefits compared to those in top management. It is therefore possible that job level can be used to categorize a workforce so that organisations are better able to reward them more effectively (Snelgar et al., 2013).

2.9.2 Generation

Generational research has been done both within and outside the context of work (Thompson & Gregory, 2012). This research has been inspired by the generation theory, that holds that individuals in same age group are provided with "a common location in the social and historical process, and thereby limit them to a specific range of potential experience, predisposing them for a certain characteristic mode of thought and experience, and a characteristic type of historically relevant action" (To & Tam, 2014, p. 1317). Generation was described by Eyerman and Turner (1998, cited in To & Tam, 2013) "as a cohort of persons passing through time who come to share a common habitus and culture, a function of which is to provide them with a collective memory that serves to integrate the cohort over a finite period of time" (p. 1317). This in turn implies that each age cohort is rooted within a social and cultural system that constitutes the cohort's values, behaviours, beliefs and expectations (To & Tam, 2014).

With regard to the application of generational theory in the workplace, it is apparent that people who were born in same time periods with similar socioeconomic environments consequently display comparable sets of attitudes and anticipations, which, in turn, impact their perceptions and decisions and choices in the workplace. To and Tam (2013) also found that the values and perceptions towards work for the younger generation employees to be quite different from those of older generations. Generational differences in the workplace have been the target of many studies conducted, and there is a rising trend in studying the impact of generational differences related to reward preference at workplaces (To & Tam, 2014).

Perceived job rewards are defined as “evaluative judgments on all the financial and non-financial benefits that employees may receive from their organisation” (Newman & Sheikh 2012, cited in To & Tam, 2013, p. 1319). Studies established that younger generation Chinese workers may have higher ambitions for tangible and intangible benefits because they are in a socialist capitalism system, in which both individualistic and materialistic values are highly esteemed (To & Tam, 2014).

Demographic figures indicate that the Millennial are still having an impact on the workforce. In the next decade, Millennials will make up over fifty percent of the workforce (Thompson & Gregory, 2012). Organisations began to focus on Millennials because they are finding it challenging in managing their ‘young people’ (Thompson & Gregory, 2012). Millennial are referred to as Generation Y and are said to be those born between 1980 and the mid- to late 1990s (Thompson & Gregory, 2012).

A generation can be categorized in terms of age cohorts. There are three distinct generations or rather age cohorts, namely, Baby Boomers, Generation X and Generation Y. Baby Boomers (born between 1946 and 1964) constitute a bigger percentage of the current workforce and have extensive institutional knowledge and corporate experience while Generation Y (born between 1981 and 2000) employees are regarded to be more independent and self-reliant (Pregolato, Bussin, & Schlechter, 2017).

According to Ahlrichs (2000), Generation X employees who make up the majority of entry-level and early-career employees do not see themselves building a career with a single employer. Furthermore, they have surprised their supervisors by declining promotions, but regularly demand leave, want to leave early from work and may give up their jobs to stay at home to raise their families. Clashes over work style together with the comfort of finding other

employment from another organisation exacerbate a higher-than-desired rate of turnover in this age group (Ahlrichs, 2000).

The nature of the relationship of age as the demographic is clear regarding preferences for pay. Barger and Bret (2000) found a consistent decrease in the importance of monetary compensation as a function of age. Young and inexperienced participants place greater importance on pay compared to older and more experienced employees. One possible reason can be drawn from Maslow's needs-based theory of motivation. Because age and experience are usually associated with higher earnings, monetary needs may become less salient with age because they are already being met (Bret & Barger, 2000).

2.9.3 Race

A study by Schlechter et al. (2015) found that race and age had no substantial correlation to reward inclinations. This was contradictory to Thompson and Gregory's (2012) research in which it was established that new generation employees, regardless of race, preferred non-monetary rewards more than monetary rewards. Furthermore, Thompson and Gregory (2012) suggested investigating race as a segmentation variable. Limited research and literature exist to specify the total rewards mix that keep black talented workers. Black talent preferred work environments with strong Employment Equity (EE) goals and diverse work teams as the core retention elements. In a study of black professionals, it was found that the likelihood of this group to stay in their job was significantly high, because they valued their work (Pregolato, Bussin, & Schlechter, 2017).

2.9.4 Gender

In dual parent families, males were observed as the family breadwinner whilst the mother as the homemaker (Namwenda, 2017). These roles have changed over the years with majority of women coming into the world of work. There is also a growing number of single parent homes, the subsequent increase in social and economic responsibilities is inevitable. The adverse impact on the survival mechanism of single women is even bigger. Therefore, the increasing quantity of women in the workforce is a global occurrence and the SSC is not omitted in this regard. Patel, Govender, Paruk and Ramgoon (2006) refers to this growing trend as the "feminisation' of the labour market" (p. 39). Compared to 1995 when about 38 percent of all working-aged women were active in the labour market, in 2001 nearly 51 percent of them were in employment (Namwenda, 2017). However, this escalation has been observed in the lower-

paid groups, resulting in a bigger percentage of women being represented in these groups in recent years compared to the mid-1990s (Patel et al., 2006).

Patel et al. (2006) found that countries where women are entering into the labour market because of growing need for their labour, such as South Africa, women are required to join the workforce due to economic pressure. Given their financial needs and restricted work options, women are more dedicated to their work and work hard to achieve high performance ratings and career advancement. This is vital in the world of work today where workers' engagement and performance are key contributors to the financial success of companies. It is in the interest of the organisations to retain the top workers and use practices that retain them according to Patel et al. (2006).

A study done by Patel et al. (2006) established that 68 percent of women preferred compensated work more than housekeeping. This is true because of the increasing financial contribution that women are contributing to their households. This finding is further reinforced by the finding that, 80 percent believed they were forced to work due to economic reasons (after a break in service), and that it may be the case that after reaping emotional and social rewards of working, about the same number indicated they prefer working instead of staying at home (Patel et al., 2006).

There are several reasons why there is gender differences in preference to compensation. Firstly, since men and women traditionally held different roles in society with men bearing greater responsibility to support the family financially and women bearing the responsibility of emotional support. These social roles affect preferences for rewards. Secondly, women may assign value to rewards according to their expectations of receiving those rewards – the history of pay discrimination against women could result in the devaluation of monetary rewards according to Snelgar et al. (2013).

A study done by Schlechter et al. (2015) found that there were statistically correlating outcomes for gender with regard to reward preferences. These results showed that there are significant variances amongst observed preferences towards non-monetary reward elements for males in comparison to females. Results showed that women are more attracted to the provision of non-monetary rewards than men. There is also an increase in the number of dual career families and single parent households (Schlechter et al., 2015). These research results are substantial in the present market as a higher number women are being absorbed in the labour market resulting in double career households are increasing. In Namibia, women are categorised as a designated

employment group or previously disadvantaged group as per the EE Commission (Schlechter et al., 2015).

2.9.5 Reward Preferences

Base pay is the most vital reward when enticing and keeping employees. Results by Rai et al. (2018) revealed that basic pay is considered as the most favoured reward amongst respondents; respondents are not happy with the level at which this reward is provided by their employers. Studies found that there were variances between reward preferences and employee demographics, such as gender, age and job level (Snelgar et al., 2013).

Research done by Pregnolato et al. (2017) found that career progression prospects and work-life balance practices were important elements in the retention of females. It is worth noting that turnover among female employees was regularly connected to salary inequalities. However, Snelgar et al. (2013) concluded that gender played a role in determining reward preferences, their research revealed that females favour quality of work, base pay, environment, and work-home integration much more than their male colleagues. Nienaber et al. (2011) established that women prefer remuneration and benefits and for a favourable working environment.

Findings from Pregnolato et al. (2017) found that Generation X employees placed great value on career progression and learning in shaping the perfect rewards combination. As cited in Smit et al. (2015) studies have established that diverse generations value non similar rewards, therefore it is imperative for the SSC to investigate their reward systems and desires of employees in this cohort.

Readings on total rewards that keep black talent in South Africa are not enough (Joch, 2010). In a study done by Pregnolato et al. (2017) it was established that black personnel most essential reward for retention are non – monetary in the form of benefits. In a study done by Nienaber et al. (2011) regarding the effect of race on reward preferences, black (including Indian, African, and Coloured) defendants indicated expressively higher average preference scores compared to the white respondents in both monetary and non-monetary rewards. Black respondents have added preferences for both reward arrangements, as a result of apartheid it is clear why black employees are being offered equal opportunities, and thus more insistent in asserting their reward preferences (Nienaber et al., 2011).

It is apparent from the above studies that, to win in the battle for talent, it is vital for organisations to be considerate of reward factors that impact employee retention (Pregolato, 2010).

Based on the above, the objective of this research is to determine the types of rewards that are favoured by SSC employees across various demographics in Namibia and the findings will guide the SSC in developing the remuneration policy.

Research done by Prouska, Psychogios, and Rexhepi (2016) revealed that reward mixes play a critical role in enticing new employees and that it stimulates high performance, sustaining employee commitment. They suggested that employees prefer non-financial rewards. Therefore, it is imperative for organisations that recognize the importance of employee attraction, engagement and retention, to consider providing rewards as an importance structure, which embodies employees' values concerning employment relationships. A effective model of total rewards is employee-centered focusing on employee desires in order to provide a tailored mixture of rewards that offer choice by means of rewards, to develop a distinctive employer brand while adopting a long-term incremental strategy (Prouska et al., 2016).

Employee rewards have therefore become a critical challenge in today's economy as organisations try to find a sense of balance between rewards, and identifying variables that meet employees' personal needs (Snelgar et al., 2013). Research found that as rivalry in the workplace rises, employees are becoming extremely demanding when it comes to rewards. Therefore, they want organisations to address their individual choices and needs. Employees' preferences vary and adjust over time and there are many factors that can influence employee reward choices, such as marital status, gender, age, race and number of dependents. Reward schemes that meet such expectations and choices of employees result in enhanced motivation, employee retention and in the end better performance (Snelgar et al., 2013). Snelgar et al (2013) further stated that performance is the scenario that differ from other reward preference, but however, an effective reward system is linked to the performance improvement system, which focuses on performance linked pay and offers sufficient learning prospects along with a healthy work milieu.

An improved consideration of reward preferences for diverse employee demographic groups within the SSC will allow top management to successfully structure their remuneration and reward policies and procedures, in order to offer more competitive rewards to their staff. Once

achieved, according to Nienaber et al. (2011), it will in turn have great influence on staff retention.

2.14 CHAPTER SUMMARY

In order for organisations to thrive in the declared battle over talent, organisations need to have a thorough insight on how different reward factors motivate talented employees to either leave or stay in an organisation. Different groups of employees, such as those coming from different demographic groups, have different desires, expectations and demands on their work environment. Due to that, a non-tailored retention strategy is not effective at all. The following chapter outlines the methodology adopted for this study.

