

**THE RELATIONSHIP BETWEEN REWARDS AND BENEFITS AND THE
MOTIVATION OF ALLIED HEALTH WORKERS AT THE PIETERSBURG HOSPITAL
IN LIMPOPO PROVINCE**

by

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DEDICATION

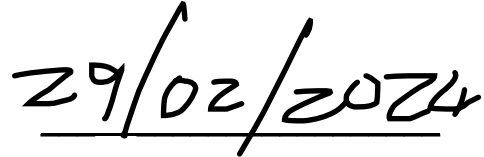
I dedicate this research project to God Almighty, Abba Father who has deposited the purpose driven idea in me and gave me the ability, wisdom, and strength throughout this academic journey. May You receive majesty and splendour!

DECLARATION

I declare that the mini dissertation hereby submitted to the University of Limpopo for the degree of Master of Business Administration has not been previously submitted by me for a degree at any other university; that it is my own work in design and execution, and that all material contained therein has been duly acknowledged.

A handwritten signature in black ink, consisting of a series of loops and curves, positioned above a horizontal line.

SIGNATURE

A handwritten date in black ink, written as '29/02/2024', positioned above a horizontal line.

DATE

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ABSTRACT

This study investigated the relationship between rewards and benefits, and the motivation of Allied Health workers employed at the Pietersburg Hospital in Limpopo Province, South Africa, who are independent practitioners according to their registration with the Health Professions Council of South Africa.

The study was guided by the following objectives: To explore the kind of rewards and benefits that the employer provides to Allied Health employees at the Pietersburg Hospital. To investigate the rewards and benefits that the Allied Health workers at the Pietersburg hospital perceive as contributing to their motivation to perform. To determine the rewards and benefits that the Allied Health workers at the Pietersburg hospital perceive as not contributing to their motivation to perform.

The study employed a quantitative, cross-sectional research design to collect data. The target population for the study was 91, which constituted the total number of Allied Health workers employed by the Pietersburg Hospital at the time of data collection for the study. All the targeted participants were included in the final sample. A pilot study was conducted using six participants from the overall targeted population, leaving a total of 85 people who were qualifying to participate in the study. A total of 63 out of 85 participants responded, thus resulting in a total response rate of 74.2%. Data collected were analysed using IBM SPSS and results were presented using tables and graphs.

The overall findings of the study indicated that the rewards and benefits provided by the Pietersburg Hospital are in line with those recommended by the country's laws. In addition, both factors, according to the theory of Herzberg are considered as motivators, as well as hygiene factors which were found to be considered important to motivate the participants for performance. The participants identified the lack of some factors as demotivating rather than factors identified being as demotivators.

The study recommends more concerted effort to clarify policies like those for promotion, provision of requisite resources for effective productivity and activities for team building as mostly suggested by the participants themselves.

KEY WORDS: Rewards, Benefits, Motivation, Allied Health Workers

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ACRONYMS

BCEA	BASIC CONDITIONS OF EMPLOYMENT ACT
DPSA	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
FHDC	FACULTY HIGHER DEGREE COMMITTEE
GEHS	GOVERNMENT EMPLOYEE HOUSING SCHEME
GEPF	GOVERNMENT EMPLOYEE PENSION FUND
GEMS	GOVERNMENT EMPLOYEE MEDICAL SCHEME
HPCSA	HEALTH PROFESSION COUNCIL OF SOUTH AFRICA
OSD	OCCUPATION SPECIFIC DISPENSION
PSC	PUBLIC SERVICE COMMISSION
SMS	SENIOR MANAGEMENT SERVICE
SPSS	STATISTICAL PACKAGE for the SOCIAL SCIENCES
STATSSA	STATISTICS SOUTH AFRICA
TREC	TURFLOOP RESEARCH ETHICAL COMMITTEE

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CHAPTER ONE

OVERVIEW OF THE STUDY

1.1. INTRODUCTION

This chapter gives an overview of the entire study. The problem statement, background and rationale of the study are explored in this chapter. The purpose of the study, research objectives and questions as well as the significance of the study are also described in this chapter. Finally, an outline of all chapters of the study is presented.

1.2. BACKGROUND TO THE STUDY

Human resource management is a key aspect of business that cannot be ignored, especially in the days that we live in because the most significant factors determining the production of the organisation are people and their knowledge. Therefore, measuring staff motivation is one of the key components of human resource management. Organisations must ensure that workers are highly satisfied with their jobs. Job satisfied employees are motivated to perform well and thus increase overall organisational productivity, responsiveness, quality, and service (Ali and Anwar, 2021). Maintaining employees' satisfaction and motivation to work hard for the organisation's goals will help them maintain a positive attitude, which is essential for an organisation to operate well and accomplish its goals.

According to Wang, Li, Chen, Zheng, Zhang, Huang and Birch (2022), job satisfaction has a significant impact on organizational commitment, burnout and job performance. In addition, organizational commitment and job burnout are mediators between job satisfaction and job performance. Therefore, their study suggested that employees who are satisfied with their rewards have high morale and are motivated to be more diligent and dedicated to their work.

There are several strategies that organisations can use to motivate employees. Those strategies include offering rewards and benefits that are attractive enough to keep the employees interested in their organisation (Zainal, Wider, Lajuma, Ahmad Khadri, Taib and Joseph, 2022). Rewards and benefits also help in retaining employees, which is important for keeping skilled and experienced employees. These experienced employees are crucial for continuity in terms of service rendering as well as for organisational memory (Rifaldi, Ramadhini and Usman, 2019). Therefore, the importance of conducting a study that looks at the employee's perception of the value of rewards and benefits in motivating them is important for any organisation that is interested in maintaining or even improving their delivery service.

The Health Profession Council of South Africa recognises Allied Health professionals as independent practitioners, giving them the option to work for an employer, fill in for another professional in the private sector, or operate their own independent practice (HPCSA, 2021). The reasons for health professionals' choice of working in the private versus the public or vice versa is yet to be established with certainty as studies show inconsistencies in terms of the benefits that assist the employees to make such choices (Ashmore, 2013).

This study highlighted the importance of investing in rewards and benefits as a way of motivating Allied Health workers to work in the public sector and be motivated to perform well while there. The study investigated how effective the benefits and rewards are as an important factor in job satisfaction and motivation of Allied Health workers at the Pietersburg Hospital.

1.3. STATEMENT OF THE PROBLEM

Employees are the greatest asset of any organisation and employers must ensure that they create an environment of inclusion, engagement and trust to improve performance. People want to feel valued and want to know that they add value to the organization; therefore, performance management should not be ticked off twice a year, but a continuous process of learning, feedback, action and commitment that is integrated into the company's culture (Govender and Bussin, 2020).

The study done at South African National Treasury in 2020 suggested that other non-monetary aspects of job satisfaction need to be carefully considered to achieve the best performance from employees. In addition, the study confirmed that leadership and communication can be used to improve work commitment. Thus, fiscal managers and team leaders must provide appropriate and supportive supervision (Thokoa, Naidoo, and Herbst, 2021).

The National Treasury of South Africa is a service organisation like Pietersburg Hospital which relies more on its employees for service delivery. Therefore, organisational rewards and benefits are some of the major factors that organisations employ to positively shape the job satisfaction and motivation of employees. These factors may also be employed to attract new employees or retain those with experience.

The Pietersburg Hospital, like most other organisations, offers its employees benefits and rewards as one of the approaches to positively influence their job satisfaction and motivation for eventual organisational performance. However, it cannot be said with conviction that the employees perceive these benefits and rewards as contributing positively to their job satisfaction and/or motivation. In addition, the hospital is also competing with the private sector as well as with other institutions out of the province for experienced staff members. Therefore, knowing whether the benefits and rewards that they offer are effective in retaining their experienced staff or attracting prospective employees is important for this institution. It became essential to conduct a study to find out how employees perceive these benefits and rewards. The purpose of this study was to assess the relationship between rewards and benefits and the motivation to perform, particularly among the Pietersburg Hospital Allied Health workers which may help improve on provision of health care services to patients treated in this institution.

1.4. RATIONALE OF THE STUDY

The understanding that attention to the workforce and maintaining their motivation is essential for the overall success and sustainability of every organisation serves as the driving force behind this study. It is crucial for every organisation to attract talented

employees and retain those who are within the organisation already. To have high productivity and a competitive edge, organisations employ rewards and benefits, some of them at a cost to the organisation, to have skilled employees who have experience in their work and are knowledgeable about how the organisation itself operates. Retention of experienced employees who also have organisational memory is also important. Therefore, it became important to find out how these rewards and benefits are perceived as motivational factors for eventual productivity.

1.5. PURPOSE OF THE STUDY

1.5.1. The Aim of the Study

This study aimed to investigate the relationship between rewards and benefits and the motivation of the Allied Health workers at the Pietersburg Hospital.

1.5.2. The Objectives of the Study

The study was directed by the following objectives:

- To explore the kind of rewards and benefits that the employer provides to Allied Health employees at the Pietersburg Hospital.
- To investigate the rewards and benefits that the Allied Health workers at the Pietersburg hospital perceive as contributing to their motivation to perform.
- To determine the rewards and benefits that the Allied Health workers at the Pietersburg hospital perceive as not contributing to their motivation to perform.

1.5.3. Research Questions

The following research questions were mapped out for this study:

- What are the rewards and benefits that the Department of Health offered to Allied Health workers working at the Pietersburg hospital?
- Which of the rewards and benefits received by Allied Health workers working at the Pietersburg hospital are perceived as motivating them to perform?
- Which of the rewards and benefits do the Allied Health workers working at the Pietersburg hospital perceive as not contributing to their motivation to perform?

1.6. DEFINITION OF CONCEPTS

- **Benefits:** a benefit is frequently announced in advance to persuade someone to act or display a particular behaviour. While a reward is given based on previous behaviour, an incentive is used to encourage future behaviour (Landry, Schweyer, and Whillans, 2017). According to Siyal and Garavan (2020) “employee benefits are basically any forms of compensations that are offered by the employer organisations in addition to wages and salaries which may be paid once or in parts”. In this study, benefits refer to the performance cash bonuses, 13th cheque, medical aid subsidy, housing allowances and bursary awards that are offered to employees as part of benefits.
- **Rewards:** refers to a goal object that is given post achievement to encourage or motivate an individual in their performance (Leventhal, Morrell, Morgan and Perkins, 1959). An incentive or reward can be anything, financial or non-financial, that the employer utilises to attract an employee’s attention and stimulates them to work (Dudeja, 2015). In this study, rewards are made up of both financial and non-financial rewards. Non-financial rewards are comprised of, for example increased leave days while financial rewards include things like a monetary reward for long-term service, salary increase, and a once-off bonus post every qualification added.
- **Motivation:** this is a multidimensional abstract concept that refers to the drive to cause some actions. It is measured by values such as recognition, power, or opportunity to be altruistic at work (Chmiel, Fraccaroli and Sverke, 2017). In this study, motivation referred to both internal and external drive to perform.
- **Allied health workers:** According to the Association of Schools Advancing Health Professionals [ASAHP] (2020), Allied Health workers are recognised for providing services that include the identification, assessment and prevention of disease and disability, food and nutrition services, rehabilitation, and health system management. In this study, Allied Health workers refer to Occupational Therapists, Physiotherapists, Dieticians, Podiatrists, Speech and Audiology Therapists, Optometrists, Medical Orthotists and Prosthetists, Clinical Technologists, Clinical Engineers, Medical technologists, Medical Social Workers, Environmental Health

Practitioners, Oral Hygienists, Dental Therapists as well as Radiographers (Diagnostic, Radiation Oncology and Nuclear Medicine).

