THE INFLUENCE OF REMUNERATION SATISFACTION ON EMPLOYEE MOTIVATION AND PERFORMANCE IN A SOUTH AFRICAN AGRICUTURAL ORGANISATION

by

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submitted in accordance with of the requirements for
the degree of

MASTER OF COMMERCE

in the subject

Business Management

at the

UNIVERSITY OF SOUTH AFRICA

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February 2024

ABSTRACT

The influence of remuneration satisfaction on employee motivation and performance in a South African agricultural organisation

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DEPARTMENT: Human Resource Management

DEGREE: MCom in Business Management

This study examined he influence of remuneration satisfaction on employee motivation and performance in a South African agricultural organisation. It also investigated the effect of biographical variables on these factors. The study followed a quantitative research design and used questionnaires for data collection from 135 participants. The data was analysed   using the Statistical Package for the Social Sciences (SPSS). The findings indicated that employee motivation and performance were positively related, but remuneration and motivation were not significantly correlated. The results also revealed that task performance, employee motivation, and financial rewards increased remuneration, whereas contextual performance and workload decreased it. Furthermore, the results indicated significant differences among different biographical groups. The study identified practical implications for improving remuneration strategies and their influence on employee motivation and performance in the "new normal" work environment. The study suggested that to achieve success and competitiveness in the industry, the company should aim for a more motivated, productive, and satisfied workforce.

OPSOMMING

Die invloed van vergoedingstevredenheid op werknemersmotivering en prestasie in 'n Suid-Afrikaanse landboudiensmaatskappy

TOESIGHOUER: Dr ML Bezuidenhout

DEPARTEMENT: Menslikehulpbronbestuur

GRAAD: MCom in Sakebestuur

Hierdie studie het die invloed van vergoedingstevredenheid op werknemersmotivering en prestasie in 'n Suid-Afrikaanse landboudiensmaatskappy ondersoek. Dit het ook die invloed van biografiese veranderlikes op hierdie faktore ondersoek. Die studie het 'n kwantitatiewe navorsingsontwerp gevolg en vraelyste gebruik vir data-insameling van 135 deelnemers. Die data het ontleding ondergaan deur die gebruik van Statistiese Pakket vir die Sosiale Wetenskappe (SPSS). Die bevindinge het aangedui dat werknemermotivering en prestasie positief verband hou, maar vergoeding en motivering was nie betekenisvol gekorreleer nie. Die resultate het ook aan die lig gebring dat taakverrigting, werknemermotivering en finansiële belonings vergoeding verhoog het, terwyl kontekstuele prestasie en werklading dit verminder het. Verder het die resultate beduidende verskille tussen verskillende biografiese groepe aangedui. Die studie het praktiese implikasies vir die verbetering van vergoedingstrategieë en die impak daarvan op werknemersmotivering en prestasie in die "nuwe normaal" werksomgewing geïdentifiseer. Die studie het voorgestel dat om sukses en mededingendheid in die bedryf te behaal, die maatskappy moet streef na 'n meer gemotiveerde, produktiewe en tevrede arbeidsmag.

Sleutelwoorde: Landboudiensmaatskappy, Biografiese veranderlikes, Vergoeding, COVID-19, Werknemersmotivering, Werknemerprestasie, Nuwe Normaal, Afstandwerk, Vergoeding, Suid-Afrika

ABSTRACT

Umthelela wokwaneliseka kwamaholo ekugqugquzeleni kwabasebenzi kanye nokusebenza enhlanganweni yezolimo yaseNingizimu Afrika

UMPHATHI: UDkt ML Bezuidenhout

UMNYANGO: Ukuphathwa Kwabasebenzi

ISIQUEPHU: I-MCom in Business Management

Lolu cwaningo luhlole umthelela wokwaneliseka kwamaholo ekugqugquzeleni kwabasebenzi nasekusebenzeni kahle enhlanganweni yezolimo yaseNingizimu Afrika. Luphinde lwaphenya umthelela wokuguquguquka kokuphila kwabantu kulezi zici. Ucwaningo lulandele ukwakheka kocwaningo lobuningi futhi lwasebenzisa uhlu lwemibuzo lokuqoqwa kwedatha kubahlanganyeli abayi-135. Idatha ihlaziywe kusetshenziswa Iphakheji Yezibalo Yesayensi Yezenhlalakahle (SPSS). Okutholakele kubonise ukuthi ukugqugquzelwa kwabasebenzi kanye nokusebenza kwakuhlobene kahle, kodwa iholo kanye nogqozi kwakungahlobene kakhulu. Imiphumela iphinde yembula ukuthi ukusebenza komsebenzi, ukugqugquzelwa kwabasebenzi, kanye nemivuzo yezezimali kwenyusa iholo, kanti ukusebenza ngokomongo nomthwalo womsebenzi kuyehla. Ngaphezu kwalokho, imiphumela yabonisa umehluko omkhulu phakathi kwamaqembu ahlukahlukene okuphila kwabantu. Ucwaningo luhlonze imithelela ebonakalayo yokuthuthukisa amasu okuholela kanye nomthelela wawo ekugqugquzeleni kwabasebenzi nasekusebenzeni endaweni yokusebenza "esimeni esisha esesejwayelekile". Ucwaningo luphakamise ukuthi ukuze kuzuzwe impumelelo nokuncintisana embonini, inkampani kufanele iphokophele abasebenzi abakhuthele, abakhiqizayo, nabanelisekile.

Amagama angukhiye: Inkampani Yesevisi Yezolimo, Okuguquguqukayo kwe-Biographical, Izinxephezelo, i-COVID-19, Ukugqugquzelwa kwabasebenzi, Ukusebenza Kwabasebenzi, isimo esisha esesejwayelekile, Umsebenzi owenziwa ngeinthanethi kude nendawo yokusebenzela , Umholo, iNingizimu Afrika

DECLARATION

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The Influence of Remuneration Satisfaction on Employee Motivation and Performance in a South African Agricultural Organisation

I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the dissertation to originality-checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.

Sherleen Juggpall

Date: 27 February 2024

ACKNOWLEDGEMENTS

I want to thank Lord Krishna, the divinity, first and foremost. Your will in my life is attested to in this dissertation. It is only through your knowledge, wisdom and understanding that I have successfully managed to finish.

I would also like to thank:

- My supervisor, Dr Magda Bezuidenhout. You offered me support, advice and guidance which made this dissertation possible. Your professionalism and eye for detail are respected and appreciated. Without your encouragement I would have not completed this dissertation.

- My statistician, Dr Liezel Korf, for the statistical analysis and expertise she provided.

- My language editor, Mrs Sandra Mills, for her professional editing and guidance.

- My organisation, a leading agricultural services company in South Africa. I appreciate your assistance and motivation, and the financial assistance that enabled me to complete my dissertation.

- My HR Manager and HR business partner. Thank you for your assistance with the selection of participants, and the distribution and retrieval of the questionnaires. Your support and encouragement are greatly appreciated.

- My husband, Navesh Juggpall. I appreciate you putting up with all of my meltdowns, early mornings, and late nights. Thank you for taking care of the kids, cooking supper every night, and giving me numerous cups of coffee to keep me going. Above all, I want to say thank you for being a selfless, kind person. Without your love and support, I could not have persevered.

- My children, Sandisha, Devashish and Rohan. I hope to always make you proud. I hope my example of completing this dissertation will inspire you to see the value of education.

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ACRONYMS AND ABBREVIATIONS

AET	Affective Event Theory
AI	Artificial intelligence
CEO	Chief Executive Officer
COVID-19	Coronavirus disease 2019
e.g.	Example
EMQ	Employee Motivation Questionnaire
HR	Human Resources
HRM	Human Resource Management
HRPS	Human Resource Practices Scale
IWPQ	Individual Work Performance Questionnaire
i.r.o.	In respect of
JCM	Job Characteristics Model
SDT	Self-Determination Theory
SPSS	Statistical Package for the Social Sciences
WFH	Working from home/work from home

CHAPTER 1: SCIENTIFIC RESEARCH OVERVIEW

The main topic of this study is remuneration, employee motivation and employee performance in an agricultural service company in South Africa. This is explored in greater depth in the section on background and motivation. This topic has not been widely researched in an agricultural service context in South Africa. This section outlines the problem statement, the goals of the research, the research questions, and the reasons for the study. As well as outlining the study's objectives, it also provides a summary of each chapter and explains the research approach and procedures.

The COVID-19 pandemic has significantly disrupted traditional HRM practices, leading to the emergence of hybrid work models and the "new normal" in workplaces. This study was conducted between March 2021 and February 2024 within an agricultural service company in South Africa. During this period, the company, along with many others, was transitioning to hybrid work arrangements in response to the pandemic. The organisational practices and employee experiences examined in this study are reflective of this transitional phase. As hybrid work becomes more widespread and established, it is important to acknowledge that these practices may evolve. This study provides a snapshot of the early impacts of hybrid work on remuneration, motivation, and performance, offering insights that are relevant to this specific time frame and context.

1.1   BACKGROUND TO AND MOTIVATION FOR THE RESEARCH

The current research was conducted in South Africa during the COVID-19 pandemic and its aftermath, examining the function of remuneration in increasing employee motivation and employee performance in a South African agricultural service company. Since 1923, this agricultural service company has enabled agricultural production by meeting the need for access to state-of-the-art solutions, whether financial, input-related or technological. This foundation has occupied a prominent position in guaranteeing the continent's food security. With decades of experience (especially in the grain value chain), insight, varied knowledge, and roots in South Arica, this company has access to finance; its goal is food security and it is committed to developing sustainable agriculture. The company makes a significant contribution to the financial services, food and agriculture and grain value chains in certain African

countries and Western Australia, through storage and post-harvest processing, credit and other financial products, education, the provision of agricultural equipment, and the marketing of agricultural products, industrial processing of commodities, and collateral management. The company operates across the nine South African provinces with a staff complement of approximately 3 500 employees in South Africa alone.

The COVID-19 pandemic, referred to as the pandemic (Deloitte, 2020), has brought about major and varied changes in numerous companies, leading to a "new normal" (Soraya, Nusran, Wekke & Ifa, 2021). This shift disrupted existing operational frameworks and accelerated the adoption digital platforms across industries and countries (Raghavan, Demircioglu & Orazgaliyev, 2021). The "new normal", defined by Raghavan et al. (2021), signifies a situation in which organisations and employees operate differently, necessitating an understanding of how employees cope post the pandemic. Adsuar-Pizzi's (2023) further describes the "new normal" as a collective change redefining the boundaries of normality in daily experiences caused by the epidemic. COVID-19 has made remote work the "new normal" (Braje, 2023). According to Ollier-Malaterre (2023), remote work surged during COVID-19, creating a "new normal" that reflects the contemporary work realities and is expected to persist beyond persist beyond the pandemic.

Hybrid work emerged shortly after the pandemic's initial phase in 2020 and has continued since. Vartiainen and Vanharanta (2023) describe hybrid work as flexible in terms of circumstance, location, and timing, performed partially from the employer's workspace and partially from home or other locations, facilitated by digital tools and platforms for collaboration and communication. McKinsey and Company (2021) predicts that hybrid work will become significantly more frequent in the new future. According to Tran, Carden, and Zhang (2022), several companies intend to keep providing employees with a hybrid work model that provides employees with flexibility. Although the current study did not focus on hybrid work, its implications are recognised. While some employees value the increased flexibility, others are struggling to adapt, experiencing feelings of anxiety and demotivation (Pourron, 2021). Motivating and managing employees has therefore become a challenging

responsibility in the new world of work (Nilasari, Nisfiannoor & Devinta, 2021; Perry, Mesch & Paarlberg, 2006.) It is crucial for businesses to comprehend how remuneration affects employee motivation and employee performance (Sembiring, Fatihudin, Mochklas & Holisin, 2020), hence the need for this study. Employee remuneration refers to every kind of payment or incentives that employees earn for their labour. Erasmus, Schenk, Mulaudzi and Grobler (2019:466) define remuneration as including both financial and non-financial external incentives that businesses give staff members in appreciation for the time, talent, and efforts they dedicate to job performance. Remuneration is widely recognised as one of the foremost motivational factors that drive individuals to continually strive for greater achievements, leading to increased productivity (Pourron, 2021). Improving employee motivation is essential in raising performance levels (Manzoor, Wei & Asif, 2021). Researchers such as Teja (2017), Nawawi, Bachri and Dahniar (2018), and Soraya et al. (2021), argue that remuneration and motivation concurrently affect employee performance. Maintaining highly motivated employees is thus a strategic move intended to keep individuals dedicated to working diligently and applying their full potential to achieve the organisation's goals (Ahmad, 2021). Urme (2023) supports this, stating that keeping highly motivated workers is essential for increasing retention rates, productivity, reducing turnover costs, and cultivates a more committed and engaged staff.

The main focus of this research is to assess the impact of remuneration on both employee motivation and performance within the context of the "new normal" at this agricultural service company. The study's selection criteria included permanent general staff, executives, and contract employees working on a full-time basis within the agricultural company. Participants were required to be aged between 18 and 65 years and located across the nine provinces of South Africa; all others were excluded from the study. From a total population of 3,500 employees, a sample size of 346 was determined using an online calculator.

Organisations work to improve employee performance in order to achieve their goals since it has a significant impact on the success of the organisation (Bahagia & Putri, 2021; Manzoor et al., 2021; Soraya et al., 2021; Urme, 2023). This achievement is only possible when employees are motivated (Manzoor et al., 2021). In developing nations

like South Africa, employees tend to perform better when they are recognised (Tehseen & Hadi, 2015). Wibowo et al. (2023) found that recognising employees can motivate them to perform better and increase their commitment to the organisation. This recognition could take the form of appropriate remuneration (Manzoor et al., 2021). However, employees do not work solely for the money; they also value other aspects of remuneration (Dirks, 2020). While good remuneration packages ensure retention and motivation employee performance can, conversely, be severely impacted if good remuneration packages are not present (Dirks, 2020). Due to the substantial and immediate impact that the attitudes and behaviours of employees exert on overall productivity, employee motivation within the work environment is important (Tumi, Hasan & Khalid, 2022). Organisations are therefore expected to develop effective motivational strategies that are attuned to employees' dedication and results. Güngör (2011) provided statistical data indicating that highly driven employees seem to outperform their counterparts. Motivation therefore substantially affects employee performance (Güngör, 2011). Tajudin, Syaechurodji, Alfarizi, and Haryadi (2023) also demonstrated that employee performance is highly impacted by motivation. An employee's performance increases with their level of motivation (Tajudin et al., 2023)

Employee performance is important to any organisation's success (Periyasamy, 2020; Tajudin et al., 2023), and an organisation's capacity to fulfil its objectives is primarily dependent on employee performance. Performance, according to Arif, Syaifani and Jufrisen (2019), is the benchmark for the amount and calibre of outputs produced by a person or organisation in certain activities, which is the result of natural talent or acquired ability and a desire to achieve. Similarly , Barusman (2024) deduced that employee effectiveness depends on the quality and quantity of the work completed within a specified time while carrying out their assigned responsibilities. High achievers in an organisation are typically rewarded more rapidly and usually have greater career possibilities than poor performers (Cross, Motowidlo & Van Scotter, 2000). Govender and Bussin (2020) postulate that organisations require high performers to achieve their objectives, produce specialised products and services, and achieve a competitive edge. Additionally, performance matters to a person. High-level performance and task completion can bring about a sense of pride and success that can lead to contentment (Govender & Bussin, 2020). Organisations cannot succeed if their output is of poor

quality and if they fail to accomplish their migration objectives. Outstanding performance by employees in organisations is usually rewarded in various ways in terms of increased remuneration, bonuses, and incentives.Al-kharabsheh et al. (2023) suggest that several factors, including employee motivation, HRM practices, and, remuneration, collectively influence employee performance.

This research aims to advance theory and promote practical applications in industrial psychology and human resource management disciplines, as well as within South African organisations. Additionally, it hopes to assist employers and HR professionals in comprehending remuneration, employee motivation, and employee performance from the viewpoint of the employee.

1.2 PROBLEM STATEMENT

Understanding the intricate relationship between remuneration, motivation, and employee performance in the evolving "new normal" environment presents a complex challenge. While remuneration is theoretically considered a motivator for employees (Murey, 2007), remuneration's practical impact can sometimes lead to unintended consequences, failing to consistently improve motivation and performance (Daramola, 2019).

Recent research highlights the importance of remuneration as a motivator (Daramola, 2019), yet its actual impact remains a subject of scrutiny. Employees are generally motivated when they expect their efforts to be rewarded. Remuneration therefore plays a significant role in motivation, but its effectiveness can vary across organisations (Armstrong, 2019).

The COVID-19 pandemic has disrupted traditional HRM practices, including remuneration strategies (Hitka et al., 2021). With the widespread adoption of remote work (working from home or WFH) and in the shift in workplace dynamics, organisations face challenges in maintaining employee motivation and performance (Starner, 2020). This "new normal" demands a reassessment of remuneration frameworks in the face of evolving work arrangements (Nilasari et al., 2021).

Beyond base salaries, the hybrid model emerges as a pivotal factor influencing several remuneration facets. This includes restructuring performance bonuses, signing bonuses for talent acquisition, and retention bonuses (Lalovich, Teshanovich, Bjelajac & Vukovic, 2024:42). Enhanced benefits include improved health and wellness provisions, flexible working hours (Lalovich et al., 2024:102), and improvements in work-life balance such as expanded parental leave, and childcare support (Munyeka, 2024). Transportation benefits are adapting with adjusted travel allowances for office attendance (Munyeka, 2024). Moreover, upgrades in insurance coverage and retirement plans are becoming essential (Lalovich et al., 2024:12), alongside provisions for company-provided technology and productivity software (Partridge et al., 2024).

In the context of the agricultural service provider, the pandemic's effects are evident. Sales have declined, leading to employee retrenchments, pay cuts, and reduced bonuses. Increases were not awarded for the previous year, with modest adjustments preceding insufficient medical aid contributions. The shift to WFH or hybrid models has exacerbated motivational challenges, particularly as remote work deprives employees of face-to-face interactions and leads to unresolved issues (McGregor & Doshi, 2020), consequently affecting on motivation and performance (Purnomosidi & Priadana, 2020).

The central issue in this agricultural service company is the uncertainty surrounding which types of remuneration really motivate employees to enhance their performance. These uncertainties significantly impact motivation and performance.

Additionally, the influence of biographical variables that affect remuneration, employee motivation and employee performance is a critical factor for effective management, especially in challenging times. Previous studies by Terry et al. (2021) and Jackalas, Martins, and Ungerer (2016) have demonstrated the noteworthy impact of biographic variables on employee performance and motivation. Addressing these factors can inform tailored remuneration strategies and job specifications to fit the company's unique context.

Based on this discussion, several research gaps are noticeable:

- It is necessary to research the relationship between remuneration, employee motivation and employee performance in a South African agricultural service company, particularly in the light of the "new normal."

- Given the scarcity of research in this area, particularly regarding the simultaneous examination of all three constructs within a single study, and specifically within the South African agricultural sector, there is a need for a study to fill this gap. Further investigation is warranted to completely understand the effect of biographical variables on remuneration, employee motivation and employee performance.

The goals and queries for the research are covered in the section that follows.

1.3 RESEARCH AIMS

The general and particular aim of the study with regard to the reviewed literature and empirical findings are outlined in this section.

1.3.1 General aim of the research

Bearing in mind the identified research problem, the main goal of this research is to assess the impact of remuneration on both employee motivation and performance within the context of the "new normal" in an agricultural service company in South Africa. Secondly, the study explores the effects of biographical variables like race, age, gender, duration in the organisation and duration in the position (tenure) on remuneration, employee motivation and employee performance.

1.3.2 Specific aims of the research

The aims for the literature review and empirical inquiry are as follows:

1.3.2.1 Literature review

Regarding the literature review, the explicit aims are outlined as follows:

Research aim 1: To determine the effect of remuneration in the new world of work on employee motivation and employee performance from a theoretical standpoint.

Research aim 2: To determine and explain the constructs of remuneration, employee motivation and employee performance in terms of theoretical models in the literature.

Research aim 3: To identify and explain the relationship between remuneration, employee motivation and employee performance regarding explanatory theoretical frameworks.

- *Sub-aim 3.1: To determine the relationship between remuneration and employee motivation from a theoretical standpoint.*
- *Sub-aim 3.2: To determine the relationship between remuneration and employee performance from a theoretical standpoint.*
- *Sub-aim 3.3: To explain the relationship between remuneration, employee motivation and employee performance through an integrated theoretical framework.*

Research aim 4: To determine the effect of biographical variables (race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) on the relationship between remuneration, employee motivation and employee performance.

1.3.2.2 Empirical study

The following is a summary of the particular aims of the empirical study:

Research aim 1: To investigate the statistical relationship between remuneration, employee motivation and employee performance within a sample of employees in an agricultural service company in South Africa. (*This objective is related to research hypothesis 1.*)

Sub-aim 1.1: To empirically explore the relationship between remuneration and employee motivation.

Sub-aim 1.2:   To empirically explore the relationship between remuneration and employee performance.

Research aim 2:   To determine whether remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa. (*This objective is related to research hypothesis 2.*)

Research aim 3: To empirically explore whether biographical variables race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) have an effect on remuneration, employee motivation and employee performance. (*This objective is related to research hypothesis 3.*)

1.4   RESEARCH QUESTIONS

1.4.1   Research questions pertaining to the literature review

After reviewing the literature, the following specific questions emerged:

Research question 1: What is the effect of remuneration, in the new world of work, on employee motivation and employee performance from a theoretical standpoint?

Research question 2: How are remuneration, employee motivation and employee performance conceptualised and explained by theoretical models in the literature?

Research question 3: Is there a theoretical relationship between remuneration, employee motivation and employee performance?

Sub-question 3.1:   *What is the theoretical relationship between remuneration and employee motivation?*

Sub-question 3.2:   *What is the theoretical relationship between remuneration and employee performance?*

Research question 4: As suggested by the literature, how do individuals' biographical variables (race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) affect employees' perceptions of remuneration, employee motivation and employee performance?

1.4.2 Research questions pertaining to the empirical study

In relation to the empirical investigation, the following particular research questions have been developed:

Research question 1: What is the statistical nature of the relationship between remuneration, employee motivation and employee performance in a sample of participants employed in an agricultural service company in South Africa?

Sub-question 1.1: *What is the relationship between remuneration and employee motivation in an agricultural service company in South Africa?*

Sub-question 1.2: *What is the relationship between remuneration and employee performance in an agricultural service company in South Africa?*

Research question 2: Does remuneration satisfaction positively influence both employee motivation and employee performance among employees in an agricultural service company in South Africa?

Research question 3: Do biographical variables such as race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) differ regarding remuneration for employee motivation and employee performance in a sample of participants in an agricultural service company in South Africa?

Drawing on the empirical findings, what recommendation could be made to improve remuneration, employee motivation and employee performance in the following contexts:

- agricultural service company;
- field of Human Resource Management;

- Human Resource Management practice; and
- future research on remuneration, employee motivation and employee performance?

1.5 RESEARCH HYPOTHESES

Davis (2013) defines hypotheses in research projects as expected responses to research questions. The primary emphasis of this study centred around investigating the research hypothesis that explores the relationship between remuneration, employee motivation and employee performance. The research hypotheses, presented in Table 1.1 are intended to fulfil the study's goals.

Table 1.1: Research hypotheses of the study

H_1	There is a significant and positive relationship between remuneration, employee motivation and employee performance.
H_2	Remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.
H_3	Individuals' race, gender, age, education, marital status, number of dependents, duration in the industry, duration in the organisation and duration in the position (tenure) differ in terms of remuneration, employee motivation and employee performance.

1.6 POTENTIAL VALUE-ADD OF THE STUDY

The implementation and dynamics of remuneration systems, performance-based pay or pay for performance in government organisations and public sectors have attracted significant research interest (Mensah & Tawiah, 2016). However, most scholars have primarily focused on remuneration, examining its influence on either employee motivation or employee performance.

The disruption of traditional operating models due to the COVID-19 pandemic has resulted in extensive utilisation of digital platforms across industries and countries,

with remote work becoming the "new normal" (Raghavan et al., 2021). As organisations and employees adapt to this post-pandemic "new normal", this research could provide insights at the empirical, practical and theoretical levels.

1.6.1 Theoretical level

The purpose of this research is to enhance understanding of the working life of agricultural employees in relation to remuneration, employee motivation and employee performance, as a well-established method of motivation is vital for achieving organisational goals (Mensah & Tawiah, 2016). Inefficiency, poor performance, brain drain, and demoralised employees are all consequences of neglecting employee motivation (Mensah & Tawiah, 2016). Additionally, it may be helpful to understand employee dynamics inside the agricultural service organisation by examining how individuals' biographical variables affect the expression of remuneration, employee motivation and employee performance.

Syamsuddin et al.'s (2021) research emphasised the significance of remuneration in management, as it encourages employee performance. Properly managed remuneration programmes help companies attain their goals. Alternatively, poor remuneration management can result in employee complaints, strike action and decreased employee performance (Syamsuddin et al., 2021).

In addition, this study may indicate whether biographical variables have an influence on remuneration, employee motivation and employee performance. Considering the diverse cultural and generational context within South African organisations, the results could be instrumental in the development of remuneration strategies within the agricultural service company concerned.

1.6.2 Empirical level

This study is expected provide important details on the relationship between remuneration, employee motivation and employee performance, benefiting other agricultural companies. These findings could then serve as a guide to motivate their own employees and might also stimulate additional research into strategic

recommendations for agricultural companies that offer and employ reward and recognition initiatives.

1.6.3 Practical level

It is envisaged that this research could assist agricultural companies with staff retention, staff satisfaction, and attraction of qualified employees. Motivation affects productivity, turnover, physical and mental well-being and absenteeism. Employee satisfaction is instrumental in fostering dedicated individuals who can contribute value to an organisation.

Furthermore, this research may contribute to organisational planning and strategies for motivating employees and enhancing employee performance. Findings from this study may help to improve comprehension and knowledge of human resource management (HRM), particularly concerning the influence of remuneration on employee motivation and employee performance.

1.7 DEFINITION OF KEY TERMS

Remuneration means payments or rewards provided to individuals in exchange for labour and includes salary and wages. In contractual agreements, wages and salaries are described as the monthly payments that companies make to their staff in exchange for services rendered (Khudhair, Rahman & Adnan, 2020). Madingwane, Mazenda and Nhede (2023), adopted for this research study further elaborate that involves regular payments exchanged for a work, which can include various forms besides cash. This definition emphasises the multifaceted nature of remuneration, acknowledging that it extends beyond monetary remuneration to include non-financial benefits and incentives. Such a comprehensive understanding is crucial in assessing how remuneration influences employee motivation and performance within organisational settings.

Employee motivation is defined differently by different authors. However, there is agreement that motivation refers to an inward feeling that influences a person to complete a task or to a person's willingness to perform tasks without any pressure

(Armstrong, 2019). Ajayi (2019) defines motivation as an innate state that drives individuals to take calculated actions in order to achieve specific objectives. According to Robbins and Judge (2017:248), motivation is characterised as the inclination to invest a significant amount of effort in pursuit of organisational objectives, subject to the extent to which such effort might satisfy personal needs.

Employee performance is the result of effort that individuals or teams in an organisation may accomplish in line with their specific powers and duties (Arif, Syaifani & Jufrisen, 2019). In simple terms, it pertains to how staff members execute essential duties and conduct themselves at work (Perkbox, 2021).

COVID-19 is an illness brought on by a novel strain of coronavirus. The letters "CO" stands for corona, "VI" for virus, and "D" for disease. The illness was first described as "2019 novel coronavirus," or "2019-nCoV". This virus was subsequently designated COVID-19 (Bender, 2020). It was linked to the related viral group "severe acute respiratory syndrome" (SARS) and some variations of the common flu (Bender, 2020).

The "New Normal" refers to the transformed work practices, employee behaviour, and organisational structures post-COVID-19 (Raghavan et al., 2021). *Collins Dictionary* (2022), defines it as an atypical situation that abruptly becomes normal or common place. "New Normal" is a transitional phase in which change occurs at varying speeds, scales, and intensities across organisations, sectors, and countries (Raghavan et al., 2021).

Hybrid work refers to a form of flexible work arrangement that involves an employee dividing their time between working from home and the office (Hopkins & Bardoel, 2023).

Hybrid work model is a flexible arrangement that combines remote/offsite and in-office/onsite work, offering employees the option to work from home or the office based on their preferences and job demands (Santillan et al., 2023).

1.8   RESEARCH DESIGN

Procedures and strategies for gathering, analysing, and interpreting data are called research design. It is sometimes referred to as a research plan or strategy (Bouchrika,

2020). According to McCombes (2019), a research design is a strategy for answering a number of questions, while Hilton, Fawson, Sullivan & DeJong (2019) see it as a plan that elicits information from participants.

To better understand how remuneration affects employee motivation and employee performance in an agricultural services company within South Africa, this study followed a quantitative, exploratory, cross-sectional descriptive research approach. According to Creswell and Creswell (2018), quantitative research methods include the analysis of data obtained from surveys, polls, and structured questionnaires as well as the computational manipulation of pre-existing statistical data.

1.8.1   Explanatory research

Explanatory research aims to expand on theory by explaining the researcher's results and thoughts (Bouchrika, 2020). The intention of interpretive research is to investigate a topic to reveal how variables relate to or influence each other (Maloa, 2020). Derm (2018) argues that rather than merely demonstrating a relationship between variables, explanatory research improves understanding of why things occur. Instead of demonstrating a cause-and-effect relationship, the goal of this study was to evaluate the direction, nature, and depth of the relationships among the factors (Derm, 2018).

1.8.2   Descriptive research

The aim of descriptive research is to provide accurate descriptions of things like individuals, places, or events. Researchers like Gallant and Martins (2018) and Trafimow and MacDonald (2017) indicate that descriptive statistics present an illustration of the details of relationships among variables. Trafimow and MacDonald (2017), assert that the literature review describes the constructs that will be adopted in the research. For the purposes of this study, remuneration, employee motivation and employee performance were included. The research adopted descriptive statistics to analyse the sample's variables and biographical variables using mean and standard deviations. In the literature, descriptive research is employed to formulate concepts related to remuneration, employee motivation and employee performance.

1.8.3 Validity

Validity, as defined by Saunders, Lewis and Thornhill (2016:157), pertains to the reliability of a research study's conclusions and the question whether the study effectively assesses and explains the components it aims to measure, namely whether the measure fulfils its intended purpose (Haradhan, 2017; Terre Blanche, Durrheim & Painter, 2006). Research validity includes two crucial aspects, namely internal validity (credibility) and external validity (transferability) (Haradhan, 2017).

External validity addresses the generalisability of a study, indicating the likelihood of reported effects occurring beyond the research context. It decides how far study findings may be generalised to other relevant populations. Enhancing external validity involves strategies such as random selection, diverse participant groups, non-reactive measurements, and clear explanations to enable replication across various populations and settings (Haradhan, 2017).

The sample was carefully split into smaller groups according to race, gender, age, and geographic region to ensure external validity. Systematic random sampling was used, ensuring a diverse representation of demographics.

Internal validity, according to Saunders et al. (2016:157), evaluates how well causal relationships between variables allow for the drawing of accurate conclusions. Haradhan (2017) similarly emphasises that the study's design, data collecting techniques, analytic protocols, and replication potential all affect internal validity.

The researcher used adequate and consistent assessment instruments that were designed to test the pertinent dimensions to guarantee internal validity. Furthermore, the researcher relied on relevant literature and theories pertaining to the research goals, problem statement and research topic to enhance internal validity.

1.8.4 Reliability

The consistency and dependability of a test or measurement tool are referred to as reliability (Salkind, 2018). The concept of reliability essentially means that comparable outcomes should be obtained by a different researcher using the same procedures

and data collection techniques in the same setting (Haradhan, 2017; Saunders et al., 2016:192). Numerous techniques are available for evaluating internal consistency, with the Cronbach's alpha coefficient being the most widely utilised statistic. Cronbach's coefficient quantifies the average correlation between all elements on a scale ranging from zero to one (Pallant, 2020:6).