CHAPTER 3

RESEARCH DESIGN

This chapter outlines the approach used to answer the research questions. The research method and reason for choosing the research design are discussed. Descriptive statistics of the research sample are defined and the sampling processes. The measuring tools and data gathering procedures as well as the methods of analysis are also discussed.

3.1 RESEARCH DESIGN

A quantitative method and descriptive research design were used to evaluate the distinct reward preferences and to find the perfect reward mix that will help retain diverse groups of employees. The purpose of this descriptive study aimed to provide in-depth description of the phenomenon without providing causal explanations thereof (Saunders, 2009). The researcher also gathered data without influencing the research context. It is also a non-intrusive research that deals with naturally occurring phenomena, it however cannot be used to make a causal relationship i.e., where one variable affects the other (Babbie & Mouton, 2001). This study used descriptive design to illustrate the total rewards preference across various demographic groups within the SSC. The study was a cross-sectional study that used a survey method and relied on self-reports from employees.

Quantitative data offers objectivity to the research method and design by incorporating statistical standards to measures. Objectivity is regarded as a central factor of the science of research (Hair et al., 2011).

3.2 MEASURING INSTRUMENT

An online Qualtrics survey was used to collect that data. Thereafter, the results were used to describe, and to compare reward preferences using different demographics (Gray, 2004): qualification, age/generation gender, race, job levels, and tenure. The survey was emailed in order to maintain anonymity of respondents and increase the response rate (Hair et al., 2013).

Census sampling was used for the online survey which was administered to all the staff members. Everyone who agreed to participate in the research completed the online survey (Terre Blanche et al., 2006). The questionnaire was piloted among five people to iron out any difficulties such as leading questions, difficult language of double-barrelled questions before the main survey was distributed. It involved the gathering of respondents' profile data which provided an opportunity for establishing associations between classifications of respondents and their attitudes towards certain rewards.

Responses were logged on a 5-point Likert-type scale where 1 represented – Not at all important and 5 – Very important. The scale comprises of 20 questions cover six total rewards namely: 1) Performance and Recognition; 2) Work-Life Equilibrium; 3) Learning; 4) Career Progression; 5) Remuneration; and 6) Benefits. Once the survey was completed, the results were used to establish employees' preferences for total rewards across identified demographics. The questionnaire (Annexure 1) was statistically analysed by means of the Statistical Package for Social Science (SPSS) system (Pregolato, 2010).

3.3 RESEARCH PARTICIPANTS

The call to participate in the study was sent in July 2019 to all 349 staff members via email including a link to the online Qualtrics survey platform. The staff members were all permanent employees from the following departments: Operations, Marketing, HR ICT, and Investments Properties, Supply Chain, Logistics, Corporate Governance and Business Development as well as the four regions including Erongo region, Otjozondjupa, Kavango and Oshana region.

3.4 RESEARCH PROCEDURE

The questionnaire was dispersed through email to all the staff members in SSC. Ethics clearance was acquired (Appendix 2). A covering letter was attached to the questionnaire (Appendix 1), highlighting that partaking was voluntary and that the participants will be kept

anonymous. The advantage of using an electronic questionnaire is that the reply time is shorter and the data is converted into a central database. This helps to save time (Creswell, 1994).

Respondents were afforded 3 weeks for survey completion. A reminder email to employees about the closing date was sent out after the first week to ensure maximum participation. A total of 225 out of 349 responses were expected via email from the respondents. Upon completion the questionnaires were received, the answers were captured electronically and analysed using SPSS and Microsoft excel.

3.5 METHOD OF ANALYSIS

Descriptive statistics such as tables were used to profile reward preference based on the selected independent variables. Cross tabulations with Chi-square (χ^2) tests were used to test the association/correlation amongst the independent and dependent variables. A 0.05 significance level was used to determine whether an independent variable should be retained in the model or not in order to test for significance of each independent variable a p-value less than 0.05 was considered as significant. The statistical analysis was done in SPSS and Microsoft excel.

3.6 RESEARCH HYPOTHESES

Research hypothesis 1

H₁: SSC employees have total reward preferences, which show substantial dissimilarities as they relate to attraction, retention and motivation.

Research hypothesis 2

H₂: Demographic features play an important role in defining the reward preferences for SSC skilled employees.

3.7 VALIDITY

According to De Vaus (1996), validity entails the degree to which a study correctly reflects or measures the exact perceptions that the researcher is trying to measure. He further explained that validity is generally determined by questions such as: does the test measure what it envisioned to measure? The focus in this enquiry is on what is being measured. Saunders (2009) categorized four definite types of validity that should be defined before administering the actual study. This study was directed by two of those validity types:

- Face validity: needs the research tool to be relevant. This can be determined through asking employees from the target population to give remarks on the significance and appropriateness of the research instrument in relation to the research objectives. This was conducted during the pilot study phase where the questionnaires were given to a few respondents in SSC.
- Content validity: is related to face validity but the researcher must obtain the views of specialists in the field on the appropriateness of the research instrument. To ensure content validity, the researcher took the research instrument to an expert in the field of research for commentary. Thereafter, adjustments were made to the research instrument (Saunders & Lewis, 2012).

3.8 RELIABILITY

According to De Vaus (1996), reliability has to do with the consistency of the measurement of certain phenomena. It is mainly concerned with ensuring that the method of data collection leads to consistent results. De Vaus (1996) stated there are three kinds of reliability, namely: (1) Parallel reliability is a measure of sameness and includes using two different types of measurements with the same participants and gaining positive correlation between the two forms; (2) Test-retest reliability includes using the same research tool at two different intervals to the similar research subjects and gaining a correlation between the two sets of time periods; and (3) Inter-rater reliability is a measure of similarity, meaning that one measures the level of agreement between two individuals regarding a specific phenomenon.

For the purpose of this research, the study used the test-retest technique. The researcher conducted a test study with a few numbers of the staff members to test and refine the research instrument. This meant that a few research participants who completed the questionnaires as part of its standardisation were asked to complete it over again, and their choices were compared for consistency. The test-retest technique is the best practical method of establishing the reliability of a questionnaire (De Vaus, 1996).

3.9 LIMITATIONS

Though this research contributed to the performance of SSC, it has numerous limitations. Firstly, the data was gathered from a single organisation in Namibia, the SSC. This was due to time constraints as the researcher could not include other public sector institutions. Therefore, the findings may be limited only to the sample studied. Other researchers may consider

conducting similar studies with different organisations in the public sector on the same topic. Overall, demographic categories are not equally represented by the sample selected in this study. Hence, conclusions derived from the study may not accurately represent the entire population. Furthermore, the study applied statistical weightings to these categories. The questionnaire did not make provision for respondents' opinions in terms of preferred reward other than the five (5) pre-selected options.

The element that is out of scope of this study is the influence of reward preferences on the SSC, should these preferences not be addressed or considered in terms of the implementation of policies and procedures. With preferences established in this study, it provides a base for research expansion on the impacts of reward preferences to either support or oppose conclusions made by Rynes, Gerhart, and Minette (2004) that if employees' needs are not met by the reward system, they remain self-focused and do the minimum required of their job.

Despite the sampling methodology that was considered appropriate for this study, this study was purely descriptive and did not give participants an avenue to express themselves on the matter. Hence results are purely descriptive and did not present in-depth information from the respondents.

3.10 ETHICAL CONSIDERATIONS

According to Saunders (2009), ethics in research are the moral standards that are applied to a condition which could cause definite or possible harm to an individual. The research methodology adopted was scientifically sound and achievable. All the respondents were informed about the aim of the research. Partaking in the study was voluntary and the issue of confidentiality was addressed. All those who agreed to participate signed a consent form. The researcher also guaranteed the respondent of the safe-keeping of the research documents. All data collected for the study is stored in a lockable cabinet and will be kept for five (5) years and will be destroyed after this period.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

This section presents the data collected, results of statistical analysis done and analysis and explanation of findings that are presented in table and graphs. The chapter specifically presents findings on demographic characteristics of the population studied; i.e., the employees of the SSC. The chapter also focused on the reward preferences of workers and retention of talent by the SSC. Finally, the chapter also assesses the associations between demographic variables, reward preferences and retentions by making use of regressions and chi-squares.

It should be noted that, in the discussion of each table, the percentages have been rounded for ease of reading.

4.2 DEMOGRAPHIC CHARACTERISTICS

The response rate was 65.0 (n = 225). None of the questionnaires from the 225 respondents were rejected due to missing data. For specific analysis, such missing data was excluded.

The characteristics of the categories of the sample are described in Table 1.

Table 1

Background Information

Characteristics		Frequency	Percentage (%)
Sex	Male	89	39.56
	Female	134	59.56
	Prefer not to disclose	2	0.89
Race	Black	178	79.11
	Coloured/Baster	35	15.56
	White	2	0.89
	Prefer not to disclose	10	4.44
Level of education	School before matric	4	1.78
	Matric (Grade 12)	47	20.89
	Diploma	57	25.33
	Degree (including BTech)	51	22.67
	Honours degree	42	18.67

Characteristics	Frequency	Percentage (%)	
Job Level	Masters	14	6.22
	Prefer not to disclose	10	4.44
	Non-Managerial	139	61.78
	Supervisor / Section heads	47	20.89
	Middle Management	31	13.78
	Exco (Senior management & executives)	8	3.56
Age Generation	Generation X	15	6.70
	Generation Y	126	56.25
	Baby Boomers	83	37.05
Years in SSC	Less than a year	23	10.27
	1 - 5 years	50	22.32
	6 - 11 years (Pregmolato, 2010)	50	22.32
	12 - 16 years (Pregmolato, 2010)	46	20.54
	17 - 21 years (Pregmolato, 2010)	32	14.29
	22 - 26 years (Pregmolato, 2010)	22	9.82
	More than 27 years (Pregmolato, 2010)	1	0.45

Findings showed that majority (60%) of the respondents were female compared to 40% who were male. It was further reported that 79 of the participants were black, followed by 16 who were coloured/baster and less than 1 were white.

The study further revealed that 25% of the participants' had diplomas, 23% were degree holders, while only 6% have master degrees. It was also observed that majority (62%) of the participants were non-managerial staff, while 20% were section heads / supervisors, 14% were in middle management, while 4% were Senior management and executives. Results indicated that about 22 of the participants spent either between 1-5 or 6-11 years at SSC, followed by 21% who spent between 12 -16 years, while less than 1 respondent spend more than 26 years at the Commission.

The youngest participant in this study was 25 years old while the oldest was 61 years. The average age of respondent was 51 years. It was further highlighted that more than half (56%) of the respondent make up the Generation Y cohort, meanwhile 37% were in Baby Boomers, whereas 7% were in Generation X.