1.7. SIGNIFICANCE OF THE STUDY

The factors that drive people to work hard and the benefits and fulfilment they receive from it have an impact on the relationship between the organisation and its members (Vo, Tuliao and Chen,2022). This study will help in gathering the necessary information about the relationship between the rewards and benefits and the motivation of Allied Health workers at Pietersburg Hospital. The outcome of the study sought to give a basis for the development and implementation of policies about organisational benefits to motivate employees and retain staff. The study would also assist in the evaluation of the effectiveness of existing policies and the discovery of the perception of the workers affected by the policy. The study would also contribute to academic knowledge and build a foundation for future research studies.

1.8. OUTLINE OF THE STUDY

The study is structured into five chapters as follows:

- Chapter 1: Introduction

This chapter outlines an overview of the study. The background to the study, the problem statement, as well as the purpose of the study, i.e. the aim of the study, the objectives and research questions are covered in this chapter.

- Chapter 2: Literature Review

The chapter discusses the literature on rewards and benefits within organisations as well as the relationship between rewards, benefits, and motivation. The theories of motivation are also discussed.

- Chapter 3: Research Methodology

The third chapter describes the research design, study area, target population, sampling, data collection and data analysis methods. The chapter demonstrates how the study was conducted.

- Chapter 4: Study Results

This chapter presents the findings of the study in the form of tables and bar graphs based on the analysis that was conducted.

- Chapter 5: Summary of Results, Recommendations and Conclusions

This final chapter covers a summary and interpretation of the research findings, recommendations of the study, conclusions, and the limitations of the study. The results are discussed using Herzberg's two factor theory of motivation.

1.9. CONCLUSION

This chapter presented an overview of the entire study. It presented how the researcher planned to conduct the study. The problem statement, background and rationale of the study are presented in this chapter. The research problem, objectives of the study as well as research questions are also explained in this chapter. The significance of the study is presented, and the chapter ends by giving an outline of how the entire study was structured. The next chapter discusses literature review and theoretical framework in detail. Next is chapter two, which focused on the literature review and conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

This chapter presents the literature review. The discussion starts with explaining employee rewards and benefits meaning and the importance of rewards and benefits, followed by a discussion of motivation and its importance, as well as scrutinising the role of employee motivation and how the rewards and benefits can improve staff morale and overall performance within an organisation. The literature review also discusses the theory of motivation, and the relationship between motivation of employees and rewards and benefits.

2.2 THE CONCEPT OF REWARDS AND BENEFITS

2.2.1 Understanding Rewards and Benefits

According to Milkovich, Newman, and Gerhart (2021), rewards are monetary elements that play an important role in motivating employees by reinforcing desired behaviours and recognising achievements. For example, performance-based rewards such as bonuses and recognition programmes encourage individuals to strive for excellence and outperform their peers. By offering rewards, companies create a sense of recognition that leads to job satisfaction and increased motivation.

Benefits on the other hand are non-monetary rewards and perks offered by companies to attract and retain employees. These include elements such as flexible working arrangements, comprehensive health plans, professional development opportunities and a commitment to work-life balance. Benefits are important for creating a supportive work environment that meets the diverse needs of employees and for motivating them (Martocchio, 2019)

Rewards and benefits play an important role in organisations and serve as important motivational tools to attract, engage, and retain high-performing employees. Not only do

these improve individual performance and productivity, but they also promote a positive work environment and enhance the success of the organisation (Armstrong, 2017). According to Anjum, Islam, Choudhury, and Saha (2021) various internal rewards such as recognition, work environment, training and development, participation in decision-making and workplace flexibility significantly affect the motivation of employees to continue to do their best in the organisation. Thus, any organisation should consider internal rewards to motivate its employees.

Rewards, in both monetary and non-monetary form, have been found to act as indicators of success in the business world. Reward programmes support cultural alignment, expatriate compensation, employee benefits, and are considered an important aspect of fairness in achieving business goals (Opoku and Duah, 2019). In support of this statement, Nnubia (2020) reports that monetary rewards are regarded as one of the most significant approaches in the human resource management role as they affect an organisation's productivity and expansion.

The study by Kulwa and Mwila (2022) proved that 74% of the employees, mentioned recognition and respect as another non-financial employee's motivator and it involves recognition from supervisors and relevant management body. Nnubia (2020) proposes, among other things, that financial rewards, such as bonuses and performance-based rewards, be offered to attract in, retain, and motivate workers to perform better.

Deci (2017) emphasises that in many situations in life, tangible benefits are used to encourage people to do something - that is to control the behaviour of people. This is especially true for material rewards such as money and prizes, but this also applies to symbolic rewards such as trophies or prizes. In contrary Kulwa and Mwila (2022) discovered that non-monetary rewards such as respect, recognition, effective communication, career development, conducive working environment and participation in decision-making were found valuable to enhance job performance among primary teachers in Kinondoni Municipality, Tanzania.

High-income executives perceive and value compensation differently than low-income executives in terms of performance-based awards, incentive programmes, equity, and social security. Given that high-income managers already receive substantial compensation, managers should focus their attention and resources on low-income employees, trying to bridge existing gaps so that both can enjoy the same benefits. It is necessary to strive (Mlilo, Bussin and Bounds 2022). In addition, Nnubia (2020), suggests that remuneration paid to employees has to be considered when distributing the rewards to deserving employees for maximum employee performance.

2.2.2 The Importance of Rewards and Benefits

Compensating and rewarding employees has always been considered a key factor in recruiting and retaining employees, and its importance becomes much more important in today's competitive economic environment, where strategic compensation planning is required (Zainal, Wider, Lajuma, Ahmad Khadri, Taib and Joseph, 2022).

Shkoler and Kimura, (2020) reported that employees may be motivated to work by both internal and external factors, driving them to do so to satisfy various requirements like remuneration, enjoyment, challenge, and promotion. In agreement, Ojeleye (2017) reported that salary, wage, bonus, and rewards all function as a type of motivation for the workers, and there is a absolute and favourable relationship between remuneration and productivity. In support of this, Nnubia (2020) suggests among others that the two have a very favourable connection and employees' performance as well as a significant positive correlation between compensation and wages and employees' performance.

Dawson, Veliziotis and Hopkins (2014) claim that temporary workers experience greater psychological health and life fulfilment. This is evidence that a fixed-term employment contract reduces individual well-being, mostly through decreased job security. On the contrary, many workers care about the job more than financial compensation in their job. Non-monetary rewards often matter, too. The mission of a company and the structure of a work can give people a sense of meaning and purpose. As a result, businesses will have an interest in the purpose of work (Cassar and Meier, 2018).

Ponta, Delfino, and Cainarca (2020) in a study on public employees in Italy discovered that awarding cash based on their performance merits motivates them and that this has a short-term positive effect on their performance and benefits are a stimulus for the next period of evaluation. In support of this statement, Landry, Schweyer, and Whillans, (2017) indicated that due to the difficulty of recruiting and retaining talent in today's competitive labour market, it is crucial to comprehend how to successfully reward employees.

Indeed, programmes for compensation and rewards frequently fall short of positively motivating employees or of encouraging them to perform at a higher level, at least in part due to businesses' inability to comprehend what employees want and why (Deci, 2017). On the other hand, most businesses do a poor job of motivating their staff members, using money and other tangible rewards as direct extrinsic incentives rather than indirect "rewards" that show gratitude and acknowledgement after the desired behaviour has been attained. Managers should obtain a deeper grasp of the kinds of rewards that employees are seeking at work to inspire and reward workers in the best possible ways (Landry, Schweyer and Whillans, 2017).

Any organisation's core is its labour force. Employee cooperation is a necessary component for every organisation to run efficiently and without any hiccups. It is crucial for employees to maintain professional relationships with their co-workers as well as positive working relationships with the organisation's top management (Nabi, Islam, Dip and Hossain, 2017).

According to Uzonna (2013), making work more efficient and effective for employees and ensuring that employee motivation is consistent with organisational goals is one of the main responsibilities of management. The diversity of the modern workplace makes this a challenge. What people decide they like is influenced by different factors, including the influence of different cultures.

Rewards and benefits play an important role in companies and serve as important motivational tools to attract, engage, and retain high-performing employees. Not only do these improve individual performance and productivity, but they also foster positive

working conditions and enhance the success of the organisation (Armstrong, 2017). Therefore, employees' compensation and benefit packages should be lucrative enough to attract valuable employees to the organisation (Zainal et al, 2022)

Rewards and benefits play an important role in motivating and maintaining employee motivation. In addition, rewards and benefits contribute significantly to job satisfaction, which, in turn, leads to higher employee retention rates (Robbins, Judge and Judge, 2018). Job satisfaction refers to an individual's contentment and fulfilment with their work and overall work environment. When organisations provide competitive salaries, performance-based incentives, and comprehensive benefit packages, employees feel well thought of, and appreciated for their efforts. This recognition fosters a positive work environment, leading to greater job satisfaction and reduced turnover (Towers Watson, 2012).

A study by Kim and Stoner investigated the relationship between rewards and job satisfaction among telecommunications company employees. The results show a positive correlation, suggesting that employees with better compensation and benefits are more satisfied with their jobs and less likely to leave (Kim and Stoner, 2008). Therefore, companies can invest in compensation and benefits programmes to increase employee satisfaction, improve employee retention, and minimise the cost of recruiting and training new employees.

The effects of rewards and benefits go beyond individual motivation and job satisfaction, and directly affect overall organisational performance. An effective reward system aligns individual efforts with organisational goals, leading to improved performance at both the individual and collective levels. Employees who feel recognised and rewarded for their contributions are more fitting to exert themselves, take initiative, and demonstrate higher levels of engagement (Cerasoli, Nicklin, and Ford, 2014).

Moreover, rewards and benefits can foster a culture of invention and creativity within an organisation. When employees feel valued and supported by appropriate compensation and benefits, they are more likely to contribute ideas and share knowledge, resulting in a more collaborative and innovative work environment. (Grant, 2012). This makes your

organisation more adaptable, agile, and competitive in a rapidly changing business environment.

Moreover, Budagavi, Renuka and Sruthi (2021) suggests that a subset of the factors that influence job performance include exhibiting favourable working conditions or climate, supplementing material outcomes, increasing employee engagement, developing employee skills, and appraisal and engaging in representative efforts, including estimating. Rewarding the organisation's achievements motivates employees to do everything possible to avoid missing out on the prizes and expenses that the organisation offers its dedicated representatives (Armstrong, 2017).

The results of the study by Laxmana and Paryontri (2023), using Spearman's correlation, showed that there is a significant relationship between aspects of fair rewards and job satisfaction. The effect of fair rewards on job satisfaction was large, indicating that the higher the reward, the higher the employee's job satisfaction.

2.3 THE CONCEPT OF MOTIVATION

2.3.1. Understanding Employee Motivation

According Budagavi, Renuka and Sruthi (2021) motivation is the process of initiating, directing, and sustaining goal-oriented behaviour. Motivation activates human behaviour to achieve specific result. Motivation is the underlying force that enables individuals to achieve their goals, drive their behaviour, and shape their behaviour. Motivation has its origins in psychology and can be defined as internal and external factors that initiate, guide, and sustain goal-oriented behaviour. In support of this statement, Ryan and Deci (2017) highlight that motivation refers to what "makes" people act.

Mullins (2010) is of the opinion that the fundamental principle of motivation is the internal drive that propels people to strive for goals to satisfy their desires or expectations. The ability and degree to which these requirements and expectations are met will influence a person's motivation, job satisfaction, and job performance. According to

Herzberg, Mausner, and Snyderman (1959), motivation can be classified into intrinsic and extrinsic.

Intrinsic motivation can be described as the act of engaging in an activity for its own internal fulfilment rather than for a separate benefit. It is the internal motivation that propels one to perform work to experience fulfilment than receiving a reward. A person is said to be intrinsically driven if they are motivated by internal causes like enjoyment or a challenge rather than by external forces or rewards (Ryan and Deci, 2000).