To ensure reliability in this study, several steps were followed:

- The replication method, in conjunction with a pre-test by subject expert researchers, was employed to assess reliability.
- Standard document procedures and detailed protocols were established to ensure uniformity in data collection (Creswell & Creswell, 2018:251).
- Questionnaires were carefully reviewed for completeness, and paper-based questionnaires were randomly selected and checked for data input accuracy.
- Utilising the Statistical Package for the Social Sciences (SPSS) for data analysis improved the reliability of the study.
- The study incorporated a range of both contemporary and classical literature, aligning with Hart's (2018) recommendation to include both recent and foundational sources in the literature review.
- To evaluate the consistency and dependability of the data collection tools, Cronbach's alpha coefficients were calculated.

1.8.5 Unit of analysis

According to Akremi (2020), the term "unit of analysis" refers to the precisely defined object of research from which empirical insights are sought. By examining a phenomenon in terms of a specific unit, researchers can operationalise and measure it effectively (Akremi, 2020). In this research, individuals were the analytical unit, specifically participants in a South African agricultural organisation, with a focus on remuneration, employee motivation, and employee performance. The biographic variables further refined the unit of analysis, exploring specific sub-groups such as race, age, gender, duration in the position, and tenure within the company.

1.8.6 Research variables

The following categories were used to group the research variables for this study: remuneration serves as the independent variable (IV), while employee motivation and employee performance were the dependent variables (DV). Independent variables have the potential to cause, influence, or impact outcomes, whereas the results or repercussions of the influence of the independent factors are known as dependent variables (Creswell & Creswell, 2018:84).

This study's primary objective was to determine whether these variables in a South African agricultural service company had a statistically significant relationship. To further explore differences between various demographic groups, biographical variables were included, including race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation, and duration in the position.

1.8.7 Ethical considerations

Research ethics, in a broad sense, includes the moral obligation of investigators to protect participants from harm, avoid unnecessary breaches of their confidentiality, and ensure their well-being. Žukauskas, Vveinhardt and Andriukaitienė (2018:141) define research ethics as a concept that highlights the responsibilities of researchers to act with honesty and respect towards all individuals who may be affected by their research studies or by shared findings from the research.

The University of South Africa's research ethics policy has provided fundamental guidance for this study from the outset (Unisa, 2016). According to UNISA's research ethics policy (Unisa, 2016), the study complies with the following broad ethical principles:

- **Essentiality and relevance**: The study is grounded in existing literature on remuneration, employee motivation, and employee performance.
- **Maximisation of public interest and social justice**: Payroll specialists, human resource professionals, and the organisation should benefit from this study.

- **Competence, ability, and commitment to research:** The researcher has the required credentials and is dedicated to the project and its subject matter.

- **Respect for and protection of participants' rights and interests:** Participants were advised that, in accordance with the Protection of Personal Information (POPI) Act 4 of 2013 (UNISA, 2016), the personal data they provide will be protected for research purposes to guard against any possible loss, damage, or illegal access. The questionnaire did not ask for the names of the participants, and they were able to remain anonymous throughout. The researcher will guarantee privacy, and the identity of the company will not be revealed.

- **Informed and non-coerced consent:** The researcher, being part of the agricultural company's workforce, employed a gatekeeper to prevent undue influence. The participants took part voluntarily, with full knowledge and consent, and for a specific reason, as required by the POPI Act. The researcher did not request any identifying data from the participants. Approval and consent were obtained from the management of the agricultural company management to distribute the questionnaire to the employees.

- **Respect for cultural differences:** The participants received respectful treatment from the researcher, who acknowledged their communal systems.

- **Justice, fairness, and objectivity:** The criteria for selecting research participants were both equitable and scientifically sound. The researcher did not make excessive demands on participants' time and knowledge.

- **Integrity, transparency, and accountability:** The research was conducted with fairness, truthfulness, and transparency. The contributions of other researchers were duly acknowledged throughout the research.

- **Risk minimisation:** In compliance with the UNISA Research Ethics Standard Operating Procedure for Risk Assessment (Unisa, 2016), the researcher assessed these risks and implemented appropriate measures to minimise and mitigate them.

  Non-exploitation: The researcher ensured that no research participants, communities, institutions, or vulnerable individuals were exploited. Information will not be utilised for any unlawful or secondary purposes beyond the original,

agreed-upon purpose. The research findings will be communicated to the organisation's HR manager.

1.9 RESEARCH METHODOLOGY

As illustrated in Figure 1.1, the study comprised two phases, each with various steps. Phase 1 consisted of a literature review which conceptualised the variables while phase 2 included the operationalisation of the factors through an empirical investigation.

OPERATIONALISATION
PHASE 2: EMPIRICAL RESEARCH
(Cross sectional survey design)

Step 1

Population: 343 full time employees of an agricultural company accross nine provinces

Sampling: Stratified random sampling

Step 2

Research Instruments:
1. Human Resource Practices Scale (HRPS)
2. Two-dimensional measure of extrinsic and intrinsic motivation questionnaire (IWPQ)
3. Individual work performance questionnaire (IWPQ)

Step 3

Data Collection:
Survey design in terms of which questionnaires were administered in two stages, namely, (1) emails (web based) and (2) paper-and-pencil based questionnaires.

Step 4

Data Processing:
SPSS was used to score the data from the psychometric battery

Step 5

Data Analysis:
1. Descriptive statistics: Frequencies, percentages, means and standard deviations
2. Factor analysis
3. Reliability: Cronbach Alpha
4. Inferential statistics: Pearson product-moment correlation coefficients will be set for interpreting the practical significance of the correlation analysis, independent sample T-tests (level of significance $p \leq .05$ to counter type 1 error) and ANOVAs (Eta square values were computed

Step 6 — Formulating research hypothesis

Step 7 — Report and interpret results

Step 8 — Integrate reserch findings

Step 9 — Formulate the research conclusions,limitations and implications of the study
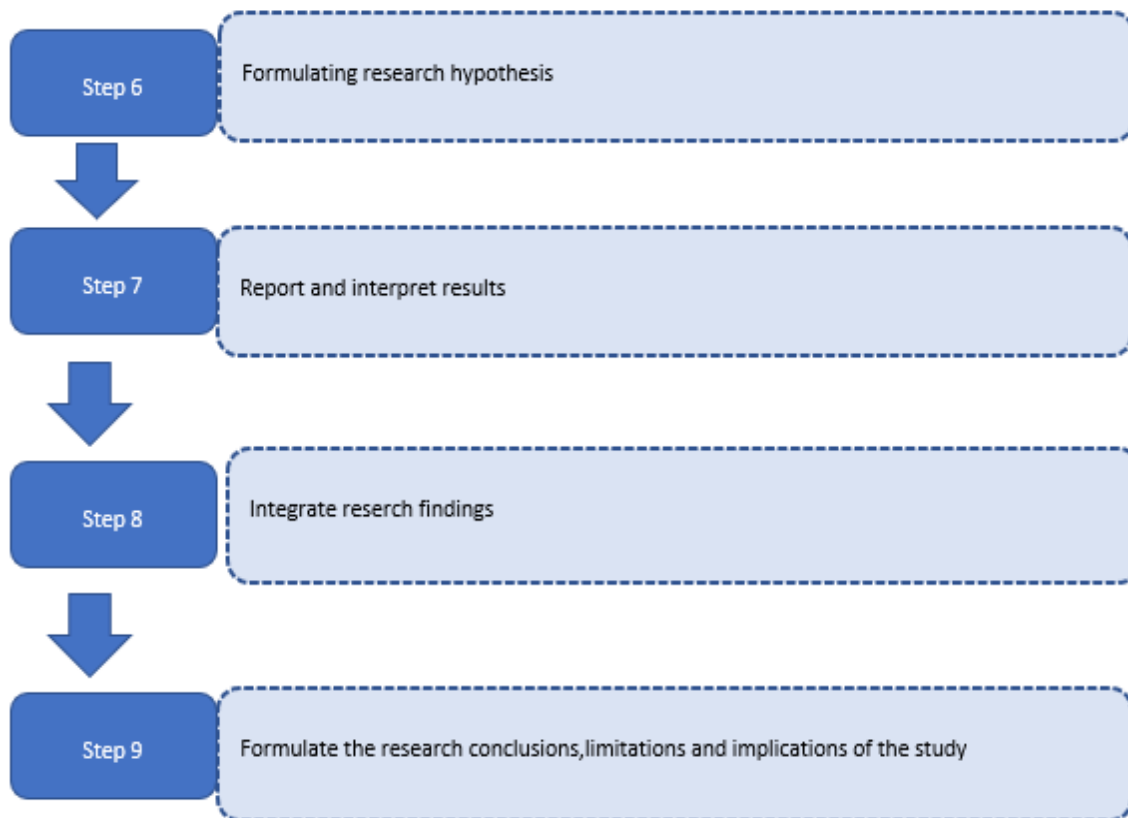
Figure 1.1: Research process (Babbie, 2021:113)

1.9.1 Phase 1: Literature review

The review of the literature, according to Kulkarni (2013), provides a theoretical framework, along with findings from earlier studies, and elucidates their connection to the goals and objectives of the study. It also incorporates the study's findings with the body of existing knowledge. This phase serves to conceptualise the constructs remuneration, employee motivation and employee performance, and to elucidate the connection among these constructs. The steps followed in this stage:

Step 1: Provide a theoretical definition of remuneration.
Step 2: Provide a theoretical definition of employee motivation.
Step 3: Provide a theoretical definition of employee performance.
Step 4: Integrate the theories of remuneration, employee motivation and employee performance.

Chapters 2 and 3 explore the literature.

1.9.2 Phase 1: Empirical study

Chapters 5 and 6 describe the design and methods of the study, present and discuss the findings, conclusions, and suggestions for further research. The following actions were performed:

Step 1: Determining and describing the sample

Rahi (2017) defines sampling as the procedure of choosing a smaller, more manageable set of participants from a wider population for research purposes. The study's target population included the permanent general staff, executives, and full-time contract employees of the agricultural service company. *The specifics of sample determination and population selection will be described in chapter 5*.

Step 2: Justifying the research instrument

Questionnaire were the primary research instruments. The questionnaire was structured into four primary research themes, namely remuneration, employee motivation, employee performance, and biographical variables.

The research employed established data-gathering instruments. The Human Resource Practices Scale (HRPS), created by Tessema and Soeters (2006), was used to evaluate remuneration. This approach aligns with the methodology used by Akhtar et al. (2022) and Malk, Baig, and Manzoor (2020), who also relied on the HRPS to assess remuneration. This demonstrates the continued applicability and reliability of the HRPS in evaluating remuneration. A questionnaire created by Cinar, Bektas and Aslan (2011) were employed to measure employee motivation. It offers a two-dimensional assessment of intrinsic and extrinsic motivation. A tool developed in the Netherlands by Koopmans et al. (2013), the Individual Work Performance Questionnaire (IWPQ), was used to assess employee performance. *Chapter 5 provides comprehensive information on research instruments.*

Step 3: Data collection

Due to the nature of the study, primary data were gathered via structured questionnaires. The questionnaires were administered online using web-based survey

technology or in physical form for completion with the aid of pencil and paper. *The data collection procedure is explained in chapter 5.*

Step 4: Data processing

This research consisted of two stages of data processing for the online questionnaires and the paper-and-pencil questionnaires. *Detailed discussions are provided in chapter 5.*

Step 5: Data analysis

Research data were analysed statistically using SPSS version 29.0 (2022). To guarantee completeness of data, any missing items or information were handled appropriately. The data analysis involved descriptive statistics, factor analysis, internal consistency reliability tests, and inferential statistics. *Chapter 5 provides a detailed discussion.*

Step 6: Formulating the research hypotheses

From the central hypothesis, research hypotheses were developed and empirically tested. *Detailed discussions are provided in chapter 6*.

Step 7: Reporting and interpreting results

Tables, figures, and diagrams were used in this study to present the findings. These findings have been systematically discussed to facilitate their interpretation. *Detailed discussions are provided in chapter 6.*

Step 8: Integrating research findings

The results of the empirical study and the literature review have been evaluated. Detailed research findings are presented in *chapter 5.*

Step 9: Formulating the research conclusions, limitations, and implications of the study

The research conclusions, which are mostly derived from the outcomes of the synthesis of research data and theory, are the last stage of the study. Limitations are

discussed in *chapter 6*, along with suggestions for remuneration, employee motivation, and performance based on the findings.

1.10 CHAPTER LAYOUT

As seen below and visually represented in Figure 1.2, there are six chapters in the study.

Chapter 1: Scientific research overview

This chapter covers the problem statement, study objectives, and research justification. A synopsis of the research strategy and methods is also provided in this chapter.

Chapter 2: Remuneration

This chapter begins with definitions of the components of remuneration, which are discussed in detail. It also covers the theory of remuneration that is significant in this study, as well as other researchers' work. The biographic variables that affect remuneration as well as the effect of COVID-19 on employee remuneration are also discussed. The final section of this chapter discusses digital platforms, the concept of remote work following COVID-19, and how remuneration is changing in the new world of work.

Chapter 3: Employee motivation and employee performance

Employee motivation is defined in the first part of this chapter, and then discusses the key theoretical concepts and sub-constructs in employee motivation, as well different theories of motivation. The final part of this section describes the influence of biographical variables and the impact of COVID-19 on employee motivation.

The literature's specific references to employee performance are highlighted in the second section of this chapter. This section also discusses different theories on employee performance, providing an evaluation of the biographical variables that impact employee performance and the impact of COVID-19 on employee motivation. The chapter ends with a brief synopsis focusing on the integration of the three constructs: remuneration, employee motivation, and employee performance.

Chapter 4: Research methodology

In this chapter, the research design is explained, with particular attention to the study's purpose, design type, research paradigm, analysis type, research variables, validity and reliability, analysis unit, delimitations, and ethical issues. A review of research instruments, sample techniques, data gathering methods, and data processing is included in this chapter.

Chapter 5: Presentation of research results

This chapter contains a summary of the findings of the investigation. Additionally, this chapter discusses the biographical variables of the sample. The next section of the chapter covers inferential and descriptive statistics. The final section of the chapter discusses how remuneration, employee motivation and employee performance are related.

Chapter 6: Discussion, conclusion, and recommendations

The study findings are presented in this chapter, along with a discussion of the importance of interpreting the findings in relation to the research questions. Limitations, recommendations, and a summary conclusion are also covered in this chapter.
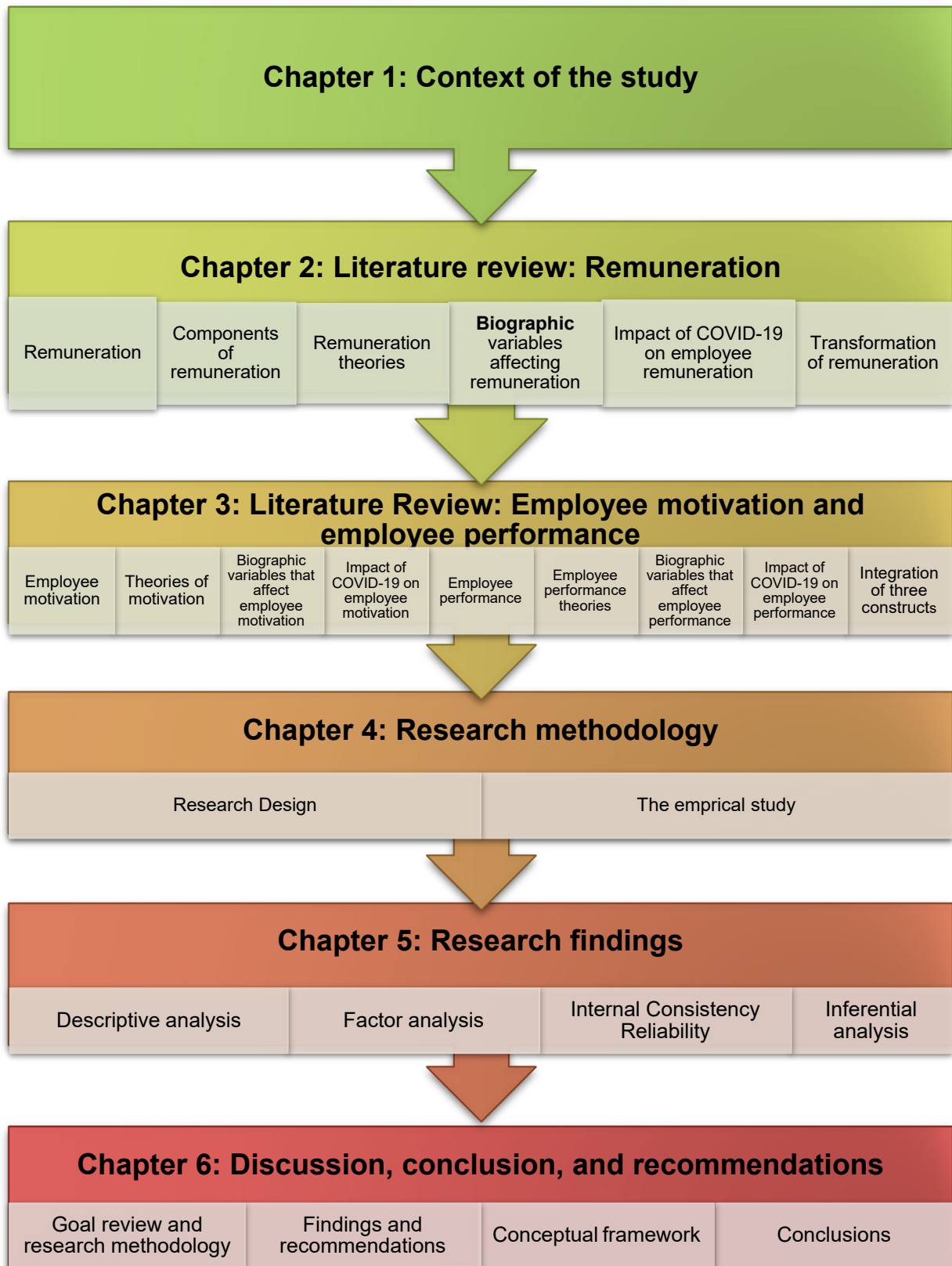
Figure 1.2: Structure of the study (Adapted from Bezuidenhout, 2016:39)

1.11 CHAPTER SUMMARY

The COVID-19 epidemic and the subsequent hybrid workplace have led to the emergence of a new world of work (Cemberci et al., 2022). This research sets out to broaden the literature on remunerating employees in the 21st century. The study focuses on employee remuneration and its effect on motivation and employee performance at an agricultural service company in South Africa by investigating the relationship between remuneration, employee motivation and employee performance.

This chapter provides a quick overview of the three constructs: remuneration, employee motivation, and employee performance. The main objective was to explore remuneration and its impact on employee motivation and employee performance, and ultimately help employers and organisations build their workforce and understand what motivates employees.

The following chapter examines the concept of remuneration and emphasises remuneration in the new world of work.

CHAPTER 2: REMUNERATION

2.1 INTRODUCTION

Many countries have been forced to go a path they had not planned or anticipated due to COVID-19 pandemic. While certain businesses have experienced employment reductions due to the pandemic, other industries have experienced growth (Dewan, Ernst & Kühn, 2022).

The pandemic has exposed individuals all over the world to a new type of workplace. A future that explores where and how one works (Dewan, Ernst & Kühn, 2022), utilising new technology like automation and artificial intelligence (AI), and exploring further into the necessary training and skills to work. This implies that to keep up with the rapid pace of evolution and AI, employees and companies must adapt (Burton, 2019). The acquisition of 21st century abilities is necessary. These attributes include adaptability, resiliency, curiosity, and openness to change (Burton, 2019). It is challenging for employees who, by nature, prefer to remain in their usual environment.

This chapter examines remuneration, a concept that is a central to this study and its findings. The chapter reviews the definition of remuneration, its components, remuneration theories, and biographic variables that affect remuneration, the effect of COVID-19 on employee remuneration and the transformation of remuneration. In summary, this chapter addresses the research process as reflected in Figure 1.2, step 2, phase 2.

Chapter 2: Literature review: Remuneration

| Remuneration | Components of remuneration | Remuneration theories | Biographic variables affecting remuneration | Impact of COVID-19 on employee remuneration | Transformation of remuneration |
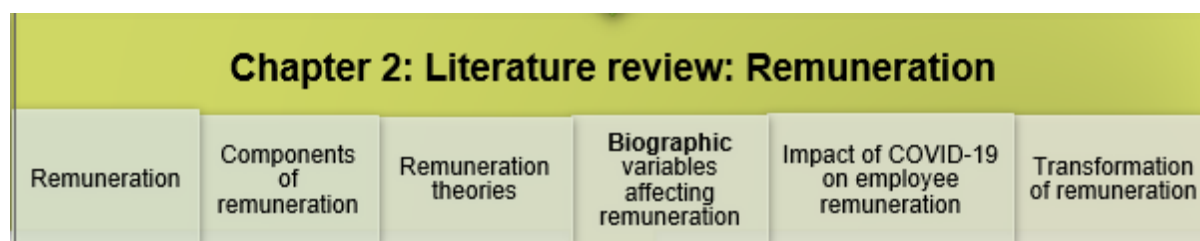
2.2 ROLE OF REMUNERATION IN THE HR VALUE CHAIN

Remuneration, often considered a cornerstone of HR management, plays an important role in the broader HR value chain. It is essential to recognise remuneration not as a standalone HR function but as an integral component that intersects with various HR practices and contributes to organisational success. This section discusses the multifaceted role of remuneration within the HR value chain, drawing on recent research and scholarly literature.

2.2.1 Integration with HR functions

Remuneration is intricately linked to several HR functions, each contributing to overall organisational success. According to Armstrong and Taylor (2021), effective remuneration strategies are integral to attracting and retaining talent, aligning individual goals with organisational objectives, and fostering a culture of performance and reward.

- **Recruitment and Retention:** In the competitive landscape of talent acquisition, remuneration serves as a critical factor influencing job seekers' decisions. Research by Saks and Uggerslev (2020) highlights that competitive salary and benefits packages not only attract top talent but also mitigate turnover rates by ensuring employees feel valued and rewarded for their contributions.

- **Performance Management:** Remuneration systems are pivotal in driving performance management initiatives. As discussed by DeNisi and Murphy (2017), aligning remuneration with performance metrics enhances motivation and productivity. This alignment highlights the importance of merit-based rewards and performance-linked bonuses in motivating employees to achieve organisational goals.

- **Training and Development:** Investments in employee development are bolstered by remuneration practices that recognise and reward skill enhancement. According to Cascio and Aguinis (2021), linking remuneration

with training outcomes enhances employee engagement and competence, thereby supporting organisational capability building and adaptability.

- **Employee Relations:** Fair and transparent remuneration practices contribute to positive employee relations and organisational trust. Ensuring equity and consistency in pay structures can mitigate conflicts and foster a supportive work environment and commitment among employees (Milkovich et al., 2020; Milkovich & Newman, 2020).

2.2.2 Strategic implications

Strategically, remuneration decisions impact organisational performance and employee outcomes. By aligning remuneration strategies with HR objectives and organisational goals, HR professionals can:

- Enhance employee engagement and morale by offering competitive and equitable remuneration packages (Böckerman et al., 2021).
- Improve retention rates and reduce turnover costs by providing attractive remuneration and career advancement opportunities (Holtom et al., 2016).
- Drive performance and productivity through incentive structures that reward desired behaviours and outcomes (Armstrong & Brown, 2018).

In conclusion, remuneration is an integral part of the HR value chain, influencing recruitment, performance management, training, employee relations, and organisational strategy. By recognising the interconnectedness of remuneration with other HR functions and aligning compensation practices with organisational objectives, HR professionals can effectively leverage remuneration as a strategic tool to attract, retain, and motivate talent, ultimately contributing to organisational success.

2.3 REMUNERATION CONCEPTUALISED

Remuneration is a crucial component of management, but it is also one of an organisation's most difficult problems (Barczak, et al., 2021). According to Mura, Gontkovicova, Dulova, Spisakova and Hajduova (2019), employee remuneration is a significant part of human resource management, influencing various interactions and relationships within a company. The observed transformations in remuneration in organisations are mostly the outcome of a shift in the mindsets of employees and their employers (Barczak et al., 2021).

Remuneration can be either intrinsic or extrinsic. The sense of fulfilment that comes from completing any task is known as an *intrinsic reward* (Bezuidenhout, 2021:319). Pramono (2021) defines intrinsic rewards as a person's personal satisfaction gained from the work itself (Khan, Waqas & Muneer, 2017). Examples are responsibility, autonomy, receiving a difficult assignment and participating in the decision-making process (Bezuidenhout, 2021). An employee can work at a higher management level without receiving a pay rise and yet be very motivated since these benefits do not require a pay increase (Khan et al., 2017). *Extrinsic rewards* originate from factors outside the actual job tasks and include tangible incentives tied to an employee's performance and achievements. Examples include salary increases, bonuses, promotions, or indirect forms of remuneration like time off (Bezuidenhout, 2021; Khan et al., 2017). As noted by Armstrong (2019), remuneration in any form is the most obvious extrinsic reward; it provides the carrot that most individuals want.

Onyekwelu, Dike and Muogbo (2020) postulate that remuneration is an outdated type of social protection and describe it as the "stick" that ties employees and employer together. This view contrasts with Daramola's (2019) assertion that remuneration is one of the key drivers of motivation, because individuals tend to perform better when they perceive fair remuneration for their efforts. In fact, mbaSKOOL (2021) regard remuneration as a crucial element of HRM because it is essential in maintaining employee motivation.

Employers frequently make the mistake of believing that the key to good remuneration is the amount paid to employees. The remuneration structure itself holds a central place in this equation.

2.4 REMUNERATION COMPONENTS

Since financial and non-financial rewards regularly rank among the most important factors influencing employee engagement, each organisation has its own compensation structure (Mura et al., 2019). According to Barczak et al. (2021), contemporary remuneration systems consist of many intricate components, and include both financial and non-financial aspects, as seen in Figure 2.1
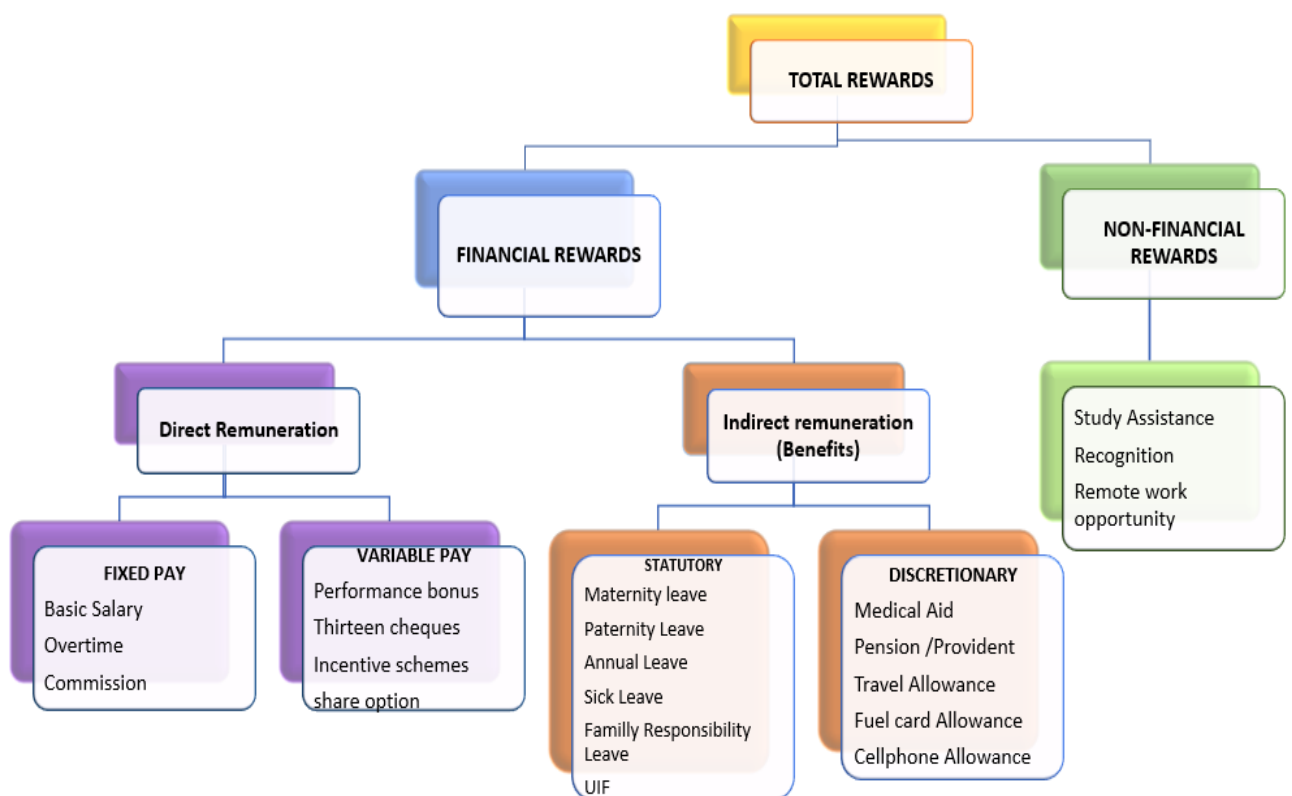
Figure 2.1: Remuneration components (Bezuidenhout, 2021:321)

The different components of remuneration are briefly discussed below.

2.4.1 Financial remuneration

Financial remuneration includes remuneration in the form of bonuses, wages, salaries, and incentives (Sembiring et al., 2020). It is therefore the monetary form of pay that employees receive, consisting of direct and indirect remuneration (Bezuidenhout, 2021; Coetzee, Bezuidenhout, Furtak & Lee, 2020).

Direct remuneration, the largest component of the reward system (Bezuidenhout, 2021), includes incentive payments, wages and salaries, commission and bonuses, and other monetary payments (Greene, 2019).

2.4.1.1 Fixed pay

Fixed pay is the same as a basic salary, which is a set sum of money paid to employees for the services they provide. Benefits, bonuses or any other type of remuneration like overtime and commission are not included in the basic salary (Mir, 2020). As shown in figure 2.1, fixed pay consists of:

- ***Basic salary,*** the "fixed" portion of pay, typically forms the largest portion of total remuneration (Biswas, 2013:8, Coetzee et al., 2020:4). Employees are compensated for typical performance and for exhibiting appropriate work behaviours while applying the essential knowledge, talents, and skills to complete the tasks allocated to them (Biswas, 2018:8).
- ***Overtime*** *is paid* for work completed after the allotted legal working hours (Biswas, 2013:27). Only when the full-time normal working hours are exceeded are payments made at an overtime rate (Stredwick, 2013:216).
- ***Commission*** is a fixed percentage of the sales that is paid to an employee for achieving target. It is typical in the retail and sales industry to pay the relevant personnel a commission, which is a tiny portion of the cost of the goods sold (Stredwick, 2013:356).

2.4.1.2 Variable pay

A variable salary, also referred to as pay-for-performance (Coetzee et al., 2020:4) is a sum disbursed to employees over the course of a year and can take various forms such as performance bonuses, thirteenth cheque, share options or short-term or

long-term incentives. Pay-for-performance (incentive pay) is determined by individual, team, or organisational performance. When pre-determined targets are met, payments are made (Bussin, 2012). Variable pay is used by employers to relate remuneration to an employee's performance (Biswas, 2013:27).

Indirect remuneration includes employee benefits that are paid by the organisation for employees irrespective of their performance and typically include statutory (legally required) and discretionary benefits (Coetzee et al., 2020:5).