4.3 REWARD CATEGORIES

Table 2 displays the breakdown of the reward categories.

Table 2

Reward Categories

Category		Frequency	Percentage (%)
	Tertiary institution tuition fee assistance.	88	41.5
Learning	On-the-job training (Pregolato, 2010).	32	15.1
	Leadership management development programmes (Pregolato, 2010).	92	43.4
	Exposure to outside of current department (Pregolato, 2010).	62	30.5
Career advancement	Promotions within current business unit (Pregolato, 2010).	89	43.8
	Accelerating career advancement to senior management level	52	25.6
	Base salary positioned at the middle of the market (Pregolato, 2010).	37	19.1
Compensation	Base salary positioned at the upper quartile of the market (Pregolato, 2010).	48	24.7
	Base salary positioned at the upper quartile of the market & retention bonus (Pregolato, 2010).	109	56.2
	Zero percent employer contribution to retirement fund and basic medical coverage (Pregolato, 2010).	17	8.5
Benefits	Employer contributes 50 % to overall retirement fund contribution and moderate level of medical aid coverage (Pregolato, 2010).	75	37.5
	Employer contributes 100 of total retirement fund contribution and highest level of medical coverage (Pregolato, 2010).	108	54.0
Performance & Recognition	On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	37	18.5

Category	Frequency	Percentage (%)
Short-term incentive connected to your performance (Pregnolato, 2010).	77	38.5
Short-term incentives connected to performance and shares (Pregnolato, 2010).	86	43.0

4.3.1 Learning

Outcomes from the study revealed that about 43% of those part-taking respondents indicated that they would choose leadership management development programmes, while 42% opted for tertiary education tuition assistance and only 15% opted for an on-job training.

4.3.2 Career Advancement

About 44% of respondents under career development preferred promotions within current the business unit, while 31% preferred exposure to jobs outside of current department, and 26% preferred acceleration of careers to executive or senior management.

4.3.3 Compensation

More than fifty percent of the participants indicated that they opted for base salary aiming at the upper quartile of the market together with a retention bonus. Furthermore, 25% preferred a base salary positioned at the upper quartile of the market. Finally, 19% of the participants indicated that a base salary pitched at the middle of the market would be satisfactory.

4.3.4 Benefits

Findings indicated that 56% of the respondents preferred that employer pays 100% of the total retirement fund contribution added to that a moderate level of medical cover while 38% indicated that employers' contribution of 50% to the total retirement fund contribution and a reasonable level of medical cover was important to them.

4.3.5 Performance and Recognition

It was reported that 43% of the respondents opted for short-term incentives for performance and shares. Furthermore 39% of them indicated that they opted for short-term incentives linked to their performance while only 19% preferred immediate awards.

4.4 REWARDS

Category of rewards are depicted on Table 3 below.

Table 3

Rewards

Category		Not at all important	Not important	Uncertain	Important	Very important	Chi-squared	df	p-value
Learning	Tertiary institution tuition fee assistance	50	75	55	39	42	18.366a	10	0,05
	On-the-job training (Pregolato, 2010).	50	0	18	13	15			
	Leadership development programmes (Pregolato, 2010).	0	25	27	48	43			
Career advancement	Exposure to outside of current department (Pregolato, 2010).	0	33	10	31	34	10.352a	8	0,24
	Promotions within business unit (Pregolato, 2010).	100	67	70	46	34			
	Accelerating career advancement to senior management level	0	0	20	23	32			
Benefits	0% employer contribution to retirement fund and basic medical aid coverage (Pregolato, 2010).	0	0	20	6	11	7.081a	8	0,53
	Employer contributes 50% of overall retirement fund contribution and average level of medical aid coverage (Pregolato, 2010).	100	50	50	39	32			
	Employer contributes 100% of total retirement fund contribution and highest level of medical aid coverage (Pregolato, 2010).	0	50	30	55	56			
Work life balance	Flexi work hours	100	100	70	72	82	4.159a	8	0,84
	Reduced work schedule or workload (Pregolato, 2010).	0	0	20	17	9			
	Work from home	0	0	10	12	9			
Performance & Recognition	On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	0	33	18	17	20	5.122 ^a	8	0,74
	Short-term incentive connected to performance (Pregolato, 2010).	100	67	36	41	33			

Category	Not at all important	Not important	Uncertain	Important	Very important	Chi-squared	df	p-value
Short-term incentives connected to performance and shares (Pregolato, 2010).	0	0	45	42	47			

4.4.1 Learning

The association between learning and preference is crucial for companies. Findings from this study indicated that about three-quarters (75) of the participants believed despite tertiary education assistance from the company they did not consider this as important, while 42 indicated that it was very important to them. Equally important 18 of them were uncertain as to whether it is important to them or not regarding on-the-job training. Furthermore, 43 of the participants stated that leadership management development programmes are very important to them. It can also be seen that there was significant importance to preference on learning.

4.4.2 Career Advancement

Results indicated that 34% of the participants preferred and considered important, exposure outside the department and promotions within the current business unit while 32% reported that accelerating career advancement to executive or senior management level was very important to them. Despite this, the relative importance of career advancement was not significant.

4.4.3 Benefits

Almost half of the participants were uncertain about their preference regarding this reward element despite employer contribution of 50% to their retirement plus moderate medical aid. More half of them indicated that employers 100% contribution to total retirement and highest medical aid was very important to them. Only 11% indicated that they preferred 0% contribution to retirement funds plus basic medical cover, which was important to them. The relative importance of benefits was not significant.

4.4.4 Work of Life Balance

About 82% of the participants stress that that getting flexible working hours is very important to them. In addition, 17% indicated that reduced work schedules or workload and working from home were important to them. Like benefits, the relative preference to work life balance was not significant.

4.4.5 Performance and Recognition

The study showed that 33% of the participants reported that instant rewards were not important to them compared to 20% who indicated that they were important to them. A total of 67%

indicated that short-term incentives linked to their performance were not important to them, compared to 33% who preferred it. The finding was that the association between performance and recognition with preference was not significant.

4.5 SUBSTANTIAL DIFFERENCE, ASSOCIATION BETWEEN DEMOGRAPHIC FACTORS AND REWARDS

The table below shows differences and association between gender and rewards.

Table 4

Gender and Rewards

	Gender			
	Male (%)	Female (%)		
Learning				
Tertiary institution tuition fee assistance (Pregolato, 2010).	39	43	<i>Chi-squared</i>	3.161a
On-the-job training (Pregolato, 2010).	14	15	<i>df</i>	4
Leadership development programmes (Pregolato, 2010).	47	42	<i>P-value</i>	0,531226
Career advancement				
Exposure outside of current dept	34	28	<i>Chi-squared</i>	4.436a
Promotions within current business unit	35	50	<i>df</i>	2
Accelerating career advancement to senior management level	31	22	<i>P-value</i>	0,108838
Compensation				
Base salary positioned at the middle of the market (Pregolato, 2010).	18	20	<i>Chi-squared</i>	8.369a
Base salary positioned at the upper quartile of the market (Pregolato, 2010).	35	17	<i>df</i>	2
Base salary positioned at the upper quartile of the market & retention bonus (Pregolato, 2010).	47	63	<i>P-value</i>	0,015231
Benefits				
Employer contribution to retirement fund and basic medical aid cover.	5	11	<i>Chi-squared</i>	2.034a
Employer contributes 50% of overall retirement fund contribution plus moderate level of medical cover.	38	37	<i>df</i>	2
Employer contributes 100% of overall retirement fund contribution and highest level of medical aid coverage.	57	52	<i>P-value</i>	0,361602
Work life balance				
Flexi work hours	76	76	<i>Chi-squared</i>	.428a

	Gender			
	Male (%)	Female (%)		
Reduced work schedule or workload	15	13	<i>df</i>	2
Work from home	9	11	<i>P-value</i>	0,80754
Performance and recognition				
On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	18	19	<i>Chi-squared</i>	1.170a
Short-term incentive connected to performance (Pregolato, 2010).	43	36	<i>df</i>	2
Short-term incentives connected to performance and shares (Pregolato, 2010).	39	45	<i>P-value</i>	0,556987

4.5.1 Learning

Analysis indicated that 43% of the women preferred tertiary education assistance, compare to 39% of men who preferred the same. In addition, more (47%) men preferred leadership management development programmes in comparison to 42% of women.

4.5.2 Career Development

It was observed that half of the women preferred promotions in the current departments, compared to only 35% of men who preferred promotions in any other departments. About 34% of the men preferred exposure to the outside world while only 22% of females preferring accelerating career progression into executive or managerial levels.

4.5.3 Compensation

The correlation between gender and preferences for compensation indicated a significant trend, with women (63%) preferring a base salary positioned at the upper quartile of the market and a retention bonus. On the other hand, men (35%) preferred a base salary positioned at the upper quartile of the market.

4.5.4 Benefits

Results show little variation between men (38%) and women (37%) for preference for the employer to contribute 50% to the overall retirement fund contribution and a moderate amount of medical aid coverage was not significant. More than half of both genders preferred that the employer should contribute 100% of overall retirement fund contribution and the maximum level of medical aid coverage.

4.5.5 Work Life Balance

About three-quarters (75%) of both genders preferred flexible working hours as a reward. It was also observed that men (15%) preferred reduced working hours while women (11%) opted to work from home.

4.5.6 Performance and Recognitions

Findings indicated that men (43%) prefer short intensives linked to performance. On the other hand, women (19%) prefer instant award and incentivises for performance plus stock options or shares.

4.6 FAMILY STATUS

The breakdown of family status and rewards is indicated in Table 5 below.