The ability to use one's skills, a sense of challenge and achievement, appreciation and praise, and kindness and consideration are all examples of psychological benefits related to intrinsic motivation. Psychological rewards are those that are frequently influenced by a manager's behaviour and deeds (Mullins, 2010). On the other hand, Zhao, Yang, Han, and Zhang (2022) indicates that important result is that the motivation of the employee plays a positive and significant mediating role in the association of intrinsic rewards and performance of the employee.

Intrinsically motivating factors are based on achievement, recognition, responsibility, advancement, growth, and the work itself. These factors may not lead to job satisfaction if absent, but their presence could be a motivational force. The ability of a promotion to boost job satisfaction is frequently correlated with feelings of advancement, responsibility, achievement, and acknowledgement (Herzberg, 1993).

Extrinsic motivation is a construct that is concerned with activities that are done to attain some separable outcome. In contrast to intrinsic motivation, which is doing something for the sake of doing it, not for the benefits it will bring about in the long run, extrinsic motivation refers to the pursuit of an activity for its own sake (Ryan and Deci, 2000). Extrinsic motivation is linked to "concrete" rewards including pay and perks, safety, advancement, service agreements, the workplace, and working circumstances. These observable benefits are frequently decided upon at the organisational level and may be largely beyond the control of certain managers (Mullins, 2010).

Extrinsic factors which are commonly known as the hygiene factors are supervision, working conditions, co-workers, pay, policies and procedures, job security, status, and

personal life. These factors are not necessarily satisfying, but their absence could cause dissatisfaction (Herzberg *et al.*, 1959). Intrinsically motivated people, tend to take part in actions in search of outcomes they wish such as money, reputation, or publication of journals (Makki and Abid, 2017).

Mullins (2010) suggests that motivation to work can be explained as a three-fold classification. The classification involves the following:

- 1) Economic rewards such as salary, benefits, pension rights, valuables in the form of assets, and security. This is a work approach that is instrumental and focused on "other things."
- 2) Intrinsic satisfaction: a result of the work's intrinsic value, employee interest in the position, and personal growth. This approach to work is personal and centred on the individual.
- 3) Social relationships: these comprise friendships, teamwork, and the need for prestige, connection, and dependence. This work attitude is relational and focused on "other people."

2.3.2. Importance of Employee Motivation

Motivation performs an essential part in human conduct and achievement, serving as a riding pressure that fuels people to pursue their desires and conquer obstacles.

A motivated employee shows higher persistence, commitment, and self-discipline, which leads to better work achievement (Pintrich and Schunk, 2002). In addition, motivation promotes a positive working environment, as motivated employees are more likely to actively participate in work discussions, ask questions, and seek clarification when necessary (Ames, 1992). Motivation was found to have a significant effect on turnover intention. Therefore, managers are advised to adopt motivational practices that encourage employees to want to stay longer in their organisations (Adefulu, Amos, and Ongunkanmi, 2020).

Motivational practices have become a global problem because they affect both employee and organisational performance. An employee's choice to stay in an organisation may be due to the motivational practices of the organisation (Adefulu, Amos and Ongunkanmi,

2020). Motivation has a vital role in increasing the enthusiasm of employees and reducing work-related frustration and fear. Motivated employees are more engaged and perform better at work. Today, organisations are focusing more on employee motivation issues and are making much more effort to keep their employees motivated at work (Anjum, Islam, Choudhury and Saha, 2021).

2.3.4. Relationship between Rewards and Benefits and Motivation

Studies show that comprehensive benefit packages have a positive influence on employee motivation and job satisfaction. Employees tend to show higher levels of motivation and engagement when they feel that their employer genuinely cares about their well-being and offers a range of benefits (Wu, Cao, Wu, and Chen, 2019). Benefits contribute to a positive company culture and promote employee belonging and loyalty. In addition, benefits can improve the overall quality of life of employees, which has a positive influence on employee motivation. For example, providing ongoing professional development opportunities demonstrates that an organisation is investing in the development of its employees. This approach can encourage employees to acquire new skills and knowledge, contributing to their intrinsic motivation and job satisfaction (Ramsay, Baruch and Ren, 2020). Ultimately, employee benefits help create a favourable work environment that focuses on employee well-being, leading to increased motivation and productivity.

Making work more enjoyable and rewarding for employees as well as ensuring that employee motivation aligns with organisational goals is a crucial responsibility of management (Uzonna, 2013). Rewards serve as an important factor to motivate employees to contribute their best efforts in producing innovative ideas to better the functionality of the organisation and further development of productivity in the company (Jayawardena and Jayawardena, 2020). In agreement with this statement, it was demonstrated that rewards provide a variety of functions in organisations. They help to create a stronger employment relationship, retain skilled workers, and lower (Munir, Lodhi, Sabir and Khan, 2016). Rewards play a motivational role in the personality of an employee and encourage consistency in their performance.

According to Munir *et al.* (2020) there is a strong relationship between rewards and performance. A reward is usually something valuable, such as money. According to McKenna (2020), one of the factors that contribute to attitude change is rewards. If individuals are forced to comply following the use of sanctions or rewards, there will be a tendency for them to change their attitude so that it is brought into line with their behaviour. Rewards are classified into Intrinsic and extrinsic. Intrinsic rewards are those that give personal fulfilment which includes elements such as recognition, empowerment, trust, information and achievement (Munir *et al.*, 2016).

Extrinsic rewards include those that are concrete and received by the employee. These rewards include promotions, bonuses, salary, and salary raises (Munir *et al.*, 2020). Rewards constitute one of the sources of power which a leader can use to motivate employees. The use of positive reinforcement to influence behaviour through rewards such as recognition, and promotion can motivate individuals (Luzzier and Achua, 2016). Herzberg's two-factor theory illustrates how hygiene factors are associated with working conditions and settings and include income, benefits, interpersonal relationships, and policies.

Motivators are connected to the work itself and include recognition, responsibility, achievement, and self-development potential. While hygiene factors are related to extrinsic circumstances of work and the working environment, motivators are related to intrinsic conditions of work and its substance (Herzberg, Mausner and Snyderman, 1959). Herzberg's two-factor theory indicates rewards such as money are a hygiene factor implying that there can be negative outcomes if removed but do not act as a motivator like achievement and recognition (Rose, 2014).

Ken Blanchard and his research in Canadian companies found that because monetary rewards affect the psychological needs of employees, they lead to healthier motivation, better psychological health, and better overall work intentions when monetary rewards are perceived. These findings suggest that reward plans must be carefully researched, designed and implemented with the workforce to avoid overemphasising reward opportunities in the eyes of employees without having a detrimental effect on their

motivation and unjustified consequences for their psychological health and work behavior (Landry, Forest, Zimgarma, Houson, Boucher, and Beaudry, 2018). Furthermore, these findings highlight the importance of good positioning of any reward practice to ensure that it only reinforces the desired behaviour and avoids undue impact on employees (Landry *et al*, 2018).

Meena, Girija and Visagamoorthi (2019) based on their study done in India in the bank sector reported that recognition and rewards are effective employee motivation. The study found awards and recognitions that employees receive can help increase employee motivation and that affects employee performance and overall organisational achievement.

A study conducted in South Africa showed a moderate correlation between affective commitment and intrinsic motivation. In addition, research has shown that the more employees perceive benefits as favorable, the more motivated and committed they are to their employer (Nujjoo and Meyer, 2012). Nujjoo and Meyer (2012) also found that the relationship between reward and commitment is stronger for intrinsic than for extrinsic rewards, and that monetary rewards do not account for variation in intrinsic motivation more than non-monetary rewards.

Furthermore, Nujjo and Meyer (2012), emphasised that compensation management strategies should focus on job characteristics and design to increase the intrinsic rewards of employees, and should include non-monetary rewards such as incentive management that fosters intrinsic motivation and affective commitment of employees.

2.4 THEORETICAL FRAMEWORK

Motivation is an important factor in individual behaviour in various environments, including the workplace. Several theories have emerged over the years to explain the motivating and influencing factors. This study examines Herzberg's two-factor theory. Examining this

theory can provide insight into the complex nature of human motivation and help organisations understand how to effectively engage and motivate their employees.

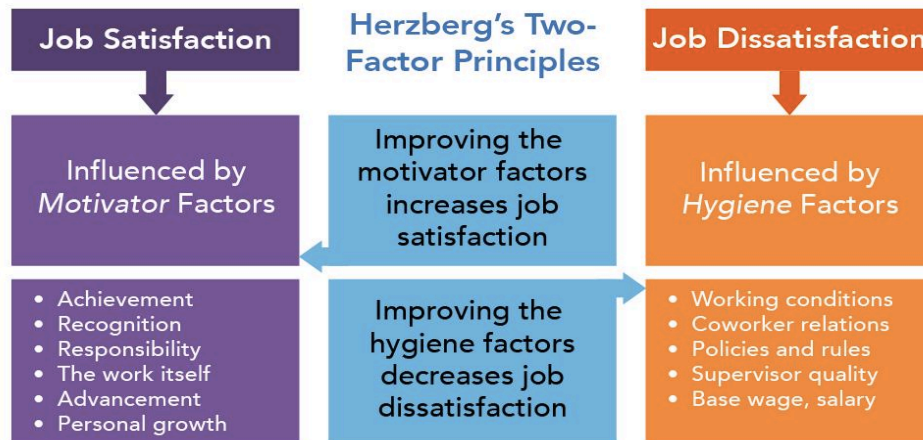


Figure 2.1: Herzberg's Two-Factor Theory

(Source: Lumen learning, 2019)

Frederick Herzberg's two-factor theory, often called hygiene-motivation or motivation-hygiene theory, is a prominent framework in the field of motivation and job satisfaction. Herzberg proposed that two factors affect employee motivation and job satisfaction: hygiene factors and motivators (Herzberg, 1959). Hygiene factors, also called care factors or dissatisfaction factors, are elements of the work environment, the absence or inadequacy of which can lead to job dissatisfaction. However, their presence does not necessarily lead to high job satisfaction or motivation. Hygienic factors are, for example, sufficient pay, job security, safe working conditions and decent human relations with colleagues. If these factors are absent or unsatisfactory, employees may become dissatisfied, but improving them does not necessarily lead to strong motivation or job satisfaction - it simply removes the dissatisfaction. In addition, motivators, also known as satisfiers or motivators, are factors that directly affect job satisfaction and motivation (Herzberg, Mausner and Snyderman, 1959). Herzberg argued that these factors are related to the nature of work and how people view their roles and responsibilities. Motivators include hard work, opportunities for personal and professional growth, recognition, and a sense of achievement. When these factors are present and met,

employees have a high chance of being engaged, motivated and satisfied with their job (Herzberg, 1966).

According to Herzberg's two-factor theory, more money or extra salary is a hygiene factor and not a medium to help improve performance. Several studies have shown that commission schemes and bonuses do work in some way to promote higher activity (Fisher, 2015). Herzberg's theory strongly argues that to increase employee performance, performance managers or policy creators should focus on motivators rather than hygiene elements. This means that organising achievement-based rewards, recognition programmes, and job progression plans should receive more time and effort than organising employee perks and working conditions. (Fisher, 2015). The motivational components originate from a sense of accomplishment, individual or group acknowledgment, the intrinsic value of the work itself, role responsibility, the chance to advance, and personal growth in terms of learning something new, such as the abilities that come with various difficult activities (Fisher, 2015).

The study by Herzberg in 1959 strongly argues that rather than modifying compensation and benefit levels and all the other hygiene variables, an organisation should focus most of its efforts on initiatives that focus on individual achievement, recognition, and rewards based on agreed-upon performance targets and goals (Fisher, 2015). This indicated that both financial and non-financial rewards and benefits play different roles to some extent as motivators.

According to Fisher (2015), The most efficient strategy to increase an individual worker's and a team's performance are programmes that encourage success and acknowledgement. This is an indication that an organisation needs to think about rewards and benefits as a way of motivating employees before constructing a strategic reward and recognition plan.