- **Statutory/legally required benefits** are an additional value that is not included in basic salary. Such benefits cover a variety of "extras", such as corporate automobiles, private health insurance, and stock options (Oladejo, 2023). According to Oladejo (2023), benefits are a crucial component of pay since they serve as a strategic instrument to boost employee value proposition and enhance organisational reputation. Statutory benefits, as mandated by South African labour legislation, include maternity leave, paternity leave, annual leave, sick leave, family responsibility leave and Unemployment Insurance Fund (UIF) contributions (*Government Gazette* No 43026, 2020).
- **Discretionary benefits,** or voluntary benefits offered by an organisation, include medical aid, travel allowances, pension schemes, cell-phone allowances, and car allowances (Biswas, 2013:27; Coetzee et al., 2020:5).

2.4.2 Non-financial remuneration components

Nguyen, Arifani, Susanti and Mahaputra (2020) define non-financial remuneration as the provision of remuneration to employees as a company effort to improve employee welfare. Non-financial remuneration does not have a financial value and focuses on the individuals' desires regarding changing degrees of recognition, achievement, personal growth, and acceptable working hours (Coetzee et al., 2020:5. Non-financial remuneration components vary among organisations, reflecting the unique culture and priorities of each organisation. These non-financial incentives are often a cost-effective yet highly impactful means of fostering employee devotion and allegiance to an organisation (Coetzee et al., 2020:5).

The challenge for every organisation and every manager in the organisation is to satisfy every employee's personal needs (Khudhair, Rahman & Adnan, 2020). These needs include: the need to belong (involvement); the need for recognition (feedback and rewards); and the need for growth (Khudair et al., 2020; McLeod, 2020). Moreover, the workforce often exhibits diverse preferences. While some employees prioritise financial incentives, others place higher value on non-financial benefits. Employees are driven by many elements of their remuneration and have a variety of expectations about it (Coetzee et al., 2020). In combination these elements motivate, attract, retain, and meet the needs of employees. Apart from monetary payment, these needs include elements like a stimulating work environment, recognition, learning and development, work–life balance and a flexible work schedule (Coetzee et al., 2020:3).

As employee well-being becomes increasingly significant, organisations should consider the integration of non-financial incentives alongside monetary remuneration (Mir, 2020). It is no longer adequate for organisations to concentrate solely on remuneration and benefits, in view of the emphasis being placed on employee wellness. A total rewards policy approach is defined as including this aspect (Mir, 2020).

2.5   TOTAL REWARDS

Total rewards, according to Bussin et al. (2019) include an organisation's remuneration structure as well as its strategy for talent attraction and retention. The concept of total rewards has undergone substantial transformation over the years, adapting to the changing needs of organisations, employee expectations, workforce demographics, and the entire field of rewards (WorldatWork, 2020). One of the earliest models for total rewards was introduced by WorldatWork, two decades ago (Bolger & Hansen, 2021). This model puts the total reward strategy at the centre, with the influences on one side of the model and the outcomes on the other. The tactics (components) emphasise remuneration, well-being, benefit development, and recognition, all of which should in principle lead to increased productivity, commitment, and creativity (Bolger & Hansen, 2021). External and internal variables impact the development and execution of comprehensive incentives programmes, where internal variables include

corporate strategy, workforce, culture, inclusion, and leadership. Social/cultural norms, the regulatory environment, advances in AI and technology, and competitive (product and labour) marketplaces are all external factors (WorldatWork, 2020). Figure 2.2 illustrates the WorldatWork total rewards model.

Figure 2.2: World at Work Total Rewards Model (Adapted from WorldatWork, 2020:6)

The Total Rewards Model is made up of five components, each of which consists of practices, programmes, and subtle attributes that define an organisation's approaches to cultivating a motivated, creative, and productive workforce (WorldatWork, 2020). A brief description of each of the five elements of the Total Rewards Model appears below (WorldatWork, 2020):

- **Compensation/remuneration** denotes payment made by the organisation to staff members in return for their services, skills, and time. Fixed and variable pay, both of which are connected to overall contributions, are included.

- **Well-being:** this refers to a contented, effective, and healthy workforce and takes environmental, economic, emotional/mental, and physical factors into account.

- **Benefits** are programmes that concentrate on retirement, income protection, health and welfare, financial planning, and time off, including leave of absence, with the objective of giving employees and their families an all-round comprehensive sense of security and well-being.

- **Development** includes opportunities for employees to advance their skills, competencies, and contributions over the course of their careers.

- **Recognition** is a formal or informal programme that thanks, validates, recognises, and celebrates the contributions of employees, thereby strengthening the organisations culture.

Employees are more likely to remain with organisations that use the total rewards model, because it considers a variety of motivators (WorldatWork, 2020). The total rewards model follows a holistic approach to job satisfaction; employees are therefore likely to feel more valued and fulfilled because of the advantages that accompany their remuneration (McGill, 2017).

Elevated job satisfaction leads to improved performance. When employees receive support for their personal and professional development, this improves their knowledge and abilities while also giving them the confidence to perform their tasks faster (McGill, 2017; Robbins & Judge, 2017: 89). When an organisations strategy, culture, and comprehensive incentive programmes are in harmony, productive, dedicated, and motivated employees are more inclined to give their all, in terms of time, talent, and effort (WorldatWork, 2020). Consequently, both individual and team performance are enhanced, with a positive impact on the organisation's profitability. Thoughtfully designed total rewards programmes can serve as a bridge between current outcomes and what is attainable. They represent the most efficient path to achieving organisational objectives and, in turn, deliver significant value to employees (WorldatWork, 2020).

2.6   REMUNERATION THEORIES

Knowledge of remuneration theories is necessary in order to determine which aspects of remuneration are more effective than others. Theories aid in determining the best

components of remuneration. According to Porcuna Enguix (2021), each theory has its own benefits and unique features. Because it incorporates various viewpoints, remuneration regulation is constantly evolving, improving, and bringing together the diverse interests of those participating in the economy (Porcuna Enguix, 2021). Although there are numerous remuneration theories, this research will focus on the content theories of remuneration, including equity theory, reinforcement theory, and agency theory. These content theories usually focus on identifying the specific components that motivate individuals. They usually choose an easy-to-understand, direct approach. One of the primary ideas used to explain remuneration is agency theory (Jensen & Meckling, 1976). Figure 2.3 illustrates these theories and is followed by a detailed discussion.
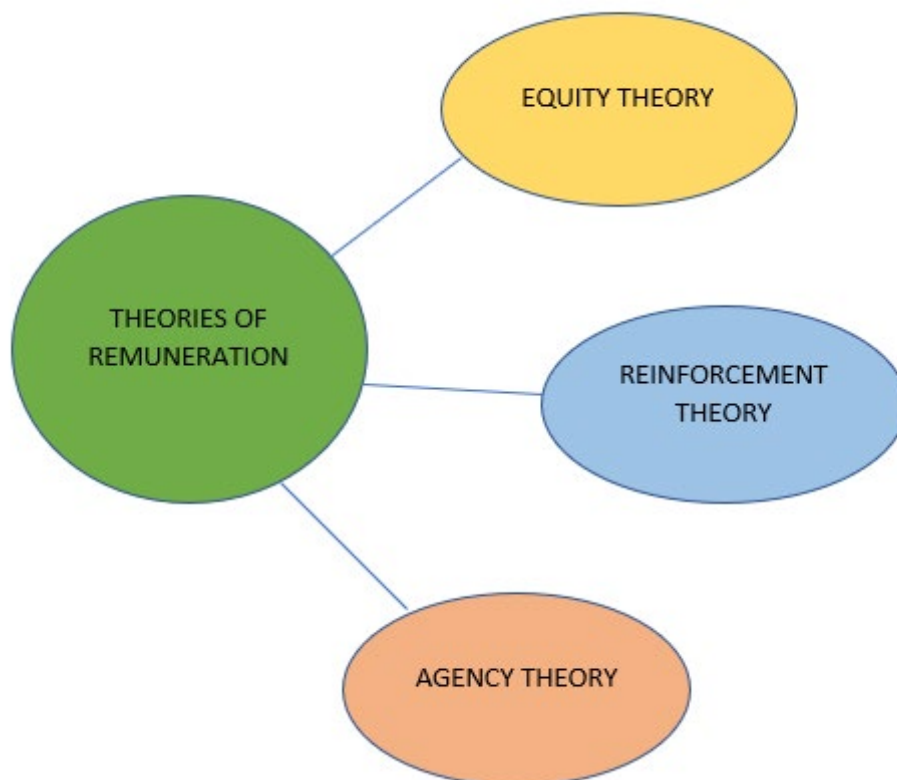
Figure 2.3: Theories of remuneration (Own compilation)

2.6.1 Equity theory

American behaviourist John Stacy Adams created the equity hypothesis in 1963 (Polk, 2022:217). This theory investigates the importance of the relationship between work

and pay (Adams, 1965). Schulz (2021) undertook research that focused on the connection between equity theories and both objective and subjective equity. This author concluded that equity theory primarily assesses the fairness and consistency of remuneration and its impact on employees' job-related attitudes. The theory also underscores the importance of equity in employees' remuneration packages. According to Schulz (2021), Adam's equity theory states that if an employee feels unfairly treated in terms of rewards the employee will try to put things right. The way employees perceive their treatment in their organisations holds great significance for them. The principle of fair work for fair pay nurtures a sense of fairness among employees (Polk, 2022:218). Equity includes various dimensions. It is not solely determined by the relationship between what they put into their work and what they get out of it; it also depends on how individuals assess their own input–output ratio in comparison with that of their colleagues.

When employees perceive unfair treatment, it can impact their productivity, absenteeism, or rates of turnover (Polk, 2022:218). Because perception is pivotal to equity, employees form judgments about what constitutes a fair exchange of outputs and inputs by comparing their situation with that of other individuals, perceived as "referents", within the organisation (Dugguh & Dennis, 2014).

Dugguh and Dennis (2014) posit that the primary concern highlighted by equity theory is remuneration, making it a predominant source of anxiety regarding equity or inequity within most organisations. The authors go on to emphasise that employees in various positions want to believe their remuneration is commensurate with the value they attribute to their contribution. According to Dugguh and Dennis (2014), employees who perceive their remuneration as inadequate are likely to experience dissatisfaction and resentment towards both the organisation and their colleagues, potentially resulting in diminished motivation and subpar performance (Dugguh & Dennis, 2014). Walters (2021) asserts that equity theory is vital when developing and executing employee remuneration and rewards programmes due to the enormous detrimental impact perceived disparities can have on employee motivation and, consequently, productivity.

In the context of an agricultural service company, where clear benchmarks for comparison exist both internally and within the industry, equity theory is particularly relevant. It helps in understanding how perceptions of fair remuneration influence employee motivation and performance. This theory aligns with research aim 1 by explaining the mechanisms through which equitable remuneration promotes higher levels of employee engagement and performance.

2.6.2 Reinforcement theory

The development of reinforcement theory in 1938 can be attributed to the ground-breaking behaviouralist B.F. Skinner. Skinner developed the notion of reinforcement and, after more research, identified four main categories, namely positive reinforcement, negative reinforcement, extinction, and punishment. The application these categories is determined by the reinforcer or punisher involved. Positive reinforcement and negative reinforcement are especially effective for promoting positive behaviour, while punishment and extinction are used to lessen, remove, or limit negative behaviour (Fayyaz, Afsheen & Khan, 2021).

The notion of reinforcement states that a person's behaviour can be affected by the person managing the reinforcement, who can manipulate the outcome of an action through either positive or negative reinforcement (Skinner, 1965). In the context of employee motivation, organisations can boost motivation by providing the positive reinforcement that goal-oriented individuals seek, primarily through appropriate remuneration structures (Watters, 2021).

Employing the reinforcement theory, as proposed by Purwanto, Purba, Bernarto and Sijabat (2021), an organisations management may use incentives to reward good behaviour and reprimands for behaviour that does not align with expectations, aiming to encourage employees to work towards desired performance targets. Positive reinforcement is a method of acquiring and reinforcing new behaviours by including incentives and rewards (Fayyaz et al., 2021). This could include pay rises, bonus payments, promotions, variable earnings, flexible work schedules, and paid holiday leave (Purwanto et al., 2021).

Fayyaz et al. (2021) concurred that reinforcement theory implies that behaviour that results in a positive result has a higher chance of being replicated. Regarding remuneration, this implies that when exceptional employee performance is followed by financial rewards, this increases the probability of future strong performance. Similarly, when solid performance is not succeeded by a financial reward, it becomes less likely to happen again in future (Purwanto et al., 2021). The theory underlines how important it is for a person to genuinely reap a reward.

In the context of agricultural service companies, reinforcement theory is highly applicable to research aim 2 of this study, as it explains how remuneration consequences, such as bonuses and incentives, can effectively influence employee behaviours and contribute to enhanced performance outcomes. However, the effectiveness of reinforcement theory depends on aligning these strategies with specific job roles and organisational objectives to ensure coherence and effectiveness.

2.6.3 Agency theory

According to Mumu, Saona, Russel and Azad (2021), in the year 1976, Jensen and Meckling developed agency theory. In this theory, the use of remuneration helps align the interests and objectives of an organisation's stakeholders (Mumu et al., 2021). (Mumu et al., 2021). The two parties that have an interest in the business unit are its employers and employees, who function as agents and principals respectively (Oluwafemi, 2020). According to this theory, remuneration should be determined so that interests of the principals (shareholders or owners of the organisation) and agents (management) are aligned in their goals (Liu & Sickles, 2021). The remuneration provided to employees represents agency cost.

In line with agency theory, the principals should choose a contractual agreement that aligns the agents' interests with their own. These contracts can be categorised as outcome-oriented contracts like commissions, profit-sharing, and share options or behaviour-oriented contracts like merit pay and performance bonuses (Oluwafemi, 2020).

Jensen and Meckling (1976) proposed Agency theory to explore the relationship dynamics between principals (employers) and agents (employees), emphasising potential conflicts arising from divergent goals. In an agricultural context, this theory underscores the importance of establishing trust and implementing effective monitoring systems to align remuneration structures with organisational goals. Aim 3 is supported by Agency theory, as it helps in understanding how remuneration systems can be designed to incentivise employee behaviours that contribute to organisational success.

2.7 BIOGRAPHIC VARIABLES AFFECTING REMUNERATION

"Biographic characteristics" refers to the classification of individuals based on gender, age, or tenure (Robbins & Judge, 2017: 89). This study employed the following biographic variables: tenure, number of dependants, race, gender, age, education, and marital status.

2.7.1 Race

Mabuza (2020) identifies a stark disparity in income among South Africa's major racial groups, with Black individuals earning the lowest, followed by Indians, Coloureds, and Whites earning the highest income, reflecting a significant 23% income gap compared to Blacks. Lin et al. (2021) Lin et al. (2021) underscore how these income disparities based on race create substantial barriers for underrepresented racial and ethnic minorities aspiring to leadership roles. This highlights a systemic issue where race not only influences remuneration levels but also perpetuates inequities in career advancement opportunities.

2.7.2 Gender

Bussin and Brigman (2019) conducted a study amongst knowledge employees within a South African organisation. The purpose of the study was to determine whether specific biographical variables affected retention. These authors discovered that

choices were significantly shaped and influenced by gender, especially when it came to performance enhancement, perks, and flexibility.

The purpose of the Espi, Francis, and Valodia (2019) study was to evaluate, using the South African Employment Equity Act as a basis, gender-based occupational segregation and wage disparities in 2015 and 2016. The study discovered large gender pay discrepancies. Matovic, Lazarevic and Djurkovic (2022) placed focus on the advantages and disadvantages of each remuneration component in order to help decision-makers take various motivational factors into account when creating remuneration models for particular subgroups of managers. The study indicated that women were more motivated with base pay and perks than males.

In another study, Daudu et al. (2023) examined gender variations in agricultural worker remuneration in southwest Nigeria. The survey included 720 participants from 24 different organisations, evenly split with 360 male and 360 female participants. The findings indicate that female agricultural employees earned less monthly compared to their male employees. Similarly, a study conducted by Edafe, et al. (2023) investigated the impact of significant agricultural investments on job prospects of female-headed families in Kwara State, Nigeria. Through qualitative methods including in-depth interviews and focus group discussions, the study discovered that female-headed family households earned less than those headed by males.

2.7.3 Age

An earlier study by Das and Sah (2013) investigated and assessed the impact of biographic variables on remuneration modelling. Their study concentrated on the biographic variables and their effects on employee satisfaction with pay, salaries, and perks offered by the sugar mills operating in Eastern Uttar Pradesh. The aim of Das and Sah's (2013) study was to discover how age influences the overall satisfaction score in relation to remuneration. A sample size of 338 was achieved through the implementation of a stratified random sampling approach. The sample was gathered

from seven sugar mills in Eastern Uttar Pradesh. The data were assessed using standardised regression analysis, chi-square testing, and descriptive statistics.

A later study by Memon, et al. (2018) examined how employees' behaviour related pay and recognition evolve with age and experience. Conducted in Karachi, Pakistan's Korangi Industrial Area, the study gathered data form three organisations, comprising 186 questionnaire responses. Their findings showed a modest positive association between age and experience and employee recognition and remuneration. Chi-square analysis further revealed a significant correlation between age and various aspects of the pay structure. In another study, Barczak et al (2021) identified age-related variations in opinions regarding remuneration components. Their research highlights diverse perspectives on the influence of collective agreements, work effectiveness, and various factors influencing both fixed and variable aspects of remuneration.

2.7.4 Education

Maloa (2020) cites several authors who argue that, according to human capital theory, acquiring education enhances knowledge and skills, leading to higher remuneration and personal rewards. Research conducted at Ugandan private colleges by Azabo et al. (2020) explored the relationship between education and remuneration using questionnaires to collect data on various components of remuneration such as pay, annual bonuses, allowances, profit-sharing, and long-term incentives. The research revealed that a significant number of participants (69.9%) among the private university personnel in Uganda believed their remuneration did not adequately reflect their qualifications, despite a majority holding master's degrees (62.8%). This discrepancy highlights a critical gap between employees' educational qualifications and their perceived remuneration levels, suggesting that the expected benefits of human capital theory may not be fully realised in this context.

These findings resonate with Mutopo, Chiweshe and Mubaya's (2015) study on the impact of large-scale land acquisition on women in Zimbabwe, which revealed that women faced inferior job prospects and lower pay compared to men, largely due to lower levels of education. This suggests that educational attainment significantly

shapes employees' expectations regarding remuneration, emphasising the need for remuneration structures that align with the educational achievements of the workforce.

2.7.5 Marital status

Iceland and Redstone(2020) conducted research from 1979 to 2018 to determine whether number of children and marital status affected the gender wage difference among full-time employees aged 25 to 29. The study made use of data from the Annual Social and Economic Supplement (ASEC), offering comprehensive information on the employment, incomes, and personal characteristics of individuals. Between 65 000 and 97 000 households were surveyed in the chosen years. The findings revealed a shift from marriage being associated with lower wages for women in1979 to higher earnings in 2018, indicating that more highly skilled women were getting married. However, the positive relationship between marriage and income remained constant.

Lawrence, Rogers and Zajacova (2019) suggest that managers tend to view married employees as more dependable and may offer them better opportunities. Lausi, Burrai and Barchielli (2021) found that married men typically derive more financial benefits from their marital status than married women, who may still face gender pay disparities. Additionally, Çemberci, Civelek, Ertemel and Cömert (2022) showed that married individuals are more likely to receive family-related benefits, such as healthcare and parental leave, compared to their single counterparts.

The literature on remuneration based on marital status highlights the complex relationship between marital status, remuneration, and workplace experience. The findings indicate that discrimination and bias can exist, especially with regard to gender disparities. Legal frameworks and changing attitudes are working towards creating a more equitable work environment, but challenges remain. Further research is required to better understand the nuanced dynamics at play and to continue promoting fair remuneration regardless of marital status.

2.7.6 Number of dependants

Iceland and Redston (2020) found that in 2018 individuals who were single and childless experienced income parity. The study also showed that men's benefits after having children decreased with time, indicating that historically, men who were more involved in childcare had lower incomes. There was a consistent earnings penalty for women with children during the period. However, Ravichandran and Indumathy (2018) were unable to identify a significant relationship between family dependants and remuneration among female health care professionals or non-governmental university employees in India.

Kirsten and Du Toit's (2018) research revealed a positive correlation between companies' financial performance and performance-based remuneration. In contrast, Hemakumara (2020) found a weak or negative correlation. It is essential to remember that individual traits, preferences, and employee perceptions can all have an influence on how remuneration affects employee motivation and performance (Hemakumara, 2020).

According to a study by Mazenda, Madingwane and Nhede (2022), the number of dependants an employee has can affect their remuneration satisfaction and commitment. Employees with a higher number of dependants may have greater financial needs and expectations, making them more inclined to be driven by external incentives such as salary, bonuses, and benefits. Conversely, employees with fewer dependants may be more inclined to be motivated by internal rewards like recognition, autonomy, and opportunities for personal growth (Mazenda et al. 2022).

Given these findings, it is imperative for companies to establish and implement remuneration policies that are equitable, transparent, and consistent. These policies should consider factors such as the number of dependants and other biographical variables that influence employee motivation and performance (Calvin, 2017). Moreover, companies should strike a balance between employing both external and

internal motivators to enhance employee engagement, loyalty, and overall productivity (Hemakumara, 2020).

2.7.7 Tenure

Bussin and Brigman (2019) conducted research at a leading South African organisation on the remuneration preferences for knowledge employees, in which individual biographical variables and their impact on retention were considered. Surprisingly, the study found factors such as level of performance, years of employment (tenure) and age had minimal influence on remuneration preferences. Furthermore, knowledge employees' duration of employment and their desire to remain with the organisation showed no appreciable variations in terms of preferences.

Biographic variables in remuneration were examined through a literature study to ascertain whether they affect remuneration. It may be concluded from the research study that biographic variables do affect remuneration either positively or negatively. Gender, race, employment family, and industry all affect annual earnings (Adelekan & Bussin, 2018).

2.8 IMPACT OF COVID-19 ON EMPLOYEE REMUNERATION

The most significant catastrophe since World War II has been the COVID-19 pandemic, which has had severe repercussions for businesses and the labour markets, as is evident from the associated lockdown measures (ILO, 2020). In the initial quarter of 2020, numerous countries implemented strict containment measures that halted most economic transactions and caused an inevitable disruption in supply and demand (Kesar et al., 2020). Large-scale loss of employment, lower incomes and hours worked, and higher rates of poverty were brought on by the corresponding change and downturn in the economy (ILO, 2020). Any disruption in economic activities has direct consequences for employee remuneration and employment (Kesar et al., 2020).

Employers had to discover innovative approaches to attract, retain, and motivate talent due to economic constraints. Fixed pay policies remained largely unchanged, but employees became more willing to accept pay cuts in exchange for job security (Bussin & Sedlmaier, 2021). A global trend toward lower variable pay and a slight increase in fixed monthly salaries emerged as a means of preserving job stability. Variable pay, essential for motivating employees, suffered due to the economic slowdown (Bussin & Sedlmaier, 2021). Basic benefits like health care and retirement remained intact, while incentives, sales commissions, overtime, and bonuses were affected. Many organisations had to rethink their reward structures, focusing on cost-cutting measures, and negotiating with employees to avoid layoffs (Bussin & Sedlmaier, 2021).

Djoumessi (2021) conducted research during April and May 2020 to evaluate the impact of COVID-19 on employment in Cameroon. The study found that a sizable percentage of employees were impacted in several ways: 60.93% of participants experienced a reduction in their pay, 31.6% faced reduced working hours, and 7.47% faced termination of their employment.

In another study conducted by Shtembari, Kufo and Haxhinasto (2022), their objective was to analyse the various types of remuneration and benefits provided to Albanian employees across different institutions. Both before and after the COVID-19 epidemic, they evaluated the relationship between these variables and work satisfaction. The study showed that bonuses and medical insurance were the most common benefits, but overall remuneration satisfaction remained moderate. Additionally, the research found that most participants considered benefits to be a crucial factor influencing their job satisfaction, to the extent that they would consider leaving their current position for another offering superior benefits.

In terms of COVID-19's effects, the study found that employees' tastes and lifestyles have undergone major changes (Bussin & Sedlmaier, 2021). Notably, flexible working hours emerged as the most valued benefit, closely followed by a greater array of

options for paid time off. This indicates that the pandemic has led to a re-evaluation of what employees prioritise in their remuneration packages.

2.9 TRANSFORMATION OF REMUNERATION IN THE NEW WORLD OF WORK

The impact of COVID-19 has been profound across various sectors including economy, industry, government, arts, and education (Setiadi & Franky, 2021). Organisations have responded by adapting their operations, particularly in how they approach remuneration (Aldoghan, Elrayah & Debla, 2021). This shift has not only influenced employee expectations regarding performance assessment and remuneration (Aldoghan et al., 2021), but also prompted significant restructuring of remuneration systems to align with evolving workforce needs, leading to tailored strategies for different employee groups (Setiadi & Franky, 2021).

In the current landscape, remuneration has emerged as a critical factor for competitive advantage (Setiadi & Franky, 2021). For organisations to effectively harness their human resources, they must ensure that remuneration systems are adaptable, equitable, and transparent, while maintaining consistency across various pay structures (AON, 2022). Looking ahead, the customisation of remuneration models for diverse employee categories, including office-based and remote workers, will be imperative (AON, 2022).

2.9.1 Digital platforms
The growing prevalence of remote work and the substantial usage of digital platforms and technologies may be attributed, in part, to the COVID-19 pandemic and improvements in digital information and communication technology (Dartey-Baah & Amoako, 2021). These factors have significantly affected how remuneration has changed in today's workplace (Battisti, Alfiero & Leonidou, 2022).

The introduction of remote work, facilitated by digital platforms and technologies, has altered the traditional workplace landscape. This transformation has necessitated a re-evaluation of remuneration and remuneration structures to accommodate the

changing work environment (Yamoah & ul Haque, 2022). Digital platforms like Google Meet, Microsoft Teams, Zoom, and others have become essential tools for remote work. These platforms enable real-time communication and collaboration, allowing employees to work from different locations. The use of such platforms can influence how employees are remunerated, especially considering the increased flexibility and potential changes in performance assessment (Battisti, Alfiero & Leonidou, 2022).

In addition, the widespread use of digital work platforms has led to changes in the relationship between employers and employees. Employers can now employ digital surveillance tools to monitor employee performance and effectiveness. This has implications for remuneration, as remuneration may be tied to measurable productivity and outcomes in the digital workplace (Duke, 2022).

2.9.2 The notion of remote work

The emergence of new working practices, such as remote work, collaborative entrepreneurship, and digital nomadism, represents a significant shift in how work is conducted. These practices offer employees more freedom and flexibility but also introduce elements of surveillance and control. This change in working practices can impact remuneration structures as remuneration may need to account for the unique challenges and benefits of these practices (Aroles, Mitev, & de Vaujany, 2019).

During COVID-19 the transition from office-based work to remote work, transformed the way employees operate. This shift challenged traditional remuneration models as it introduced distance management, digital collaboration, and flexible work hours (Leonardi, 2020). The link between independence, control, and surveillance has become more pronounced, and organisations need to adapt their remuneration strategies to align with these changes (Vaujany et al., 2021).

Many employees, especially millennials, now prefer to work from home. This preference for remote work has implications for remuneration as it may be used as an attractive benefit to retain and attract talent. Offering the flexibility to work from home

can be part of remuneration packages designed to meet the expectations of modern employees (Purwanto et al., 2020; Hitka, Kozubikova & Potkany, 2017).

In conclusion, although organisations have rapidly adapted to immediate disruptions, there is a pressing need for ongoing research into the long-term effects of these changes. Future studies should focus on several key areas: the ethical implications of digital surveillance in remuneration practices, the fair distribution of benefits across various workforce segments, and the alignment of remuneration systems with organisational goals in the post-pandemic landscape. By exploring these dimensions, organisations can better navigate the evolving work environment and utilise remuneration strategies to enhance employee engagement, productivity, and overall organisational resilience.

2.10 CHAPTER SUMMARY

Employee remuneration was thoroughly covered in this chapter, along with its many elements, underlying theories, and influencing factors. The discussion also examined the effects of the COVID-19 pandemic on employee remuneration and explored the evolving landscape of remuneration in the modern workplace. The chapter briefly touched upon the concept of remote work and its implications for remuneration.

The next chapter focuses on employee motivation and employee performance. This review seeks to offer a profound understanding of the connection between remuneration, motivation, and performance, exploring relevant theories, empirical studies, and best practices. By examining these constructs, this chapter will contribute to the existing knowledge base and shed light on how organisations can effectively align remuneration strategies with employee motivation and ultimately enhance overall performance.

CHAPTER 3: EMPLOYEE MOTIVATION AND EMPLOYEE PERFORMANCE

3.1 INTRODUCTION

Whereas chapter 2 focused on remuneration, this chapter will examine employee motivation and employee performance, two concepts that are essential to the outcomes of this study. The literature indicates that employees' motivation plays a major role in influencing their level of satisfaction and performance (Naa et al., 2021).

Using information from both domestic and international literature, this chapter examines the concepts of employee performance and motivation. The chapter further provides definitions and outlines theoretical models associated with these concepts, which serve as a starting point for the investigation. The biographic variables influencing these two constructs are also reviewed, followed by a discussion on the effect of COVID-19 on employee motivation and employee performance. Finally, the chapter concludes with a brief synopsis focusing on integration of the three constructs: remuneration, employee motivation, and employee performance. In summary, this chapter addresses step 3 and phase 2 of the structure of the study for the research process, as represented in Figure 1.2.

3.2 EMPLOYEE MOTIVATION CONCEPTUALISED

Proponents of the theory that all individuals have the same wants, including Maslow (1954), Herzberg, Mausner and Snyderman (1959), and Alderfer (1972), established the qualities that need be present in the workplace to explain employee motivation. Thus, the conceptual framework of motivation relies on the premise that an individual's

expectations or wishes would influence their behaviours, inspiring them to work toward certain objectives that advance their sense of personal fulfilment (Mensah & Tawiah, 2016). A thorough description of motivation is offered by Kanfer, Frese, and Johnson (2017) as the psychological drive responsible for intricate, goal-directed thought and behaviour processes. These systems control how an individual behaves in relation to a certain aim or purpose in terms of direction, intensity, and persistence (Kanfer et al., 2017). This is accomplished by fusing contextual and environmental factors from the outside world with the interior psychological dynamics of an individual (Kanfer et al., 2017). Another way to characterise motivation is as goal-oriented behaviour that can be obtained by providing incentives, rewards, and positions (Armstrong, 2019). The overarching goal is to guarantee that employees achieve outcomes that are aligned with management's expectations.

Ajayi (2019) characterises motivation as an internal process driving individuals to act strategically to achieve specific goals. Budur and Poturak (2021) define motivation as the desire to carry out a task, meaning. motivation occurs when a person is compelled to work toward a specific outcome (Ismael, Hussein, Ibrahim & Akoye, 2022). Employee motivation, in simple terms, refers to how employees view and approach their work. Employee motivation and drive determine how involved with and devoted they are to their work (Dutta, 2022). One major element influencing how individuals behave and perform is their motivation. The level of motivation a person or team brings to their work can have an impact on all facets of performance. Enhancing employee motivation is pivotal for optimising organisational performance because they are the primary resource for its business activities (Sysoieva, 2021). In a team environment, it is critical to make sure everyone is driven. According to the aforementioned discussion, motivation primarily concerns the factors influencing specific human actions or their absence over a specified duration.

3.3 PREVIOUS RESEARCH ON EMPLOYEE MOTIVATION

Forson, Ofosu-Dwamena, Opoku and Adjavon (2002) contend that an important support system in organisations is employee motivation as a meaningful construct. Naa, et al. (2021) state that ensuring that employee work is pleasant and balancing

employee motivation against organisational goals are two of management's main duties. This is a challenge given the present variety of occupations.