Table 5

Family Status and Rewards

	Single (%)	Married (%)	Widowed (%)	Divorced (%)		
Learning						
Tertiary institution tuition fee assistance (Pregmolato, 2010).	46	37	0	40	<i>Chi-squared</i>	15.684a
On-the-job training (Pregmolato, 2010).	21	12	50	0	<i>df</i>	8
Leadership development programmes (Pregmolato, 2010).	33	51	50	60	<i>P-value</i>	0,047129
Career advancement						
Exposure to outside of current dept. Promotions within existing business unit (Pregmolato, 2010).	36	27	0	44	<i>Chi-squared</i>	7.266a
Accelerating career advancement to senior management level	45	44	50	22	<i>df</i>	8
	19	30	50	33	<i>P-value</i>	0,50827
Compensation						
Base salary positioned at the middle quartile of the market (Pregmolato, 2010).	10	24	0	20	<i>Chi-squared</i>	15.297a
Base salary positioned at the upper quartile of the market (Pregmolato, 2010).	26	25	50	20	<i>df</i>	8
Base salary positioned at the upper quartile of the market & retention bonus (Pregmolato, 2010).	64	51	50	60	<i>P-value</i>	0,053625
Benefits						

	Single (%)	Married (%)	Widowed (%)	Divorced (%)		
Zero percent employer contribution to overall retirement fund and basic medical aid coverage	8	7	0	18	<i>Chi-squared</i>	4.670a
Employer contributes 50% of overall retirement fund contribution and moderate level of medical aid cover	39	37	0	27	<i>df</i>	8
Employer contributes 100% of total retirement fund contribution and highest level of medical cover	53	55	100	55	<i>P-value</i>	0,792166
Work life balance						
Flexi work hours	81	71	100	67	<i>Chi-squared</i>	4.891a
Reduced work schedule or workload	11	16	0	22	<i>df</i>	8
Work from home	8	12	0	11	<i>P-value</i>	0,769193
Performance & recognition						
On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	16	19	0	33	<i>Chi-squared</i>	7.133a
Short-term incentive connected to performance (Pregolato, 2010).	38	42	50	22	<i>df</i>	8
Short-term incentives connected to your performance and shares (Pregolato, 2010).	46	39	50	44	<i>P-value</i>	0,522384

4.6.1 Learning

It was reported that (46%) singles preferred assistance with their tertiary tuition funds in comparison to (37%) married and (40%) divorced respondents. Furthermore 50% of the widowed respondents opted for on-job training, while the divorced respondents opted for leadership management development programmes.

4.6.2 Career Advancement

About 44% of the divorced and 36% single respondents opted for exposure outside their departments. More than 40% of the married, single and widowed participants prefer promotions within the current business while half of the widowed respondents opted for fast-tracking progression into management levels.

4.6.3 Compensation

Evidence from the study revealed that single (64%), divorced (60%), married (51%) and widowed (50%) opted for a base salary pointing at the upper quartile of the market and retention bonus whereas nearly half of the widowed respondents opted for a base salary positioned at the upper end of the market and 24% of the married respondents opted for a base salary positioned at the middle quartile of the market.

4.6.4 Benefits

It was reported that 53% of single, 55% of married and all widowed respondents preferred 100% employer contribution to total retirement fund plus the maximum amount of medical cover. On the other hand, 39% of single respondents preferred employer contributions of 50% to total retirement fund contributions and a moderate level of medical aid cover.

4.6.5 Work Life Balance

The study shows that 81% single, 71% married and 67% divorced respondents prefer flexible working hours. Additionally, 22% of divorced respondents indicated that they preferred that their employer contributed 50% of the total retirement fund contribution added to it a moderate level of medical cover, while 12% of married respondents reported that they preferred reduced workloads.

4.6.6 Performance and Recognition

Findings from the study showed that 33% of widowed respondents opted for instant rewards, while 50% of widowed participants opted for short-term incentives connected to their performance and short-term incentives connected to their performance including shares.

4.7 SELF-IDENTIFIED RACE AND REWARDS

Table 6 below shows a design of four different self-identified race.

Table 6

Self-Identified Race and Rewards

	Black (%)	Coloured/ Baster (%)	White (%)		
Learning					
Tertiary institution tuition fee assistance (Pregolato, 2010).	43	35	0	<i>Chi-squared</i>	6.965a
On-the-job training (Pregolato, 2010).	13	21	0	<i>df</i>	6
Leadership development programmes (Pregolato, 2010).	44	44	100	<i>P-value</i>	0,324058
Career advancement					
Exposure to outside of current dept	31	31	50	<i>Chi-squared</i>	6.002a
Promotions within existing business unit (Pregolato, 2010).	42	50	0	<i>df</i>	6
Accelerating career advancement to senior management level (Pregolato, 2010).	27	19	50	<i>P-value</i>	0,422983
Compensation					
Base salary positioned at the middle of the market (Pregolato, 2010).	17	23	50	<i>Chi-squared</i>	4.100a
Base salary positioned at the upper quartile of the market (Pregolato, 2010).	24	29	0	<i>df</i>	6
Base salary positioned at the upper quartile of the market & retention bonus (Pregolato, 2010).	59	48	50	<i>P-value</i>	0,663205
Benefits					
Zero % employer contribution to retirement fund and basic medical cover (Pregolato, 2010).	7	12	0	<i>Chi-squared</i>	6.136a
Employer contributes 50% of overall retirement fund contribution and moderate level of medical aid coverage (Pregolato, 2010).	39	27	100	<i>df</i>	6
Employer contributes 100 of overall retirement fund contribution and highest level of medical aid cover (Pregolato, 2010).	54	61	0	<i>P-value</i>	0,40817
Work life balance					
Flexi work hours	76	77	0	<i>Chi-squared</i>	13.380a
Reduced work schedule or workload	13	13	100	<i>df</i>	6
Work from home	11	10	0	<i>P-value</i>	0,037388
Performance & recognition					
On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	17	22	50	<i>Chi-squared</i>	5.318a
Short-term incentive connected to performance (Pregolato, 2010).	41	28	50	<i>df</i>	6

	Black (%)	Coloured/ Baster (%)	White (%)		
Short-term incentives connected to performance and shares (Pregolato, 2010).	43	50	0	<i>P-value</i>	0,503682

4.7.1 Learning

Based on the results indicated in Table 6, more than 44% of both black and coloured participants preferred leadership management programmes. It was reported that 43% of black participants and 35% of coloured/baster participants favoured tertiary education tuition assistance. On-job training was the least preferred by all participants.

4.7.2 Career Advancement

About 50% of the coloured/baster respondents preferred promotions within the current business unit followed by 42% of the black participants. About 50% of white participants indicated that they preferred both exposure to outside of the current department and accelerating career advancement to executive or senior management level. Accelerating career advancement to more senior levels was least preferred by both black and coloured/baster participants.

4.7.3 Compensation

More than 48% of all respondents indicated that they preferred a base salary positioned at the upper quartile of the market and a retention bonus. It was also reported that about 50% of white respondents favoured a base salary pitched at the mid-point of the market. Base salary positioned at the upper quartile of the market was least preferred by all the participants.

4.7.4 Benefits

All the white respondents (100%) preferred that the employer contributed 50% of overall retirement fund contributions including a moderate amount of medical aid cover. About 61% and 54% of white and black participants preferred that employer contributed 100% of total retirement fund contribution and the maximum level of medical aid cover. A zero percent employer contribution to a retirement fund including basic medical cover was the least preferred by all races.

4.7.5 Work Life Balance

The results indicated that about more than 75% respondents from both black and coloured stated that flexi work hours were most efficient compared to the rest while 100% of white participants favoured a reduced work schedule or workload.

4.7.6 Performance and Recognition

The results indicated that more than 50% of white participants preferred both instant rewards, e.g., verbal recognition, gift vouchers and short-term incentive related to performance followed by 50% of the coloured participants that preferred short-term incentive connected to performance. More than 40.8% of black participants preferred short-term incentives connected to performance and short-term incentives linked to performance as well as shares.

4.8 HIGHEST LEVEL OF EDUCATION AND REWARDS

The level of education is depicted on the table below.

Table 7

Highest level of education and rewards

	School before matric (%)	Matric (Grade 12) (%)	Diploma (%)	Degree (including BTech) (%)	Honours degree (%)	Masters (%)		
Learning								
Tertiary institution tuition fee assistance (Pregolato, 2010).	25	52	54	36	22	25	<i>Chi-squared</i>	41.113a
On-the-job training (Pregolato, 2010).	50	30	12	4	15	8	<i>df</i>	12
Leadership development programmes (Pregolato, 2010).	25	17	35	60	63	67	<i>P-value</i>	4,69E-05
Career advancement								
Exposure to outside of current dept	0	34	27	23	33	45	<i>Chi-squared</i>	30.399a
Promotions within existing business unit (Pregolato, 2010).	100	52	58	30	36	18	<i>df</i>	12
Accelerating career advancement to more senior level (Pregolato, 2010).	0	14	15	47	31	36	<i>P-value</i>	0,002431
Compensation								
Base salary positioned at the middle of the market (Pregolato, 2010).	0	20	30	15	18	8	<i>Chi-squared</i>	25.414a
Base salary positioned at the upper quartile of the market (Pregolato, 2010).	67	37	23	17	13	54	<i>df</i>	12
Base salary positioned at the upper quartile of the market & retention bonus (Pregolato, 2010).	33	44	47	67	70	38	<i>P-value</i>	0,012978
Benefits								
Zero percent employer contribution to retirement fund and basic medical aid cover (Pregolato, 2010).	33	7	16	6	3	8	<i>Chi-squared</i>	14.186a

	School before matric (%)	Matric (Grade 12) (%)	Diploma (%)	Degree (including BTech) (%)	Honours degree (%)	Masters (%)		
Employer contributes 50% of overall retirement fund contribution and moderate level of medical aid cover (Pregolato, 2010).	0	36	41	31	49	33	<i>df</i>	12
Employer contributes 100% of overall retirement fund contribution and highest level of medical aid cover (Pregolato, 2010).	67	57	43	63	49	58	<i>P-value</i>	0,288986
Work life balance								
Flexi work hours (Pregolato, 2010).	100	80	72	76	72	75	<i>Chi-squared</i>	8.678a
Reduced work schedule or workload.	0	15	19	7	15	17	<i>df</i>	12
Work from home.	0	5	9	17	13	8	<i>P-value</i>	0,730194
Performance & recognition								
On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	100	25	20	13	18	0	<i>Chi-squared</i>	23.797a
Short-term incentive connected to performance (Pregolato, 2010).	0	36	35	34	44	67	<i>df</i>	12
Short-term incentives connected to your performance and shares (Pregolato, 2010).	0	39	45	53	38	33	<i>P-value</i>	0,021675

4.8.1 Learning

The study revealed that respondents with matric (52%) or a diploma (54%) opted for assistance with tertiary education tuition fees compared to of those with a degree (22%) or a master's degree (25%). Half of the participants with less than a matric qualification opted for on-job training, while participants with master's degrees opted for leadership programmes.

4.8.2 Career Advancement

It was further indicated that those with a master's degree (45%) preferred exposure outside of their current dept. Diploma holders indicated that they preferred promotions within their current working structures, while master's degree holders further preferred accelerating career advancement into executive and management levels.

4.8.3 Compensation

About 30% of the diploma holders preferred a base salary pitched at the middle of the market. Additionally, 67% of the participants with less than a matric preferred a base salary positioned at the upper quartile of the market while master's degree holders preferred a base salary pitched at the upper end of the market and a retention bonus. As for learning and career advancement, there is a significant correlation between education level and compensation.