Financial rewards may enhance the employees' financial well-being. Most organisations may offer these as wages, bonuses, and, or indirectly by way of additional benefits such as pension plans, paid time off, paid sick days, and price breaks (Milkovich, Newman and Gerhart, 2020). The organisation may have access to non-monetary incentives. Non-financial rewards emphasise improving the work environment rather than improving the

employee's financial situation or quality of life outside of work. Some workers are attracted to the status of the job title they occupy and have an individual office and a parking lot. Additionally, receiving uniforms may have a positive effect on some employees (HRM Practice, 2022).

Herzberg's two-factor theory of motivation has two key elements, viz. motivators and the hygiene factors. According to Herzberg's two-factor theory of motivation, factors that influence motivation at work include opportunities for self-improvement, responsibility, and acknowledgement. The two-factor theory advocates that motivators are a set of elements that are interconnected to the feeling of satisfaction. According to this theory, elements of workplace hygiene are connected to matters of compensation, benefits, interpersonal interactions, and corporate policy (Hur, 2017).

Hur (2017) suggests that feelings associated with the work itself, rather than working circumstances and settings, generally influence public managers' job satisfaction. According to Hur (2017), public managers' motivation is unaffected by these hygiene factors, which are comparable to those that apply to employees in the private sector. However, public managers' motivations may vary from those of employees in private owned- companies.

Herzberg's two-factor theory suggests that hygiene factors serve as dissatisfiers and motivation factors as satisfiers. The study by Gruneberg (1979) shows that there are factors linked with the job itself which are described as internal or fulfilment factors, whilst extrinsic or context factors include those such as pay, supervision, etcetera. This distinction corresponds roughly with Herzberg's two-factor theory which describes the distinction between motivators and hygiene factors. Herzberg views compensation as being crucially important, as a low salary may hinder an individual from focusing on job duties that could be personally gratifying (Gruneberg, 1979).

Herzberg's two-factor theory illustrates how hygiene factors are associated with working conditions and settings and include income, benefits, interpersonal relationships, and policies. Motivators are connected to the work itself and include recognition, responsibility, achievement, and self-development potential. While hygiene factors are related to extrinsic circumstances of work and the working environment, motivators are

related to intrinsic conditions of work and its substance (Herzberg *et al*, 1959). Herzberg's two-factor theory indicates rewards such as money are a hygiene factor implying that there can be negative outcomes if removed but do not act as a motivator like accomplishment and acknowledgement (Rose, 2014).

2.5 CONCLUSION

This chapter presented the literature review on rewards and benefits, and motivation, as well as the relationship between them. The review suggests a correlation between the type of rewards and benefits and employee motivation to perform. The theoretical framework of motivation is also presented in this chapter. Next is chapter three, which presents the research and methodology that was followed to collect data for the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter gives an overview of the research methodology used to collect data for the study. The research design is presented, as well as the methods that were used to collect data. The study area, target population and the sample are explained. The chapter further explains the questionnaire that was used to collect data for the study. The ethical considerations are also outlined in this chapter.

3.2. RESEARCH DESIGN

A post-positivist research paradigm was followed for this current study. A post-positivist paradigm includes correlational studies that generate quantitative data with the use of questionnaires for instance (Scotland, 2012). The research design used in this study was quantitative survey research that is descriptive. Quantitative research is a scientific method that uses experimental and observational measurements to develop theories and advance knowledge in a research field. In this type of research, the variables are clearly defined, and the results are considered accurate as they are obtained using mathematical formulas and statistical analysis to determine the cause-effect relationship between the variables (Haradhan,2020). Descriptive survey research involves asking participants questions and tabulating their responses to learn more about one or more groups of people, such as their characteristics, beliefs, attitudes, or past experiences. The ultimate objective is to survey a sample of a large population to learn about that population (Leedy and Ormrod, 2015). This type of study design was selected to collect information from the participants without manipulating their information in any way. It is the design of choice for this study as the study collected information about the opinions and attitudes of the participants on the perceived value of the rewards and benefits offered by their employer without manipulating their perspective.

3.3. STUDY AREA

The study was conducted in the Department of Health (DoH) in Limpopo, South Africa, at the Pietersburg Hospital. The Pietersburg Hospital is a 450-bed training institution found in the major city of the Limpopo Province, Polokwane. The town shares the name with the local municipality within which it is found, i.e. the Polokwane Local Municipality with a total population of 628,999 (StatsSA, 2022). The hospital services the surrounding community as well as the patients from other hospitals through referrals from those hospitals.

3.4. POPULATION

The population of the study comprised of permanent Allied Health workers employed by the Department of Health stationed at the Pietersburg Hospital in the Limpopo Province of South Africa. The inclusion criterion of this population was all the Allied professionals who are registered with the Health Professions Council of South Africa (HPCSA) as independent practitioners. The exclusion unit from this population was the assistants, technicians, and independent practitioners who are not permanently employed. The total number of Allied Health workers at the Pietersburg Hospital at the time of the study as confirmed by Pietersburg Hospital Human Resource database was 91.

3.5. SAMPLING

All Allied Health workers who are independent practitioners registered with the Health Profession Council of South Africa (HPCSA) and employed permanently were included in the study. This was the same number that is identified above as the target population (i.e., $N = n$) implying that this was a census decision instead of sub-sampling. According to Saunders, Lewis and Thornhill (2019) a census is “collection of data from every possible case or group member in a population”.

3.6. DATA COLLECTION

3.6.1. Data Collection Instrument

Data collection was done using a questionnaire that was designed specifically for the purposes of this study. The questionnaire has two Sections (A and B). Section A covers demographic information which includes gender, age, years of service with the employer, highest qualification, and profession. Section B is divided into two sub-sections which were Hygiene factors/ extrinsic conditions related to work and Motivators/ intrinsic conditions related to work. Finally, Section B ends with open ended questions to understand the perceptions of employees on their work, motivating, and demotivating factors as well as the suggestions employees would like to give to the employer (see Appendix F).

The questionnaire included sections on the demographic information of the participants as well as sections that ask about the intrinsic as well as extrinsic rewards and their relationship with motivation. The questionnaire was piloted on some participants who were then excluded from the final study.

3.6.2. Method of Data Collection

The questionnaires were hand delivered to the participants who completed them at their convenience. The participants were followed up weekly until 63 were received back. This is the number of questionnaires that were used for analysis for purposes of the current study.

3.7. DATA ANALYSIS

The IBM Statistical Package for Social Sciences (SPSS) was used to analyse data from demographic background and self-rating questions. The open- ended responses were analysed according to the objectives of the study.

Descriptive data analysis was done as well as analysis to draw inferences about the variables measured. The results of the analysed data are presented in the form of tables and figures in the next chapter of this study.

3.8. RELIABILITY AND VALIDITY

Reliability is the constancy with which a measuring device gives a specific and consistent outcome when the object being measured has not changed (Leedy and Omrod, 2015). The questionnaire was scrutinised by the Statistician to test if the questionnaire tested what it is supposed to test. Cronbach Alpha test was used to ensure reliability with the help of the Statistician (See Table 4.6 and Appendix G, Table G.1).

The validity of a measurement instrument is the degree to which it measures what it is intended to measure (Leedy and Ormrod, 2015). The questionnaire used has been created in line with the research objectives, and in consultation with the literature review adapting what other researchers have used in previous studies. In addition, the questionnaire has been piloted on participants that are part of the target group. The comments and feedback from the pilot study were used to finalise the questionnaire.

3.9. ETHICAL CONSIDERATIONS

Ethical issues were considered in this study, and they include the following:

- **Research topic approval:** this refers to the body that approves research topic based on approval before proceeding to other research committees (UL research manual, 2023) In this study the research topic was approved by Faculty Research Higher Degree Committee (FRHDC) (see Appendix A).
- **Ethical clearance:** means a process established by the higher education institution and managed by the research ethics committee, which aims to comprehensively regulate research projects so that their planning and implementation plan is ethically reasonable and produces the expected results (IGI Global, 2021). Before conducting the study, the research proposal was submitted to the Turfloop Research Ethical Committee (TREC) to obtain ethical clearance to conduct the study. Ethical clearance application was approved, and certificate issued (see Appendix B).

- **Permission to conduct the study:** this is a process of obtaining official permission to conduct study from the institution that the research will be done in (Wiley, 2014). A letter was written to the Department of Health Research Committee to apply for permission to conduct the study, which was granted (see Appendix C). Permission to collect data was also granted by the Pietersburg Hospital (see Appendix D).
- **Informed consent:** an informed consent means that “the intended participants are fully informed about the nature, purpose and use of research to be undertaken and their role in it...” (Saunders, Lewis and Thornhill, 2019). In this study the participants were informed about the purpose of the study for them to give informed consent before participating in the study. They were made aware that their participation is voluntary, that their participation will not be remunerated and that they can withdraw from taking part at any point. The participants were encouraged to participate and sign the informed consent form (see Appendix E).
- **Confidentiality:** this refers to a condition in which the investigator knows the identity of the subject but takes measures to protect it from disclosure by others (Evergreen College, 2023). All the information gathered from the participants was kept confidential and was not shared with anyone without the permission of the participants. The data is also kept under a password protected document.
- **Anonymity:** this refers to a condition in which researchers do not know the identity of the individuals (Evergreen College, 2023) No identifying information about the participants was kept on record for them to remain anonymous (see Appendix F).
- **Protection from harm to the participants:** this means that if an individual is included in the study, A general rule is that participation in research involves risks are not significantly greater than the normal risks of everyday life. Participants should not pose harm such as losing life or limb and must not be subjected to psychological stress, embarrassment, or loss of self-esteem (Leedy and Ormrod, 2015:120). This study did not pose any harm to the participants. No identifying information was kept with the data that were collected from the participants so that they are not victimised in any way due to their responses.

- **Academic integrity:** means being honest and responsible in scholarly activities. The activities involve protecting the privacy and well-being of research participants. Participants should accurately report their findings and weaknesses. When conducting research, it is important to properly credit the works of others (Leedy and Ormrod,2015:385): in this study professionalism and honesty were maintained by treating all participants with politeness regardless of their age, gender, race, or socio-economic status. Results of the study were reported with honesty and integrity.

3.10. CONCLUSION

This chapter presented the research methods used to collect and analyse the data for this study. The research design of descriptive survey was used for the purposes of this study. This approach was selected as it allowed this study to explore traits, beliefs, attitudes, or prior experiences of Allied health workers. The study was collected using the quantitative method. The study used a questionnaire that was designed to address aim, objective, and research questions. The questionnaire was self-administered. The next chapter will present the results of the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1. INTRODUCTION

This chapter presents the results of the data collected from the participants. The chapter presentation begins with biographical information about the participants followed by responses according to the objectives of the study as presented in the first chapter.

4.2. BIOGRAPHICAL INFORMATION

The total population on the Human Resource database of the hospital at the time of the research was 91. From that total, five (5) participated in the pilot study and one (1) was the researcher. The six (6) were then excluded from the main study making the remaining sample size to be 85. However, due to the nature of the work and leaves, some did not participate in the study although all were given equal chance to participate, i.e., questionnaires were delivered to all the possible participants and followed up. A total of 63 out of 85 Allied Health workers completed the questionnaire implying a 74% response rate. This section presents the biographical information of all the participants starting with total number of responses.

4.2.1. Total Number of Participants

Table 4.1 shows the total number of Allied Health workers who participated in the study. Sixty-three people out of the targeted 85 responded in the study by returning the questionnaire that has been filled in. The questionnaires were continuously followed-up until the acceptable response rate was achieved. All categories of Allied health were represented. The difference categories of the participants were looked at to determine if there are any sections of the Allied Health Workers who need specialised attention to increase their specific motivation for performance.