In Naa et al.'s (2021) analysis, which was based on Rajput's (2011) research, the term motivator originates from the Latin word "movere", which is translated as "to move". The core concept underlying motivational incentives for employees aspiring to achieve diverse goals can be said to be their consideration of requirements or expectations.

The goal of Jain, Gupta and Bindal's (2019) study was to discover strategies for motivating employees at Mind Science India Pvt Ltd. Out of more than 200 employees, 100 participants were interviewed. The study looked at both positive and negative motivation. The findings of the study were that motivation is a crucial component of every business and needs to be properly managed if high profitability is expected of an organisation. To foster a positive leadership culture among employees, authoritative administrators should guide and encourage them to channel their efforts towards achieving organisational success.

Kalogiannidis's (2021) study set out to review and evaluate the data on employee motivation and its impact on organisational performance. The objective of the scoping review was to discover and gather information on the connection between employee motivation and implementation within an organisation. The study only included English-language publications that were released between 2010 and 2020 in order to represent the latest management developments, particularly those that affect the performance of the organisation and employee engagement. Although 280 articles were selected, they did not all fit the criteria. The scoping review framework involved the examination of both of quantitative and qualitative data gathered from 29 studies, which comprised 22 quantitative and 7 qualitative studies. The majority of the studies included for this study provided evidence for a strong and positive correlation between increased employee motivation and better organisational performance. Employee motivation has a significant influence on an organisation's success, as the scoping research has adequately proved.

As the driving force behind employee's actions, motivation encourages employees to be imaginative, learn new skills, and persevere in the face of adversity (Ryan & Deci, 2000). Yet, cultivating a motivated workforce and establishing an environment that consistently generates high levels of motivation pose ongoing challenges for today's management, as suggested by the aforementioned reviews. The introduction and purpose of employment continually evolve, suggesting the implication of two overarching concepts or models of effective motivation, namely intrinsic and extrinsic motivation (Naa, et al., 2021).

Early conceptions of motivation saw motivation as a single, unchanging idea that varied mostly in intensity (Brown, 2021). On the other hand, Ryan and Deci's (2000) proposal of the Self-Determination Theory (SDT) was revolutionary in that it acknowledged several forms of motivation. Most research in motivational studies tends to utilise the intrinsic and extrinsic factor models within the Herzberg model (Nilasari et al., 2021). These two categories are briefly discussed below.

3.3.1 Intrinsic motivation

An individual's internal guidelines for completing a task and fulfilling commitments at work are referred to as intrinsic motivation (Parke et al., 2018). Intrinsic motivation, according to Adeoye (2019) is derived by an employee from doing a good job, which also provides immediate satisfaction or satisfies a need that is enhanced by dedication to the work. For Ismael et al. (2022), "intrinsic" refers to a person's own enjoyment. In conclusion, intrinsic motivation is the expression of internally perceived demands. Intrinsic motivation therefore pertains to inner motives and underlying desires and wish to fulfil them (Dutta, 2022). Employees are motivated to complete jobs that align with their abilities.

In earlier studies Cerasoli, Nicklin and Ford (2014) performed an extensive assessment of the literature and a meta-analysis incorporating research conducted during the previous forty years. The goal of the study was to investigate how performance, extrinsic motivation, and intrinsic motivation are related. By analysing

data from over 200 000 participants across 183 independent samples, the researchers arrived at three key findings:

- Intrinsic motivation has a favourable correlation with performance. This implies that those who are intrinsically driven often perform better.
- Despite the popular belief that there is an "undermining effect," intrinsic motivation is not diminished by extrinsic rewards (Cerasoli et al., 2014). On the contrary, it enhances intrinsic motivation, especially when the rewards are closely tied to performance indicators such as sales commissions. Nevertheless, it is crucial to emphasise that intrinsic motivation continues to be a strong predictor of performance, irrespective of external incentives.
- In terms of performance outcomes, intrinsic motivation emerges as a stronger predictor of performance quality, whereas extrinsic rewards prove to be more effective in predicting performance quantity.

More studies continue to support and extend these findings. For instance, Deci, Olafsen, and Ryan (2017) highlight the enduring importance of self-determination theory in work organisations, emphasising the role of intrinsic motivation in enhancing performance. Similarly, Kuvaas et al. (2017) provide contemporary evidence on the differential impacts of intrinsic and extrinsic motivation on employee outcomes. Moreover, Manganelli, Thibault-Landry, Forest, and Carpentier (2018) review recent advancements in applying self-determination theory to generate performance and well-being in the workplace, further substantiating the positive effects of intrinsic motivation.

Sun and Gao's (2020) study set out to examine the predicted relationships between students' behavioural intents to adopt mobile-assisted language learning and intrinsic motivation, value perception, task-technological fit, and perceived usability. The study employed a convenience sample strategy to collect data. Undergraduates at a Chinese research university specialising in teacher education, early childhood education, or educational technology were chosen for participation. The results derived from a sample of 169 replies showed that students' behavioural intentions in mobile-assisted language learning were not directly impacted by intrinsic motivation.

However, intrinsic motivation benefits the pupils through the two intermediary elements of task technological fit and perceived usefulness.

In their study, Sibonde and Dassah (2021) observed that although intrinisic motivation holds greater siginificance than extrinsic motivation, the presence of both intrinsic and extrinsic factors is required for employees to be motivated. This aligns with Dutta's (2023) argument that intrinsic and extrinsic motivation should be viewed as intertwined. It is possible that some employees may not be motivated by their own internal desires from the start. Nevertheless, companies may offer their staff tangible perks to motivate them externally. Internal motivation will eventually develop as a result. Sibonde and Dassah (2021), in their study within a municipality in the Western Cape, investigated the correlation between municipal employees' motivation and standard of services provided. The low mean job satisfaction score (2.58) found in their quantitative study indicates that employees lack intrinsic motivation. Sibonde and Dassah (2021) postulate that, municipal employees might be motivated if they are offered intrinsic motivating factors like fulfilling occupations and career advancement. According to Sibonde and Dassah (2021), when both extrinsic and intrinsic motivators are present, staff members are content and driven, committed to sticking with the organisation and helping it succeed by delivering top-notch service.

According to the Professional Leadership Institute (2023), individuals that possess intrinsic motivation are probably happier, more creative, and more involved in their work. This leads to a decrease in employee turnover, and to innovation within the workplace.

3.3.2 Extrinsic motivation

According to Ryan and Deci (2000) when employees are motivated by external factors, such as incentives or punishments, they are said to be acting with extrinsic motivation. Extrinsic motivation denotes to the state where an individual is driven by factors other than the task itself, seeking rewards or benefits unrelated to the inherent satisfaction of the work being performed (Owoyele 2017). In practical terms, this can be observed when employees in an office environment engage in their work in exchange for various

tangible rewards such as monetary remuneration, housing, meals, acknowledgment, guidance, insurance coverage, and job security (Shrestha, 2021). Khan et al. (2017) concurs that extrinsic benefits, like pay, promotion, interpersonal rewards, bonuses, and benefits, are examples of external variables that encourage employees. In simpler terms, this involves being driven by an activity's utilitarian or instrumental worth, thinking of it to achieve a goal. Extrinsic motivation, in addition, is fundamentally dependent on achieving a goal (Shrestha, 2021). It serves a purpose and is carried out to obtain other advantages. Mabaso et al. (2021) state that employee autonomy is a benefit of extrinsic motivation since it maximises employees' performance on the tasks they are given.

Brown (2021) notes that the Self-Determination Theory (SDT) as described by Ryan and Deci (2020) classifies extrinsic motivation into four separate categories:

- At the external regulation level, individuals believe that external factors are primarily responsible for their behaviour. They are driven by external rewards and punishments, and they have the least amount of independence, mainly guided by conformity
- In the introjection regulation subtype, individuals still view the reason for their actions as partly coming from outside themselves, but with a degree of personal connection. Individuals may look for approval from themselves or others, and the way they feel about themselves can be impacted by the results of their undertakings.
- At the identification level, individuals feel that the reasons behind their actions lie partly within themselves. They intentionally assess assigned duties or objectives and acknowledge their individual significance. They feel more independent and able to make their own choices.
- The highest level of autonomy is represented by the integration subtype. Individuals frequently blame internal variables for their behaviour and take an active part in adopting and incorporating the significance of tasks or objectives. They consider these assignments or objectives as aligning with their own values and passions.

The purpose of Paul et al.'s (2021) study was to investigate the extrinsic motivators that affect the performance of subject matter experts employed in agricultural science centres across India's North Eastern Region. The research was conducted between 2015 and 2016, and the sample consisted of 231 subject matter experts from 59 farm science centres located in eight states of North Eastern India. The survey's results showed that extrinsic variables such as equality, justice, opportunity for advancement, and greater remuneration were the most frequently mentioned reasons impacting employee motivation.

Shrestha (2021) undertook a study to explore the overall sentiments of employees regarding motivating factors among staff at Padma Kanya Multiple Campus (PKMC). The research involved one-third of the workforce as participants for data collection. The research methodology adopted was qualitative, utilising observation, interviews, and focus groups to gather primary data. The findings derived from these data collection methods revealed that extrinsic motivators identified by the participants included additional remuneration, base pay, job stability, working conditions, school policy and administration, and fringe perks. Notably, the study showed that, for all categories of temporary employees on campus, job security emerged as the most significant and powerful motivating factor.

The preceding discussion explained the evolving discourse on employee motivation, highlighting theoretical frameworks, empirical studies, and practical implications for organisational management. By integrating insights from diverse studies, this review provides a comprehensive understanding of motivational dynamics. It emphasises the important role that motivation plays in enhancing organisational performance and employee well-being, highlighting its significance in fostering a productive and supportive work environment.

3.4 THEORIES OF MOTIVATION

Many theories of managerial motivation exist, all attempting to shed light on what inspires or motivates employees. According to Vaughan (2020), a crucial factor in every business's sustainability is employee motivation. A variety of theories have been

proposed to enhance our understanding of what motivates individuals to act in certain ways or accomplish the things they do. Understanding these theories allows managers to better understand human behaviour in relation to what motivates employees and the activities that benefit both employees and the organisation (Bawa, 2017). Marczak and Yawson (2021) claim that several well-known theories, such as the Self-Determination Theory (Deci, 1971), the Two-Factor Theory (Herzberg, 1966), the Expectancy Theory (Vroom, 1964), and the Hierarchy of Needs (Maslow, 1943), explain employee motivation.

For this research, the four theories of motivation, which are extensively used by organisations according to Marczak and Yawson (2021) are discussed:

- Maslow's (1943) Theory of the Hierarchy of Needs,
- Herzberg's (1966) Two-Factor Theory,
- Vroom's Expectancy Theory (1964), and
- Self-Determination Theory (1971).

3.4.1 Maslow's Hierarchy of Needs

Abraham Maslow proposed a theory of human motivation in 1943. Maslow (1943) identified five levels of human needs: ego, self-actualisation, social, safety and physiological. Prior to addressing their immediate higher-level needs, employees must first satisfy their immediate lower-level needs, according to Maslow (1943). This theory suggests that individuals have many needs that drive their motivation, and these requirements are arranged in a hierarchical structure. Prior to higher-level social needs inspiring employees to exert more effort and be more productive, lower-level needs like safety and physiological needs must be met (Bawa, 2017). The strength of an individual's drive to meet their fundamental needs is directly connected to the importance of those needs. However, if these needs remain unfulfilled or are impossible to satisfy, individuals are likely to experience increased stress and distress. An individual cannot move up the hierarchy if they do not feel fulfilled at the lower levels, as they will not have the motivation to do so (Herrity, 2022). Figure 3.1 illustrates the five levels of Maslow's Hierarchy.
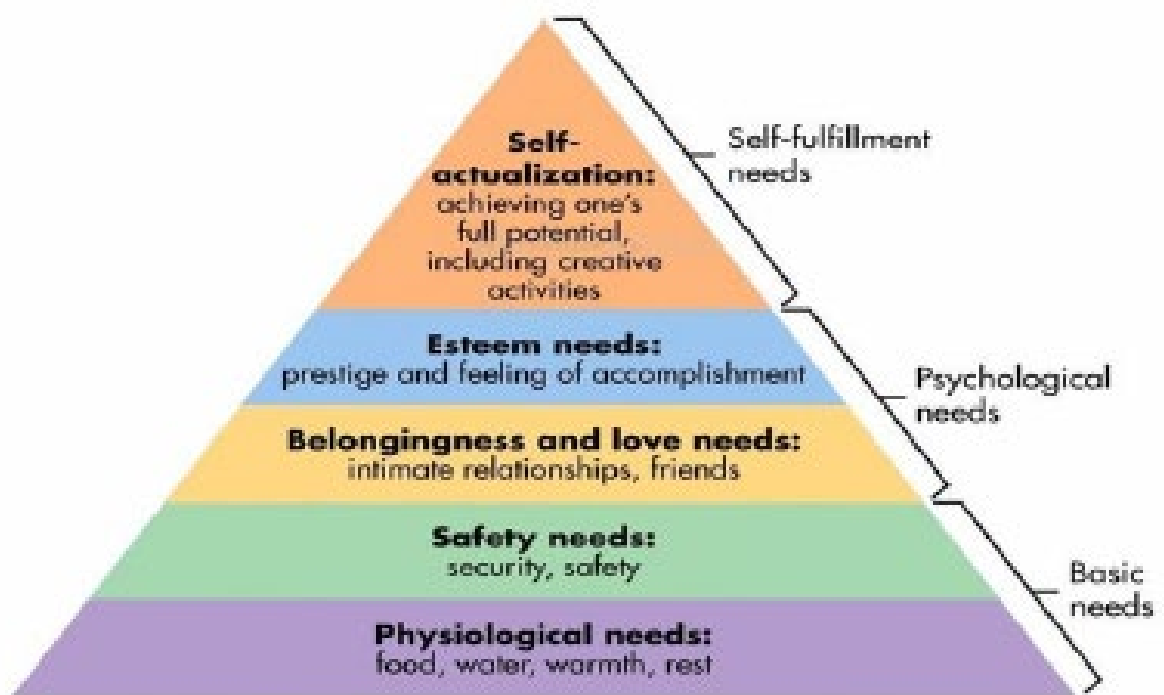
Figure 3.1: Maslow's Hierarchy of Needs Theory (McLeod, 2020:5)

According to the hierarchy, individuals' response to a benefit is contingent upon their position within the hierarchy. Physiological needs form the foundation of the pyramid (McLeod, 2020). These needs are followed by the desire for social interaction, the need for recognition and respect from others, the pursuit of self-esteem, and ultimately the aspiration for personal growth and development (Gallos, 2006:637).

Physiological needs. The fundamental requirements essential for human survival, including air, food, water, shelter, clothing, warmth, sexual fulfilment, and sleep, are classified as physiological needs, forming the foundation of the pyramid (McLeod, 2020). In the workplace context, physiological needs translate to basic necessities like remuneration and job security (Tanner, 2023). Meeting these needs is vital for optimal functioning. Maslow emphasised the significance of physiological needs, considering them more significant than all other desires, as fulfilment of all other needs depends on addressing these foundational requirements (McLeod, 2020).

Safety needs. These comprise the needs at the second level: the need for security and safety as well as for control and order in one's life. These needs include elements such as financial stability, good health, and protection from injuries and accidents (Uka

& Prendi, 2021). Safety needs relate to stable emotional and physical issues in the workplace such as benefits, pensions, safe working conditions, and ethical work practices (Tanner, 2023).

When individuals have their basic needs fulfilled, they become more motivated by higher wants, such as psychological needs, according to Maslow's hierarchy (McLeod,2020).

Belongings and love needs. Emotional needs, including love needs, acceptance, and belonging, are included in the third level of needs. Individuals engage in behaviours to fulfil these needs, such as forming relationships, seeking acceptance, becoming part of social groups, and joining religious organisations (Uka & Prendi, 2021). These needs relate to matters concerning social acceptance, such friendship and cooperation at work (Tanner, 2023).

Esteem needs. A need for respect and appreciation is found at level 4 of Maslow's hierarchy. Once the lower-level needs (first three levels) have been satisfied, esteem needs start to clearly impact behaviour. Individuals strive to earn the respect and admiration of others, as well as to feel valued and appreciated for their efforts (Uka & Prendi, 2021). Esteem needs refer to respect and recognition in the workplace, including job titles, comfortable workspaces, and meaningful job assignments (Tanner, 2023).

Self-actualisation needs. The need for self-actualisation is at the highest level in Maslow's hierarchy. This pertains to the desire for individual development, growth, and prospects to reach one's full potential (Maslow, 1954). When examining self-actualisation in context, Maslow described it as an explicit motive and a value-based system. Those who pursue this goal strive to understand how their relationships, needs and sense of self are reflected in their behaviour (Uka & Prendi, 2021). Tanner (2023) is of the opinion that this need relates to issues pertaining to achievement in the workplace such as independence and recognition for hard work and expert knowledge.

Employees who are motivated by self-actualisation seek to align their behaviours with the inner values, personal growth, and aspirations for self-fulfilment (Uka & Prendi, 2021). This suggests that individuals may prioritise either meeting their basic needs or pursuing personal development, depending on their position in the hierarchy. Therefore, organisations must comprehend the motivational elements that keep their employees motivated and support their personal growth. By recognising and addressing these underlying needs, organisations can create an environment that nurtures employee motivation and facilitates their individual development.

Maslow's hierarchy of needs still holds true in the contemporary work environment as it offers insight into the diverse motivational elements that stimulate individuals in their professional lives (Tanner, 2023). In the modern workplace, organisations are increasingly recognising the importance of addressing employee needs beyond financial remuneration. A few examples of how COVID-19 has affected Maslow's hierarchy of needs and how it relates to changing workplace environments are presented in Table 3.1.

Table 3.1: Impact of COVID-19 on Maslow's Hierarchy of Needs

Hierarchy of need	Examples	Impact of COVID-19 and relevance in the new world of work
Physiological needs	Food, water, rest	Restlessness due to stress and anxiety, coupled with early lockdowns leading to food insecurity and panic-buying of groceries.
Safety needs	Pay, Job Security	Concerns about contracting the virus, potential job losses or reduced working hours, and the fear of losing benefits have led to heightened financial pressures, affecting employees' salary expectations. Additionally, frontline workers who are in direct contact with the public face increased risks to their health and safety.
Belonging and love needs	Relationships	Isolation due to restrictions on physical interactions with friends and family has affected individuals, especially those living alone, who are grappling with increased isolation. Moreover, the transition to widespread remote work during lockdowns has also impacted work relationships.
Esteem needs	Feeling of accomplishment	Recognition through traditional means like employee appreciation events might not be feasible due to restrictions. Financial constraints might limit training and development opportunities. Additionally, if lower-level needs are jeopardised, attention gets diverted, hindering sustained motivation and reaching full potential.
Self-actualisation needs	Achievement in the workplace	Effectively completing tasks within specified timeframes, even if it necessitated remote work.

Source: McLeod (2020:8)

By considering Maslow's hierarchy of needs within the framework of the modern work environment, organisations can design holistic employee experiences that address these various levels of needs (Herrity, 2022).

3.4.2 Herzberg's Two-Factor Theory

Renowned psychologist Fredrick Herzberg presented the Two-Factor Theory in 1959 as a framework for understanding workplace motivation. According to Herzberg's

(1959) seminal work, certain job factors contribute to employee satisfaction, while others act as buffers against dissatisfaction. The two-factor theory includes two distinct dimensions, hygiene factors (job satisfaction) and motivators (job dissatisfaction). Intrinsic variables known as motivators provide individuals with a sense of satisfaction and fulfilment at work, while extrinsic factors known as hygiene factors set the foundation for stability and job security in the workplace (Marczak & Yawson, 2021).

Extrinsic factors pertain to an individual's employment, including working conditions, remuneration and connections with co-workers (Vaughan, 2020). Extrinsic motivators relating to the employee's well-being are among the other hygiene considerations (Hertzberg, 2003, Shaikh, Khoso & Pathan, 2019). Motivational elements, such as success, promotion, and acknowledgment of one's work, are intrinsic variables that motivate individuals to make even more effort (Vaughan, 2020). Employees are more inclined to put in more effort when they are treated with kindness, have aspirations of success and promotion, and receive positive reinforcement (Bawa, 2017). Extrinsic elements like income (salaries, wages, benefits), benefits and job security, which are determined at the organisational level and are external to the activity, might cause discontent and low motivation if they are inadequate (Bawa, 2017). Khuzwayo (2017) contended that ultimately the aforementioned "motivators" may contribute to enhanced motivation, high satisfaction, and strong commitment among employees, resulting in improved job performance, whereas their absence may lead to lower employee performance.

Herzberg's theory of needs had an impact on Abraham Maslow's Two-Factor Theory of workplace motivation (Ahmad, Khan & Arshad, 2021). Building upon Maslow's framework, Herzberg (1959) adapted and applied certain components of Maslow's theory to the organisational context. While Maslow's theory concentrated on a hierarchy of human needs and their satisfaction, Herzberg's Two-Factor Theory specifically addressed the elements that impact employee motivation and employment satisfaction. By examining how hygiene factors and motivators interact, Herzberg expanded upon Maslow's work and provided valuable insights into understanding and enhancing motivation in the workplace (Coco et al., 2023). The theory emphasises the need to address hygiene and motivational variables separately (Coco et al., 2023).

Figure 3.2 provides an illustration of Herzberg's Two-Factor Theory, depicting the interplay between these factors and their impact on inter alia, employee motivation.
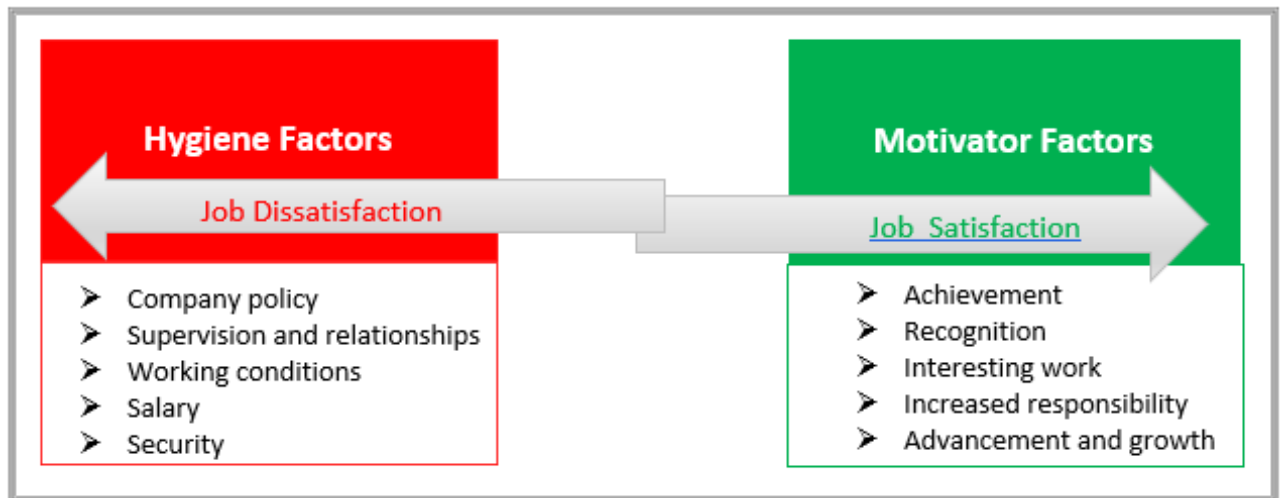
Figure 3.2: Herzberg's Two-Factor Theory (Adapted from Herzberg, 1959:1)

3.4.2.1 Hygiene factors

Job characteristics that play an important role in maintaining motivation at work include hygiene factors. Hygiene factors are those elements of a work that, when satisfied to a decent degree, keep employees from becoming dissatisfied (Joy, 2018). They are often referred to as maintenance factors because they address the physiological needs that individuals expect to be fulfilled (Joy, 2018). Company policies, supervision, wages, benefits, workplace security and safety, and working conditions are all hygiene factors (Herzberg et al., 1959). Although the absence of these factors can lead to discontent, they do not necessarily increase motivation or provide positive fulfilment. Specific considerations related to hygiene factors include:

- **Company policies**: Policies should be fair and transparent for all employees. Additionally, they should align with industry standards and the practices of competitors.
- **Supervision**: Effective supervision entails providing fair and reasonable guidance and support to employees. It is important to grant employees a certain degree of flexibility and autonomy.

- **Working conditions**: The work environment, including equipment and facilities, should be hygienic, safe, and suitable for the task at hand.
- **Salary**: A fair and reasonable salary scale should be in place, taking into account industry standards and comparable positions in other organisations.
- **Security**: Employees need assurance that their jobs are stable and secure, to reduce anxiety about potential job loss. Understanding the hygiene factors and how to improve them is essential for employers.

The following are Herzberg's core hygiene factors, also referred to as maintenance factors (Coco et al., 2023):

- **Pay**: Employee dissatisfaction could develop quickly because of inadequate remuneration. To avoid dissatisfaction, employers should make sure that employees are adequately remunerated.
- **Benefits**: Healthcare and retirement plans are examples of fringe benefits that fall under the hygiene factor category. To keep their staff satisfied, employers should offer benefits that are competitive and meet or exceed industry requirements.
- **Job security**: Employee job dissatisfaction is less likely to occur when employees feel confident in their roles. Employers should let staff members know that their contributions are respected, and their jobs are secure.

By focusing on these hygiene factors, employers could establish a workplace that minimises employee dissatisfaction and promotes overall job satisfaction and motivation.

3.4.2.2 Motivational factors

Herzberg (1959) contends that hygiene factors should not be mistaken for motivators. True motivators include aspects such as challenging work, recognition of achievements, responsibility, meaningful contributions, participation in decision-making, and a feeling of significance within the organisation (Herzberg, 1959). By understanding and addressing both sets of factors, organisations can foster a work

environment that encourages engagement, employee motivation and general well-being. These following factors could be seen as motivators:

- **Achievement:** Work which makes one feel fulfilled and satisfied. Employees derive satisfaction from successfully completing challenging and rewarding tasks.
- **Recognition:** Employees should receive acknowledgement and praise for their accomplishments. Recognition can come from both peers and managers.
- **Interesting work:** The nature of the work itself should be engaging, dynamic, and challenging enough to maintain employee motivation.
- **Increased responsibilities:** Employees should have ownership of their work and feel trusted to take on additional responsibilities. Micromanagement should be avoided, and employees should be given autonomy and accountability for finishing.
- **Advancement and growth:** There should be opportunities for employees to advance. They should have access to professional development opportunities, whether through on-the-job training or more formal education, to enhance their skills and knowledge.

By addressing these motivators, organisations can create an environment that fosters intrinsic motivation and employee satisfaction. It is critical to emphasise that while hygiene factors may prevent dissatisfaction, motivators are necessary to stimulate and maintain higher levels of motivation and fulfilment in the workplace (Herzberg, 1959).

According to Herzberg's theory, factors that motivate employees tend to revolve around instilling a feeling that their work is meaningful and serves a purpose. Work motivation can be boosted by several elements, such as (MasterClass, 2021):

- **Recognition**: Rewarding employees for their accomplishments and hard work is essential for boosting job satisfaction. According to motivation theory, employees perform better on the job when their efforts are recognised and appreciated.

- **Autonomy**: Giving employees more freedom and authority within the workplace is an essential part of Herzberg's motivator-hygiene theory. Employee achievement and motivation are higher when they experience a feeling of control and independence in their job.
- **Meaningful work**: It is the goal of employers to provide their staff with meaningful tasks and demonstrate to them how their efforts lead to higher-quality products. While numerous jobs entail some level of mindless, monotonous labour, businesses can increase employee motivation by giving them a feeling of purpose in their work.

Herzberg's Two-Factor Theory remains relevant in today's workplace because it highlights the role that motivators play in fostering employee motivation, satisfaction, and overall well-being (Coco et al., 2023). By incorporating these factors into their practices, organisations may create a positive work environment that nurtures engagement, productivity, and retention of talent (Deci & Ryan, 2000).

3.4.3 Vroom's Expectancy Theory

Vroom (1964) asserts that a person's performance is affected by factors like knowledge, abilities, personality, skills and experiences. According to the expectation hypothesis, individuals typically make rational decisions, carefully consider their actions, and take steps to meet their needs and goals (Gallos, 2006:236).

Vroom's expectancy theory suggests that human behaviour and decision-making are driven by individual's preferences and wishes for particular outcomes, their conviction that taking particular actions will result in those outcomes, and their understanding of the relationship between primary and secondary outcomes (Vroom, 1964). It is possible to receive either positive or bad rewards. A favourable reward increases the likelihood that the employee will be extremely motivated. The less appealing the incentive, the less likelihood that individuals will be motivated to work harder (Bawa, 2017). The theory includes three concepts, namely valence, expectancy and instrumentality and all contribute to motivation (Vroom, 1964). According to

Khuzwayo (2017), expectancy theory emphasises both the process and the content of motivation by including the ideas of needs, equality, and reinforcement. According to Vroom's expectancy theory, three elements, namely expectancy, instrumentality, and valence, outlined as antecedents, inspire individuals to exert effort to achieve a goal (Khuzwayo, 2017; Joy, 2018). An employee's motivation is determined by their desire for a particular reward (also referred to as valence), their expectation that their efforts will result in the desired performance (expectancy), and their belief that their performance will be rewarded (instrumentality) (Dirks, 2020). Figure 3.3 illustrates Vroom's expectancy theory.

Motivational Force (MF) = Expectancy x Instrumentality x Valence

Figure 3.3: Vroom's Expectancy Theory (Adapted from Joy, 2018:192)

The elements depicted in Figure 3.3, interact to influence an individual's motivation and subsequent behaviour.

Expectancy is a key component of Vroom's expectancy theory, which refers to an individual's belief or conviction that their effort (E) will lead to the anticipated level of performance (P) (Joy, 2018). It is the perception that the effort invested in a task will result in the desired outcomes or performance level. Expectancy is influenced by numerous factors, including the availability of necessary resources, skills, knowledge,

and support to accomplish the task effectively (Joy, 2018). It is an employee's sense as to whether a result will be realised (Uka & Prendi, 2021).

Instrumentality, a crucial component of Vroom's expectancy theory, refers to the perception that a desired outcome or reward will be obtained through achieving a certain level of performance. It reflects the belief that there is a distinct connection between performance and the subsequent outcomes or rewards that follow. The degree to which performance and outcomes are clearly related, the simplicity of the process for determining who receives what outcome, and some of the elements influencing instrumentality are trust in the individuals making these judgements. Instrumentality is denoted by the equation $P \rightarrow O$, which represents the relationship between performance (P) and outcomes (O) (Joy,2018). It is the idea that once the required level of performance is demonstrated, rewards other than pay will be granted (Uka & Prendi, 2021).

Valence represents the significance or worth that a person places on a certain result or reward (Ahmad, Khan & Arshad, 2021). Valence can range from -1 to +1, where positive valence signals a preference for achieving the outcome and negative valence signifies a preference for not achieving it. One's values, needs, goals, preferences, and sources of motivation influence the valence assigned to different outcomes. In a nutshell, valence is denoted as V(R), meaning result reward (Joy, 2018). It reflects the emotional orientation towards rewards for labour (Uka & Prendi, 2021).