4.8.4 Benefits

It was revealed that respondents with less than a matric preferred a 100% employer contribution to a retirement fund and basic medical aid coverage as their benefit. About 49% of participants with honours preferred that the employer contributed 50% of overall retirement fund contribution and a moderate amount of medical aid cover while 67% of the participants with matric further indicated they preferred that the employer contributed 100% of overall retirement fund contribution and the highest level of medical aid cover.

4.8.5 Work life Balance

Results indicated that more than 70% of all participants, regardless of their education qualification, preferred flexible working hours. Furthermore 19% of the diploma holders preferred a reduced working schedule, while 17% of degree holders preferred to work from home.

4.8.6 Performance and Recognition

It was revealed that all participants with less than a matric preferred instant rewards, while master's degree participants (67%) wanted short-term incentive related to performance and degreed participants (53%) preferred short-term incentives connected to performance plus shares.

4.9 JOB LEVEL CLASSIFICATION

The job level classifications are depicted in Table 8 below.

Table 8

Job Level Classification

	Non- Managerial (%)	Supervisor / Section Heads (%)	Middle Management (%)	Exco (Senior Management & Executives) (%)		
Learning						
Tertiary institution tuition fee assistance (Pregolato, 2010).	49	28	32	17	<i>Chi-squared</i>	28.243a
On-the-job training (Pregolato, 2010).	21	7	4	0	<i>df</i>	6
Leadership development programmes (Pregolato, 2010).	30	65	64	83	<i>P-value</i>	8,46E-05
Career advancement						
Exposure to outside of current dept.	29	35	25	50	<i>Chi-squared</i>	32.282a
Promotions within existing business unit (Pregolato, 2010).	55	33	14	17	<i>df</i>	6
Accelerating career advancement to senior management level (Pregolato, 2010).	16	33	61	33	<i>P-value</i>	1,44E-05
Compensation						
Base salary positioned at the middle of the market (Pregolato, 2010).	23	22	0	13	<i>Chi-squared</i>	11.512a
Base salary positioned at the upper quartile of the market (Pregolato, 2010).	27	17	22	38	<i>df</i>	6
Base salary positioned at the upper quartile of the market & retention bonus (Pregolato, 2010).	50	61	78	50	<i>P-value</i>	0,073784
Benefits						
Employer contribution to retirement fund and basic medical aid cover (Pregolato, 2010).	10	10	0	0	<i>Chi-squared</i>	11.106a
Employer contributes 50% of overall retirement fund	34	54	30	43	<i>df</i>	6

	Non- Managerial (%)	Supervisor / Section Heads (%)	Middle Management (%)	Exco (Senior Management & Executives) (%)		
contribution and moderate level of medical aid cover (Pregolato, 2010). Employer contributes 100% of overall retirement fund contribution and highest level of medical aid cover (Pregolato, 2010).	56	37	70	57	<i>P-value</i>	0,08515
Work life balance						
Flexi work hours	75	79	81	57	<i>Chi-squared</i>	8.222a
Reduced work schedule or workload	15	12	4	43	<i>df</i>	6
Work from home	10	10	15	0	<i>P-value</i>	0,222319
Performance & recognition						
On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	25	15	0	0	<i>Chi-squared</i>	12.093a
Short-term incentive connected to performance (Pregolato, 2010).	34	43	46	57	<i>df</i>	6
Short-term incentives connected to your performance and shares (Pregolato, 2010).	41	43	54	43	<i>P-value</i>	0,059915

4.9.1 Learning

Nearly, half of the participant in non-managerial positions prefer tertiary education tuition assistance. They (21%) further prefer on-job training, while Exco prefer leadership management development programmes. The association between learning and job level was significant.

4.9.2 Career Advancement

About half of the Exco, prefer exposure to outside world, while 55% of non-managerial participants opted for promotions within current business unit. Finally, (61%) middle manager prefers accelerating career advancement to executive or senior management level.

4.9.3 Compensation

It was revealed that 23% of non-managerial and 22 % supervisor/department heads preferred base salary aiming at the middle of the market. Furthermore 38 % of Exco prefers a base salary positioned at the upper quartile of the market, while 78% of middle managers prefer base salary positioned at the upper quartile of the market and Retention bonus.

4.9.4 Benefits

Findings indicate that non-managerial and supervisor/department heads (10) prefer zero percent employer contribution to retirement fund and basic medical aid cover. It was further reported that supervisor/department (54) prefer employer contributes 50 percent of overall retirement fund contribution and moderate level of medical cover and middle manager (70) preference was employer contributes 100 percent of total retirement fund contribution as well as highest level of medical aid cover.

4.9.5 Work-Life Balance

It was reported that 81% of middle managers prefer flexible working hours, while only 43% of Exco prefer reduced working schedules and non-managers and supervisors prefer to work at home. The association between job level and work life balance was not significant. It is worth reporting that non-managers prefer instant awards, and Exco prefer short-term incentives connected to staff performance.

4.9.6 Performance & Recognition

Results show that 41% of non-managerial staff prefer short-term incentives connected to performance and shares. Furthermore, Supervisors and section head prefer both short-term incentives connected to your performance and shares and short-term incentive linked to your performance equally (43%). Middle management 54% preferred short-term incentives associated to performance and stock options or shares. On the other hand, 57% of Exco preferred short-terms incentive linked to your performance.

4.10 GENERATION (AGE) AND REWARDS

Table 9 below indicate ages of the three different generations.

Table 9

Age Generation and Rewards

	Generation (Age)				
	Generation X (%)	Generation Y (%)	Baby Boomer (%)		
Learning					
Tertiary institution tuition fee assistance (Pregolato, 2010).	8.3	39.5	48.8	<i>Chi-squared</i>	7.804 ^a
On-the-job training (Pregolato, 2010).	25.0	14.3	15.0	<i>df</i>	4
Leadership development programmes (Pregolato, 2010).	66.7	46.2	36.3	<i>P-value</i>	.099
Career advancement					
Exposure to outside of current dept.	27.3	28.4	33.3	<i>Chi-squared</i>	1.357 ^a
Promotions within existing business unit (Pregolato, 2010).	36.4	44.8	44.0	<i>df</i>	4
Accelerating career advancement to senior management level (Pregolato, 2010).	36.4	26.7	22.7	<i>P-value</i>	.852
Compensation					
Base salary positioned at the middle of the market (Pregolato, 2010).	14.3	25.9	8.8	<i>Chi-squared</i>	11.851 ^a
Base salary positioned at the upper quartile of the market (Pregolato, 2010).	35.7	17.9	33.8	<i>df</i>	4
Base salary positioned at the upper quartile of the market & retention bonus (Pregolato, 2010).	50.0	56.3	57.4	<i>P-value</i>	.018
Benefits					
100% employer contribution to retirement fund and basic medical aid cover (Pregolato, 2010).	0.0	8.7	9.7	<i>Chi-squared</i>	1.757 ^a
Employer contributes 50% of overall retirement fund contribution and moderate level of medical cover (Pregolato, 2010).	50.0	36.5	36.1	<i>df</i>	4
Employer contributes 100% of total retirement fund contribution and highest level of medical aid cover (Pregolato, 2010).	50.0	54.8	54.2	<i>P-value</i>	.780
Work life balance					

	Generation (Age)				
	Generation X (%)	Generation Y (%)	Baby Boomer (%)		
Flexi work hours	75.0	76.8	73.9	<i>Chi-squared</i>	3.979 ^a
Reduced work schedule or workload	25.0	14.3	11.6	<i>df</i>	4
Work from home	0.0	8.9	14.5	<i>P-value</i>	.409
Performance and recognition					
On-the-spot awards, e.g., gift vouchers, verbal recognition (Pregolato, 2010).	8.3	15.5	25.4	<i>Chi-squared</i>	4.457 ^a
Short-term incentive connected to performance (Pregolato, 2010).	50.0	37.9	38.0	<i>df</i>	4
Short-term incentives connected to your performance and shares (Pregolato, 2010).	41.7	46.6	36.6	<i>P-value</i>	.348

4.10.1 Learning

It is shown in Table 9 that 67% of the Generation X respondents indicated that leadership management and development was the most preferred element of learning as a reward followed by 25% of the participants who preferred ‘on-job training’. Similarly, 46% of Generation X indicated that leadership management development programme was their preferred reward followed by tertiary education tuition assistance. However, Baby Boomers (49%) stated that tertiary education tuition assistance was their most preferred reward.

4.10.2 Career Advancement

Career advancement as a job reward was also linked to generations to test the association. It was indicated that among the Generation X participants, 36% preferred both promotions within the current business unit and accelerating career advancement to executive or senior management level were equally preferred as job rewards. Baby Boomers (44%) preferred promotions within the current business unit as their reward while Generation Y participants (45%) chose this as their preferred reward.

4.10.3 Compensation

Most participants across the age cohorts stated that base salary positioned at the upper quartile of the market and retention bonus as the preferred job rewards with 50%, 56% and 57%, respectively. Generation X and Baby Boomer stated the least preferred reward was a base

salary targeting middle of the market, with 14% and 9% respectively, while Generation Y (18%) least preferred the base salary positioned at the upper end of the market.

4.10.4 Benefits

All generation categories indicated that employer contributing 100% of overall retirement fund contribution and maximum amount of medical aid cover was their most preferred job rewards (50%, 55% and 54% respectively). Generation X (50%) also indicated that employer contributing overall retirement fund contribution and moderate level of medical cover was their most preferred job rewards with 50. On the contrarily, 37%, and 36% preference was recorded for employer contribution of 50% of total retirement fund contribution and moderate level of medical aid cover as their second preferred job reward.

4.10.5 Work Life Balance

Flexi work hours was the most indicated work life balance element by all the generations with 75% for Generation X, 77% for Generation Y and 74% for Baby Boomers. Both Generation X (25%) and Y (14%) stated that reduced work schedule or workload were the second most preferred job rewards. In addition, Baby Boomers (15%) stated that working from home was their second preferred reward.

4.10.6 Performance and Recognition

Performance and recognition as a job reward shows that there was no significant correlation since the p-value is 3.48 which is greater than the 0.05 significance level, and a chi-square value of 4.457. It was indicated that Generation X (50%) preferred short-term incentives linked to their performance followed by 42% who preferred short-term incentives connected to their performance and stock options or shares, Generation Y (47%) preferred short-term incentives connected to their performance and shares followed by short-term incentives connected to their performance (38%). In addition, Generation X (38%) preferred short-term incentives connected to their performance followed by 37% preferring short-term incentives connected to their performance and shares.