Table 4.1. Total Number of Participants According to Allied Category			
Allied Categories in Pietersburg Hospital	Total Sample	Frequency of Participants	Frequency of non-participants
Occupational Therapists	6	5	1
Physiotherapists	9	8	1
Dietician	10	9	1
Radiographers (Diagnostic, Nuclear medicine, and Radiation Oncology)	25	15	10
Optometrists	3	2	1
Podiatrists	1	1	0
Speech Therapy and Audiology	5	4	1
Medical Orthotist and Prosthesis	5	4	1
Environmental Health Practitioners	1	1	0
Oral Hygienist	3	2	1
Dental Therapist	2	2	0
Clinical Engineers	3	2	1
Clinical Technologists	9	5	4
Medical Technologists	2	2	0
Medical Social Worker	1	1	0
TOTAL	85	63	22
Response Rate	100 %	74.1 %	25.9%

4.2.2. Gender of the Participants

Table 4.2 shows that 18 of the participants were males (29%) while females were 44 (71%), and one respondent did not fill in gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	18	28.6	29.0	29.0
	Female	44	69.8	71.0	100.0
	Total	62	98.4	100.0	
Missing	System	1	1.6		
Total		63	100.0		

4.2.3. Age of the Participants

Table 4.3 below presents the age group of the participants. In accordance with the information presented in the table below, most of the Allied Health workers were those aged between 30-39, with their total number at 28 which is 45.2 %. One participant did not indicate age group on the questionnaire.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	16	25.4	25.8	25.8
	30-39	28	44.4	45.2	71.0
	40-49	10	15.9	16.1	87.1
	50-60	8	12.7	12.9	100.0
	Total	62	98.4	100.0	
Missing	System	1	1.6		
Total		63	100.0		

4.2.4. Number of Years in Service

Table 4.4 presents years of service. Most Allied Health workers have between five (5) to 10 years in service which is 34.4 % followed by those between 11 to 14 years in service being 26.2 %. Only 6 % were found in categories of above 25 years in service.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4	12	19.0	19.7	19.7
	5-10	21	33.3	34.4	54.1
	11-14	16	25.4	26.2	80.3
	15-20	3	4.8	4.9	85.2
	21-24	5	7.9	8.2	93.4
	25-30	2	3.2	3.3	96.7
	Above 35	2	3.2	3.3	100.0
	Total	61	96.8	100.0	
Missing	System	2	3.2		
Total		63	100.0		

4.2.5. Highest Qualification

The purpose of the postgraduate studies is to enhance knowledge as far as the scope of practice require diversifying. Table 4.5 shows that 60 % of Allied Health workers did not further their studies and 40% furthered their studies in the form of postgraduate diplomas or degrees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate	38	60.3	60.3	60.3
	Postgraduate diploma	10	15.9	15.9	76.2
	Postgraduate degree	15	23.8	23.8	100.0
	Total	63	100.0	100.0	

4.3. RELIABILITY OF THE STUDY

The reliability of the study was tested using Cronbach's Alpha test. The theory of Cronbach 's Alpha test indicates that the scores between 0.01- 0.60 is non-acceptable, 0.61- 0.70 is considered acceptable, 0.71-0.80 is good and acceptable, score of 0.81 -

0.90 is considered good and 0.91- 1.0 is considered excellent. Table 4.6 presents the Cronbach Alpha Test score of this study being 0. 862 which is good. The reliability was tested based on the 29 self-rating questions which had 4 options (Strongly agree, Agree, Disagree and Strongly disagree).

Table 4.6: Reliability Statistics	
Cronbach's Alpha	N of Items
0.862	29

The results of the questionnaire used were proven reliable by Cronbach's Alpha test.

4.4. THE RESULTS OF THE STUDY

This section presents the results of the study in line with the objectives of the study.

4.4.1. The Rewards and Benefits Provided by the Hospital

This section is in line with the first objective, which wanted “to explore the kind of rewards and benefits that the employer provides to Allied Health employees at Pietersburg Hospital.

To answer this objective, documents obtained from Human Resource Department on the kind of rewards and benefits that the employer is offering to Allied Health workers were analysed. The results are here divided into rewards and benefits.

A) The rewards provided by the hospital.

1) Performance Bonus

The rewards included performance bonus which is detailed according to the Incentive Policy Framework 2019 in 2021-2022. The performance bonus is paid annually as a reward to employees that obtain scores of above satisfactory levels in annual performance assessment.

2) Pay Progression

The Incentive Policy Framework 2019 explains pay progression as a reward way to progress an employee to a higher salary notch within the same salary level/scale up to the maximum of the scale, limited to a single salary notch per pay progression cycle for Non- Occupation Specific Dispensation (OSD) employees and Senior Management Service (SMS) members, and the number of salary notches provided for in the respective OSD for OSD employees which include Allied Health workers.

The Occupation Specific Dispensation (OSD) means revised salary structures that are unique to each identified occupation in the public service. These unique salary structures are determined through grading, pay progression and consolidating benefits and allowances into salaries of employees (South African Government, 2007). Additionally, Senior Management Service (SMS) members are employees occupying high posts at salary levels 13 to 16 (PSC,2017).

This is how an employee gets to grow within a grade from 1st notch until 8th notch for Allied Health workers. Pay progression is not automatic but it is based on the attaining of at least a satisfactory performance as assessed during the performance review.

B) The benefits identified include the following:

1) Paid leave

Paid leave is supported by the Determination and Directive on Leave of Absence in the Public Service (2018). The following leaves are provided with pay: 22 annual leaves for employees who have been in the public service for less than 10 years, and 30 days annual leaves for those who have been in the public service for over 10 years; 36 days sick leave is allocated on a three (3) years cycle; 10 family responsibility leave days are allocated beginning of the year where five (5) days is for an ill family member and five (5) days for when there is a death case; a four-month maternity for new mothers and three (3) days paternity leave for new fathers. Other leaves include but not limited to, are special leaves such as study leaves, incapacity leaves.

2) Medical aid subsidy

Medical assistance is supported by the Determination and Directive on Medical Assistance (2023). The medical assistance is only applicable to employees who join the Government Employees Medical Scheme (GEMS). The employees of salary level 1 to 5 who are on the first entry option receive 100% subsidy from the government. Allied Health workers who are the study population are between salary levels eight (8) and 10. These categories receive 75% subsidy of the total monthly contributions limited to maximum employer subsidy.

3) Housing Allowance

The DPISA Circular No 26 of 2023 stipulates that Government Employee Housing Scheme (GEHS) is adjusted annually. The housing scheme is provided for employees who are homeowners and those who are tenants. Employees who are tenants are currently receiving R900.00 and those who are homeowners are receiving R1691.00. The difference of R791.00 will be saved under GEHS until the employee becomes a homeowner.

4) Retirement benefit

The Government Employees Pension Fund (GEPF) is regulated by Government Employees Pension Law (GEP Law) (Act 21 of 1996) as amended. The pension fund contribution is paid by employees as an investment where the government also pays 75% contribution annual that is linked to Consumer Price Index (CPI) linked. This contribution is paid for by all GEPF members. The pension benefits are protected against inflation.

5) Annual bonus/13th Cheque

The document on Conditions of Appointment Applicable to The Members of The Public Service Commission, as Determined by The President highlights annual bonus in the form of 13th cheque. A 13th Cheque equal to one-twelfth of the monthly basic salary and is paid as a once-off non-pensionable bonus in the anniversary month of birth of the employee.

4.4.2 The Rewards and Benefits that the Participants Perceive as Motivating

The second objective of the study is: To investigate rewards and benefits that the Allied Health workers at the Pietersburg hospital perceive as contributing to their motivation to perform. This section presents the results of the study that are in line with this second objective. The answers are based on questions that were asked in the research questionnaire.

1) Stable monthly salary as a benefit

Table 4.7 illustrates that 40% of participants agreed that a stable monthly salary motivates them and in addition to that, 16% strongly agreed, which shows that 56% of participants are motivated by a stable monthly salary.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	15.9	16.1	16.1
	Agree	25	39.7	40.3	56.5
	Disagree	12	19.0	19.4	75.8
	Strongly Disagree	15	23.8	24.2	100.0
	Total	62	98.4	100.0	
Missing	System	1	1.6		
Total		63	100.0		

2) Annual bonus in the form of 13th Cheque bonus

The results on the question on the annual bonus are presented in Table 4.8. The results indicate that 30.2% of Allied Health workers strongly agree that the 13th cheque motivates them and that 54 % also agreed. This implies that 84.2 % of the participants are motivated by the 13th Cheque.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	19	30.2	30.2	30.2
	Agree	34	54.0	54.0	84.1
	Disagree	7	11.1	11.1	95.2
	Strongly Disagree	3	4.8	4.8	100.0
	Total	63	100.0	100.0	

3) Housing Allowance as a benefit

The table 4.9 below presents that 50.8 % of Allied Health workers believe that housing allowance is not motivating them whereas 47.6 % are of the opinion that housing allowance is motivating them.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	14.3	14.5	14.5
	Agree	21	33.3	33.9	48.4
	Disagree	22	34.9	35.5	83.9
	Strongly Disagree	10	15.9	16.1	100.0
	Total	62	98.4	100.0	
Missing	System	1	1.6		
Total		63	100.0		

4) Retirement benefit

Table 4.10 presents that 73.0 % of Allied Health workers agree that retirement benefit contributes to their motivation. On the other hand, 29.9 % disagree with being motivated by retirement benefit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	15.9	15.9	15.9
	Agree	36	57.1	57.1	73.0
	Disagree	13	20.6	20.6	93.7
	Strongly Disagree	4	6.3	6.3	100.0
	Total	63	100.0	100.0	

5) Paid leave benefit

The results presented in table 4.11 indicate that 79.1 % of Allied Health workers agree to paid leave motivating them whereas 21.0 % disagrees to being motivated by paid leave benefit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	22.2	22.6	22.6
	Agree	35	55.6	56.5	79.0
	Disagree	7	11.1	11.3	90.3
	Strongly Disagree	6	9.5	9.7	100.0
	Total	62	98.4	100.0	
Missing	System	1	1.6		
Total		63	100.0		

6) Medical Aid subsidy

Table 4.12 below shows that 52.4 % agree and 17.5% strongly agree that medical subsidy is motivating them. This implies that 70 % of Allied Health workers are of the opinion that the medical subsidy offered by the employer motivates them. In contrast, 19% disagreed and 8.2 % strongly disagreed which implies that 27.2 % are not motivated by medical aid subsidy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	17.5	18.0	18.0
	Agree	33	52.4	54.1	72.1
	Disagree	12	19.0	19.7	91.8
	Strongly Disagree	5	7.9	8.2	100.0
	Total	61	96.8	100.0	
Missing	System	2	3.2		
Total		63	100.0		

4.4.3 The Rewards and Benefits that the Participants Perceive as not Motivating

This section presents results that address the third objective of the study, which states “To determine the rewards and benefits that the Allied Health workers at the Pietersburg Hospital perceive as not contributing to their motivation to perform”.

1) Performance bonus

Performance bonus is a reward which has been phased out (policy reference). It was given to employees who performed above satisfactory level during performance appraisal. The following table (Table 4.13) presents that 63.4% of participants disagree with performance bonus motivating them and 36.6% agrees to it motivating them.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	14.3	14.3	14.3
	Agree	14	22.2	22.2	36.5
	Disagree	20	31.7	31.7	68.3
	Strongly Disagree	20	31.7	31.7	100.0
	Total	63	100.0	100.0	

In addition to the performance bonus, table 4.14 below indicates that 22% of Allied Health workers are demotivated by lack of human and physical resources, 16% are demotivated by lack of opportunities to advance in terms of promotions, 13% indicated that they are demotivated by low salary, 10% are demotivated by working conditions and 10% of the group are demotivated by lack of support from supervisor and management. Furthermore 10% showed that they are demotivated by poor working relationships, 6% are demotivated by lack of recognition and 3% are demotivated by inadequate rewards, another 3% are demotivated by policies. The remaining smaller percentages showed that low budget allocation (2%), long work hours (2%), limited overtime (2%) and scope of practice changes (2%) are demotivating Allied Health workers. Lastly, 2% showed that nothing demotivates them.