The work of Maslow and Herzberg focused on the relationship between internal needs and actions taken to fulfil them, whereas Vroom's expectation theory distinguishes between performance, results, and effort (which is driven by motivation). According to expectancy theory, individuals are motivated to act in ways they believe will lead to favourable results, considering linkages between effort, performance, and outcomes (Uka & Prendi, 2021). In the current workplace, where businesses prioritise understanding and boosting employee motivation, Vroom's expectancy theory remains relevant (Uka & Prendi, 2021). This theory offers valuable insights into the ways individuals make decisions and choose their actions based on their expectations

of achieving desired outcomes. The key feature of Vroom's expectancy theory of motivation is how much emphasis it places on each employee's awareness of how motivation works (Swain, Kumlien & Bond, 2020). With current hybrid work practices, it is increasingly essential for employers to take into account employee's personal needs and preferences regarding motivation, because this has an impact on productivity, outcomes, and the organisation as a whole (Vehosalmi, 2022)

3.4.4 Self-Determination Theory

The psychologists Richard Ryan and Edward Deci developed the Self-Determination Theory (SDT) of motivation in 1985. The SDT questions the generally accepted notion that the most effective approach for motivating individuals to perform tasks is by rewarding their behaviour (Ryan & Deci, 2020). Self-determination theory (SDT), as defined by Ryan and Deci (2020) is a comprehensive framework that examines motivation and personality traits in humans, focusing on how individuals interact with and are influenced by their social environment. Relationships between personality, social and cognitive development, and situational responses are outlined in the SDT, along with the different types of intrinsic and extrinsic motives (Ryan & Deci, 2020). Self-determination theory, according to Ryan and Deci (1985, 2022), makes two key assumptions:

The need for growth drives behaviour. At the core of self-determination theory lies the concept that personal development inherently drives individuals. Confronting obstacles and engaging in distinctive experiences are essential for cultivating a robust self-identity.

Autonomous motivation is important. Individuals are frequently driven to act through external incentives like money, recognition, and awards (extrinsic motivation). However, self-determination theory primarily focuses on internal motivational sources such as autonomy or a desire for knowledge (intrinsic motivation).

The SDT emphasises the core psychological needs of autonomy, competency, and relatedness, in addition to their crucial role in self-determined motivation, well-being, and advancement (Ryan & Deci, 2020). Figure 3.4 illustrates the STD.
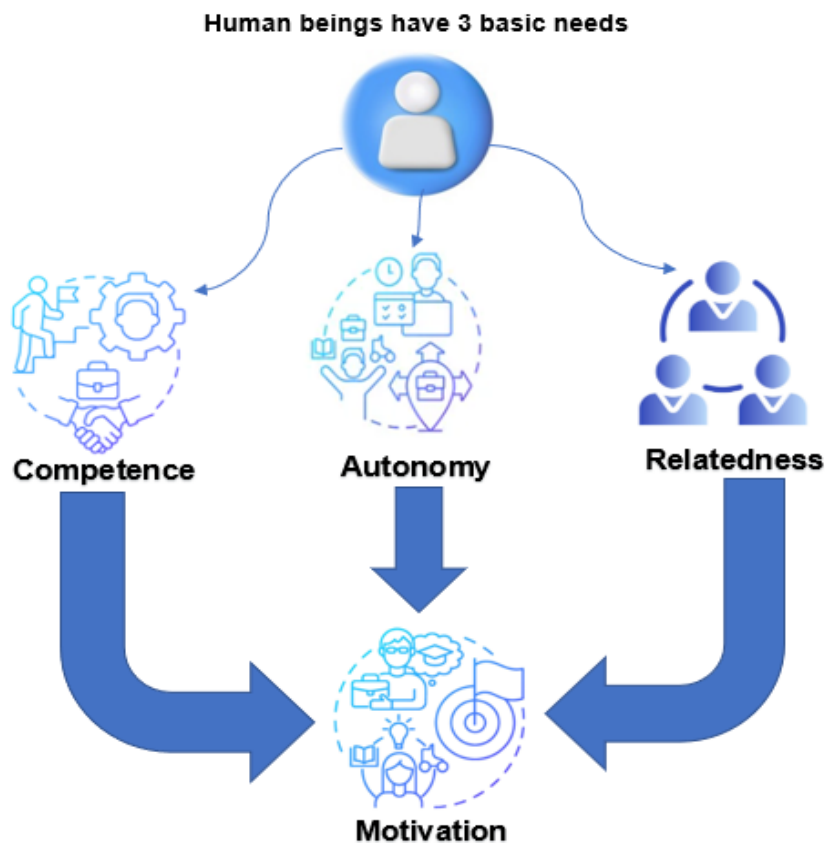
Figure 3.4: Self-Determination Theory (SDT) (Adapted from Ryan and Deci, 2020:72)

In today's new world of work, characterised by rapid technological advancements, shifting demographics, and the rise of remote and hybrid working arrangements, the relevance of the SDT remains significant (Christopher & Jim, 2023). SDT, which emphasises the intrinsic motivation driven by autonomy, competence, and relatedness, offers valuable insights into understanding employee behaviour and fostering engagement in contemporary organisational settings. The needs as depicted in Figure 3.4 are briefly discussed below.

Autonomy, one of the core principles of SDT, continues to be crucial in the context of remote and hybrid work environments. Research by Deci and Ryan (2019) highlights the importance of autonomy-supportive leadership behaviours in empowering employees to make decisions and take ownership of their work, even in virtual settings. By providing employees with autonomy over their work schedules, tasks, and

methods can enhance their sense of control and motivation, leading to increased job satisfaction and productivity. Such findings reinforce the need for leadership practices that support autonomy to optimise employee performance and well-being in evolving work environments.

Competence-building remains essential in today's dynamic work landscape, where skills requirements are constantly evolving. Gagné and Deci (2020) demonstrate the positive effects of competence-supportive environments on employee performance and well-being. Organisations that prioritise training, ongoing development, and effective feedback mechanisms enable employees to acquire and master new skills, fostering a sense of competence and mastery in their roles. This approach is important irrespective of the work setting, including traditional, remote, and hybrid models.

Lastly, **relatedness**, emphasising the importance of social connections and supportive relationships, is particularly relevant in the context of remote work and virtual collaboration. Research by Van den Broeck et al. (2021) emphasises the role of supportive work relationships in promoting employee engagement and satisfaction, even in dispersed teams. To address this, organisations should leverage technology to facilitate virtual team-building activities, maintain regular communication channels, and establish peer support networks. These strategies help maintain a sense of belonging and connectedness among remote and hybrid workforce, thereby enhancing overall employee engagement and productivity.

It is necessary to understand the distinction between these two forms of motivation and their triggers or origins. According to this theory, internal motivation, also known as intrinsic motivation, rather than external structure is what drives individuals' vigour and dedication and propels them towards realising their greatest potential (Brafford & Ryan, 2020). While intrinsic motivation is influenced by an individual's personal history and values, organisations can still promote work settings that meet the three psychological needs underlying intrinsic motivation, thereby helping individuals to sustain their motivation (Brafford & Ryan, 2020).

Self-Determination Theory provides a valuable framework for understanding and promoting employee motivation, satisfaction, and performance in today's new world of work. By acknowledging the importance of autonomy, competence, and relatedness in diverse work environments, organisations can create conducive conditions for employee engagement and success, regardless of the prevailing work arrangements.

3.4.5 Adaptability and suitability of theories of motivation

Understanding the adaptability and suitability of motivation theories for their effective application across various organisational contexts and for addressing the nuanced motivational needs of employees

Maslow's Hierarchy of Needs proposes that individuals are motivated by a progression of needs, from basic physiological needs to self-actualisation (Maslow, 1943). In management contexts, ensuring that basic needs such as job security and a comfortable working environment are met is paramount before higher-level motivational strategies can be effective. Dar and Sakthivel (2022) argue that Maslow's hierarchy remains relevant in modern contexts when considered as a flexible framework. This approach highlights the adaptability of the theory, suggesting that individuals prioritise their needs based on personal aspirations rather than adhering strictly to a predetermined sequence. that explains diverse human needs rather than imposing a rigid sequence. This flexibility highlights the importance of tailoring motivational strategies to individual needs and contexts (Dar & Sakthivel, 2022).

Herzberg's Two-Factor Theory differentiates between hygiene factors that can cause dissatisfaction and motivators that can enhance job satisfaction (Herzberg, 1966). Koncar, Santos, Strohmaier, and Helic (2021) note that the theory has been extensively tested across various industries, with mixed results regarding its general applicability. For instance, Alfayad and Arif (2017) applied the theory to feedback from 300 non-managerial employees and found that acknowledging employee input (i.e., employees expressing their views to employers), significantly boosts motivation and satisfaction. In contrast, Kotni and Karumuri (2018) reported discrepancies in the retail sector, where salespeople showed greater satisfaction with hygiene factors

compared to motivators. These findings suggest that while Herzberg's theory provides valuable insights, its applicability can vary depending on the industry and specific job roles.

Self-Determination Theory (SDT) emphasises the role of autonomy, competence, and relatedness in motivating individuals (Deci & Ryan, 2000). This theory has broad applicability across different contexts, including educational, organisational, and personal settings. For example, Howard, Morin, and Gagné (2021) examined SDT principles in promoting psychological well-being and self-regulation among individuals pursuing personal goals. Their findings indicate that fulfilling the psychological needs for autonomy, competence, and relatedness significantly enhances well-being and persistence in goal pursuit. Similarly, Gagné et al. (2022) suggest that SDT has profoundly improved our understanding of factors optimising employee motivation. By analysing how the work environment influences these basic psychological needs, SDT offers a comprehensive framework for understanding motivation. As technological advancements reshape work dynamics, SDT provides critical insights into how increased uncertainty and interdependence impact employee motivation, performance, and well-being. Integrating SDT principles into organisational strategies can thus offer a competitive advantage in adapting to technological changes and sustaining a motivated, productive workforce.

While each motivational theory offers valuable perspectives, their adaptability and suitability vary depending on the specific context and population. A critical evaluation and tailoring of these theories are essential to address the unique needs and dynamics of different organisational settings. The three motivational theories relate to this study's research aims in the following ways:

Investigating the Statistical Relationship (Research aim 1): *Maslow's theory* suggests t that physiological, safety, and social needs must be met before higher-level needs, such as esteem and self-actualization, drive motivation. *Herzberg's Two-Factor Theory* differentiates between hygiene factors (like remuneration) that prevent dissatisfaction and motivators (like recognition and career advancement) that enhance

satisfaction and motivation. *SDT* emphasises autonomy, competence, and relatedness as key drivers of intrinsic motivation.

These theories collectively provide a framework for understanding how remuneration influences employee motivation and subsequently impacts performance within an agricultural service company.

Determining Remuneration Satisfaction's Influence (Research aim 2): *Herzberg's Two-Factor Theory* aligns with this objective by proposing that remuneration satisfaction (a hygiene factor) can prevent dissatisfaction but may not directly enhance motivation unless combined with motivators like recognition and growth opportunities. *SDT* suggests that intrinsic motivation, driven by autonomy and competence, can be fostered by a fair and adequate remuneration system that supports employees' sense of control and mastery.

Exploring Biographical Variables' Effects (Research aim 3): *Maslow's theory* acknowledges that individual needs and motivations vary based on personal circumstances and backgrounds, including race, gender, age, education, and marital status. *Herzberg's* theory suggests that different demographic groups may prioritise different factors (hygiene or motivators) in their satisfaction and motivation at work. *SDT* complements this by highlighting the universal human needs for autonomy and relatedness, which can vary in their importance based on demographic factors like tenure in the industry or organisation.

In essence, these theories provide a comprehensive lens through which to analyse how remuneration satisfaction, motivation, and performance interact within the specific context of an agricultural service company in South Africa. By considering both universal human needs and demographic variations, organisations can better understand and address the factors influencing employee motivation and performance. Integrating these theoretical perspectives can help tailor remuneration and motivation strategies to enhance overall organisational effectiveness and employee well-being.

3.5 BIOGRAPHIC VARIABLES THAT AFFECT EMPLOYEE MOTIVATION

According to Sage research method (2020), biographic variables are independent variables as they cannot be manipulated. They can be classified as gender, race, marital status, or psychiatric diagnosis, or continuous, e.g., age, years of education, income, or family size. In the subsequent sections the biographic variables that influence employee motivation will be explored: namely race, gender, age, education, marital status, number of dependants and tenure.

3.5.1 Race

The deficiency model of needs motivation (Maslow, 1943) holds that minority groups will prioritise meeting their needs. This perspective aligns with Lee, Robertson and Kim (2020), who argue that, among demographic groups, there are more similarities than differences in the relative importance of factors influencing employee satisfaction. This may imply that individuals of all races share comparable need structures and employee motivation tendencies, allowing management systems to concentrate on the issues that matter most to individuals without being overly concerned about demographic disparities.

However, Velten and Lashley (2018) provide a contrasting view, indicating a strong correlation between race and employee motivation. They argue that while diversity can enhance creativity and innovation, it can also lead to communication barriers. This highlights the need for more nuanced research on how racial intersectionality affects employee outcomes. Lee et al., (2020) critique the traditional focus of organisational behaviour and public administration studies on binary racial comparisons, typically between They particularly note the lack of research on the motivational structures of women of colour, who often fact compounded disadvantages.

It is essential to recognise the growing body of work that explores the intersectional experiences of minority groups, especially women of colour. Studies by Sanchez-Hucles and Davis (2010) and Livingston, Rosette, and Washington (2012) provide critical insights into the unique motivational structures of women of colour. Sanchez-Hucles and Davis (2010) highlight the complexity and intersectionality of identity for

women of colour in leadership, emphasising the need to consider both race and gender. Livingston et al., (2012) further illustrate how race and interpersonal dynamics affect perceptions of female leaders, underscoring the importance of intersectional analysis in understanding workplace experiences.

These studies collectively suggest that the motivational structures of women of colour differ significantly from those of other demographic groups, necessitating specific attention in both research and practice. This reinforces the importance of intersectionality in workplace studies to fully capture the diverse experiences and needs of all employees.

3.5.2 Gender

The goal of Onturk and Yildiz's (2020) study was to analyse university students' motivational persistence levels in relation to several biographic variables, such as gender. The research was performed at Mugla Sitki Kocman University. Using a straightforward random sample technique, 347 students (188 females and 159 males) were selected as the sample. Using descriptive statistics, the biographic variables of the student participants were identified. In conclusion, Onturk and Yildiz's (2020) study revealed that the students in the faculty of sports sciences exhibited levels of motivational persistence ranging from intermediate to high. Additionally, the study found no discernible connection between the gender variable and persistent motivation. Similarly, Nasreen and Shah's (2021) study revealed that when teachers were compared based on their gender, no discernible disparities were found.

3.5.3 Age

In their study, Govender and Parumasur (2010) observed a noteworthy distinction in the level of motivation among employees with various biographical variables. The researchers noted that age affected all subdimensions of employee motivation, including economic rewards, intrinsic happiness, and social interactions. In a study conducted by Kalia and Bhardwaj (2019) on hotel staff in Himachal Pradesh, India, it was observed that employee task performance increases until around the age of 40 to 50 and then remains stable. Additionally, Matovic, Lazarevic and Djurkovic's (2022)

study in the Serbian banking sector revealed age disparities among the sample population of female managers when examining the motivational impact of various incentives. Their finding suggested that digital tools serve as more powerful motivators for women aged 45 and above.

Conversely, Onturk and Yildiz's (2020) study concluded that while there was no discernible distinction in the age variable, students who were 25 years old and older had higher levels of motivational persistence. Nasreen and Shah's (2021) study also found that when teachers were compared based on their age, no discernible disparities were found.

3.5.4 Education

Hitka, et al. (2017) found that work motivation is not only affected by the industry in which one works; other characteristics, including education, are also important, especially at management level. The objective of the research performed by Hitka et al. (2017) was to see whether dependencies exist in education by utilising basic pay, job stability and a solid working team as motivational variables. According to the findings, motivating elements fluctuate significantly, depending on the educational level of Slovak employees (Hitka et al., 2017). Nasreen and Shah's (2021) research was intended to gauge the degree of motivation amongst teachers at private secondary schools in Lahore, Pakistan. The study found substantial disparities among teachers with various levels of professional experience.

3.5.5 Marital status

A goal of the study conducted by Bajrami et al. in 2021 was to investigate the potential impact of COVID-19 on employee motivation in the hotel industry. The results demonstrated that employee motivation was significantly affected by marital status when demographic features were considered as a control variable (Bajrami et al., 2021). Statistical analysis of the control variable marital status in the study by Vo, Tuliao and Chen (2022) indicated consistent, significantly positive correlations with employee motivation. Similarly, Meng and Yang (2023) found that married participants scored significantly higher on measures of employee motivation.

3.5.6 Number of dependants

Hendrawijaya (2019) claims that one of the primary motivations for married women to decide to enter employment to help their husbands earn a living is family dependence. As the number of dependants increases, employees must allocate more time to their work to enhance productivity. Hendrawijaya's (2019) study found that employee motivation was impacted by the number of family dependants, as living expenses rose with the addition of children and other dependants, prompting respondents to exert more effort at work to provide for their families. Kumari, Jayasinghe, and Sampath's (2020) findings indicated that while most employees in the banking sector saw job satisfaction as the primary driver of motivation, the number of dependants strongly influenced the level of motivation among private sector bankers.

3.5.7 Tenure

The purpose of Baljoon, Banjar and Banakhar's (2018) review was to look at the elements that affect nurse employee motivation. According to their research, several organisational and personal factors affect nurses' levels of employee motivation. Years of experience were found to be one of the personal traits that affect nurses' employee motivation. Similarly, Abu Yahya, Ismaile, Allari, and Hammoudi's (2019) study revealed significant differences with different years of experience.

Biographic variables have been examined with reference to past literature to determine whether they affect motivation. According to the research findings, biographical variables do appear to have an impact on employee motivation.

3.6 IMPACT OF COVID-19 ON EMPLOYEE MOTIVATION

While COVID-19 has been a dominant global health concern over the past few years, the current landscape in 2024 has shifted, with organisations now navigating a broader range of health challenges, including the ongoing impact of the pandemic, the emergence of new infectious diseases, and the increasing prevalence of chronic health conditions (World Health Organisation, 2024) (Azizi et al., 2021). Organisations are facing several difficulties because of this pandemic, including issues with organisation continuity, poor employee motivation, remote work, and high levels

of unemployment (Azizi et al., 2021). The individuals in any organisation have a substantial influence on the creation, expansion, and execution of organisational operations. Efficiency must be improved by effective staff engagement and performance, which in turn boost performance and lead to higher sales profits, and a decrease in employee turnover (Risley, 2020). Given the unique and uncertain circumstances and the shifting economic environment, COVID-19 calls for critical thought and flexibility in managing human resources and keeping employees focused and motivated. Working from home presents a challenge for employees who must manage external distractions like taking care of a child or organising household tasks. There is a growing demand for remote work and a workplace that adheres to social distancing (Zoellner & Sulikova, 2022).

According to Teng-Calleja et al. (2020), to help employees deal with the COVID-19 crisis, organisations must take critical steps like providing financial support, material resources, mental health and wellbeing programmes, flexible work schedules, physical health and safety measures, and effective communication of short- and long-term plans. The advantages of virtual meetings and workshops in providing support for everyone are highlighted. These include real-time visualisation, guaranteeing technology proficiency, setting ground rules, offering prompt assistance with unforeseen technical problems, planning short sessions, utilising breakout rooms, promoting video calls, mingling with leaders and co-workers in preventing social disengagement, and assisting staff in upholding a peaceful and organised work environment (Teng-Calleja et al., 2020).

Considering that COVID-19 has necessitated more remote work, Wolor, Solikhah, Fidhyallah and Lestari's (2020) study sought to explain the impact of e-training, e-management, work–life balance, and work motivation on the performance of millennial generation employees in modern workplaces. The study centred on a Honda motorbike store in Indonesia and used a quantitative approach through survey methodologies and structural equation modelling with 200 participants. Positive results on e-training, e-management, work–life balance, and employee performance suggested that businesses need to pay attention to these elements to maintain

employee motivation and retain top-notch employee performance, particularly when employees are working remotely during COVID-19.

McDowall's (2022) research found that during periods of crisis, it is crucial to prioritise and effectively manage staff motivation. Job stability, a sense of making an impact, and organisational image emerged as important motivators. The study conducted in Gauteng at a private emergency medical service (EMS) involved 187 participants and was conducted amid the COVID-19 pandemic. Its aim was to examine and characterise the variables that motivated personnel at the emergency operations centre (EOC).

The COVID-19 pandemic necessitated several adjustments for both organisations and employees. Organisations, for example, had to implement various measures to keep their staff members motivated and sustain or even boost productivity. Conversely, employees had to focus on preserving or increasing their own level of job satisfaction (Zoellner & Sulikova, 2022).

3.7 EMPLOYEE PERFORMANCE CONCEPTUALISED

According to Ramawickrama, Opatha and Pushpa Kumari (2017), there are several terms for employee performance, including job performance, work performance, and individual work performance. Regardless of the specific terminology used, the focus remains on evaluating an individual's performance in respect of their job requirements and the organisation's overarching objectives (Kadir & Fadzly, 2019). Organisational theorists have provided a variety of theories and methodologies for understanding and assessing employee performance, despite the absence of a universally acknowledged definition. The specific environment and objectives of each organisation determine the definition and management of employee performance (Molefe, 2020). Employee performance, according to Borman and Motowidlo (1993), involves assessing the quality, quantity, and timeliness of an employee's work, as well as their adherence to organisational policies and standards. Noor and Rafiq (2021) define employee performance as the work behaviour exhibited by individuals in accomplishing tasks and achieving desired outcomes. Rachmaliya and Effendy (2017:42) describe

employee performance as the level of success in fulfilling job responsibilities and obligations. Organisations strive to implement strategies that motivate their staff to achieve their highest level of excellence as employee performance is a critical factor in assessing the attainment of corporate objectives (Masa'deh et al., 2018). Employee performance includes not only the ultimate results, but additionally the attempts made by employees throughout the process of achieving organisational objectives. Masa'deh et al. (2018) state that some writers contend that the successful and efficient completion of tasks and activities is directly related to employee performance. Employee performance is also related to how much employees contribute to the business; this includes factors like output quantity, attendance and a helpful attitude. Even though various phrases may be used interchangeably to describe employee performance, the underlying concept remains consistent: evaluating how well employees perform their assigned tasks and support the organisation's overall success.

Regardless of the specific terminology used, the basic objective is always to assess individuals' performance in respect of the demands of their job and the organisation's overarching objectives. Organisations must evaluate work performance to understand employees' capabilities and pinpoint opportunities for development, provide feedback, recognition, and performance-related outcomes (Motowidlo, Borman, & Schmit, 1997).

Employee performance is assessed by evaluating the extent to which individuals efficiently and effectively accomplish their assigned tasks to meet deadlines or other performance requirements. Measuring employee performance plays a crucial role for organisations as it empowers them to identify any shortcomings in their training programmes and provides guidance on improving overall performance (Tamunomiebi & Oyibo, 2020). By assessing employee performance, organisations gain valuable insights into areas that may require additional training, skill development, or process improvements to enhance productivity and achieve desired outcomes.

3.8   EMPLOYEE PERFORMANCE DIMENSIONS

Employee performance has attracted significant attention among management science experts due to its vital role in both individual and organisational success. It

serves as a catalyst for improving overall organisational processes, particularly with the regard to production and effectiveness (Masa'deh et al., 2018). Employee performance is a crucial determinant of an organisation's success, as it reflects how effectively employees fulfil their duties.

Borman and Motowidlo (1997) define work performance as task performance, emphasising the efficiency with which employees complete their designated responsibilities to realise the organisation's goals. This approach ensures that both the organisation and the individual concerned can reap appropriate rewards. According to this concept, the performance construct is a variable that differentiates between actions taken by individuals and behaviours performed by the same individual on different occasions (Robbins & Judge, 2017). The differentiation is grounded in the degree to which the behaviours, when considered together, are expected to enhance or diminish organisational effectiveness (Pradhan & Jena, 2017). In summary, performance variance refers to the variation in the expected organisational value of the behaviour.

Performance is a concept with several components, and at the basic level, one can distinguish the behavioural engagement, i.e., the process element of performance, from an anticipated result (Borman, & Motowidlo, 1993). It is evident that employee behaviour and expected results are interrelated in the work environment (Borman, & Motowidlo, 1993). However, the substantial intersection between the two concepts is not immediately apparent, as the anticipated result is shaped more by factors like motivation and cognitive ability than by the behavioural aspects (Pradhan & Jena, 2017). Employee performance has been investigated across various dimensions, reflecting the diverse aspects of employee behaviour and contributions to the workplace (Koopmans et al., 2011). To comprehensively understand employee performance, researchers have developed a multidimensional performance construct that includes contextual, task and adaptive performance (Borman & Motowidlo, 1993). In keeping with this notion, a hypothesis on individual variability in work performance was proposed by Motowidlo et al. (1997). Job performance, according to Borman and Motowidlo's (1997) thesis, may be categorised into two performance types: task and contextual. According to their hypothesis, cognitive capacity is a more accurate

proportion of variance for task performance, whereas extroversion, conscientiousness and agreeableness are more proportion of variance for contextual performance.

Figure 3.5 depicts the triarchy model of employee performance, illustrating the different dimensions involved in assessing and understanding employee performance at multiple levels. This multidimensional approach helps identify opportunities for optimisation and development by offering organisations a thorough explanation of the elements that affect employee performance.
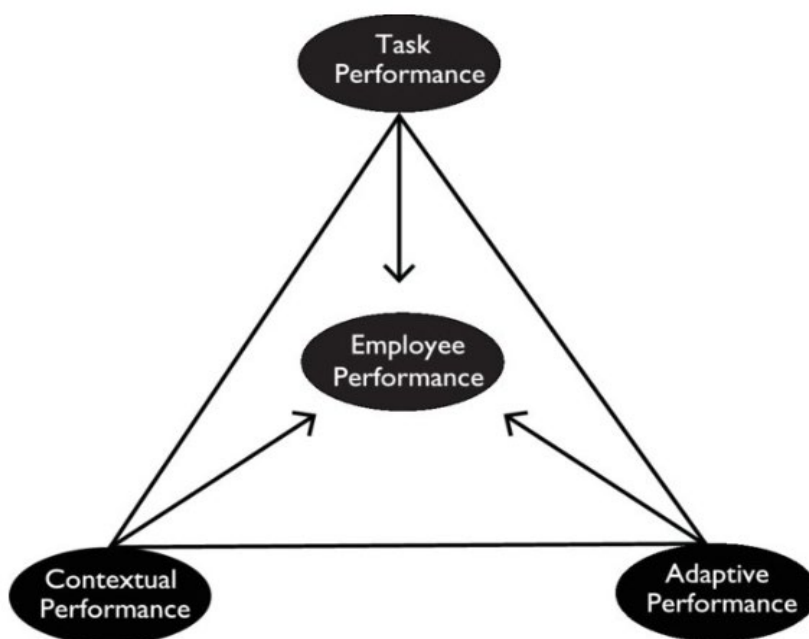
Figure 3.5: The Triarchy Model of Employee Performance (Pradhan & Jena, 2017:6)

Employee performance has been investigated across various dimensions, reflecting the diverse aspects of employee actions and inputs in the work environment. Research on employee performance has evolved to include multiple dimensions, such as task performance, contextual performance, and adaptive performance Pradhan & Jena (2017:6).

Task performance pertains to essential job duties and obligations employees are expected to perform. It focuses on the specific tasks, functions, and activities that

contribute directly to the accomplishment of the organisation's goals and objectives (Borman & Motowidlo, 1997). It emphasises actions and behaviours that advance the organisation's objectives, such as achieving organisational goals, delivering persuasive sales presentations, and adapting to different roles within the organisation. These actions directly impact individual and organisational performance (Kalia & Bhardwaj, 2019). In essence, task performance involves the procedures that organisations use to convert raw resources into finished goods and services. These include activities like supplying new raw materials, distributing finished goods, and performing, planning, coordinating, supervising, or carrying out staff duties to ensure the organisation runs smoothly and efficiently, thereby contributing to the transformation process.

Contextual performance is the term used to describe voluntary actions that support an organisation's overall efficacy and operations yet are not explicitly outlined in an employee's job description. Kalia and Bhardwaj (2019) describe contextual performance as discretionary actions performed by employees that may not immediately affect their productivity but would directly improve the efficient operation of an organisation. Contextual tasks are not strictly defined by a specific role and can be relevant to a variety of occupations. They contribute to the social, psychological, and organisational structures essential for conducting tasks. Personal attributes such as motivation, inclination, and alignment with the organisational environment are more reliable indicators of behaviours like assisting others, displaying perseverance, volunteering, and the like (Kalia & Bhardwaj, 2019). In essence, contextual performance includes actions that create an atmosphere that is conducive to job completion, such as showing enthusiasm, going the extra mile, assisting and collaborating with colleagues, and adhering to organisational policies.

Adaptive performance reflects an employee's capacity to change and adjust to changing work conditions, fresh tasks, and unexpected challenges. It involves being flexible, proactive, and resourceful in response to changing demands and situations (Griffin, Neal & Parker, 2007). It relates to how effectively an organisation is able to deviate from its planned strategies or respond to changing circumstances. It involves behaviours like innovation, problem-solving abilities, tenacity, invention, and

engagement. In a volatile and uncertain environment where technology and strategies are constantly evolving, adaptive performance enables organisations to add value. Good adaptive performance entails employees generating fresh ideas and sharing them with their colleagues (Tan & Antonio, 2022).

In a study conducted by Kalia and Bhardwaj (2019) on hotel staff in Himachal Pradesh, India, it was found that factors like low pay and job uncertainty adversely affect employee task performance. Merely changing job titles without also increasing pay does not positively influence employee performance. Additionally, the organisation's size and type also impact job performance.

In Noor and Rafiq's (2021) research on public sector organisations in Pakistan's Sindh province, the study aimed to examine how task performance, interpersonal facilitation, and job devotion affected employee productivity. The study involved 400 participants from various public service commissions. The findings highlighted the importance of multifaceted behaviours in achieving organisational goals and survival in a competitive environment. Employers viewed conceptual performance as a crucial characteristic in employees and considered it alongside task performance for selection purposes.

Overall, task performance, contextual performance, and adaptive performance are dimensions that contribute to employees' effectiveness in organisations and understanding and managing these dimensions can lead to improved performance and achievement of organisational goals.

3.9   EMPLOYEE PERFORMANCE THEORIES

Employee performance theories are frameworks and models that aim to clarify and understand the factors that influence an employee's performance at work. These theories supply insight into the motivational factors, individual characteristics, and organisational influences that impact employee performance. By understanding these theories, organisations can develop strategies and interventions to enhance employee performance and productivity.