4.11 RESULTS OF THE CHI-SQUARE ANALYSIS

Table 10

The Relationship between Gender and Rewards

	Gender		Value	df	Significance
	Male	Female			
Rewards	Gender		3.16 ^a	4	0.531
	Career advancement		4.44 ^a	2	0.110
	Compensation		8.37 ^a	2	0.015
	Benefits		2.03 ^a	2	0.361
	Work life balance (Pregolato, 2010).		0.43 ^a	2	0.806
	Performance and recognition (Pregolato, 2010).		1.17 ^a	2	0.557

Table 10 shows the chi-square test statistics with their p-values, respectively. The p-value < 0.05 indicates that compensation and gender are statistically significant ($\chi^2(2) = 8.37, p = 0.015$); therefore the correlation between gender and preferences to compensation is significant. On the other hand, the association between gender and preferences to learning, career progression, benefits, work life balance, performance and recognition was not statistically significant, since all their p-values were greater than significance level ($\alpha = 0.05$); thus there is no correlation between gender and preference to learning, career advancement, benefits, work life balance, performance and recognition.

Table 11

Cross-Tabulation of the Relationship between Family Status and Rewards

	Family Status				Value	df	Significance
	Single	Married	Widowed	Divorced			
Rewards	Career advancement				15.68 ^a	8	0.047
	Compensation				15.30 ^a	8	0.054
	Benefits				4.67 ^a	8	0.79
	Work life balance				0.43 ^a	8	0.806
	Performance and recognition				7.13 ^a	8	0.52

Reject H₀, when p-value is less than 0.05

The chi-square test statistic results indicated that compensation, learning and family status are statistically significant ($\chi^2(8) = 15.30, p = 0.054$), and it can be concluded that there is an association between family status and preferences for compensation since p-value < 0.05. The results showed that there was a noteworthy association between family status and preferences to learning ($\chi^2(8) = 15.68, p = 0.047$). On the other hand, the relationship between family status and preferences for career advancement, benefits, work life balance, performance and recognition was not statistically significant since all their associated p-values > 0.05.

Table 12

The Relationship between Self-Identified Race and Rewards

	Self-identified Race			Value	df	Significance
	Black	Coloured	White			
Rewards	Work life balance			13.38 ^a	8	.037
	Self-identified race			15.30 ^a	6	.041

Reject H₀, when p-value is less than 0.05

Based on the chi-square test results, since the p-value is less than the significance level ($\alpha = 0.05$), there is a correlation concerning work life balance and self-identified race. It can thus be concluded that the association concerning work life balance and preferences to self-identified race is statistically significant ($\chi^2(8) = 13.38, p = .037$). On the other hand, benefits and work life balance is also statistically significant ($\chi^2(8) = 15.30, p = .041$), which points out that there is a significant relationship concerning work life balance and self-identified race since the p-value < 0.05.

Table 13

Cross tabulation of Level of Education and Rewards

	Level of education						Value	df	Significance
	No Matric	Matric	Diploma	Degree	Honours	Master's			
Rewards	Career advancement						30.40 ^a	12	.002
	Compensation						25.41 ^a	12	.012
	Performance & recognition						12.09 ^a	12	.021

Reject H₀, when P-value is less than 0.05

The chi-square test of independence results indicated that the relationship between compensation and highest level of education are statistically significant ($\chi^2(12) = 30.40, p = .002$). Therefore, participants were more likely to show interest in compensation based on the level of education. On the other hand, the association between level of education and preferences for career advancement is also statistically significant ($\chi^2(12) = 25.41, p = .012$). Since the p-value < 0.05, there is an interest on compensation based on the career advancement.

The results from Table 13 indicate that the association between the preferences to performance and recognition and education level was also significant ($\chi^2(12) = 12.09, p = .021$).

Table 14

The Relationship between Job Level Classification and Rewards

	Job level classification				Value	df	Significance
	Non-Managerial	Supervisor	Middle Management	Exco			
Rewards					12.09 ^a	6	.005

Reject H₀, when P-value is less than 0.05

The results from Table 14 indicated that the association between job level classification and performance and recognition is statistically significant ($\chi^2(12) = 12.09, p = .021$), thus there is an interest in job level of classification with the preference to performance and recognition.

Table 15

The relationship between generation, age and rewards

		Generation			Value	df	Significance
		X	Y	Baby Boomers			
Rewards	Age				11.85 ^a	4	.018

Reject H₀, when p-value is less than 0.05

Table 15 shows the chi-square test statistics with their p-values, respectively. Since the p-value is less than significance level ($\alpha = 0.05$), there is adequate data to conclude that the association between compensation and generation age is statistically significant ($\chi^2(4) = 11.85, p = .018$). Therefore, participants showed an interest in rewards based on their generation.

4.12 RESULTS ON TESTING OF HYPOTHESES

Research hypothesis 1

The results indicate that there is total reward preferences for skilled workers in the SSC in Namibia. Table 3 shows the rank of each element, including the grouping of total importance to the participants based on Likert-type ratings. The results are backing literature and indicates that a more all-inclusive approach to reward management is now required (Snelgar, Renard, & Venter, 2013). Results in this study shows that basic or fixed pay and the chance to earn incentives and bonuses are essential to the respondents. Other fringe benefits that are considered to be very important in this study include medical aid and retirement, this backs the notion of Snelgar et al. (2013) who argue that competitive salaries and benefits have frequently been recorded as a means of attraction and retention of employees. The association between job level and work life balance was not significant. The findings shows that majority of middle management prefer flexible working hours, while Exco prefer reduced working schedules and non-managers as well as supervisors prefer to work at home. However, they were surpassed in importance by reward elements that belong to the classifications learning and career advancement. The results indicated that leadership management and development was the most preferred element of learning. However, Baby Boomers stated that tertiary education tuition assistance was their most preferred reward. This appears to be consistent with assertions that skilled workers place high value on continuously enhancing and upgrading their skills, they value career advancement and personal growth prospects (Laundan, Cathcart, & Mc Donald, 2019). The results regarding performance and recognition indicate that there are noteworthy variances among rewards that matter to skilled employees in these two categories. This

supports the study by Snelgar et al (2013), who found that performance was the factor that varied from the other reward preference.

Research hypothesis 2

Schlechter et al. (2016) found that one of the elements that contributes to turnover is employee demographics factors. This research found dissimilarities in reward preference based on numerous demographic characteristics. Though it was established that some variances existed between race groups, various literature have suggested investigating race as a subsection variable (Thompson & Gregory, 2012). This study found that the correlation between gender and preferences for compensation indicated a significant trend, with women preferring a base salary positioned at the upper quartile of the market and a retention bonus. On the other hand, men preferred a base salary positioned at the upper quartile of the market. Snelgar et al. (2013) found that gender played a role in influencing reward preferences, but pointed out that this is not always the state, citing Paddey and Rousseau (2011), who found no differences amongst the genders in this regard. Namwenda (2017) asserts that females place more importance on the quality of the workplace setting as well as work-life balance. This was not evident in the findings of this study of SSC skilled workers, which found that both genders preferred flexible working hours as reward. The research outcomes related to age group show that Generation X respondents indicated that leadership management and development was the most preferred element of learning as a reward whereas Generation X indicated that leadership management development programme was their preferred reward followed by tertiary education tuition assistance. However, Baby Boomers preferred tertiary education tuition assistance as their highest preferred reward. It was found that most respondents across the age cohorts stated that base salary positioned at the upper quartile of the market and retention bonus is their preferred job rewards. The study revealed that all generation categories preferred the employer to contribute 100% of total retirement fund and maximum level of medical aid cover.

The study revealed no significant correlation in performance and recognition reward since the p-value is 3.48 which is greater than the 0.05 significance level, and a chi-square value of 4.457. Both Generation X and Y preferred short-term incentives related to performance and shares.

4.13 CHAPTER SUMMARY

The study established that rewards are significant in every work relationship. Providing reward packages that are realistic, consistent and fair can be a useful tool in the retention of skilled employees. The ideal total reward combination includes monetary and non-monetary rewards when offered to employees in a manner that is consistent with their preferences and desires relating to the gender, race and age cohorts.

CHAPTER 5

DISCUSSION OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

In this section, the results described in Chapter 4 are outlined in detail and where suitable, current literature is integrated into the discussion. The impacts, limitations of the study, and implications for further research are addressed. This paper concludes with recommendations.

This study was aimed at identifying classifications of rewards that are preferred by SSC employees across different demographic factors, namely, race, gender, age, family status, education level, and job level in Namibia.

5.2 KEY FINDINGS

The focus of the study was to find the ideal mix and the preferred total rewards that would assist in retaining employees from different demographic groups, which, in the context of the SSC, refers specially to employees from different race, gender, age groups and education levels. Gaining knowledge in this regard will direct the organisation in drafting and amending well-informed and scientifically based reward strategies and policies.

The study has shown that the workforce is composed of majority of females of Generation Y and black people, with a diploma occupying non-managerial positions, with 1-11 years of experience in SSC.

Overall, within the six reward categories regardless of demographics, the most preferred remuneration options were leadership management development programmes, promotions within the current business unit, base salary positioned the upper quartile of the market and a retention bonus, employer contributions of 100% of overall retirement fund contributions and the highest level of medical aid cover, and short-term incentives related to performance and shares.

5.3 REWARD PREFERENCES ACROSS DEMOGRAPHICS

This study established differences in reward preferences based on different demographic features (particularly job level), but these should be understood in light of the practicality of

the said dissimilarities in providing significant subdivision variables. The findings support the research of Snelgar et al. (2013) that reward preferences are influenced by job level, age and gender. Snelgar et al. (2013) argued that gender played a significant role in influencing reward preferences, but stated that it was not always the case.

These findings support Diercks's (2007) findings that employees with different demographics have diverse expectations and requirements from their work environments and, as such, a one-homogenous retention strategy is not appropriate. The significance and importance of this research is underscored in this statement as it is evident from the findings that employees from different demographics value different rewards. The discoveries of this study offers proposals of the amount and the type of reward components which are valued within a total reward mix and will enhance the capability of organisations to create a highly refined and differentiated retention strategy.

5.4 GENDER AND REWARDS

Findings from this study show that among five (5) reward elements, only compensation, performance and recognition turned out to correlate with gender. Both men and women preferred a base salary positioned the upper quartile of the market as well as a retention bonus. Equally important, men (43%) preferred short incentives connected to performance while women (19%) prefer immediate reward and incentives for performance and shares. Findings from a study by Nienabar et al. (2011, as cited in Snelgar, Renard, & Venter, 2013, p. 24) revealed that women in South Africa place more prominence on pay and a conducive working environment. On the other hand, Chow and Ngo (2002, cited in Snelgar et al., 2013, p. 28) reported that both female and male employees considered a bigger salary and conducive working conditions were important in their jobs.