Table 4.14: Factors That Demotivate Allied Workers

Factors	Frequency	Percentage (%)
Lack of human and physical resources	14	22
Poor working conditions	6	10
Poor policies	2	3
Lack of support from supervisor and management	6	10
Poor working relationship	6	10
Low budgets allocation	1	1.5
Lack of opportunities to advance-no promotions	10	15.8
Long work hours	1	1.5
Lack of recognition	4	6.3
Inadequate rewards	2	3
Low salary	8	12.7
Nothing demotivates	1	1.5
Limited overtime	1	1.5
Scope of practice changes	1	1.5
Total	63	100

4.4.4 Factors that the Participants Perceive as Motivating

In addition to the questions asked directly about the rewards and benefits that might affect the motivation of the participants, they were a few open-ended questions that allowed for the participants to identify factors that are motivating to them.

1) Working relationship with the supervisor

The table 4.15 below illustrates that 73% of the participants prefer a good working relationship with their supervisor(s) wherein if the relationship is not good it becomes demotivating for them.

Table 4.15: Working relationship with my supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	28.6	28.6	28.6
	Agree	28	44.4	44.4	73.0
	Disagree	13	20.6	20.6	93.7
	Strongly Disagree	4	6.3	6.3	100.0
	Total	63	100.0	100.0	

2) Working relationship with colleagues

The table 4.16 below illustrates that 90.7 % are of the opinion that working relationship with colleagues motivates, implying that they get motivated if they do not have good working relationships with their colleagues.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	23.8	24.2	24.2
	Agree	39	61.9	62.9	87.1
	Disagree	7	11.1	11.3	98.4
	Strongly Disagree	1	1.6	1.6	100.0
	Total	62	98.4	100.0	
Missing	System	1	1.6		
Total		63	100.0		

3) Helping people

Figure 4.1 below and bar graph indicate that 60.3 % of Allied health workers find an opportunity to help people fulfilling and motivating them to perform. This implies that if they do not feel like they are helping people they do not feel motivated to perform.

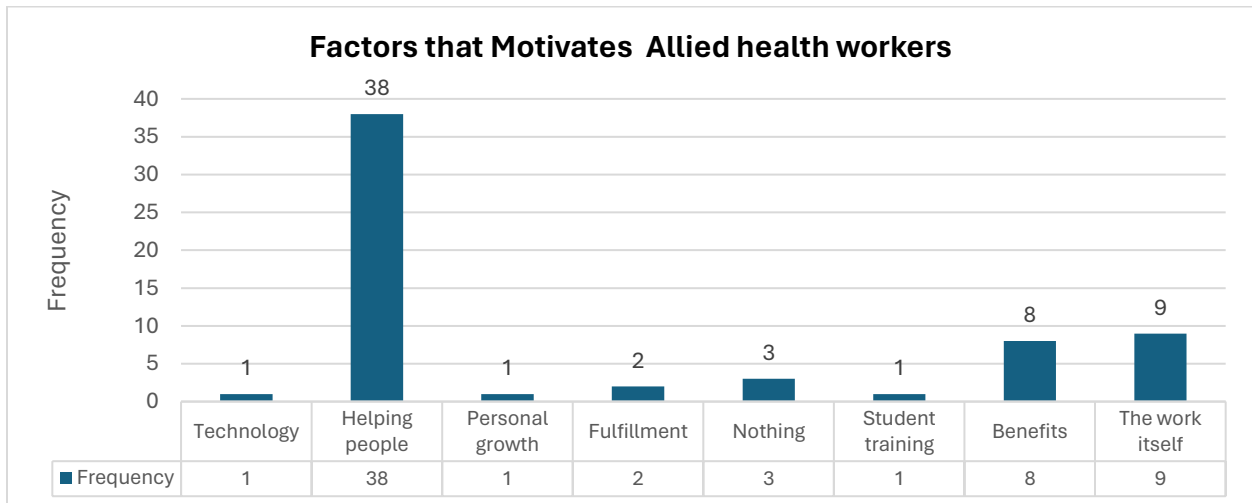


Figure 4.1: Factors that contribute to motivating Allied workers.

Figure 4.2 below indicates opinions of Allied Health workers on factors that contribute to retaining them. About 27% are of the opinion that benefits are retaining them, 18% are of the opinion that the job itself retains them, 21 % indicated that helping people and patients improvement makes them stay in their jobs, 13 % shows that there is nothing that is retaining them, 8% shows that potential for career growth keeps them within the job, 6% are retained by stable income, 3% are retained by the support they receive from colleagues. The other 6.0% indicated that support from supervisors and management (2%), job location (2%) and room for gaining experience (6%).

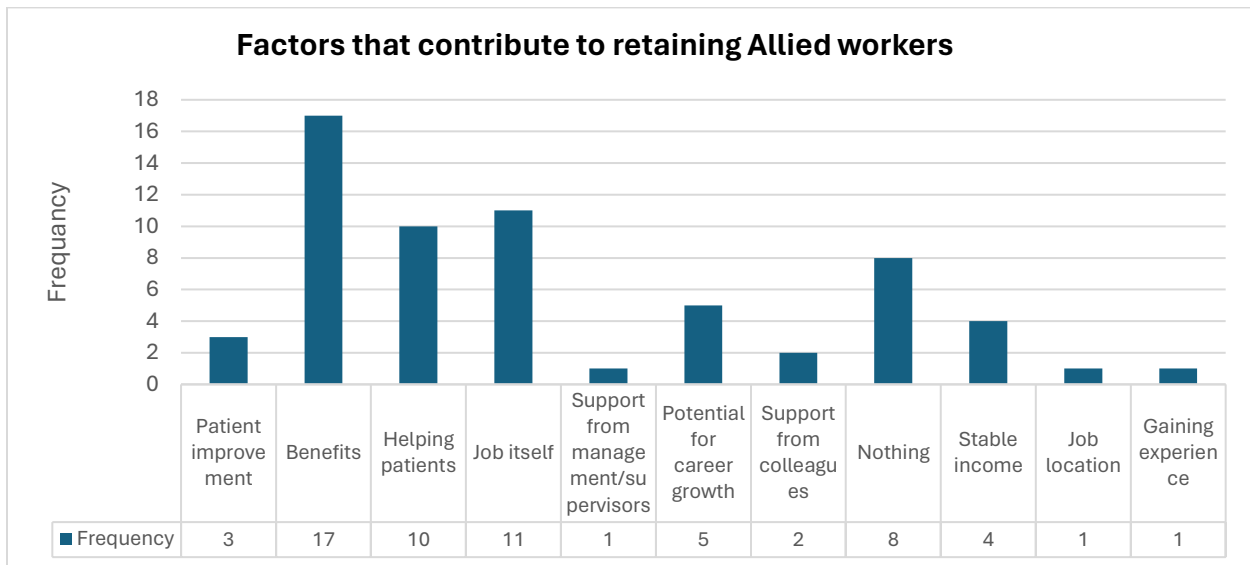


Figure 4.2: Factors that contribute to retaining Allied workers.

4.5 COMPARISON OF PARTICIPANTS' PERCEPTION OF MOTIVATING FACTORS WITH THEIR DEMOGRAPHIC FACTORS

From the analysis of the results of the study, further analysis was conducted to see how the participants differ according to their demographic factors. The point of looking at the comparisons according to demographic factors was to determine if specific groups might need specific assistance to motivate them to perform. This section presents those comparisons starting with gender.

4.5.1 Comparison according to gender

1) Paid leave

Table 4.17 indicates that 88.9% of male participants agreed that paid leave benefit motivates them while 76.7% of females also agreed. The results show that overall, both males and female are of the opinion that paid leave motivates them.

		paid leave benefit								Total	
		Strongly Agree		Agree		Disagree		Strongly Disagree			
		N	%	N	%	N	%	N	%		
Gender	Male	5	27.8%	11	61.1%	2	11.1%	0	0.0%	18	100.0%
	Female	9	20.9%	24	55.8%	5	11.6%	5	11.6%	43	100.0%
Total		14	23.0%	35	57.4%	7	11.5%	5	8.2%	61	100.0%

2) Stable Monthly Salary

Table 4.18 shows the correlation between gender and stable monthly salary. Over 61.1% of males agree that stable monthly salary is motivating them and 55.9% of females also agree. In contrary 38.9% of male participants disagreed and 44.2 % of female participants disagreed suggesting that both males and females find a stable monthly income to be motivating.

		stable monthly salary								Total	
		Strongly Agree		Agree		Disagree		Strongly Disagree			
		N	%	N	%	N	%	N	%		
Gender	Male	4	22.2%	7	38.9%	1	5.6%	6	33.3%	18	100.0%
	Female	6	14.0%	18	41.9%	11	25.6%	8	18.6%	43	100.0%
Total		10	16.4%	25	41.0%	12	19.7%	14	23.0%	61	100.0%

4.5.2 Comparison according to Years of Service

1) Job Security

Table 4.19 below shows that 83.4 % of those who worked for 1 to 4 years agree that job security motivates them; 80.9 % of those who worked for 5 to 10 years also agree; and 93.8% of those that have 11-14 years in service also agree. Employees who have 15 to 20 years in service shows positive attitude by 50% strongly agreeing and 50% agreeing

which constitute 100% and 0% in this category shows any disagreement. Those who worked for 21-24 years 100% of them agrees that job security is motivating them and 100% those of years of service between 25 to 30 shows that they are motivated by job security, with 50/50 strongly agree and agree. Overall, there were no differences when looking at the number of years the participants are in service with their employer.

Table 4.19: Years of service * The job security

		The job security								Total	
		Strongly Agree		Agree		Disagree		Strongly Disagree			
		N	%	N	%	N	%	N	%		
Years of service	1-4	5	41.7%	5	41.7%	1	8.3%	1	8.3%	12	100.0%
	5-10	7	33.3%	10	47.6%	1	4.8%	3	14.3%	21	100.0%
	11-14	4	25.0%	11	68.8%	0	0.0%	1	6.3%	16	100.0%
	15-20	1	50.0%	1	50.0%	0	0.0%	0	0.0%	2	100.0%
	21-24	0	0.0%	5	100.0%	0	0.0%	0	0.0%	5	100.0%
	25-30	1	50.0%	1	50.0%	0	0.0%	0	0.0%	2	100.0%
	Above 35	2	100.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%
Total		20	33.3%	33	55.0%	2	3.3%	5	8.3%	60	100.0%

2) Years of Service and Opinions on Employment Policies

The following table (4.20) shows that 65% of Allied Health workers who have 5 to 10 years of service are of the opinion that policies that are in place motivate them; 50% of those who has 1 to 4 years of service also agree; 53.3% of Allied employees of 11-14 years of service agree; and 100% of those with 15 to 20 and 25 to 30 years of service agree that policies motivate them. The table conclude by showing that across all years of service 60.4% of Allied Health workers are motivated by the existence of policies that guide them in terms of their day-to-day operations, while 39.6 % state that they are not motivated by policies.

		employment policies in place								Total	
		Strongly Agree		Agree		Disagree		Strongly Disagree			
		N	%	N	%	N	%	N	%		
Years of service	1-4	2	16.7%	4	33.3%	5	41.7%	1	8.3%	12	100.0%
	5-10	5	25.0%	8	40.0%	5	25.0%	2	10.0%	20	100.0%
	11-14	0	0.0%	8	53.3%	5	33.3%	2	13.3%	15	100.0%
	15-20	0	0.0%	3	100.0%	0	0.0%	0	0.0%	3	100.0%
	21-24	0	0.0%	2	50.0%	1	25.0%	1	25.0%	4	100.0%
	25-30	0	0.0%	2	100.0%	0	0.0%	0	0.0%	2	100.0%
	Above 35	0	0.0%	1	50.0%	0	0.0%	1	50.0%	2	100.0%
Total		7	12.1%	28	48.3%	16	27.6%	7	12.1%	58	100.0%
Total	20	33.3%	33	55.0%	2	3.3%	5	8.3%	60	100.0%	

3) Years of Service and Job Fulfilment

The table below (4.21) 100% of those with years of service of 25 years and above agree; 80% of those of years of service between 21 to 24; and 66.7% of years of service 15 to 20 all agree that job fulfilment motivate them. Overall, from the table it can be concluded that across of all years in service 75.4% of the Allied Health workers agree that job feeling fulfilled with what they do at work motivates them to perform.