The following theories on employee performance, namely Job Characteristic Theory, Affective Events Theory and Campbell's Multifactor Model Theory, will be examined in the subsequent sections:

3.9.1 Job Characteristics Theory

Hackman and Oldham's (1976; 1980) Job Characteristics Theory (JCT) (illustrated in Figure 3.6) is a well-known framework with substantial significance for the understanding and enhancement of employee performance. Despite having been developed several decades ago, the JCM remains relevant in today's workplace (Radley, 2018). According to the framework, several fundamental job characteristics have an influence on employment results, and when jobs are designed to include these characteristics, employees experience greater levels of intrinsic motivation, leading to improved performance. These five job characteristics (Hackman & Oldham, 1980:78) are:

- **Skill variety** describes the degree to which a position requires employees to use a range of skills and capabilities to perform various duties.
- **Task identity** is the degree to which employees are able to recognise the finished tasks and see the observable results of their work. Jobs that provide a clear sense of task identify can increase employees' sense of responsibility and ownership, leading to higher motivation.
- **Task significance** pertains to the perceived significance and importance of a job in advancing the objectives of the organisation and society at large. Jobs that have a significant impact and make a meaningful contribution are likely to enhance employee motivation.
- **Autonomy** represents the freedom and independence employees enjoy in making decisions and exercising control over their job. Jobs that offer autonomy in decision-making and task execution can increase employee engagement.
- **Job feedback** involves providing employees with timely and transparent information on their performance and the results of their work. It gauges the degree to which completing the activities necessary for the job gives employees clear-cut, direct information about the results of their performance.
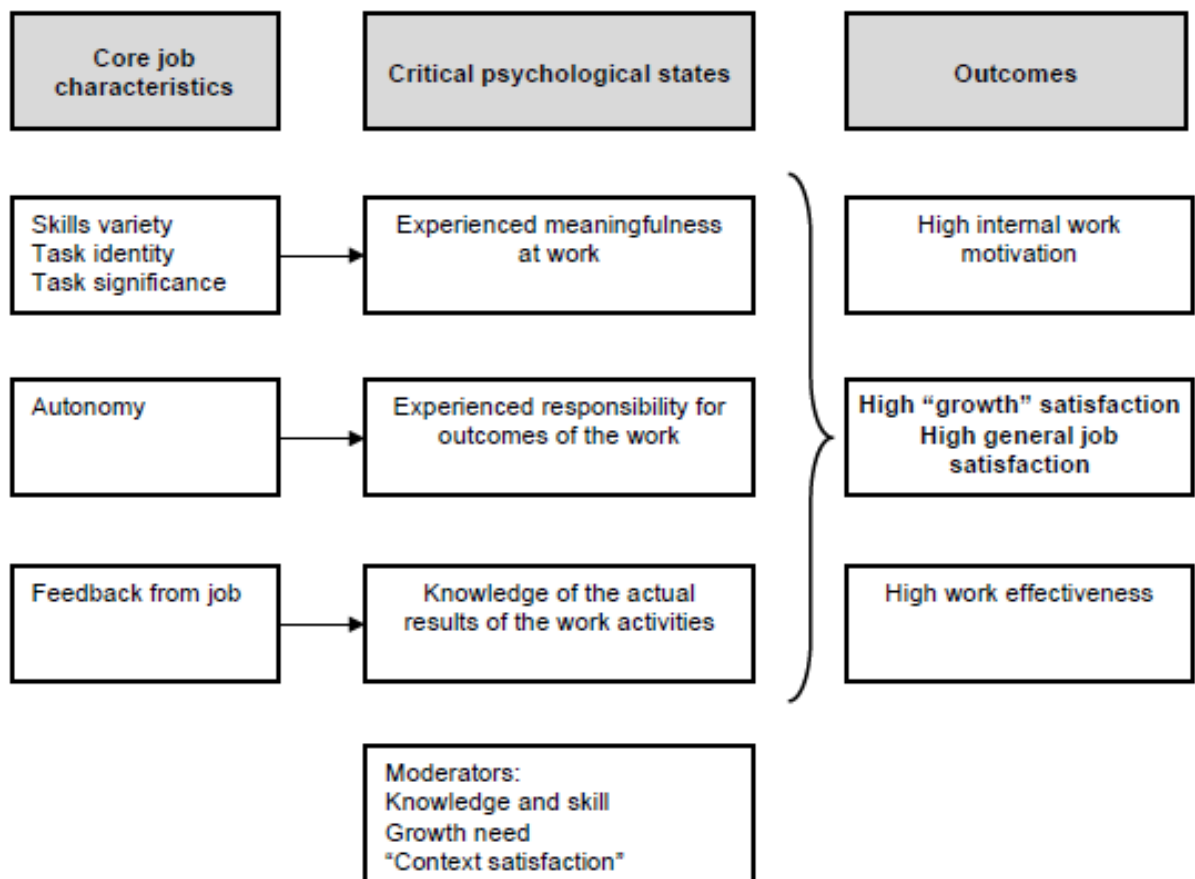
Figure 3.6: Job Characteristics Model (Adapted from Hackman & Oldman, 1980:90).

The JCM identifies the effect of three primary psychological states on three main personality characteristics: experienced meaningfulness, experienced responsibility for the results of the work, and awareness of the actual outcomes (Hackman & Oldman, 1980:90). These behavioural issues have a significant influence on diverse work outcomes, including job satisfaction, absenteeism, work motivation, and more (Tang & Do, 2019). Moreover, the JCM acknowledges that the effects of these key characteristics may vary among individuals, particularly those with a need for personal growth through their work (Tang & Do, 2019). By incorporating these core job characteristics into job design, organisations can foster the desired physiological states and influence work outcomes, thereby enhancing employee performance.

All things considered, the JCM provides a thorough foundation for understanding the connection between task design and employee performance. By incorporating the core job characteristics into job design and addressing employees' intrinsic motivation

and satisfaction, organisations may establish a culture that encourages high levels of employee performance, productivity, and work engagement (Hackman & Oldham, 1976).

While it is recognised that the JCM has some limitations, it is crucial to emphasise that a substantial body of empirical evidence supports a significant portion of the framework. One limitation of the JCM, as noted by Towler (2020), is its origination in the 1980s when job design primarily revolved around rigid roles within organisations. However, in the current evolving workplace, particularly in the evolving workplace, especially in the post COVID-19 era, there is an increasing emphasis on core competencies that can be applied across diverse settings and job positions (Towler, 2020).

3.9.2 Affective Event Theory

The Affective Event Theory (AET) is a psychological framework that seeks to explain how events in the workplace can influence employees' affective states, overall performance and work satisfaction. According to AET, specific events or circumstances at work cause individuals to have emotional reactions that change their attitudes and behaviours.

The AET was originally proposed by Weiss and Cropanzano in 1996 as a framework to explain how emotions and moods impact job. Figure 3.7 illustrates the Affective Event Theory (AET).
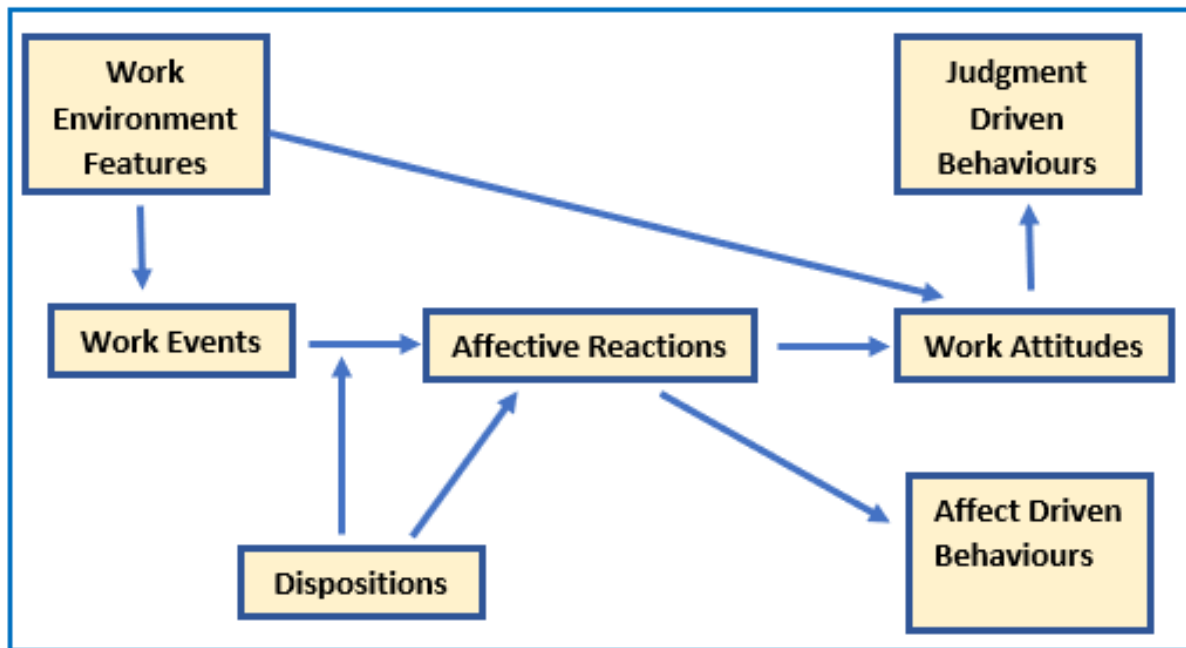
Figure 3.7: The Affective Event Theory (AET) (Adapted from Weiss and Cropanzano, 1996:12)

According to Braukmann, Schmitt, Ďranová and Ohly (2018), the theory divides workplace events into three categories: work events, interpersonal events, and personal events. Braukman et al. (2018) explain that the internal elements of employees, such as their cognitions, emotions, and mental states, along with their responses to work-related events, impact their job satisfaction, organisational commitment, and performance. According to the AET, how individuals think and act at work depends on their cognitive evaluation of their job satisfaction, while their mood and emotions affect their affective work behaviours. The AET furthermore explains how to distinguish between different emotional events at work that can yield either positive or negative impacts on job satisfaction and explains how these events can trigger emotional reactions that influence work performance, job satisfaction, and loyalty to the organisation (Braukmann, et.al., 2018).

The AET acknowledges that various factors can influence the theory, including extraversion, openness to experience, neuroticism, and conscientiousness (Luc, 2022). Additionally, performance feedback significantly impacts employee behaviours, and regular evaluations by medium-sized and large organisations have

substantial significance for employee performance and job satisfaction (Luc, 2022). Locke's (1976) Range of Affect Theory shares similarities with the AET. Locker's theory suggests that employee satisfaction is impacted by the discrepancy between job expectations and actual job experiences. It further posits that the extent to which an employee values a specific position moderates their satisfaction or dissatisfaction, based on whether their expectations are met. When an employee places significant value on a specific aspect, it has a more pronounced positive or negative influence on their satisfaction than when they do not value that aspect highly. Additionally, the more an employee values a specific aspect, the more of that aspect they can tolerate before feeling dissatisfied (Ejeh, 2021).

3.9.3 Campbell's Multifactor Model Theory

Campbell (1990) proposed a multifactor model that identifies various determinants of job performance. According to this theory, a person's unique characteristics, task-specific behaviours, and job-related knowledge and abilities all have an effect on the quality of their work. It emphasises the importance of both personal characteristics and contextual factors in influencing employee performance. Campbell (1990) proposes eight behavioral performance criteria that he believes includes the fundamental aspects of every job. However, Campbell acknowledges that the content and significance of these determinants may vary across different vocations, and that they can display various patterns in their subdimensions. The eight factors outlined by Campbell (1990:708) are as follows:

- **Job-specific task proficiency:** This alludes to an individual's ability to perform the technical tasks required to distinguish one job from others.
- **Non-job-specific task proficiency:** This relates to an individual's capacity to perform tasks that are essential for most positions within an organisation, if not for all of them, but are not unique to their position.
- **Written and oral communication:** This factor assesses an individual's competence in communicating effectively through writing or speaking to audiences of various sizes.
- **Demonstrating effort:** This measures the level of seriousness and diligence with which an individual approaches their work.

- **Maintaining personal discipline:** This factor evaluates an individual's ability to refrains from detrimental habits such as abusing alcohol, absenteeism and rule breaking.

- **Facilitating team and peer performance:** This focuses on effectiveness in supporting, developing, and assisting other members within the organisation as a cohesive unit.

- **Supervision:** This factor examines an individual's ability to effectively guide and influence subordinates in person.

- **Management and administration:** This assesses an individual's proficiency in various management tasks that do not involve direct supervision, such as establishing organisational objectives, coordinating personnel and resources, monitoring progress, and seeking new resources.

According to Motowidlo and Kell (2012:101), Campbell did not explicitly provide instances of behavioral occurrences that are valued by the organisation to varying degrees. To give an example, actions that demonstrate timely and error-free task performance would predict a positive value for the job-specific competency dimension, whereas actions that demonstrate exceptionally sluggish or incomplete task performance would be at the other extreme of the spectrum, with a negative anticipated value. Likewise, within the sixth dimension, which pertains to encouraging peer and team performance, actions demonstrating kindness and support for colleagues in need would be expected to yield positive impacts, while actions displaying hostility or harmful behaviour toward co-workers would be expected to have negative consequences (Motowidlo & Kell, 2012:101).

To assess performance within each specific behavioural domain outlined in Campbell's model, one approach is to aggregate the predicted values of all behaviors associated with the particular category. For instance, in the case of job-specific task proficiency, performance could be evaluated by summing up the anticipated value of all behaviours associated with job-specific task proficiency exhibited by individuals over a designated timeframe (Motowidlo & Kell, 2012:101).

In practical terms, the utility of using multifactor models for behavioural studies is restricted. This limitation stems from the minimal incremental explanatory value of extraneous factors beyond the market factor, which only slightly reduces the variance of anomalous returns (Campbell, Lo, MacKinlay & Whitelaw,1998). Variance reduction will usually be greatest when the sample companies possess a shared characteristic, e.g., they all fall under the same industry or all companies are concentrated within one market capitalisation group (Campbell et al.,1998). In such instances, opting for a multifactor model is a consideration worth exploring. Campbell (2013) suggests that extending the knowledge gained from previous research, the multi-factor model of performance should be applicable to virtually any workplace. This makes the model relevant to the evolving dynamics of the modern workforce.

3.9.4   Adaptability and suitability of employee performance theories

Job Characteristics Theory suggests that job design influences employee motivation and performance through core job dimensions such as task variety, significance, and autonomy (Hackman & Oldham, 1976). These dimensions may vary across roles within the agricultural sector suggesting that enhancing job design can lead to improved performance and satisfaction. In the agricultural sector, where job roles can vary widely, applying JCT might help in understanding how specific job characteristics influence employee motivation and performance. However, the theory's applicability might be limited by the diverse and often less flexible nature of agricultural roles compared to more conventional sectors. The adaptability of JCT to this sector necessitates examining how well its core dimensions align with the unique aspects of agricultural work.

Affective Events Theory (AET) posits that workplace events influence employees' emotional reactions, which in turn affect their job performance and satisfaction (Weiss & Cropanzano, 1996).

Campbell's Multifactor Model Theory identifies various performance dimensions and emphasises that performance is multifaceted (Campbell et al., 1993). In an agricultural service company, this theory provides a comprehensive framework for

understanding the various dimensions of performance that remuneration strategies might impact.

Here's how these theories can be aligned with each of the research aims:

Investigating the statistical relationship between remuneration, employee motivation, and employee performance (Research aim 1):

- **JCT** can be employed to assess how specific job characteristics, influenced by remuneration, impact employee motivation and performance. The theory's focus on intrinsic job aspects aligns with understanding how different remuneration practices affect employee outcomes.
- **AET** can be applied to examine how remuneration-related events trigger emotional responses and how these emotions affect motivation and performance. This approach is useful for understanding the emotional impact of remuneration changes.
- **Campbell's Multifactor Model** identifies multiple factors influencing performance, including declarative knowledge, procedural knowledge, and motivation. It provides a comprehensive framework for examining how remuneration influences these factors to drive overall employee performance.

Determining whether remuneration satisfaction positively influences employee motivation and performance (Research aim 2):

- **JCT:** Extending JCT to include biographical variables allows for examining how individual differences affect the relationship between job characteristics and performance. This approach can tailor motivation strategies to diverse employee demographics in agriculture.
- **AET** would help understand whether the type of goals employees set regarding remuneration satisfaction (e.g., achieving a certain income level, earning performance bonuses) impacts their motivation and performance.
- **Campbell's Multifactor Model** provides a framework for understanding how remuneration satisfaction influences different performance factors, such as knowledge and motivation. Its comprehensive approach is particularly relevant

for assessing how various performance dimensions are affected by remuneration satisfaction in the agricultural service industry.

Empirically exploring the effect of biographical variables on remuneration, employee motivation, and employee performance (Research aim 3):

- **JCT.** Extending JCT to include biographical variables allows for examining how individual differences affect the relationship between job characteristics and performance. This approach can tailor motivation strategies to diverse employee demographics in agriculture.
- **AET** can be utilised to study how biographical variables impact emotional responses to remuneration-related events. This theory aids in understanding how demographic differences influence the emotional impact of remuneration.
- **Campbell's Multifactor Model**: This model's multifactor approach is effective in analysing how biographical variables impact various performance dimensions, providing a comprehensive understanding of the interplay between remuneration, motivation, and performance.

By integrating these theories with the research aims, this theories provide a robust framework for understanding the complex relationships between remuneration, motivation, and performance in the specific context of an agricultural service company in South Africa. Each theory contributes valuable insights, though their applicability may require adaptation to address sector-specific challenges. By leveraging JCT, AET, and Campbell's Multifactor Model, researchers can gain a nuanced understanding of how remuneration practices impact employee outcomes in diverse organisational contexts.

3.10 BIOGRAPHIC VARIABLES THAT AFFECT EMPLOYEE PERFORMANCE

Inherent individual biographic variables play a pivotal role in predicting employees' success (Hendrawijaya, 2019). Specifically, attributes such as a proactive and positive attitude, high levels of reactivity, ingenuity, and adaptability are critical for enhancing employee productivity (Hendrawijaya, 2019). The study conducted by Jackalas, Martins, and Ungerer (2016) emphasises how important it is for managers to

understand and take note of the significant impact that biographical variables have on employee performance. The biographical variables, namely race, gender, age, education, marital status, number of dependants, and tenure, which affect employee performance will be discussed in the section that follows.

3.10.1 Race

According to Hendrawijaya (2019), an employee's race is one of the markers of their performance. Employers require employees who are proactive and have a good attitude. They should also have high levels of initiative, responsiveness, and inventiveness, as well as flexible sensitivity, all of which can be utilised to enhance performance (Hendrawijaya, 2019). Singh, Selvarajan and Solansky (2019) have found evidence that race acted as a moderator in the correlation between co-worker influence and employee performance, which is stronger for individuals of colour than for white individuals. On the other hand, Amegayibor (2021) found that race bears no relationship to employee performance.

3.10.2 Gender

Setati, Zhuwao, Ngirande, and Ndlovu's (2019) study looked at how employee performance was affected by gender and ethnic diversity inside a specific South African higher education institution. The results suggest a robust and favourable relationship between employee performance and ethnic and gender diversity.

Shrestha and Parajuli's (2021) research set out to investigate the link between diversity in the workplace and employee effectiveness. Workforce diversity was influenced by age, gender, education, and ethnicity. Their findings revealed a positive and statistically significant relationship between gender diversity and employee performance. Conversely, a study by Gohari, Ahmadloo, Boroujeni and Hosseinipour (2013) found no difference in respondents' performance based on biographical variables (gender, race, age, work experience, job title, marital status and education). In fact, Gohari et al. (2013) found that biographical variables do not affect employees' performance levels in any substantial way.

In other studies, Kim (2022) found that biographical variables were a controlling factor for success, technological and non-financial performance, which were moderated by gender and establishment year. In the end, the study attempted to validate the metrics and indicators of mediating and moderating roles that affect the performance of small to medium companies. A web-based survey was utilised to gather information. The study consisted of 330 chief executive officers of small and medium-sized Korean manufacturing companies.

3.10.3 Age

Amegayibor's (2021) conducted a study to investigate the connection between biographical variables and employee performance in Cape Coast, Ghana. The quantitative study focused an owner-manager organisation. The findings revealed that age and department affected employee absenteeism, whereas age and educational level affected performance levels. Furthermore, the results highlighted the hierarchical effect of age, education, and tenure, on employee productivity.

3.10.4 Education

The goal of Ismail, Anter and Abdel Fattah's (2023) study was to determine how employee biographical variables affected their ability to recognise the decision-making process at EgyptAir Airlines. The findings revealed that decision-making is influenced by qualification levels but not by gender, level of job experience, or wealth. According to Adanlawo, Nkomo and Vezi-Magigaba's (2023) research at the University of Zululand in South Africa, performance is directly impacted by education level as well as abilities.

3.10.5 Marital status

Omori and Bassey (2019) claim that variables including, age, race and ethnicity, sex, marital status, location, and level of education, have been observed to exert a favourable or unfavourable influence on employee performance. An employee's marital status is among the personal characteristics that impact their capacity to perform optimally (Omori & Bassey, 2019). Omori and Bassey (2019) investigated the degree to which employee performance at several public services in Cross River

State, Nigeria, was predetermined by demographic variables. The findings suggested that marital status has a notable impact on employee performance.

Palakurthi and Parks (2000) reported that socioeconomic factors like a person's marital status can affect many aspects of how well they perform at work. According to Lekha and Magesh (2016), single employees are capable of achieving higher levels of performance than married employees since they are less committed to their families and other responsibilities. According to Iwuagwu, Okogbo and Okonta's (2016) research, marriage has a major impact on secondary school teachers' performance. Alija, Nuredini-Mehmedi and Bexheti (2022) study concluded that married individuals are responsible for more family duties, and that single individuals tend to perform better.

3.10.6 Number of dependants

The focus of any organisation is to identify what needs to be done to consistently achieve high levels of employee performance. This entails focusing on factors like family size, but more importantly, it entails examining the tasks employees are required to complete and the collaborative environment in which they operate (Otieno & Obuba, 2022).

The results of Hendrawijaya's (2019) study on cigar enterprises in Jember Regency, East Java, Indonesia, showed that the number of family members had a beneficial effect on employee performance. Similarly, Otieno and Obuba (2022) conducted a second research study involving 74 female volunteers at dairy farms in Meru Central, Kenya. The aim of the study was to investigate the influence of family size on the job performance of female administrators. The majority of participants, according to the data, firmly believed that having children affected their ability to perform at work.

3.10.7 Tenure

According to Amegayibor (2021), tenure is the duration of a person's employment with an organisation, measured in years or experience. Tenure represents a direct line of communication between an employer and an employee, and it is a factor in how well

an employee performs. Years of service and learning through trial and error are likely to develop and increase the skills needed for effective work performance (Amegayibor, 2021).

Hendrawijaya's (2019) study involving a sample of 140 employees revealed that years of service exert a notably favourable effect on employee performance. Similarly, Phytanza and Burhaein (2020) conducted research on civil servants in the special region of Yogyakarta city, revealing a significant impact of employment tenure on the performance of special needs teachers. Amegayibor's (2021) findings also highlighted the influence of tenure on employee's performance. In the study by Alija, Nuredini-Mehmedi and Bexheti's (2022) based on academic experience, optimal outcomes were observed at tenure levels of 1–2 years and 6–10 years.

Since employee dynamism and attitude towards work are essential to organisational management, addressing biographical variables in the workplace should be a concern for any organisation (Amegayibor, 2021). Managers should not undervalue the importance of employee biographical variables when running an organisation (Amegayibor, 2021).

3.11 IMPACT OF COVID-19 ON EMPLOYEE PERFORMANCE

The impact of COVID-19 on employee performance has emerged as a pressing area of research, reflected in the paucity of research on how the epidemic affects employee well-being and overall performance in an organisational setting. Current research has revealed a shortage of research that specifically examined how the pandemic has affected employee performance (Popa et al., 2022). The COVID-19 pandemic has precipitated significant changes in work dynamics, with many individuals choosing to work remotely and avoiding social gatherings and travel (Singh & Singh, 2020). Narayanamurthy and Tortorella's (2021) investigation sought to determine how COVID-19 affected employees' performance. The researchers gathered information from remote employees employed by certain Indian service sector organisations during the COVID-19 outbreak. The results revealed that, particularly taking the home office environment into account, employee performance was positively impacted by

COVID-19's work implications. Like other organisational changes, remote work has both advantages and disadvantages. The adoption of this flexible working style is often viewed as a deliberate decision that requires planning, preparation, and flexibility so that businesses are better able to boost employee performance and provide a healthy work-life balance (Galanti et al., 2021).

It has been suggested that being restricted due to COVID-19 results in tension, anxiety, and discontent among individuals (Brooks et al. 2020). These unprecedented circumstances have resulted in increased stress levels and a sense of uncertainty (Singh & Singh, 2020). It is well established that stressors can have detrimental effects on both organisational and employee performance, leading to decreased job quality and increased staff turnover (Pandey, 2020). This has emerged as a notable challenge for organisations globally (Pandey, 2020).

Kumar, Kumar, Aggarwal and Yeap (2021) examined the effects of COVID-19-induced alterations in the working professionals' lifestyles, work environments, overlapping duties, dissatisfaction with their performance at work, distress, and life satisfaction. Findings revealed that role overload and lifestyle changes had no significant impact on employee performance. However, family distractions, workplace discomfort, and distress were found to significantly affect employee performance. As the discomfort levels increased during COVID-19, employee performance declined, consequently leading to reduced life satisfaction.

Popa et al. (2022) looked at how COVID-19 affected employees' performance as well as their physical and emotional well-being in Romanian organisations in both the public and commercial sectors. They found that while COVID-19 had a minimal direct effect on employees' physical and mental health, it significantly impacted overall work performance. The research showed that the stronger the perception of the COVID-19 effects, the greater the decline in work performance. Interestingly, the factors connected to health-related stress did not affect the correlation between employees and their overall work performance and the impact they experienced from COVID-19. However, in Saleem, Malik and Qureshi's study (2021) it was found that, taking psychological states into consideration, stress and performance correlations are

moderated by social exchange theory and safety culture. The study's findings indicated that while COVID-19 stress enhanced adaptive performance, it negatively impacted task and contextual performance. The presence of a safety culture also significantly moderates the association between stress and performance.

Mudegu and Kamaara (2022) state that COVID-19 had an impact on human health, employee performance and financial activity in organisations throughout the world. Businesses and governments globally were compelled to change the paradigm of how they carried on their daily operations by adopting innovation and re-evaluating their policies to survive the pandemic (Mudegu & Kamaara, 2022).

The literature on the impact of COVID-19 on employee performance provides valuable insights but also reveals significant gaps and complexities. While remote work can enhance performance under certain conditions, stress and mental health challenges remain critical issues that need addressing. The effects of COVID-19 on performance are not uniform and vary based on sectoral and contextual factors. Future research should focus on exploring these nuances and developing targeted interventions to support employee well-being and performance in the evolving work environment.

3.12   INTEGRATION OF THE THREE CONSTRUCTS: REMUNERATION, EMPLOYEE MOTIVATION AND EMPLOYEE PERFORMANCE

This section provides a theoretical synthesis of the relationships between remuneration, employee motivation, and employee performance, evaluating their interconnectedness and relevance within different contexts.

3.12.1 Remuneration and employee motivation

Remuneration serves as a key instrument for evaluating employee performance, as it motivates individuals to work with intensity and enthusiasm (Business Bliss Consultants, 2018). Khalfallah, Necib and Saghrouni (2021) broaden this understanding by including various forms of variable remuneration, not just salaries. Nahar and Zayed (2019) emphasise the necessity of aligning reward structures with

employees' diverse needs and motivations, underlining the importance of equity in remuneration to foster motivation).

Satka (2019) reinforces the influence of remuneration on employee behaviour and adherence to organisational standards, highlighting that frequent, immediate, and substantial rewards having the most significant and motivational insights (Khudhair et al, 2020). This highlights the role of timely and meaningful rewards in enhancing motivation.

Smith, Joubert and Karodia' (2015) provide empirical evidence from a South African medical technology organisation. The findings indicated that employees were more motivated by intrinsic rather than extrinsic remuneration, even though annual wage increases, and a thirteenth cheque (considered extrinsic remuneration) were the most highly valued benefits among employees at the organisation. This suggests that intrinsic motivation can be a stronger driver, even in financially motivated environments.

The purpose of Tambi and Azem's (2019) study was to explore the motivational strategies employed within Cameroonian agricultural organisations and analyse their impact on employee productivity. The study utilised both secondary and primary data, with secondary data spanning every month from 2007 to 2016 and primary data gathered through questionnaires completed by 121 estate employees. The research population comprised of customers, wholesalers, retailers, administrative staff from the Cameroon Tea Estate, Djuttitsa Plantation, factory workers, and tea pluckers. Stratified random sampling was the sampling method employed.

The findings revealed several critical issues. Despite the importance of motivation in enhancing productivity, the study concluded that employees receive relatively low pay, and only a few receive protective gear at work. Additionally, yearly leave and leave allowances are utilised as little as possible as motivational tools. Furthermore, promotions, recognition, and praise are among the few forms of employee motivation identified. Tambi and Azem's (2019) study highlights the critical need for improved motivational strategies in Cameroonian agricultural organisations. The findings

suggest that current practices are insufficient, necessitating a more comprehensive and tailored approach to enhance employee productivity and satisfaction.

In a study by Jankelová, Joniaková, Remeňová, and Némethová (2021) conducted in the agricultural industry in Western Slovakia, the motivational factors influencing employees' job satisfaction and stability were examined. Herzberg's Two-Factor Theory of Motivation served as the foundation for the study, with modifications made to account for the unique characteristics of the agricultural labour market. The study discovered that financial incentives, base salary and various forms of remuneration were the primary motivators for agricultural employees across all age groups.

Permana and Bharoto (2021) demonstrated a direct correlation between remuneration and employee output in an Indonesian hospital, suggesting that improvements in the wage system can enhance motivation and productivity. Khalfallah et al. (2021) emphasise the significance of variable remuneration in boosting motivation by allowing empoyees to augment their salaries through bonuses and other incentives.

These studies collectively highlight the multifaceted nature of remuneration as a motivational tool, highlighting its intricate interplay with organisational dynamics and employee satisfaction across diverse industries and geographical contexts.

3.12.2 Remuneration and employee performance

Ismail (2020) highlights the importance of delivering remuneration proportionately to optimise employee performance, arguing that performance-based pay encourages continuous excellence. Mahmud, Hidaya, and Widhiastuti (2018) and Gohari et al. (2013) support this view, finding significant positive relationships between remuneration and performance. This is corroborated by Onyekwelu et al. (2020) and Satka (2019), who noted the substantial impact of remuneration packages on performance. Nahar and Zayed (2019) concluded that employees are motivated by performance-based reward systems and strive to enhance their performance to attain additional rewards. However, Nahar and Zayed (2019) further postulate that differences in employee situations can affect the relationship between remuneration

and motivation. Factors such as the fulfilment of basic human needs, comparisons with others' rewards, and the desire for equitable reward structures underscore the importance of addressing individual employee needs (Nahar & Zayed, 2019). Mahmud et al. (2018:74), in contrast, discovered that remuneration has no effect on employee performance and, as a result, does not inspire employees to perform better.

Zikanga, Anumaka, Tamale and Mugizi's (2021) study specifically examined the connection between teachers' pay and job performance in government high schools in Western Uganda. The research considered various aspects of remuneration, including basic salary, income security plans, bonuses, and allowances. The study discovered that excellent job performance is hampered by inadequate remuneration, especially when base pay is low, and bonuses or allowances are absent. Conversely, the presence of income security plans was found to improve teachers' performance at work.

The purpose of Amalia and Gunarto's 2022 research was to ascertain how employee performance and contentment in public institutions are affected by remuneration and work environment. The research demonstrated a significant and positive correlation between remuneration and job satisfaction among civil servants in Musi Rawas Utara. However, the correlation between employee performance and remuneration was found to be insignificant. The study by Pangabean, Dirbawanto and Siregar (2022) emphasised the positive effect of remuneration on employee performance. Their study revealed that employee performance improves with increased remuneration.

In line with this, Nurlina (2022) emphasised the significance of remuneration as a defining factor for individuals in employment, particularly those whose remuneration is directly tied to their work output. Given the way employee performance is impacted by the remuneration offered, it is imperative that the remuneration-related issues be properly monitored (Nurlina, 2022).

The study by Madingwane et al. (2023) examined the impact of a stagnant pay structure on employee performance and retention within South Africa's Department of Public Service and Administration. Using a self-administered questionnaire and

employing stratified random sampling with 340 respondents, their mixed-methods convergent-parallel design integrated qualitative and quantitative data. The findings revealed that higher remuneration leads to higher employee performance.

In contrast, Bussin, Wöcke, and Deysel (2023) explored the relationship between CEO remuneration and company performance within South Africa's top 100 listed companies, with an emphasis on the influence of remuneration governance. By analysing the panel data from 67 companies using various regression analyses, the research investigates the impact of regulatory measures on this relationship. The study revealed a statistically significant positive relationship between CEO remuneration and total performance.

In summary, the research discussed above strongly supports the idea that employee performance is directly impacted by remuneration. It is essential for organisations to deliver remuneration proportionately and provide adequate remuneration. Careful consideration of various aspects of remuneration, such as salary, bonuses, allowances, and income security plans, can contribute to enhancing employee performance and job satisfaction. By aligning remuneration with employee performance, organisations can positively influence employee motivation and productivity.