Organisations need to remain continuously up-to-date with the different demands of diverse demographic groups in order to be successful in the battle for talent. It is no longer adequate to approach key talent retention using a one standardised talent retention strategy. As noted by Gungor (2014), the traditional programmes for reducing turnover and lack of commitment have been tried over time and have mostly been futile in providing the results that are needed. New concepts are needed to determine innovative solutions to overcome the challenges of retention. The approach used in this research of identifying the mixture and types of total rewards that would assist in retaining various demographic groups is believed to provide one such creative response.

5.5 FAMILY STATUS AND REWARDS

Among the five (5) reward elements, only learning in terms of leadership and management development programmes and compensation in terms of base salary positioned at the upper quartile of the market and retention bonus turned out to correlate with family status.

This study indicated single employees preferred tertiary tuition funds, compared to married and divorced employees. There was a significant association between family status and learning. Equally important, the relationship between career development and rewards was not found to be significant. Evidence from the study revealed that single (64%), divorced (60%), married (51%) and widowed (50%) participants opted for a base salary positioned at the upper quartile of the market and a retention bonus. The association between compensation and family status was found to be significant. However, the association between benefits and family status was not significant which implies that family status does not necessarily play a role with regard to benefits. Equally so, family matters do not influence a preference for performance and recognition as rewards. Despite that, Snelgar et al. (2013) argued that work-family clashes can have severe consequences for organisations, such as poor work performance, lower levels of engagement and loyalty and a rise in employee turnover rates. They added that organisations should ensure work-home integration as it was one of the key factors in the attraction, retention and motivation of employees.

5.6 RACE AND REWARDS

According to a study conducted by Moore and Bussin (2011), variations in reward preferences based on numerous demographic characteristics existed, but these should be understood in light of the practicality of mentioned differences in providing meaningful segmentation variables. They further asserted that the differences found in their study did not prove to be practically useful. Results from this study show that more than 30% of black and coloured participants preferred learning opportunities that included leadership management programmes, tertiary tuition assistance and job training as rewards to retain them in the company. In this research, this the association between races and learning opportunities was not significant; this implies that even if employees were given such rewards, they would still leave the company one day. These results were disagreeing to the results reported by Pregnolato, Bussin, and Schlechter (2017) that showed a significant association between black and white employees in preference

for learning and career advancement measures. Similarly, Bussin and Toerien (2015) reported that training determined and provided by their employer was a preference of employees; however, it was less preferred among white as opposed to black employees.

Results further revealed that coloured/baster and black employees preferred promotion, while white employees preferred exposure both internally and externally. Equally important, both races indicated a preference a fast-tracking career progression. This study concluded that relationship between career advancement self-identified races was not significant. All the races preferred a base salary positioned upper quartile of the market including a retention bonus, and it was concluded that the association between compensation and race was not significant.

This study reported that benefits and performance and recognition were not statistically significant, despite employees indicating that they preferred them as retention rewards. However, Bussin & Toerien (2015) found that black employees were more inclined to stay in their current jobs because they appreciated the work they were committed to rather than their employer they worked for. A study done by Pregnolato et al. (2017) also highlighted a statistically significant difference that was found between white employees ($M = 4.41$, $SD = 0.48$) and black employees [$M = 4.54$, $SD = 0.46$; $t(351) = 2.64$, $p = 0.00$] pertaining to the measure of performance and recognition ($p < 0.05$), where black employees took this as a key factor in their retention.

The study reported that more than 70% of both black and coloured workers prefers flexi work hours, while all white employees preferred a reduced work schedule or workload. This study concluded that the association among work life balance and race with retention was statistically significant ($p < 0.05$). These results were similar to Pregnolato et al. (2017), who found a significant association between white and black employees concerning retention related to work life balance. Pregnolato et al. (2017) further concluded that a significant dissimilarity was found between white employees ($M = 3.19$, $SD = 0.94$) and black employees [$M = 3.57$, $SD = 0.85$; $t(351) = 3.94$, $p = 0.00$, two tailed] for the measure of work-life balance climate ($p < 0.05$), where black employees considered this factor to be relevant in their retention than white people. Similarly, Bussin and Toerien, (2015) concluded that flexible working arrangements and work-life balance were crucial elements for retention among information technology employees in South Africa. This was also in alignment with industry-specific occupational literature by Johns and Gratton (2013) and studies in the local context (Nienaber et al. 2011, as cited in Bussin & Toerien, 2015, p. 38).

5.7 REWARD PREFERENCES AND EDUCATION LEVEL

Findings from this study concluded that among all (5) reward elements, only work-life balance and benefits were not associated with education as a reward. This study indicated that employees a matric and diplomas preferred tertiary tuition fees assistance and on-job training in comparison to those with a master's qualification who preferred leadership programmes. With regard to career advancement, master's degree holders (45%) preferred exposure outside of their current department while diploma holders preferred promotions within their current working structures. Furthermore, master's degree holders preferred fast-tracking career progression into executive and management levels. In addition, with regard to performance and recognition, employees with lower-level education preferred immediate rewards as opposed to those with higher education levels who preferred short-term incentives connected to performance and shares. Bussin and Toerien (2015) found contrary results that employees with advanced levels of education showed less preference for systems, organisational structure and processes in place to do their jobs.

5.8 REWARD PREFERENCES AND JOB LEVEL

This study reported that non-managerial employees opted for tertiary education financial assistance while Exco prefer leadership and management development programmes. Results show that 41% of non-managerial staff preferred short-term incentives connected to performance plus shares. This study concluded that the association between learning and job level was significant. Similarly, Snelgar, Renard, and Venter (2013) found that junior level employees preferred additional education and trainings. Snelgar et al. (2013) further asserted that those in non-managerial positions significantly preferred tertiary education tuition assistance. On the other hand, Nienaber et al. (2011) concluded that employees occupying lower-level jobs, had significantly more preferences for remuneration and benefits compared to senior management employees. This study indicated that non-managerial and supervisor/department heads preferred employer contributions to retirement fund plus basic medical aid cover. Nienaber et al.'s (2011) findings were similar to those of Tang and West (1997), who quantified that when employees have sufficient amount of money, they will more likely turn their attention to satisfying intrinsic needs such as being appreciated, success and career progression.

Job level was established in this study to influence employees' preference to benefits, with administrative and junior management level employees displaying the highest preference for

benefits. This finding show a positive relationship with Nienaber et al.'s (2011) South African study, in which it was established that employees in lower-level jobs, such as administrative and junior management, had significantly more desire for remuneration and benefits compared to those in senior management. The researchers proposed that this could be because employees' primary need is to be fulfilled with pay and benefits before intrinsic rewards such as career progression or work-home balance would be effective in motivating individuals. This is in line with Tang and West (1997) who stated that when people have adequate amounts money, they divert their attention to fulfilling their intrinsic needs such as recognition, achievement and career improvement.

5.9 AGE GENERATION AND REWARDS

Compensation with a base salary positioned at the upper quartile of the market as well as retention bonus is associated with age generation. Age and generation do not correlate with the remaining rewards.

Results from this study show that Generation X respondents, under learning as a reward, indicated that leadership management and development as their preferred option. All Generation X, Generation Y and Baby Boomers stated that a base salary positioned at the upper quartile of the market and retention bonus was the preferred reward. There is a significant association between generation and compensation, as evident by the chi-square test (11.851), which a p-value of 0.018 which is less than 0.05 the significant level. Snelgar et al. (2013) reported that participants in the age group 18–29 years (Generation Y) placed less importance on base pay and variable pay than older respondents whereas Nienaber et al. (2011) reported that there were no substantial dissimilarities in reward preferences between generations in South Africa with all generations stating that salary and benefits were important components of rewards.

On the other hand, Cennamo and Gardner (2008, cited in Snelgar et al. 2013, p. 46) found that older employees valued extrinsic rewards, such as benefits and pay, more than younger employees, which is in line with the this study's results. Literature by To and Tam (2014) indicated that specific generational cohorts influenced preferences because of similarities such as expectations, beliefs and values shared by members in these age cohorts.

Diercks (2007) argued that Generation X was retained by monetary rewards such as a base deferred compensation, salary and medical aid. The study confirms these findings, because the

highest ranked of benefits, performance and recognition, and remuneration were selected as the most enticing and appealing elements in the total rewards and the most effective in the retention of Generation X employees. Likely reasons for Generation X preferring benefits and other financial rewards could be ascribed to this group being more family focused, as they are likely to have young children for whom delivery must be made in respect of educational and medical aid. Risk benefits are also possibly regarded important in respect of the financial security they provide to this group's extended family.

5.10 CONCLUSION

The research indicated that reward preferences differ across demographics line and are also crucial in all employment relationships. Presenting tailor made reward packages that are fair, sound and flexible can be of assistance in the retention of brilliant employees. The study reported that the black, coloured/baster race groups preferred learning opportunities that included leadership management programmes, tertiary tuition an assistance and job training as a reward. It was reported that employees with low education levels such as matric and diplomas preferred assistance with tertiary tuition fees in comparison to those with master qualifications who preferred leadership programmes. From this study, it can be inferred that despite education being preferred as a reward, it is still insignificant to staff. The study also concluded that employees do not rely much on recognition for their work performance. Results from the study can be used to guide the Commission in developing a reward strategy for engaging, offering work or retaining their critical employees.

The current study attempted to determine whether employee demographics had an influence on reward preference. This research could guide Commission during a review of its remuneration policy. Furthermore, these findings may be considered in assisting with retention drives and the implementation of segment-specific retention strategies along various demographics lines. The incorporation of reward preferences relating to concerned (or along prioritised) demographic groups within the Commission could assist it in managing its human capital risks such as labour turnover (Schlechter et al, 2016).

The findings provide a predictive model in explaining which reward elements employees from various demographics groups prefer.

Research done by Snelgar et al. (2013) Was confirmed by findings in this study regarding reward preferences influenced by job level, age and gender. With regard to job level, Snelgar

et al. (2013) also established that lower-level employees preferred additional education and training. This current study also found that those in non-managerial positions significantly preferred assistance with tertiary education tuition. Contrary to Snelgar et al.'s findings on preferences for benefits by low-level employees, findings of this paper shows that association between job level and benefits was not significant.

Literature by To and Tam (2014) indicated that belonging to a specific generational cohort influences preference because of similarities such as expectations, beliefs and values shared by members in these age cohorts. The results of this study confirms this.

Findings of this study contradict research done by Barger and Bret (2000) that indicated that there is a decrease in the importance of monetary compensation as a function of age. This study found a strong correlation between generation and compensation, as evident by the chi-square test (11.851), which a p-value of 0.018 which is less than 0.05 the significant level. A study done by Schlecter et al. (2015) indicated that age had no direct influence on reward preferences, while the findings in the current study contradict that finding.