		The fulfilment I get from my job								Total	
		Strongly Agree		Agree		Disagree		Strongly Disagree			
		N	%	N	%	N	%	N	%		
Years of service	1-4	3	25.0%	7	58.3%	2	16.7%	0	0.0%	12	100.0%
	5-10	3	14.3%	12	57.1%	5	23.8%	1	4.8%	21	100.0%
	11-14	2	12.5%	9	56.3%	5	31.3%	0	0.0%	16	100.0%
	15-20	2	66.7%	0	0.0%	0	0.0%	1	33.3%	3	100.0%
	21-24	2	40.0%	2	40.0%	1	20.0%	0	0.0%	5	100.0%
	25-30	1	50.0%	1	50.0%	0	0.0%	0	0.0%	2	100.0%
	Above 35	0	0.0%	2	100.0%	0	0.0%	0	0.0%	2	100.0%
Total		13	21.3%	33	54.1%	13	21.3%	2	3.3%	61	100.0%

4.6 SUGGESTIONS MADE BY THE PARTICIPANTS

In addition to the questions that were asked in line with the research objectives, the participants were also asked to make suggestions of what their employer can do in

contribution towards rewards and benefits that aid in motivating them to perform. The table below gives various factors that were raised by participants.

Table 4.22: Suggestions for the employ on what can be done to motivate Allied employees.

Suggestions from Allied employees	Frequency	Percentage (%)
Increase human and physical resources	9	14.2
Increase salary	12	19
Improve systems and policies	3	4.7
Increase support	5	7.9
Increase budget	1	1.5
No suggestions	4	6.3
Reduce working hours	1	1.5
Increase rewards	4	6.3
Offer growth opportunities/ promotions	8	12.7
Increase benefits	2	3
Increase overtime	3	4.7
Offer bursaries to further studies	3	4.7
Improve working environment	3	4.7
Improve working relationships	2	3
Offer trainings to develop employees	2	3
Improve leadership style	1	1.5
Total	63	100

4.7 CONCLUSION

This chapter presented the results of the study based on the collected data of the participants. The chapter first presented biographical data after which the participants' opinions on the objectives are presented according to the research objectives described in chapter one of this report. The next chapter will focus on a summary and discussion of the results, conclusions, and recommendations.

CHAPTER FIVE

SUMMARY OF RESULTS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents the summary and discussion of results, conclusion, and recommendations. The discussion of results is presented in line with the objectives of the study as stated in the first chapter of the study.

5.2 SUMMARY AND DISCUSSION OF RESULTS

This section gives the summary and discussion of the results of the study in line with the research objectives of the study as stated in chapter one of this study. The presentation starts with the type of rewards and benefits offered by the employer of the participants.

5.2.1. The kind of rewards and benefits that the employer provides.

This first section is in line with the first objective of the study, which wanted “to explore the kind of rewards and benefits that the employer provides to Allied Health employees at the Pietersburg Hospital.” The results of the study show that rewards provided by Pietersburg hospital include performance bonus, pay progression, and grade progression. Moreover, benefits provided by Pietersburg hospital include paid leave, medical aid subsidy, housing allowance, retirement benefit, and 13th cheque/ annual bonus and are in line with South African legislation.

The study by Putriyadi, Puspa, and Tanuwijaya (2020) suggested that it is important that organisations provide rewards or benefits to motivate employees to be more active and enthusiastic about working and as a result this will help improve productivity which is the goal for any organisation. To support this statement the study by Wu *et al* (2019) revealed that employees tend to show higher levels of motivation and engagement when they feel that their organisation genuinely cares about their well-being and offers a range of

benefits. The type of rewards and benefits provided by the hospital are like what is suggested by Ojeleye (2017), that they function as a type of motivation and that there is a positive relationship between remuneration and performance.

5.2.2 Rewards and benefits that the Allied Health workers at the Pietersburg Hospital perceive as contributing to their motivation to perform.

The findings of this section are linked to the second objective, which stated "To determine the rewards and benefits that the Allied Health workers in Pietersburg hospital perceive as contributing to their motivation to perform". The findings of the study reported that a stable monthly salary, annual bonus in the form of 13th cheque, housing allowance, retirement benefit, paid leave, and medical aid subsidy, i.e. benefits provided by the employer, are seen to be motivating for the participants. According to Munir, Lodhi, Sabir and Khan (2016) these are extrinsic factors of motivation also known as hygiene factors according to Herzberg's two-factor theory. Studies by other researchers also reported that wages have a great influence on the motivation of employees (Michalak and Zochorek, 2022; Umar, 2014). A study by Mboi and Kioko (2016) also concluded that basic salary, health/medical benefit, and home allowance are benefits that motivate employees to perform well. However, studies show that over a long period of time hygiene factors cannot sustain job satisfaction, and that will likely eventually affect motivation negatively (Anjum *et al*, 2021; Nnubia, 2020; Ojeleye, 2017 and Herzberg *et al*, 1959).

The current study further reports that Allied Health workers working at the Pietersburg Hospital perceive factors such as a positive working relationship with the supervisor and colleagues; helping patients, i.e., fulfilment with the job itself; technology; and prospects of personal growth as motivating them to perform. According to Herzberg two factor theory of motivation achievement in helping people get better, the nature of job, personal growth, responsibilities/scope of practice are motivators, and these are good in improving employee motivation (Fisher, 2015).

The results further showed that working relationships with colleagues and supervisors, were motivating. This is supported by the study by Mohd *et al* (2021), where they strongly suggested that organisations could reap numerous benefits from the supportive supervisors and colleagues, appealing, and secure working environment. Hence, it is

crucial for the work environment to provide a safe, nurturing, and attractive atmosphere for employees. Improving the comfort of the surroundings can serve as a source of encouragement for the worker, enabling them to effectively carry out their tasks and enhance their performance (Budagavi *et al*, 2021).

5.2.3 Rewards and Benefits that are perceived as not contributing to motivation.

The result of the current study revealed that the participants do not find bonus as a follow-up of performance appraisals is not seen as motivating. It can be postulated that perhaps there is discontent with the way performance is managed or not managed, which can result in discontent with the bonus associated with the performance appraisals. In addition, the study showed that the participants reported that their motivation to perform is negatively affected by more a lack of, rather than a presence of some factors. For instance, the lack of or inadequate resources; insufficient human resources; unfavourable working conditions; low salary/wages; unclear policies and conditions for grade progression; lack of recognition for work performance; and insufficient support and supervision; were all factors that were reported by participants to be demotivating them to perform.

Previous studies like the one by Budagavi *et al* (2021) strongly suggest that a subset of the factors that influence job performance include exhibiting favourable working conditions or climate, supplementing material outcomes, increasing employee engagement, developing employee skills, and appraisal to motivate employees. Moreover, some studies have suggested that employees with better compensation and benefits are more fulfilled with their jobs and less likely to resign (Mohd *et al*, 2021)).

5.3 RECOMMENDATIONS

From the findings of the study, especially the section where the participants were asked about what they would suggest to management to increase their motivation, the following are recommended:

- Resources: the participants suggested that it would help if they had the required resources, i.e. equipment, to work effectively. Therefore, the study recommends that there be proper, effective budgeting and provision of funds to purchase requisite resources for effective performance.
- Working conditions: which include working space and working hours that the participants must contend with should be improved as this is another area that the participants pointed out as a demotivating area.
- Staffing, i.e., increasing human resources: it is also recommended that adequate personnel be recruited as that would help keep the motivation up for better performance.
- Clarity of policies and procedures: it would appear that the participants are not aware of the policies and procedures for upward mobility within their organisation. Finding a way of communicating these procedures, perhaps through the human resources development office, is recommended as it might help in clarifying what prospects the hospital has for professional progress and promotion. Clarity of promotion procedures is important in that it will help the participants to work hard knowing how they are able to develop professionally. Besides, upward mobility is linked to better salary and the study results show that the participants are motivated by salary, training, and development: skills development cannot be emphasized enough. There are several opportunities for training and development that are recommended by the current study.
 - Regular workshops/colloquia that can be conducted at work are recommended to help with continuous professional development instead of always going out at a cost to improve skills.
 - Offering bursaries: as suggested by the participants, bursaries might be instrumental in motivating participants to study further to improve themselves to perform better and benefit their employer. Such an opportunity might help in motivating participants to perform as they would be perceiving the care that their employer has for their growth and development.
 - Training of supervisors in leadership for them to know how to encourage and support their subordinates is also recommended as the participants expressed their dissatisfaction with the kind of support they get from their supervisors.

- Team building exercises, which can go a long way towards improving working relationships between colleagues are also recommended. The participants also expressed their dissatisfaction with the way employees relate in their working environment. Positive working relationships improve the feeling of belonging and subsequent improved performance.
- Future Research could possibly look at:
 - The other categories of health care workers like nurses and doctors for instance. This will help in 1) increasing the sample size and 2) comparing the responses to those of Allied health workers.
 - Another hospital that is similar to the one of the current study also for purposes of comparison of results.

5.4 LIMITATIONS OF THE STUDY

The study focused on Allied Health workers at the Pietersburg Hospital due to the need to focus on independent practitioners and completion of study due to time constraints. Therefore, the results of the study can only be used as a guide for similar settings but cannot be generalised to other hospitals or districts. However, despite the limitations, the study will contribute to academic knowledge by form the basis for future studies.

5.5 CONCLUSION

This study has investigated the type of rewards and benefits offered by the employing organisation of the participants in the current study; investigated which of those rewards and benefits are perceived to be motivating, as well as the ones that are perceived to not be motivating; and the relationship between rewards and benefits and motivation. The research design employed was quantitative. Questionnaires were handed over to participants for self-administration and followed up every week over a period of eight weeks until a 74% response rate was reached. The other targeted participants were either on leave or unwilling to participate.

The findings of the study showed that the hospital offers the rewards and benefits that are suggested by the law of the country and are typically offered by similar organisations. In addition, the participants appeared to be motivated by both the factors that are regarded as hygiene factors like salaries and those that are motivators. They do not necessarily identify any factors that are demotivating but report the demotivating effect of the absence of some of the rewards and benefits that they perceive to be important. By so reporting, the participants highlighted the importance of the presence of rewards and benefits and their effect on motivating them to perform. The study offers a few recommendations, which if attended to, have the potential to help in enhancing the motivation and thus retention of the participants.

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APPENDIX A: FACULTY APPROVAL LETTER



UNIVERSITY OF LIMPOPO Office of the Faculty Research Professor Prof TS Setati 22 September 2022 PRIVATE BAG X1106, SOVENGA, 0727 FACULTY OF MANAGEMENT AND LAW
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University of Limpopo
Faculty of Management and Law
OFFICE OF THE EXECUTIVE DEAN
 Private Bag X1106, Sovenga, 0727, South Africa
 Tel: (015) 268 3947, Email: fml.postgradoffice@ul.ac.za

22 September 2022

MOLALATHOKO MBI (200700877)
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP
MASTER OF BUSINESS ADMINISTRATION

Dear MBI Molalathoko

FACULTY RATIFICATION OF SCHOOL APPROVED PROPOSAL

I have pleasure in informing you that the Faculty of Management and Law has ratified the decision for the approval of Masters Research proposal. The research proposal has served at the School Higher Degrees Committee meeting on **02 September 2022** and it was approved as follows:

Title: "The Relationship between Rewards and Benefits and the Motivation of Allied Health Workers at Pietersburg Hospital in Limpopo Province."