3.12.3 Employee motivation and employee performance

The research findings presented here show a strong correlation between employee motivation and performance. Liow et al. (2023) propose that employees' work expectations are influenced by their needs, desires, and previous experiences, driving them to strive for their goals. Additionally, when leaders' express gratitude and praise for well-accomplished tasks, they foster a sense of motivation among employees (Loor-Zambrano et al., 2022). Employee job satisfaction is directly correlated to the likelihood of accomplishing work objectives (Neuber et al., 2021).

Employee performance is significantly impacted by motivation, according to Mahmud et al. (2018:74). Therefore, increased motivation tends to lead to improved

performance. This corelation was substantiated by Ekundayo (2018), who observed a robust and positive correlation between employee motivation and performance. Similarly, research by Kuswati (2020) has empirically shown that motivation has a solid and positive impact on employee performance. These findings were confirmed by Twalib and Kariuki (2020) within a Kenyan context, indicating a positive correlation between employee motivation and performance. This implies that boosting employee motivation leads to improved employee performance. Additionally, research by Twalib and Kariuki (2020) revealed that employees' performance is significantly predicted by their level of motivation.

Elnabawy (2021) examined the connection between employee motivation, productivity, and the importance of education in Pakistani institutions. In a study involving 118 university respondents, the effects of HR requirements, including employee motivation, advancement, and training, were examined. The study found that staff training and promotion in Pakistani institutions positively and significantly impacted employee performance.

Sinambela and Ernawati (2021) examined the impact of skill, experience, and job incentive on employee performance using an associative research study with employees from a distributor firm in Surabaya. The results revealed that experience significantly impacted employee performance. Work ability and motivation also significantly influenced employee performance. These factors included aptitude, motivation, and experience, all of which have substantial significance in determining an individual's performance.

Lis et al. (2022) investigated the effects of career development on job motivation and employee performance at the Aceh Agriculture and Livestock Service Office. The study revealed a direct correlation between performance and both the work environment and career advancement, with job motivation acting as a partial mediator in this relationship. Darmawan, Hariyanto and Budi (2022) emphasise the importance of motivation in encouraging employees to exert extra effort to attain their goals. A highly motivated individual is more likely to exhibit high performance, while low employee motivation often leads to poor work outputs or performance.

The study conducted by Adanlawo et al. (2023) examined the impact of work satisfaction on the performance of employees. The sample consisted of 30 employees from the University of Zululand in South Africa. Herzberg's two-factor theory of hygiene and motivation was employed in the study to explain why employees were motivated to do their best work. This quantitative study included structured questions as part of a cross-sectional survey design. The results suggest that there is no relationship between work happiness and employee performance.

In summary, the literature reviewed provides a nuanced understanding of how various factors, including intrinsic motivations, leadership support, HR practices, and contextual variables, contribute to shaping employee motivation and performance. While there is robust evidence supporting a positive correlation between motivation and performance across diverse contexts, discrepancies and contextual nuances highlight the complexity of these relationships. Future research should continue to explore these dynamics to inform targeted strategies aimed at enhancing employee engagement, motivation, and ultimately, organisational performance.

3.12.4 Remuneration, employee motivation and employee performance

The objective of this section is to report on findings from various research studies on the three concepts of remuneration, employee motivation, and employee performance. These studies collectively highlight the important relationships and among these variables and the impacts they have.

Azeez, Balogun, Omotoye and Ajimotokan (2020) conducted research on a global communication's organisation in Lagos, Nigeria, and found that remuneration plays a significant role in both employee motivation and employee performance. They suggest that offering competitive remuneration can enhance employee motivation and foster higher work efficiency. Additionally, the authors propose that aligning remuneration with rewards can contribute to achieving organisational objectives (Azeez et al., 2020).

Research conducted by Susanto and Hudayah (2022) sought to assess the correlation between competence, motivation, and pay for performance at Samarinda Class II Penitentiary in East Kalimantan. The influence of a transformational leadership approach on this association was also investigated. The authors found that employee performance was slightly improved by competence, motivation, and remuneration. The transformational leadership style significantly influenced both motivational factors and the competence variable, which affected employee performance. However, the impact of remuneration on employee performance was not moderated by the transformational leadership style.

Similarly, Darmawan et al. (2022) examined the moderating effect of leadership style in the relationship between employee performance, remuneration and motivation. This study involved employees from different work units in the technical implementation unit in Nusakambangan, Cilacap Regency, Central Java Province. The findings demonstrated that although leadership style did not mitigate the impact of motivation or remuneration on employee performance, both factors had beneficial effects on employee performance.

Hartono and Nurwati (2021) conducted research at a particular hotel in Jakarta, to assess the effects of motivation and remuneration on employee performance. The study's findings revealed that employee performance was greatly improved by remuneration and motivation. Factors such as salary, job satisfaction, and remuneration were found to positively influence employee performance. Moreover, job happiness emerged as a contributing factor to enhanced employee productivity.

One approach to improving work performance, motivating employees, and enhancing their performance is through remuneration (Pan, Wu & Li, 2022). Remuneration serves as a source of competitiveness for companies by aligning employee performance with organisational goals. If various forms of motivation are combined, there is an interactive influence on employee performance (Jankelová et.al., 2021).

Different studies have identified a connection between remuneration, employee motivation and the employee (Onyekwelu et al., 2020). Although the three components

have been studied concurrently in research studies (Azeez et al., 2020; Martono, Khoiruddin & Wulansari, 2018), to the best of the researcher's knowledge, no previous investigations of this type have been done inside the South African agricultural sector, hence the need for this study. Following the literature review, Figure 3.8 illustrates the conceptual[1] model used in this study.
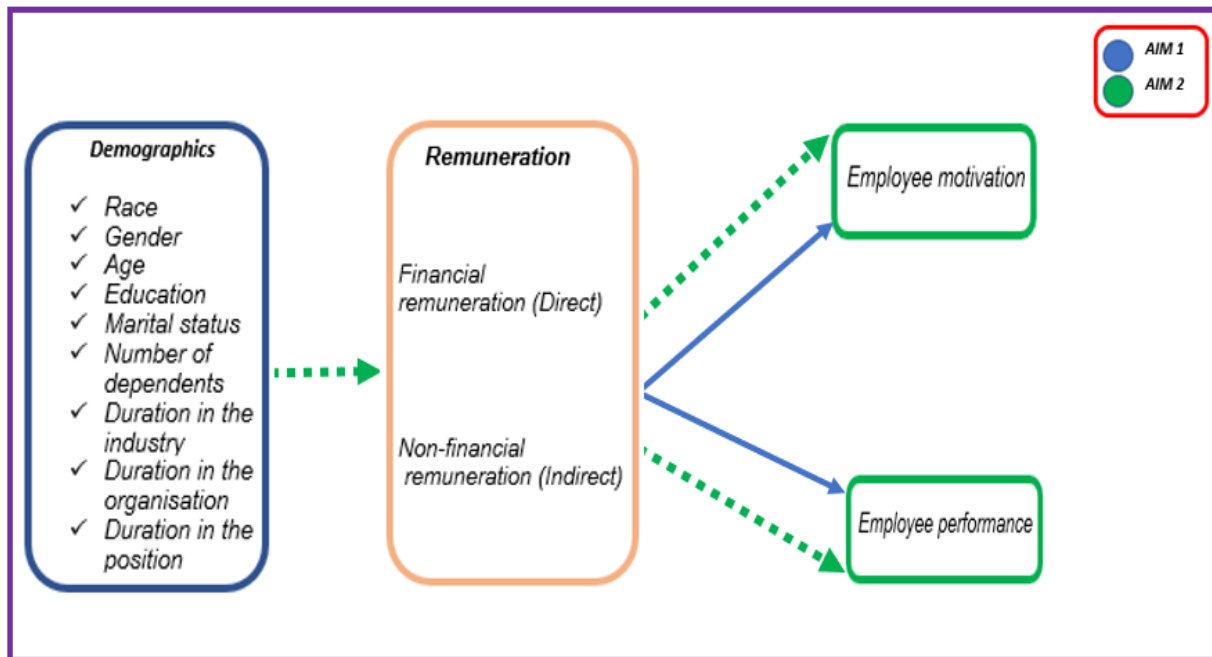
Figure 3.8: Conceptual framework (Own compilation)

This research explores employees' perspectives on the role of remuneration in the "new normal" in increasing employee motivation and employee performance in an agricultural service company in South Africa (Aim 1) and the biographical variables (race, gender, age, duration in the organisation and duration in the position) that affect remuneration, employee motivation and employee performance (Aim 2).

Integration of these studies provides strong evidence of the interconnection between remuneration, employee motivation, and employee performance. Adequate and proportionate remuneration, along with other key factors like effective leadership support, career development opportunities, a positive work environment, and intrinsic

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[1] While the current study did not include hybrid work as a variable, the framework can be extended to accommodate such variables in future research.

motivation, collectively contribute to enhancing employee performance and fostering job satisfaction. These findings emphasise the importance of organisations' prioritising these factors to cultivate a motivated workforce and drive overall performance improvement.

3.12.5 Influence of hybrid work on remuneration, motivation and performance

Understanding the dynamics within an organisation is critical, particularly in light of the "new normal" brought about by hybrid work models. Existing literature suggests that hybrid work can significantly influence the constructs of remuneration, motivation, and performance. Galanti et al. (2021) highlight that remote work productivity, engagement, and stress levels are key factors influenced by the shift to hybrid work. This section integrates research on these constructs, examining how hybrid work affects each.

Vyas and Butakhieo (2021) discuss the impact on work-life domains, suggesting that remuneration must adapt to these changes. Additionally, Carillo et al. (2021) provide empirical insights into the adjustments required for telework.

The shift to hybrid work has employee motivation in various ways. A study conducted by Vainkovaite and Andersson (2024) revealed that employees are significantly motivated by workplace flexibility and social interactions. Their findings further revealed that a sense of autonomy is a key source of intrinsic motivation in hybrid work, serving as a foundational requirement for fulfilling other needs. Vehosalmi's (2022) study highlights significant shifts in employee motivation due to the advent of hybrid work, with employees now demanding greater flexibility and autonomy, surpassing pre-pandemic levels. This change is crucial for understanding the current workplace dynamics, especially in light of the "great resignation" phenomenon, where employees leave jobs if their motivational needs, such as flexibility and freedom, are unmet.

Employee performance in a hybrid work model has shown varied outcomes. Maake (2023) notes inconsistencies in employee performance, suggesting a need for further exploration. Jindian and Gilitwala (2024) found that employee engagement had a positive effect on employee performance. This illustrates that employees' feeling that they are engaged, even though they are working in a hybrid model organisation, has a positive effect on their performance. Davidescu et al. (2020) suggest that workplace flexibility allows employees to professional responsibilities and personal lives, leading to higher performance and job satisfaction, which benefits the organisation overall. Conversely, Ferrara et al., (2022) argue that work isolation can undermine employees' sense of belonging and support, increasing stress and anxiety and negatively affecting performance. Additionally, Slavkovic, Sretenovic, and Bugarcic (2022) found that inadequate formal training, due to organisations' lack of preparedness for hybrid work significantly impacted employee performance.

The shift to hybrid work models requires organisations to adapt their remuneration strategies to address new employee needs and expectations. Flexibility and autonomy have become critical motivators, and their absence can lead to higher turnover rates, as seen in the "great resignation." Performance outcomes in hybrid work models are mixed, indicating that while engagement and flexibility can enhance performance, isolation and insufficient training can be detrimental. This emphasise the need for comprehensive strategies that integrate remuneration, motivation, and performance to effectively manage the workforce in the "new normal."

3.13 SYNTHESIS AND CRITICAL EVALUATION OF THEORETICAL FRAMEWORKS

This section aims to synthesise the insights from the preceding literature review chapters and provide a comprehensive critical evaluation of the different theories discussed in this study. The theories discussed, Equity Theory, Reinforcement Theory, Agency Theory, JCT, AET, Campbell's Multifactor Model, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Vroom's Expectancy Theory, and SDT offer varied perspectives on the constructs of remuneration, employee motivation, and employee performance. This section critically assesses these

theories' limitations, assumptions, and contextual fit within the agricultural sector to enhance the literature review's relevance and robustness.

3.13.1 Synthesis of Individual Literature Review Chapters

The preceding and current literature chapters explored the relationships between remuneration, employee motivation, and employee performance within the agricultural sector. Equity Theory emphasises fairness in remuneration, while Reinforcement Theory highlights the role of rewards and punishments. Agency Theory examined the dynamics between principals and agents, and JCT focused on job design's impact on performance. AET and Campbell's Multifactor Model provided insights into emotional and multifaceted aspects of performance. Maslow's, Herzberg's, Vroom's, and SDT theories offered foundational perspectives on motivation.

3.13.2 Critical Evaluation of Chosen Theories

Identifications of limitations - Each theory has inherent limitations. Equity Theory, for instance, assumes that perceptions of fairness are universal, which may not account for cultural differences within the agricultural sector (Adams, 1965). Reinforcement Theory might oversimplify motivation by focusing primarily on external rewards, potentially neglecting intrinsic motivators (Skinner, 1953). Agency Theory's reliance on monitoring and incentives can be impractical in contexts with significant physical and managerial separation (Barney & Hesterly, 2021).

Evaluations of assumptions: The assumptions underlying these theories often require scrutiny. JCT assumes that task variety and autonomy universally enhance performance, which might not hold true in highly regimented agricultural roles (Hackman & Oldham, 1976). Maslow's Hierarchy of Needs assumes a fixed progression of needs, which may not reflect the fluid and context-specific nature of employee motivations (Maslow, 1943).

Examination of contextual fit: In the agricultural sector, unique dynamics such as seasonality and external environmental factors significantly influence employee behaviour Additionally, in close-knit agricultural communities, perceived unfairness

can quickly affect morale and productivity (Xoxo et al., 2023). Equity theory is well-suited for agriculture as it addresses the unique challenges of labour intensity. The applicability of AET and Campbell's Multifactor Model, which consider emotional and multifactorial dimensions of performance, may be better suited to environments with more stable conditions (Weiss & Cropanzano, 1996; Campbell et al., 1993). Similarly, SDT's emphasis on autonomy, competence, and relatedness needs to be contextualised within the specific operational constraints of the agricultural industry (Deci & Ryan, 2000).

Comparison and contrast: Comparing these theories reveals varying degrees of explanatory power and predictive ability. For instance, Herzberg's Two-Factor Theory offers a dual perspective on job satisfaction and dissatisfaction, which may provide a nuanced understanding of employee motivation but might be less predictive of specific performance outcomes (Herzberg, 1966). In contrast, Vroom's Expectancy Theory directly links effort, performance, and rewards, offering a more straightforward predictive model (Vroom, 1964).

Proposed modifications or extensions: Given the contextual specifics of the agricultural sector, an integration of multiple theories might better capture the complexities of remuneration, motivation, and performance. For example, combining SDT's focus on intrinsic motivation with Equity Theory's emphasis on fairness could provide a more holistic understanding of employee behaviour in this sector. Reinforcement theory, which uses rewards and punishments to shape behaviour, is effective for motivating agricultural workers by enhancing productivity and job satisfaction. In the agricultural industry, repetitive tasks make reinforcement strategies effective for maintaining performance. Immediate feedback, inherent in agricultural tasks, aids the application of reinforcement principles. Positive reinforcement can also encourage skill development and adherence to best practices. Overall, reinforcement theory suits agriculture due to task repetition and immediate feedback. Additionally, extending Reinforcement Theory to include intrinsic rewards could address its current limitations

Empirical support: Empirical evidence supports the relevance of these theories within various contexts. For example, recent studies have demonstrated the applicability of SDT in promoting employee well-being and performance across different industries, including agriculture (Ryan & Deci, 2020). Similarly, research on JCT in administrative roles highlights the importance of job design in enhancing employee engagement and performance (Morgeson & Humphrey, 2006).

The critical evaluation highlights the strengths and limitations of the chosen theoretical frameworks, emphasising the need for context-specific adaptations. This synthesis highlights the importance of integrating multiple theories to address the complexities of remuneration, motivation, and performance in the agricultural sector. Future research should continue to refine these theoretical models, considering the unique dynamics and evolving nature of the workplace.

3.14 CHAPTER SUMMARY

An extensive overview of the research on the relationship between remuneration, employee motivation, and employee performance was provided in this chapter. The results demonstrate the importance of these dimensions and how they affect the performance of organisations. By examining multiple studies, this chapter demonstrates the interrelatedness of remuneration, employee motivation, and employee performance. The research methods used in the study will now be covered in full in the next chapter, along with a general overview of the methodology that was chosen, study design, data collection techniques, and data analysis approaches.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 INTRODUCTION

This chapter outlines the methodology employed to achieve the empirical aims of the study. Firstly, the research design is explored, after which the research methodology is investigated. The methodological approach which includes unit of analysis, validity, research variables, delimitations, and ethical considerations is the focal point of the study design. The research methodology, including population and sampling, research tools, data collecting, data processing, and data analysis, is covered in this chapter. This chapter concludes with a synopsis.

In summary, this chapter aligns with step 4 and phase 2 of the research process, as represented in chapter 1, Figure 1.2
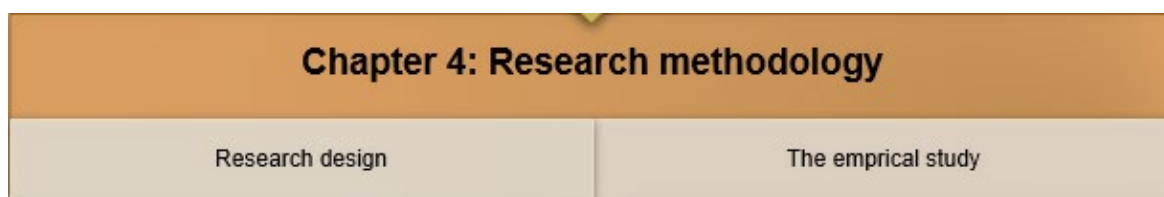
4.2 RESEARCH DESIGN

Hilton et al. (2019) view research design as a blueprint for gathering participants information, while Pandey and Pandey (2021:18) define it as a framework guiding and analysing data collection. Mishra and Alok (2022:7) describe research design as a method by which the many elements of study are combined in a consistent and logical fashion, including data collection, measurement, and analysis plans.

4.2.1 Research approach

This study was conducted in 2022, during a transitional period following the initial impact of the COVID-19 pandemic. Ipsen et al. (2021) and Toscano and Zappalà (2020) suggest that workplace practices continue to evolve, particularly with the adoption of hybrid work models. While the present study did not focus on hybrid

work, its implications are recognised. This study employed a quantitative, explanatory, cross-sectional descriptive research methodology with the goal of investigating employees' viewpoints about the function that remuneration plays in raising employee performance and motivation in an agricultural services company within South Africa.

Quantitative studies analyse data objectively using numerical methods, such as structured questionnaires or statistical analysis (Creswell & Creswell, 2018:41). In this study, quantitative methods were chosen for data collection, specifically through questionnaires.

Digital and paper-and-pencil questionnaires were used to gather data for this research, with the goal of extrapolating from a sample of the population. Questionnaires offer benefits like privacy, flexibility, affordability, ease of analysis, and generalisability (Gupta & Gupta, 2022:19). However, they lack context, direct contact with respondents, and may yield superficial data (Gupta & Gupta, 2022:19). Despite these limitations, questionnaires were chosen for their practicality and ability to generalise.

This research study is largely explanatory and descriptive, addressing relevant factors pertinent to the research questions.

4.2.1.1 Explanatory research

The main goal of explanatory research is to understand the causal relationship between variables (Al-Ababneh, 2020). It also seeks to interpret the researcher's findings and insights to enhance or refine existing theories (Swedberg, 2020). Explanatory research goes beyond merely demonstrating a correlation between variables and tries to explain the underlying mechanisms and the reasons why things happen (Casula, Rangarajan and Shields, 2021).

According to Gupta and Gupta (2022:6), explanatory research prioritises the discovery of concepts and insights over gathering evidence that is statistically accurate. Typically, a researcher will begin with a concept or an observation and

work to understand it better. It is most frequently used to clarify existing business difficulties, identify possible development areas, and consider various courses of action that call for statistical analysis (Gupta & Gupta, 2022:6). Rather than seeking to prove a cause-and-effect relationship, explanatory research studies focus on the strength, direction, and degree of the correlation between variables. The purpose of the current study was therefore not to prove a cause-and-effect relationship, but rather to determine whether there is a relationship between remuneration, employee motivation, and employee performance at an agricultural services company in South Africa.

4.2.1.2 Descriptive research

Descriptive research, as defined by Gupta and Gupta (2022:6), involves systematic planning aimed at extracting population statistics from data. Mishra and Alok (2022:2) describe it as including surveys and fact-finding investigations to clarify the existing status of a situation. This study relied on descriptive statistics, such as means and standard deviations, to analyse the variables and biographical variables of the sample. Additionally, descriptive research was instrumental in conceptualising remuneration, employee motivation, and performance, as noted in the literature. Employing a survey methodology with questionnaires, the study adopted a descriptive approach, facilitating data collection from large populations and enabling the generalisation of research findings (Gupta & Gupta, 2022:19).

4.2.2 Research variables

For this study remuneration is the independent variable (IV), while employee motivation and employee performance are the dependent variables (DV). This study's goal is to ascertain whether these factors in a South African agricultural service company are statistically significantly correlated. Biographical variables (race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position) have been included to determine the differences between groups.

4.2.3 Unit of analysis

According to Nayak and Singh (2021) define unit of analysis as the subject under investigation, such as an individual, a group, or an object. This concept includes various entities, including Individuals, groups, organisations, nations, and technologies. Understanding the unit of analysis is crucial as it impacts the type and sources of data needed for research (Nayak & Singh, 2021). In this study individuals (sample participants) within a South African agricultural organisation served as the unit of analysis.

4.2.4 Validity and reliability

Validity and reliability stand out as crucial attributes to consider when assessing research measurement instruments (Haradhan, 2017). Once the validity and reliability of the research have been confirmed, the findings in both qualitative and quantitative research are deemed reliable and trustworthy (Coleman, 2022).

4.2.4.1 Validity

Validity, according to Nayak and Singh (2021), describes the precision and dependability of tools, data, and study conclusions. The findings and conclusions drawn from the data must be supported by valid instruments and data (Nayak & Singh, 2021). According to Pandey and Pandey (2021:93), validity may be classified into two categories: internal validity and external validity.

Internal validity refers to the way a study was conducted, how data were gathered, and analyses conducted, and to the question whether the study can be replicated (Haradhan, 2017). Internal validity is the minimum requirement for an experiment to be useful and what matters most is whether the independent variable influenced the dependent variable (Pandey & Pandey, 2021:93). According to Cohen, Lawrence and Morrison (2018:253), the goal of internal validity is to demonstrate that the evidence gathered in a research study is sufficient to support the interpretation of a certain event, problem, or collection of facts. For this research, internal validity was assured through the following measures:

1. The researcher employed standardised measurement tools that aligned with the research assumptions, ensuring consistency in presentation.
2. The deductive research design was supported by relevant literature, models, and presumptions pertaining to the study subject, problem statement, and research purpose.

External validity is concerned with the study's generalisability; that is, how probable is it that the reported effects will occur outside research? According to Cohen et al. (2018:253-254), assessing external validity entails determining the extent to which the results may be extrapolated or applied to larger populations, bodies, places, time periods, or circumstances, beyond those specific to the study. A study's external validity establishes whether its findings may be applied to other relevant populations (Pandey & Pandey, 2021:94). The external validity of the current study was ensured through the following techniques:

- Stratified random sampling was used. Subgroups were formed from the sample population based on geographic location across nine provinces within an agricultural services company in South Africa. For this purpose, a complete list supplied by the human resources department was used. This strategy was unbiased and objective and guaranteed that the population sample would probably be representative of the entire population.
- Research instruments whose dependability has been proven through prior research were chosen in citing the literature sources on which the theoretical views were based.

4.2.4.2 Reliability

According to Cohen et al. (2018:268), reliability refers to the consistency of measurements when made by different individuals using different instruments to measure the same phenomena across various times and conditions. Instruments that are precise, consistent, and stable are deemed reliable. The greater the consistency and stability of an instrument, the more reliable it is. (Cohen et al., 2018:268).

Internal reliability evaluates the uniformity of outcomes across items within an assessment (Nawi, Tambi, Samat, & Mustapha, 2020:20). In this study, Cronbach's alpha values were used to verify the consistency and reliability of the data collecting instruments. While there are other measures available for assessing internal consistency, the one most widely used is the Cronbach's alpha coefficient (Nawi et al., 2020). Cronbach's coefficient shows the average correlation between all the elements on the scale, with. values ranging from zero to one (Pallant, 2020:6). The scales are more reliable when the value is higher (Nawi et al., 2020). Generally speaking, a Cronbach's alpha score of at least 0.70 is appropriate; however, this might change depending on the study. A score of 0.60 for Cronbach's alpha is adequate for exploratory research (Hair et al., 2021:77).

External reliability refers to the consistency of a measure across different applications or settings (Nawi et al., 2020). In this study, the reliability of the measuring instruments is discussed in detail in the subsequent paragraphs, and their validity has been confirmed by previous research. The findings of this investigation are corroborated by both the existing literature and empirical data, which are thoroughly reviewed and reported.

To test reliability, the method of replication was utilised together with a pre-test of the data based on research by various subject experts. To ensure reliability, standard document testing procedures were followed. Detailed protocol and databases were set up to ensure that everyone was following the same procedure (Creswell & Creswell, 2018:251). As a further measure to ensure the reliability of this study, the questionnaires were checked for completeness. The paper-based questionnaires were randomly selected and checked for data input errors. Statistical analysis was performed utilising the Statistical Package for the Social Sciences (SPSS). This also ensures reliability. The researcher ensured that the literature used in the research was both modern and classical in line with Hart's (2018) assertion that both recent and classical literature should be included.

4.2.5 Delimitations

The study's scope was restricted to examining the connection between remuneration, employee motivation and employee performance in an agricultural service company in South Africa. Biographical variables such as gender, age, race, job position, and tenure were used as control variables to reduce the influence of other factors on these constructs. The research population consisted of full-time employees aged 18 to 65 across nine provinces in South Africa.

4.2.6 Ethical considerations

In general, ethics in research refers to an investigator's moral responsibility to safeguard participants from harm, and from any needless breach of their confidentiality, and to promote their well-being. Žukauskas, Vveinhardt and Andriukaitienė (2018:141) define research ethics as a concept than involves the responsibilities of researchers to behave honestly and respectfully to all participants who may be influenced by their research studies or reporting on the research outcome. The researcher guaranteed participants that confidentiality and anonymity would be upheld. This was accomplished through an informed letter of consent that was included with both the electronic and the paper-and-pencil questionnaires. In the informed letter of consent, the researcher explicitly clarified the study's purpose.

The data collected for this study are securely stored and protected by a password for a duration of five years following the conclusion of the study. The researcher has securely stored hard copies in a locked steel cabinet, with access restricted solely to the researcher. The researcher, supervisor, statistician, and relevant stakeholders who signed confidentiality agreements have access to the data.

This study was conducted in accordance with the University of South Africa's research ethics policy, which served as the guideline and foundation for it (Unisa, 2016). The following broad ethical guidelines, as stated in Unisa's research ethics policy Unisa (2016) were followed, as delineated in chapter 1, section 1.8.7.

The researcher obtained ethical clearance for this study from the Ethics and Review Committee of the Department of Human Resource Management (Ref #:2022_HRM_011) (Appendix 1).

When considering the ethical aspects of this study, one important thing to keep in mind is that the survey's biographical questions do not provide a "prefer not to say" option. To make sure that respondents do not feel pressured to reveal information they might consider private or sensitive, this choice must be included. As recent research has shown, providing such a choice is consistent with the ethical precepts of informed consent and respect for individuals (Babbie, 2021; Resnik, 2020). The absence of this choice may have caused discomfort for the respondents, which might have influenced their willingness to participate or the candour of their answers (Babbie, 2021).

Respondents should be free to select which questions to answer, according to the ethical concept of respect for individuals, which emphasises the value of informed consent and voluntary involvement (Beauchamp & Childress, 2019; Resnik, 2020). This idea is supported by the inclusion of a "prefer not to say" option, which lets respondents withhold information without feeling compelled to do so. Although this was an oversight in the current study, it serves as a critical learning point for future research endeavours.

4.3   THE EMPIRICAL STUDY

The research aimed to investigate the relationship between remuneration, employee motivation, and performance within a South African agricultural service organisation. Through empirical analysis, the study sought to determine whether there are correlations between these variables. Additionally, the study aimed to explore whether employee performance and motivation could explain the proportion of variance for remuneration among the staff members of the organisation. Furthermore, the study aimed to assess the influence of various   biographical variables (including race, gender, education, marital status, age, number of

dependants, duration in the industry, duration in the organisation and duration in the position (tenure) on remuneration, employee motivation and employee performance. The empirical research method consisted of nine phases, as illustrated in Figure 4.1. This chapter covers steps 1 to 6, while chapters 5 and 6 cover steps 7 to 9, providing a comprehensive overview of the research methodology employed in the study.
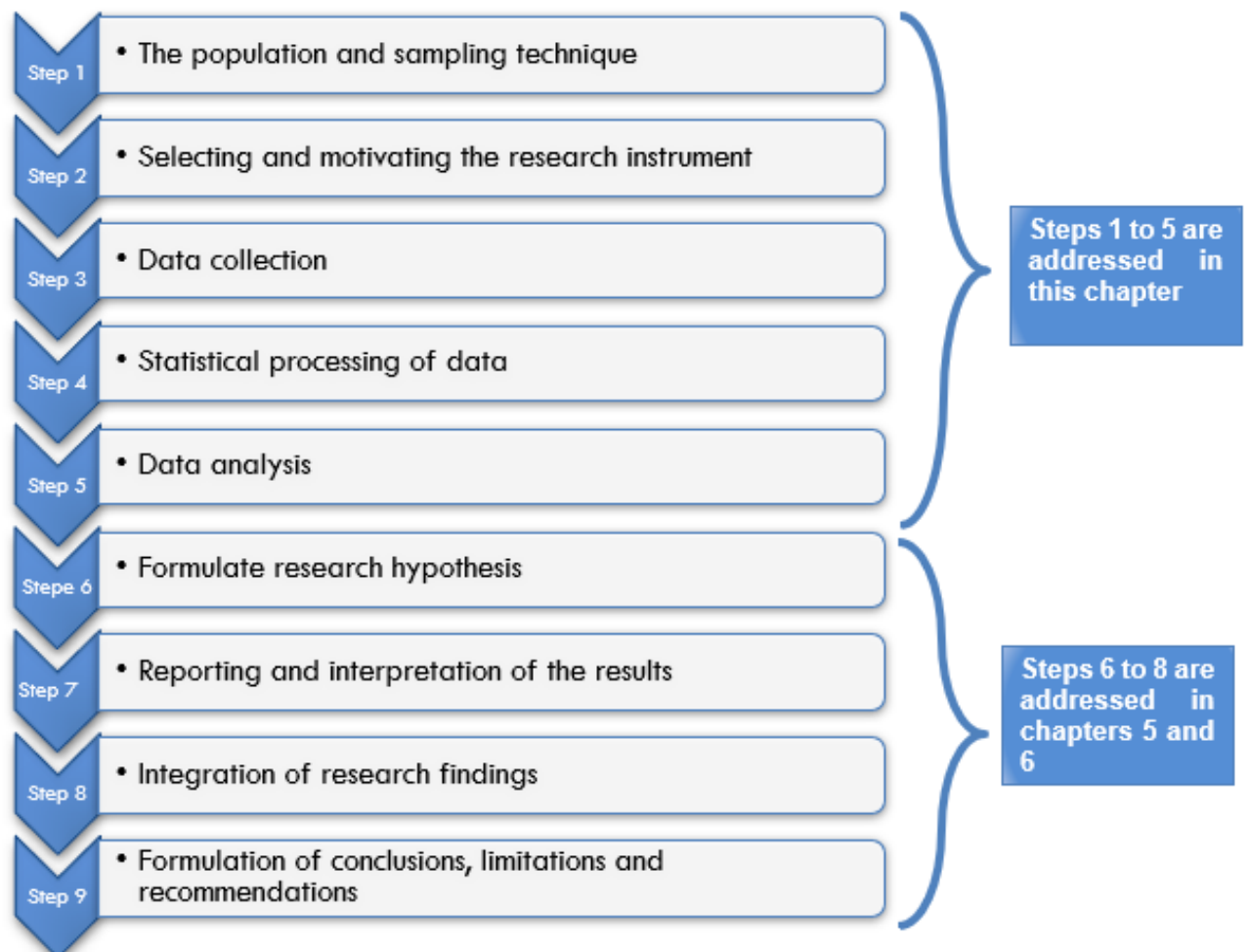
Figure 4.1: Summary of the empirical research steps (Own compilation)

4.3.1 Step 1: The population and sampling technique

The empirical study involved permanent general staff, executives, and contract employees in full-time employment in an agricultural service company in South Africa, with ages ranging from 18 to 65. The population under study comprised 4 200 employees, who were geographically located across all nine provinces. A list

received from the HR manager confirmed that only 3 227 of the total population matched the criteria.