The study done by Schlecter et al. (2015) indicated that females are more interested in non-financial rewards. The current study found the contrary where a significant trend was found relating to gender and preferences for compensation. This study found that 63% of women deemed a base salary positioned at the upper end of the market and a retention bonus as important to them, compared to only 35% of men.

This research added value by finding studying race in relation to reward preferences because it was established in the literature review that there is limited research and literature on the combination of total rewards preferred by black workers (Thompson & Gregory, 2012).

The analysis shows that there are correlations between demographics and reward preferences. Furthermore, it also found that demographic characteristics (generation, education level, family status, gender and generation) significantly influence preferences for certain reward elements.

5.10 RECOMMENDATIONS TO SSC MANAGEMENT

The results of this study afford SSC leadership with valuable guidelines on how to structure their reward programs according to the desires, expectations and preferences of their workforce based on factors such as gender and age. This stresses the point that old-fashioned methods of rewards are no longer effective for today's diverse workforce so, organisations need to

understand that rewards currently include the overall value that the organisation offers its employees.

The results showed that rewards are a critical factor in employee retention and motivation. SSC should therefore work out a more structured reward system that reflect both intrinsic and extrinsic rewards which, in turn, will establish and develop a performance culture in the organisation. The organisation should develop a policy pertaining to rewards, which should include elements of retention and recognition programmes. Remuneration is important, but it is not the only important factor in motivating employees. There should be clear reward guidelines that should be connected to measurable outputs. Moreover, SSC should intentionally strive towards ethical leadership to restore and regain lost of trust and confidence from employees.

5.11 RECOMMENDATIONS FOR FUTURE RESEARCH

- Since this study did not focus on the effect that race, job level and income level play on reward preference in SSC, it is recommended that future research be focused on that. SSC is a multicultural organisation with employees of different socioeconomic status which makes it difficult for SSC to provide for the different needs and lifestyle of its workforce. Demographic variables that are of significance to SSC such as those mentioned in the study will provide a better strategy for how reward packages should be established and implemented in the organisation.
- Furthermore, studies that focuses more on reward preferences amongst generations, such as Generation X and Y differences, would be beneficial in the current working environment where organisations are dealing with employees comprises of different generations.
- More research could be done on tenure (years of experience) and education levels to analyse whether there is significant correlation with reward preferences.
- This research did not investigate two other important effects on the attractiveness of elements in total rewards packages, namely cultural and personality influences. These aspects have been neglected in research. I would therefore recommend further research to be conducted on those aspects.
- Current literature on rewards and motivation has not sufficiently dealt with the issue of diversity and the effect that it could have on reward preferences. Therefore, future studies should focus on diverse groups of people. Such research should focus on the broad spectrum of diversity categories such disability and vulnerable population.

- Since this study was limited to SSC and dealt only with one institution, the extent of the problem on a national level was not determined. Hence, more studies could be conducted using a larger population and sample.

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APPENDIX 1 – DEMOGRAPHIC SURVEY

Demographic analysis of reward preference

Start of Block: Informed Consent

Q11

Welcome to the research survey!

This research survey is undertaken as part of a Masters dissertation at the University of Cape Town under the supervision of Professor Jeffrey Bagraim (jeffrey.bagraim@uct.ac.za). The focus of this study is a demographic analysis of the reward preferences of employees within the SSC of Namibia.

The data obtained will provide information about the combination of total rewards elements most likely to retain employees across various demographic groups. You will be presented with information relevant to demographics and reward preferences and asked to answer questions about it. Please be assured that your responses will be kept completely confidential.

The survey should take you approximately 15 minutes to complete. Your participation in this research is voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. If you would like to contact the Principal Researcher in the study to discuss this research, please email Illse Keister [kstels001@myuct.ac.za].

By clicking the button below, you acknowledge that your participation in the study is voluntary, you are at least 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason.

Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device.

I consent, begin the study (1)

- I do not consent, I do not wish to participate (2)

Skip To: End of Survey If Q11 = I do not consent, I do not wish to participate

End of Block: Informed Consent

Start of Block: Default Question Block

Display This Question:

If Q11 = I consent, begin the study

Q1 Gender classification

- Male (1)
- Female (2)
- Prefer not to disclose (3)

Q14 Family status

- Single (1)
- Married (2)
- Widowed (3)
- Divorced (4)
- Prefer not to disclose (5)

Q2 Self-identified race

- Black (1)

Coloured/Baster (2)

White (3)

Prefer not to disclose (4)

Q3 Year of birth

1956 (6)

1957 (7)

1958 (8)

1959 (9)

1960 (10)

1961 (11)

1955 (5)

1962 (12)

1963 (13)

1964 (14)

1965 (15)

1966 (16)

1967 (17)

1968 (18)

1969 (19)

1970 (20)

1971 (21)

1972 (22)

1973 (23)

1974 (24)

1975 (25)

1976 (26)

1977 (27)

1978 (28)

1979 (29)

1980 (30)

1981 (31)

1982 (32)

1983 (33)

1984 (34)

1985 (35)

1986 (36)

1987 (37)

1988 (38)

1989 (39)

1990 (40)

1991 (41)

1992 (42)

1993 (43)

1994 (44)

1995 (45)

1996 (46)

1997 (47)

1998 (48)

1999 (49)

2000 (50)

2001 (51)

Q4 Highest educational qualification

School before matric (1)

Matric (Grade 12) (2)

Diploma (3)

Degree (including BTech) (4)

Honours degree (5)

Masters (6)

Doctorate & Postdoc (7)

Prefer not to disclose (8)

Q5 Job level classification

Non-Managerial (1)

Supervisor / Section heads (2)

Middle Management (3)

- Exco (Senior management & Executives) (4)

Q6 Departmental classification

- Support services (HR, ICT, Properties, Supply Chain, Logistics, Corporate Governance) (1)
- Finance & investments (Finance, Investments, Development Fund) (2)
- Operations: Windhoek (HQ, CBD, Khomasdal, Trust Centre) (3)
- Operations: Far North (Katima Mulilo & Rundu) (4)
- Operations: Central North (Otjiwarongo & Grootfontein) (5)
- Operations: North (Oshakati, Eenhana & Outapi) (6)
- Operations: Coast (Walvis Bay) (7)
- Operations: South (Keetmanshoop, Mariental, Luderitz) (8)

Q7 Number of people financially dependent on you

- 0 (1)
- 1 (2)
- 2 (3)
- 3 (4)
- 4 (5)

5 (6)

6 (7)

7 (8)

8 (9)

9 (10)

10 (11)

>10 (12)

Q15 Number of years at SSC

Less than a year (1)

1 - 5 years (2)

6 - 11 years (3)

12 - 16 years (4)

17 - 21 years (5)

22 - 26 years (6)

More than 27 years (7)

Q16 How long do you intend to stay with SSC?

- I will stay in this organisation for a long time (1)
- It is unlikely that I will be searching for a new job this year (2)
- I never consider leaving my organisation (3)

Q17 What are your intentions to leave SSC?

- I would like to leave this organisation (1) (Pregolato, 2010).
- I plan to leave this organisation as soon as possible (2) (Pregolato, 2010).
- Within the next 12 months, I hope to have left this organisation (3) (Pregolato, 2010).

Q10 If there were reward options for each of the following components of total reward, which one would you choose?

Learning (1)	<input type="radio"/> Tertiary education tuition assistance (1)	<input type="radio"/> On-the-job training (2)	<input type="radio"/> Leadership management development programmes (3)
Career advancement (2)	<input type="radio"/> Exposure to outside of current dept (1)	<input type="radio"/> Promotions within current business unit (2)	<input type="radio"/> Fast-tracking career progression to executive or senior management level (3)
Compensation (3)	<input type="radio"/> Base salary targeting middle of the market (1)	<input type="radio"/> Base salary targeting upper end of the market (2)	<input type="radio"/> Base salary targeting upper end of the market & Retention bonus (3)
Benefits (4)	<input type="radio"/> 0% employer contribution to retirement fund plus basic medical cover (1)	<input type="radio"/> Employer contributes 50% of total retirement fund contribution plus moderate level of medical cover (2)	<input type="radio"/> Employer contributes 100% of total retirement fund contribution plus highest level of medical cover (3)
Work life balance (5)	<input type="radio"/> Flexi work hours (1)	<input type="radio"/> Reduced work schedule or work load (2)	<input type="radio"/> Work from home (3)

Performance & Recognition (6)

On the spot awards, e.g. gift vouchers, verbal recognition (1)

Short-term incentive linked to your performance (2)

Short-term incentives linked to your performance plus stock options or shares (3)

	Not at all important (1)	Not important (2)	Uncertain (3)	Important (4)	Very important (5)
Recognition provided to you by your employer e.g. financial recognition such as cash paid travel (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The extent to which your employer respect differences in race gender and age (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunities offered to you by your employer for learning and career development outside of your current role e.g sabbaticals, coaching, mentoring leadership training (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunities offered to you by your employer for career advancement e.g. job advancement/promotion, internships, apprenticeships with experts and internal job posting (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Performance feedback and performance discussions you have had with your supervisor (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The extent to which you believe your contribution and work is valued (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of challenge and interest you derive from your work. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The extent to which you provided with challenging targets (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a manageable workload and reasonable work place (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having supportive and like-minded colleagues (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 How important do you consider each of the following factors to be deciding whether to stay in the employment of SSC?

	Not at all important (1)	Not important (2)	Uncertain (3)	Important (4)	Very important (5)
Opportunities offered to you by your company for training within your job e.g., skills training (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The extent to which your employer supports a balanced life style (between work and personal life) (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employers provision of work life programmes such as flexible working arrangements and flexi hours (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having social friendships at work (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The degree to which your employer encourages and organises team building or other social networking activities amongst employees. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your employers' provision of employee health and wellness programmes e.g., Employee Assistance Programme, Counselling Services, fitness centres (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The provision of a competitive pay package (i.e., basic salary plus benefits, allowances or variable pay) (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your employers' provision of medical aid, retirement and pension benefits (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your employers' provision of incentive bonuses/ variable pay (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The provision of recognition via non-financial means e.g., certificates of recognition (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Default Question Block

APPENDIX 2 – APPROVAL TO CONDUCT RESEARCH IN SSC

PLAGIRISM DECLARATION



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Plagiarism Declaration

COMPULSORY DECLARATION:

1. This dissertation has been submitted to Turnitin (or equivalent similarity and originality checking software) and I confirm that my supervisor has seen my report and any concerns revealed by such have been resolved with my supervisor.
2. I certify that I have received Ethics approval (if applicable) from the Commerce Ethics Committee.
3. This work has not been previously submitted in whole, or in part, for the award of any degree in this or any other university. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works of other people has been attributed, and has been cited and referenced.

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