Note the following: The study

Ethical Clearance	Tick One
Requires no ethical clearance Proceed with the study	
Requires ethical clearance (Human) (TREC) (apply online) Proceed with the study only after receipt of ethical clearance certificate	✓
Requires ethical clearance (Animal) (AREC) Proceed with the study only after receipt of ethical clearance certificate	

Yours faithfully,

Prof TS Setati

Research Professor: Faculty Research Higher Degrees Committee

CC: Supervisor, Prof MF Rachidid; Acting Programme Manager, Prof TJ Musandiwa; Acting Director of School, Prof SK Mokoena.

Finding solutions for Africa

APPENDIX B: ETHICAL CLEARANCE



University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3766, Fax: (015) 268 2306, Email: trec@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE ETHICS CLEARANCE CERTIFICATE

MEETING: 09 January 2023

PROJECT NUMBER: TREC/20/2023: PG

PROJECT:

Title: The relationship between rewards and benefits and the motivation of Allied Health Workers at Pietersburg Hospital in Limpopo Province.

Researcher: MBI Molalathoko

Supervisor: Dr MF Rachidi

Co-Supervisor/s: N/A

School: Turfloop Graduate School of Leadership

Degree: Master of Business Administration

PROF D MAPOSA
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

Note:

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa

APPENDIX C: PERMISSION TO CONDUCT THE STUDY BY THE DoH



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF HEALTH

Ref : LP_2022-10-006
Enquires : Ms PF Mahlokwane
Tel : 015-293 6028
Email : Phoebe.Mahlokwane@dhsd.limpopo.gov.za

MAKOMA BOITUMELO INNOCENTIA MOLALATHOKO

PERMISSION TO CONDUCT RESEARCH IN DEPARTMENTAL FACILITIES

Your Study Topic as indicated below;

THE RELATIONSHIP BETWEEN REWARDS AND BENEFITS AND THE MOTIVATION OF ALLIED HEALTH WORKERS AT PIETERSBURG HOSPITAL IN LIMPOPO PROVINCE

1. Permission to conduct research study as per your research proposal is hereby Granted.
2. Kindly note the following:
 - a. Present this letter of permission to the Office Clinical Executive Director a week before the study is conducted.
 - b. This permission is **ONLY** for Pietersburg Hospital
 - c. In the course of your study, there should be no action that disrupts the routine services, or incur any cost on the Department.
 - d. After completion of study, it is mandatory that the findings should be submitted to the Department to serve as a resource.
 - e. The researcher should be prepared to assist in the interpretation and implementation of the study recommendation where possible.
 - f. **The approval is only valid for a 1-year period.**
 - g. If the proposal has been amended, a new approval should be sought from the Department of Health
 - h. Kindly note that, the Department can withdraw the approval at any time.

Your cooperation will be highly appreciated

pp Head of Department

16/11/2022

Date

Private Bag X9302, Polokwane
Fidel Castro Ruz House, 18 College Street, Polokwane 0700. Tel: 015-293 6000/12. Fax: 015 293 6211.
Website: <http://www.limpopo.gov.za>

The heartland of Southern Africa – Development is about people!

APPENDIX D: PERMISSION TO CONDUCT STUDY BY PIETERSBURG HOSPITAL



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT OF
HEALTH
PIETERSBURG HOSPITAL**

REF : 4/2/2
ENQ : MOLOKOMME N
TO : MS MBI MOLALATHOKO
FROM : Dr NA BUYS
ACT CEO: PIETERSBURG HOSPITAL
DATE : 16 MARCH 2023
RE : REQUEST TO CONDUCT A RESEARCH

1. The above matter refers.
2. Your request to conduct research is hereby granted.
3. You will be expected to avail the report to the institution upon completion.

Thanking you in advance.

Dr NA BUYS
ACTING CHIEF EXECUTIVE OFFICER
PIETERSBURG HOSPITAL

23/03/16

DATE

APPENDIX E: INFORMED CONSENT

Statement concerning participation in a Research Project

Name of Project: **The relationship between Benefits and Rewards and the Motivation of Allied Health Workers at Pietersburg Hospital in Limpopo, South Africa.**

The aim of this study is to investigate the relationship between organisational incentives and rewards and motivation of the Allied Health Workers in Pietersburg Hospital.

In this study, rewards refer to the cash bonuses, 13th cheque, medical aid subsidy, housing allowances and bursary awards that are offered to employees as part of benefits and rewards. This will help determine if there is a relationship between these rewards and your motivation and to which extent.

I would appreciate it if you could take your time to participate in the study as this information would assist in evaluating the existing relationship between benefits, rewards, and your motivation as an Allied Health worker.

Ms MBI Molalathoko (**Researcher**)

PARTICIPANT CONSENT

I had the chance to ask questions and have heard and understood the aim of this study. I am aware that taking part in this study is voluntary and anonymous. I have been informed that this study's findings may be published and that it will be used for educational and developmental purposes. I will participate in this study as long as my privacy is protected.

I hereby give consent to participate in this Study.

Signature of participant

Date

Place

Signature of Witness

Date

Place

APPENDIX F: RESEARCH INSTRUMENT

Dear participant

I, Makoma Molalathoko, am a student at the University of Limpopo, enrolled in the Master of Business Administration (MBA). In partial fulfilment of my studies, I am currently doing a research study on the relationship between **rewards and benefits and the motivation of Allied Health Workers at Pietersburg Hospital in Limpopo Province**. As one of the Allied Health workers in this organisation, you are of great help in this research. I would appreciate it if you could take a few minutes of your time to complete this questionnaire to help me accomplish my study.

SECTION A: DEMOGRAPHIC INFORMATION (Please tick [<input type="checkbox"/>] a box to indicate your response).						
1. Gender		Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	
2. Age (in years)		20- 29	<input type="checkbox"/>	30- 39	<input type="checkbox"/>	
		40- 49	<input type="checkbox"/>	50- 60	<input type="checkbox"/>	
3. Years in service		1-4	<input type="checkbox"/>	5-10	<input type="checkbox"/>	
11-14		15-20	<input type="checkbox"/>	21-24	<input type="checkbox"/>	
25-30		31-34	<input type="checkbox"/>	Above 35	<input type="checkbox"/>	
4. Highest Qualification						
Undergraduate Degree		<input type="checkbox"/>	Postgraduate diploma	<input type="checkbox"/>	Postgraduate degree	<input type="checkbox"/>
Other (Specify): _____						
5. Profession						
Dietician		<input type="checkbox"/>	Physiotherapist	<input type="checkbox"/>	Audiologist	<input type="checkbox"/>
Optometrist		<input type="checkbox"/>	Occupational Therapist	<input type="checkbox"/>	Speech Therapist	<input type="checkbox"/>
Podiatrist		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
Radiographer (Diagnostic)		<input type="checkbox"/>	Speech Therapy and Audiology	<input type="checkbox"/>	Medical Orthotist and Prosthesis	<input type="checkbox"/>
Radiographer (Nuclear medicine)		<input type="checkbox"/>	Radiographer (Radiation Oncology)	<input type="checkbox"/>	Environmental Health Practitioner	<input type="checkbox"/>
Clinical Engineer		<input type="checkbox"/>	Oral Hygienist	<input type="checkbox"/>	Dental Therapist	<input type="checkbox"/>
Medical Technologist		<input type="checkbox"/>	Medical Social Worker	<input type="checkbox"/>	Clinical Technologist	<input type="checkbox"/>

SECTION B: QUESTIONNAIRE. (Instructions: Ask yourself how motivating the listed factors are for you by indicating the level with which you agree or disagree with each listed statement).					
Key: 1 = Strongly Agree; 2 = Agree; 3 = Disagree; 4 = Strongly Disagree					
	ITEM	1	2	3	4
	Hygiene factors (Extrinsic conditions related to work): The following is motivating ...				
6.	My stable monthly salary				
7.	My annual bonus / 13 th cheque				
8.	My retirement benefit				
9.	My paid leave benefit				
10.	My performance bonus				
11.	My medical aid subsidy				
12.	My housing allowance				
13.	My employment policies in place				
14.	My working relationship with my supervisor				
15.	My working relationship with my colleagues				
16.	The nature of my job				
17.	I receive quality supervision				
18.	The prospects of grade progression offered by my job				
19.	The training and development opportunities in my employment environment				
20.	The way performance management and appraisal is conducted in my workplace				
21.	The sense of independence that comes with my job				
22.	The responsibilities that come with my job				
23.	The physical working environment				
24.	The job security				
	Motivators (Intrinsic conditions related to work) do the following motivate you to perform?				
25.	I get recognition for the work I do				
26.	I have an opportunity to advance upwards				
27.	My work is stimulating				
28.	There is opportunity for promotion				
29.	My work gives a sense of personal growth				
30.	The fulfilment I get from my job				
31.	My personal achievements related to the work				

32.	I work independently and have freedom to make decisions				
33.	The opportunity to help people				
34.	The freedom to use my own judgement				
35.	What about your job makes you most MOTIVATED with it?	<hr/> <hr/> <hr/> <hr/>			
36.	What about your job makes you WANT TO STAY with it for much longer?	<hr/> <hr/> <hr/> <hr/>			
37.	What are the factors/issues in your job that are demotivating for you?	<hr/> <hr/> <hr/> <hr/>			
38.	Do you have any suggestions on what should be done by the employer to motivate you? Please elaborate.	<hr/> <hr/> <hr/> <hr/>			

YOUR HELP IS HIGHLY APPRECIATED!!!

APPENDIX G: CRONBACH ALPHA TEST RESULTS FOR EACH QUESTION

Table G.1: Cronbach Alpha test results for each question

	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
stable monthly salary	64.13	112.309	0.460	0.856
annual bonus / 13th cheque	64.79	116.437	0.367	0.858
retirement benefit	64.57	115.673	0.428	0.857
paid leave benefit	64.60	113.359	0.499	0.855
performance bonus	63.92	116.302	0.264	0.862
medical aid subsidy	64.53	119.639	0.167	0.864
housing allowance	64.15	117.400	0.240	0.863
employment policies in place	64.32	111.684	0.626	0.851
working relationship with my supervisor	64.70	112.715	0.541	0.854
working relationship with my colleagues	64.75	115.881	0.512	0.856
The nature of my job	64.98	117.942	0.315	0.860
quality supervision	64.47	113.139	0.454	0.856
The prospects of grade progression offered by my job	63.87	115.540	0.355	0.859
The training and development opportunities in my employment environment	63.53	116.946	0.317	0.860
The way performance management and appraisal are conducted in my workplace	63.70	113.676	0.436	0.857
The sense of independence that comes with my job	64.58	116.901	0.372	0.858
The responsibilities that come with my job	64.62	117.086	0.411	0.858
The physical working environment	64.08	112.956	0.487	0.855
The job security	64.87	118.501	0.262	0.861
I get recognition for the work I do	64.00	113.731	0.466	0.856

I have an opportunity to advance upwards	63.85	115.015	0.409	0.857
work is stimulating	64.49	114.139	0.498	0.855
There is opportunity for promotion	63.70	118.792	0.198	0.863
My work gives a sense of personal growth	64.23	114.294	0.481	0.855
The fulfilment I get from my job	64.58	116.055	0.410	0.857
My personal achievements related to the work	64.34	117.613	0.318	0.860
I work independently and have freedom to make decisions	64.75	114.304	0.550	0.854
The opportunity to help people	65.11	118.102	0.306	0.860
The freedom to use my own judgement	64.79	116.745	0.315	0.860