Tutz (2023) distinguishes between two types of sampling: non-probability and probability. The probability sampling theory provides a sound theoretical basis for calculating the accuracy of estimates derived from probability samples (Tutz, 2023). By using probability sampling, it is ensured that every individual in the target population has a known, non-zero chance of being selected for the research (Sandstrom & Lupi, 2021). According to Sandstrom and Lupi (2021,) probability samples are preferable because they reduce the risk of systematic bias due to representation. One key distinction between probability and non-probability samples is that the former does not guarantee random selection for every member of the population (Sandstrom & Lupi, 2021).

For the empirical study, a systematic involving a stratified random sampling design was used. According to Iliyasu and Etikan (2021), a stratified process involves choosing a group of items at random and by categorisation from the population. The targeted population is separated into distinct segments, from which a basic random sample is drawn. The selected samples from the different strata are merged to form a single sample (Iliyasu & Etikan, 2021). Using stratified sampling has the advantage of simplifying the analysis of subgroups and increasing the likelihood that the resulting sample will properly represent the population. A survey can be non-representative, inefficient, and expensive if too many strata are used since stratified sampling is more complex than simple random sampling (Iliyasu & Etikan, 2021). However, stratified random sampling has certain shortcomings because the technique often becomes ineffective when researchers are unable to classify all members of the population into a sub-group (Iliyasu & Etikan, 2021). To mitigate this issue, the human resources department provided a list from which sub-groups were determined.

As previously outlined, a stratified random sampling approach was employed, distributing the questionnaires to 343 employee based on a power calculation considering the population size of 3 227, a 95% confidence level and a 5-point

margin of error. The sample size was calculated using modern guidelines for sample size determination for proportions, which recommend the use of appropriate statistical software or advanced calculation methods to ensure accuracy (Cochran, 2007; Taherdoost, 2017).

A total of 135 employees completed the survey, constituting 60.64% of the sample size. This response rate surpasses the typical range of 25% to 30% suggested by Fincham (2008) for survey response percentages, thus indicating a satisfactory level of engagement. However, it is important to acknowledge that non-response bias could still be a concern, and future studies should consider strategies to enhance response rates further and ensure the representativeness of the sample (Groves et al., 2009).

4.3.2 Step 2: Compiling the research Instruments

As discussed in section 4.2, the empirical study used a deductive, quantitative approach. The research adopted questionnaires as the research instrument where questions on remuneration, employee motivation and employee performance were addressed. Questionnaires, according to Nayak and Singh (2021:97), are a quick and reliable technique for eliciting data from participants. The literature informed the selection of research tools. As a result, data were gathered by administering four distinct surveys, combined into a single questionnaire (see Appendix 2):

- **Part 1** – Biographical questionnaire to collect personal data pertaining to race, gender, age, education, marital status, number of dependants and tenure.
- **Part 2** – The Human Resource Practices Scale (HRPS) which was developed by Tessema and Soeters (2006) to measure remuneration and comprises six items.
- **Part 3** – The Employee Motivation Questionnaire (EMQ) created by Cinar et al. (2011) is a two-dimensional instrument designed to assess both intrinsic and extrinsic motivation.
- **Part 4** – Koopmans et al. (2013) created the Individual Work Performance Questionnaire (IWPQ) to measure employee performance.

The research instruments chosen were based on their suitability, validity, and reliability. Psychometric properties of the HRPS, EMQ and IWPQ are discussed in the sections that follow.

4.3.2.1 Biographical questionnaire

Participants' biographical information was gathered through a custom-designed questionnaire. The literature indicates that biographical variables, namely race, gender, age, education, marital status, number of dependants, duration in the organisation, and duration in the position, influence remuneration (Adelekan & Bussin, 2018; Iceland & Redstone, 2020), employee motivation (Hitka et al., 2017) and employee performance (Kim, 2022). The biographical questionnaire therefore included these data.

4.3.2.2 The human resource practices scale

The Human Resource Practices Scale (HRPS) developed by Tessema and Soeters (2006), which was used to measure remuneration, comprises six items. The HRPS is assessed using a five-point Likert scale, where a score of 1 corresponds to "strongly agree," and 5 signifies "strongly disagree". A high value on this scale, according to Tessema and Soeters (2006), indicates that participants strongly agree that there is effective remuneration. Tessema and Soeters (2006:10) observed an acceptable alpha coefficient of 0.82. Similarly, a South African study by Ruvimbo and Hlanganipai (2016:75) found an acceptable Cronbach's alpha coefficient of 0.78. Terera and Ngirande (2014), also note a Cronbach's alpha coefficient of 0.82 in their study. Based on these findings, it is evident that the HRPS is relevant to this study. Based on the discussions above, it is evident that research conducted in South Africa utilising the HRPS has consistently shown adequate reliability, as indicated by acceptable Cronbach's alpha values and strong internal consistency measures.

4.3.2.3 The employee motivation questionnaire

As discussed in section 4.3.2, employee motivation was assessed using the questionnaire developed by Cinar et al. (2011), a two-dimensional tool measuring both extrinsic and intrinsic motivation. This questionnaire employs five-point Likert

scale responses, which range from "very motivating" to "never motivating", meticulously designed to align with the study's aims. There were two sections to the questionnaire, consisting of a total of 24 questions. The first part of the questionnaire contained nine questions and measured the effects of intrinsic motivating factors while the second part consisted of 15 questions and measured extrinsic motivating factors (Cinar et al., 2011). The Cronbach's alpha for the first part of the questionnaire, intrinsic motivation, was 0.80 whereas the second part of the questionnaire, extrinsic motivation, scored 0.86, with a Cronbach's alpha coefficient of 0.87 overall (Cinar et al., 2011).

A South African study by Snelgar, Shelton and Giesser (2017), investigating the differences between intrinsic motivation and extrinsic motivation in South Africa and Germany, adapted the EMQ to suite their research needs. Given that the questionnaire needed to be completed by participants proficient in both German and English, it was essential to adapt the questionnaire to suit the linguistic needs of both countries. (Snelgar et al., 2017). In total, 374 questionnaires were completed online, with 193 German participants and 181 South African participants. The findings revealed significant differences in both intrinsic and extrinsic motivation between the two countries (Snelgar et al., 2017). Snelgar et al.'s (2017) study demonstrated high reliability, with intrinsic motivation scoring a Cronbach's alpha of 0.82, extrinsic motivation scoring 0.84, and total motivation scoring 0.88, all exceeding the accepted threshold of 0.6 for Cronbach's alpha, thus indicating reliability.

The EMQ is relevant to this study due to its proven reliability, evidenced by reliable Cronbach's alpha coefficients. In addition, its applicability to research conducted in South Africa highlights its suitability for the context of this study. Previous adaptations, such as those by Snelgar et al. (2017), demonstrate its flexibility and effectiveness in varied settings. This adaptation ensures its relevance to the current investigation within a South African agricultural service company.

4.3.2.4 Individual work performance questionnaire

Employee performance was measured using the Individual Work Performance Questionnaire (IWPQ), developed by Koopmans et al. (2013) in the Netherlands. This tool was designed to provide an alternative perspective on the definition of work. The IWPQ was refined by the Rasch model, which led to the removal of the fourth dimension, adaptive performance, as it did not align with the Rasch model (Koopmans et al., 2014). Koopmans et al. (2014) established a three-scale dimensional framework underpinning the IWPQ, defining individuals' work performances in relation to task performance, contextual performance, and counterproductive work behaviour.

The eight questions on contextual performance (e.g., "I continually sought new challenges in my work"), five on task performance (e.g., "I kept in mind the results that I had to achieve in my work"), and five on counterproductive work behaviour (e.g., "I talked to colleagues about the negative aspects of my work") constitute the 18 questions in the IWPQ. Responses were scored on a scale of 1 (Seldom) to 5 (Always), with a range of 1 (Never) to 5 (Often) for counterproductive work behaviour (Koopmans et al., 2014).

According to Koopmans et al. (2014), the Person Separation Index (PSI), when evaluated similarly to the Cronbach's alpha coefficient, suggests that a minimum value of 0.70 is deemed acceptable, while an excellent value is considered to be 0.85 or higher.

The adaptability of the IWPQ is demonstrated in studies such as that of Daderman, Ingelgard, and Koopman (2020), where it was translated from Dutch to Swedish and applied to a population of 206 managers, including 149 women, across five municipalities in Sweden. The study recorded Cronbach's alpha values ranging from 0.73 to 0.82 (Daderman et al., 2020). Similarly, Van der Vaart (2021) employed the IWPQ by Koopmans et al. (2013) in a study involving 296 information technology professionals in South Africa. The IWPQ's generic nature allows it to be used across different organisations, enhancing its practical value and generalisability across various studies (Van der Vaart, 2021). The findings

from the study supported the validity of the IWPQ as an instrument for assessing the performance of information technology professionals in South Africa. Van der Vaart (2021) suggested that the IWPQ could be a valuable tool for future research, contributing to a more comprehensive and unified understanding of performance in South Africa.

IWPQ was chosen for this study due to its adaptability and extensive validation in different countries. Although originally developed in the Netherlands, it has been translated and validated in several regions, including North America, Indonesia, Spain, Argentina, and Sweden, and recently in South Africa (Van der Vaart, 2021). According to Van der Vaart (2021), these investigations confirmed the instrument's validity concerning face, content, construct, convergent, and discriminant validity, among other aspects. This adaptation of IWPQ for this study ensures its relevance in a country- and industry-specific context.

4.3.3 Step 3: Data collection

Structured questionnaires were employed to gather primary data electronically. Data were collected in two stages, through online surveys and paper-and-pencil based questionnaires. Paper-and-pencil surveys were used for those respondents who were identified as not having access to a computer.

4.3.3.1 Online survey

The HR division of the organisation extracted all employees from the selected participant list with email addresses. The researcher used an online survey tool (Microsoft Forms) which was sent only to the HR manager. The HR manager invited the participants and provided them an informed consent form. They also received an email with guidelines on completing the questionnaire via a link in their inbox. Reminders were sent to all participants monthly to complete the survey.

There are several benefits to conducting online surveys, including a reduction in the cost of research, quicker implementation, fewer transcription errors, and easier analysis (Wu, Zhao & Fils-Aime, 2022). Online surveys have the drawback of favouring respondents who have email addresses (Wu, Zhao & Fils-Aime, 2022). In

addition to online surveys, the researcher used paper-and-pencil questions that were like the online version to remove bias.

4.3.3.2 Paper-and-pencil-based questionnaires

Employees who did not have access to email/a computer completed a paper- and-pencil based questionnaire which was emailed to the branch administrators (gatekeepers across the nine provinces) by the Junior Human Resources Business Partner (HRBP), the appointed gatekeeper, for distribution. The branch administrators printed the consent forms and questionnaires, placed them in sealed envelopes, and handed them to employees to complete. The participants were informed that their involvement in the study was voluntary, and access to the gathered data would be restricted to the statistician, the researcher, and the supervisor. A box was left in front of the administration buildings for questionnaires to be dropped off anonymously. The paper-and-pencil based questionnaires were collected by the gatekeepers in the provinces and then couriered to the appointed gatekeeper (Junior HRBP). The appointed gatekeeper gave the sealed paper-and-pencil based questionnaires to the researcher.

4.3.4 Step 4: Data processing

Data processing includes editing, coding, and calculating scores. Editing the entries in the questionnaires after they have been collected is not only required, but also makes subsequent procedures easier. The researcher must be extremely careful when revising to avoid having multiple questions with the response "not relevant" (Nayak & Singh, 2021:251). This research consisted of two stages of data processing for the online questionnaires and the paper-and-pencil questionnaires, as discussed next.

4.3.4.1 Online surveys

The online surveys were completed by the respondents via a link through an online tool called Microsoft Forms. The results were subsequently imported into the Statistical Package for the Social Sciences (SPSS).

4.3.4.2 Paper-and-pencil based questionnaires

The questionnaires that were completed manually (paper-and-pencil) were loaded on Microsoft Forms by the researcher. The Excel spreadsheet with the information was subsequently imported into SPSS. All questionnaires captured manually were double-checked by the researcher. The raw data were exported from Microsoft Forms and imported automatically into SPSS.

4.3.5 Step 5: Data analysis

SPSS version 29.0 (2022) was utilised to statistically analyse the data. To fill in any gaps in the data, missing information or items were also removed. In the data analysis procedure, descriptive statistics, factor analysis, internal consistency reliability, and inferential statistics were employed.

4.3.5.1 Descriptive statistics

Descriptive statistics entails the presentation of data using one or two key measures that provide a comprehensive overview of the data, whether they pertain to a sample or a population. These measures help define the characteristics of the data and are typically presented using tables, charts, graphs, and other visual aids (Salvatore, 2021:09). Descriptive statistics, outlined by Starbuck (2023), provides a clear explanation and synopsis of the data related to a variable. While useful in analysing the data at hand, descriptive statistics restrict researchers from drawing conclusions about data that are not immediately available (Starbuck, 2023).

Data analysis incorporates the use of frequencies and percentages, especially when dealing with categorical variables. Frequency distribution was utilised to categorise and group the data, showcasing the number of observations in each category or group (Salvatore, 2021:09). According to Chaudhary, Nasir, ur Rahman and Sheikh (2023), gender and education contribute to the frequencies and percentages of the qualitative factors, while age is considered a quantitative factor. Data collection included variables such as gender, years in age group, level of education, and years of experience as noted by Iliyasu and Etikan (2021).

Descriptive statistics such as the mean and standard deviation were calculated for continuous data. These measures are fundamental for understanding central tendency and data dispersion. The mean, median, and mode are important measures of central tendency that show where the data are located within a distribution (Starbuck, 2023). Conversely, standard deviation measures how much the data points differ from the mean and indicates the degree of data dispersion. According to Starbuck (2023), the variance's square root is the standard deviation. A higher standard deviation suggests greater variability in the data (Salvatore, 2021:11).

It is worth noting that normal distribution, characterised by a bell-shaped and symmetrical curve, is frequently encountered in statistical analysis. Normal distribution is defined by its mean and standard deviation, and it serves as a reference point for many statistical analyses (Salvatore, 2021:41). In this study normal distribution was utilised for multivariate analysis of variance (MANOVA) for hypothesis 2, namely that remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa (chapter 5).

4.3.5.2 Factor analysis

A multivariate statistical method also known as factor analysis is used by researchers to identify logical subsets of factors that are relatively independent of one another (Shrestha, 2021). According to Taherdoost, Sahibuddin and Jalaliyoon (2022), two primary methods are applied in factor analysis: exploratory factor analysis and confirmatory factor analysis. Exploratory factor analysis was used in the initial stages of the research process to assess dimensionality and determine how variables interact, while confirmatory factor analysis is used to testspecific theories or hypotheses regarding variable structures (Shrestha, 2021).

The researcher employed exploratory factor analysis to investigate the relationships between remuneration, employee motivation, and employee performance. To assess factorability of the data, two key statistical methods were employed, as suggested by Taherdoost et al. (2022). The Kaiser-Meyer-Olkin (KMO) sample

adequacy measure assesses the efficacy of each variable and the total sampling efficiency to determine whether the data are appropriate for factor analysis (Shrestha, 2021). According to Kaiser (1974), a KMO value of 0.60 or greater indicates suitability for factor analysis.

To determine whether the correlation matrix was sufficient, Bartlett's test of sphericity was employed. The chi-square result from Bartlett's test of sphericity (Bartlett 1950) needs to be significant. A significant result ($p > 0.05$) in Bartlett's test indicates that the variables are sufficiently correlated for factor analysis. In the analysis process, items with factor loadings of less than 0.3 were suppressed or disregarded, as these items have less than 10% correlation with the respective factor (Shrestha, 2021). Researchers can proceed with the factor analysis if the Bartlett's test of sphericity shows that the correlation matrix does not match the identity matrix and the Kaiser-Meyer-Olkin (KMO) shows that the sample is sufficient (Taherdoost et al. 2022). These stringent criteria were applied to ensure robustness and reliability of the factor analysis results.

4.3.5.3 Internal consistency reliability

The assessment of internal consistency in research is commonly carried out using Cronbach's alpha coefficient, as highlighted by Sürücü and Maslakci (2020). Developed by Cronbach in 1951, a commonly used metric, called the Cronbach's alpha is applied to assess how closely linked a group of things are to one another (Taherdoost, 2016).

According to Hair et al. (2021:77), Cronbach's alpha coefficients between 0.50 and 0.60 are deemed appropriate for study, and values of 0.70 and above are regarded as extremely relevant. For this study, Cronbach's alpha coefficients falling within the 0.50 to 0.60 range were deemed acceptable (Hair et al., 2021:77). These criteria ensure that the measurement of internal consistency is appropriately applied in the context of this study.

4.3.5.4 Inferential statistics

Researchers can draw inferences about the population with the aid of inferential statistics by examining a portion of the sample. To demonstrate validity, the sample should fairly represent the total population, and it is essential to indicate the probability of any possible discrepancies (Salvatore, 2021:3).

To test research aim 1, Pearson product-moment correlation, a parametric measure to determine the relationship between remuneration, employee motivation and employee performance was used. According to Okwonu, Asaju and Arunaye (2020), this technique evaluates the relationship between two continuous variables in a linear fashion. The efficiency of the Pearson correlation approach is affected by influential observations. One important observation might cause strong positive correlation values to decline to moderately strong correlation values (Okwonu et al., 2020). Pearson correlation results are shown in a correlation matrix and the significance is calculated for a two-tailed test to determine whether it is significant at the 5% level or the 1% level (Pace, 2019).

Remuneration, which is a continuous variable, was put to the test using the Pearson product moment correlation (r). The Pearson correlation coefficient ranges from -1 (negative), indicating that a rise in one variable results in a decline in another, to +1 (positive), suggesting an increase in one generates a decrease in another (Okwonu et al., 2020).

To test research aim 2, multivariate analysis of variance (MANOVA) was employed to determine whether remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa. According to Kimani and Scott (2023:14), MANOVA is a statistical method for assessing differences across several continuous dependent variables at once. The primary goal of performing a MANOVA is to interpret the variable combination linked to group differences (Jadhav & Dolas, 2023). Continuous variables can be added as covariates, which was done in this study.

MANOVA consider several dependent variables into account simultaneously, enabling thorough investigation of how these dependent variables collectively fluctuate regarding the levels of the independent variable is made possible by the weighted linear combination that unifies these variables into a single, composite variable (Kimani and Scott 2023:20). The main focus of the statistical significance test in MANOVA is to determine whether centre points of these variates differ across the groups under evaluation beyond what would be predicted by (Jadhav & Dolas, 2023).

Partial eta square (ηp^2) is used to assess practical effect size. This measure indicates the amount of variation explained by the independent variable (Backhaus et al., 2023). According to Backhaus et al. (2023), partial eta square serves as the effect size in the MANOVA model, providing insight into the practical significance of the findings.

To test research aim 3, an analysis of variance (ANOVA) was employed in comparisons for remuneration, employee motivation and employee performance scores for different biographical variables. Utilising ANOVA, one can contrast the null hypothesis - which states that the means of two or more populations are identical - with the alternative, which states that at least one of the values is different (Salvatore, 2021:92). Since ANOVA cannot reveal which pair(s) are different, the independent t-test was also used to see whether the associated population means are statistically significant by examining the means of the two independent groups. When the significance (2-tailed) value in the t-test equals or falls below 0.05, it indicates a noteworthy difference between the mean values of the two groups. The two groups' mean scores do not statistically differ if the values are greater than 0.05. In terms of ANOVA, there are significant differences if the sig column of the ANOVA table is smaller than 0.05, and there are no significant differences if it is greater than 0.05. The groups can only be compared in pairs using a post hoc test if the total differences are significant.

The research data underwent statistical examination employing SPSS version 28.0 (2021). The treatment of missing information or items was undertaken, and any

voids in the data were rectified. The analytical procedures involved the application of descriptive statistics, factor analysis, evaluations of reliability, and inferential statistics.

4.3.6 Step 6: Formulation of research hypotheses

An assertion about a theoretical relationship between two or more variables is expressed as a hypothesis (Shrestha, 2021). Research hypotheses were developed to experimentally investigate the relationship between remuneration, employee motivation, and employee performance.

To satisfy the objectives of the study and the criteria for constructing hypotheses, the following research hypotheses were created based on the literature review:

Research aim 1: To investigate the statistical nature of the relationship between remuneration, employee motivation and employee performance in a sample of participating employees in an agricultural service company in South Africa.

Sub-aim 1.1: To empirically explore the relationship between remuneration and employee motivation.

Sub-aim 1.2: To empirically explore the relationship between remuneration and employee performance.

This research aim relates to research hypothesis 1:

H_1	There is a significant and positive relationship between remuneration, employee motivation and employee performance.

Research aim 2: To determine whether remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.

This research aim relates to research hypothesis 2:

H₂	Remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.

Research aim 3: To empirically explore whether biographical variables (race, gender, age, duration in the organisation and duration in the position (tenure) have an effect on remuneration, employee motivation and employee performance.

This research aim relates to research hypothesis 3:

H₃	Individuals' race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) differ in terms of remuneration, employee motivation and employee performance.

The Pearson's product moment correlation was used to test hypotheses 1, MANOVA was used to test hypotheses 2, and ANOVAs were used to test hypotheses 3.

4.4 CHAPTER SUMMARY

The methodology and study design were dealt with in this chapter, which included steps 1 to 6 of the empirical investigation, which covered the sample population, sampling technique, and research instruments (including the biographical variables, HRPS, EMQ and IWPQ). Data gathering and analysis were also examined. The study methodology and design discussed in chapter 4 will be used as the basis for an in-depth exploration of the study's findings in chapter 5.

CHAPTER 5: RESEARCH FINDINGS

5.1. INTRODUCTION

Chapter 4 covered the research design and methods. The presentation of the data and their interpretation in the light of the study's findings are the main topics of chapter 5. Various statistical tests were executed to test hypotheses developed for this study, and results from this empirical study are displayed using tables and figures. The biographical variables of respondents were explored. Descriptive statistics were also used to evaluate validity, reliability, and inferential statistics in order to accomplish the study objectives.

This chapter focuses on two important steps in the two phases of the research process, as illustrated in Figure 1.2. First, the researcher addressed step 7, which involved reporting and interpreting the results. Subsequently, in step 8, the researcher integrated the research findings.
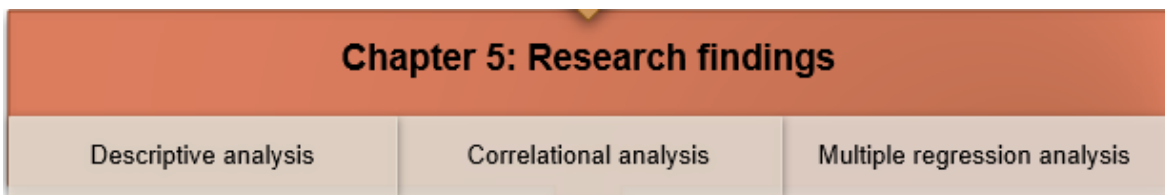
5.2. DISCUSSION OF THE SAMPLE

The statistical results pertaining to the participant biographical variables are presented in this section.

5.2.1. Biographic variables

The biographic variables for race, gender, age, education, marital status, dependants, and tenure of the sample are discussed with reference to tables and figures in this section.

5.2.1.1 Distribution of race groups of the sample

This section offers and overview of the racial groups that were represented in the sample. Table 5.1 and Figure 5.1 present the distribution of the sample across different racial group.

Table 5.1: Race distribution of the sample (n = 135)

		Frequency	Percent	Valid Percentage	Cumulative Percentage
			Race		
Valid	African	73	54.1	54.9	54.9
	Coloured	6	4.4	4.5	59.4
	Indian	1	.7	.8	60.2
	White	53	39.3	39.8	100.0
	Total	133	98.5	100.0	
Missing	Other	2	1.5		
Total		135	100.0		

Source: Own compilation
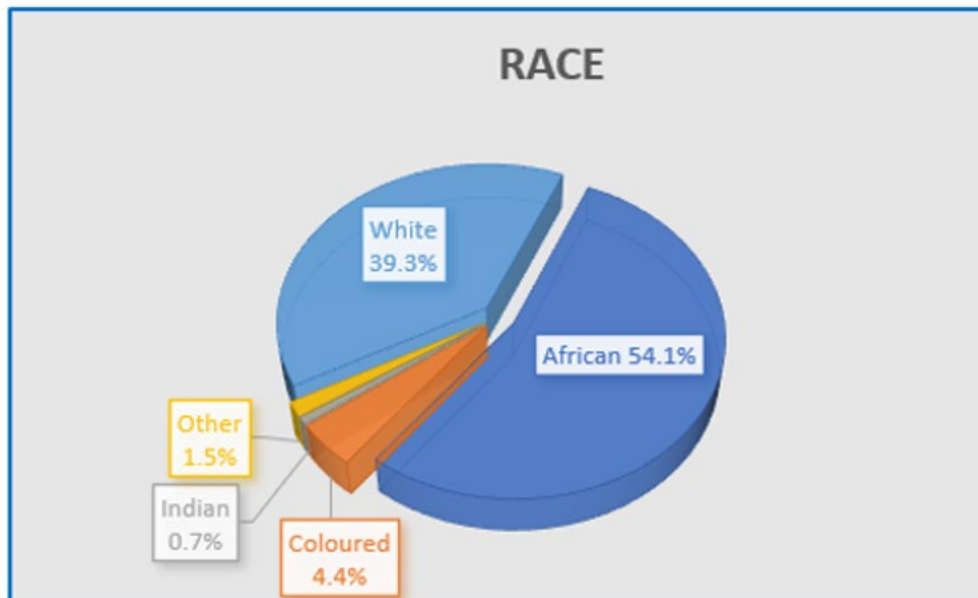
Figure 5.1: Race distribution of the sample (n = 135)

The racial demographic distribution of study participants is displayed in Figure 5.1. Notably, 54.1% of the participants were African, 39.3% white, 4.4% coloured, 0.7 % Indian and 1.5% other.

This distribution closely resembles the demographics of South Africa, as reported by the Central Intelligence Agency (2021), where Black Africans constitute 80.9%, Coloured persons 8.8%, Whites 7.8%, Indians/Asians 2.6% and other ethnicities 0.5%. The alignment between this study's sample and national demographics is evident, with the largest representation being Africans, followed by Whites, Coloureds, and Other, with Indians the least represented group.

5.2.1.2 Gender distribution in the sample

This section provides an overview of the gender distribution within the sample. Table 5.2 provide a detailed breakdown of gender distribution among the respondents. Out of the 135 participants, 33 (24.4%) identified as female, 101 (74.8%) as male, and a single participant (0.7%) identified as 'other'.

The predominance of male participants is evident, with males constituting a higher proportion than females in the sample. Table 5.2 examines details and trends from these findings.

Table 5.2: Gender distribution of the sample (n = 135)

| | | Gender | | | |
		Frequency	Percent	Valid Percentage	Cumulative Percentage
Valid	Female	33	24.4	24.4	24.4
	Male	101	74.8	74.8	99.3
	Other	1	0.7	0.7	100
Total		135	100.0	100.0	

Source: Own compilation

5.2.1.3 Age distribution of the sample

Participants were required to specify the age category they fell into. The participants' age distribution is reflected in Table 5.3 and Figure 5.2.

Table 5.3: Age distribution of the sample (n = 135)

		Age			
				Valid	Cumulative
		Frequency	Percent	Percentage	Percentage
Valid	18 - 21 years	2	1.5	1.5	1.5
	22 - 29 years	23	17.0	17.0	18.5
	30 - 39 years	40	29.6	29.6	48.1
	40 - 49 years	43	31.9	31.9	80.0
	50 years and older	27	20.0	20.0	100.0
	Total	135	100.0	100.0	

Source: Own compilation
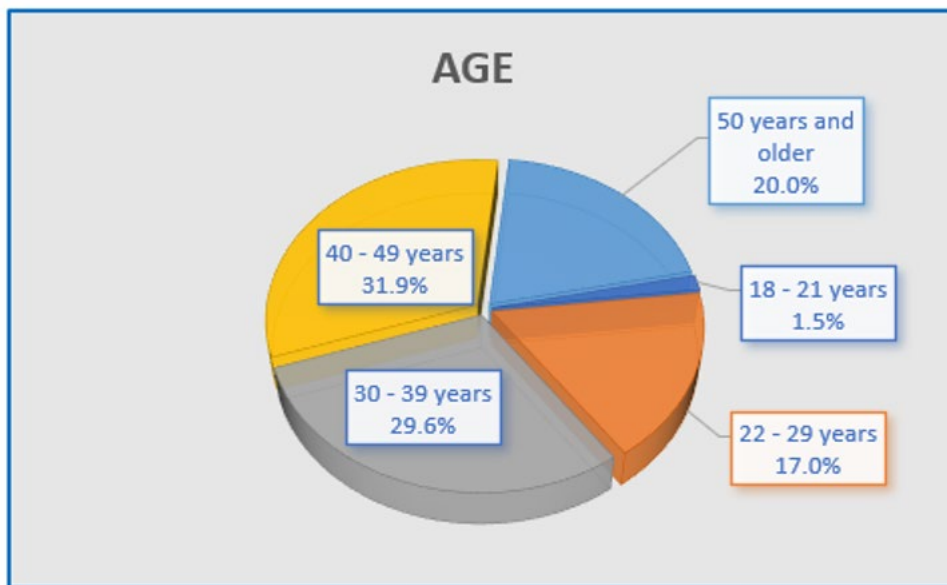
Figure 5.2: Age distribution of the sample (n = 135)

The distribution of participants among the various age categories is shown in Figure 5.2. The highest number of participants, 43 (31.9%) out of 135, fall within the age category 40–49 years, while the lowest number, comprising 2 participants (1.5%), fall into the 18–21 years age category.

5.2.1.4 Distribution of educational level of the sample

This section presents the educational qualifications of the sample. As shown in Table 5.4 and Figure 5.3, most participants (69.6% of 135) held an educational qualification at the Std10/Grade 12 level. Participants with a diploma accounted for

20.7%, those with a degree represented 5.3%, and those with an honour's degree comprised 2.2%. Only one participant (0.7%) possessed a master's degree.

Table 5.4: Educational level of the sample (n = 135)

		Frequency	Percent	Valid Percentage	Cumulative Percentage
	Highest level of education				
Valid	Std 10 / Grade 12	94	69.6	70.7	70.7
	Diploma	28	20.8	20.9	91.7
	Degree	7	5.2	5.3	97.0
	Honours	3	2.2	2.3	99.2
	Master's Degree	1	.7	.8	100.0
	Total	133	98.5	100.0	
Missing	System	2	1.5		
Total		135	100.0		

Source: Own compilation
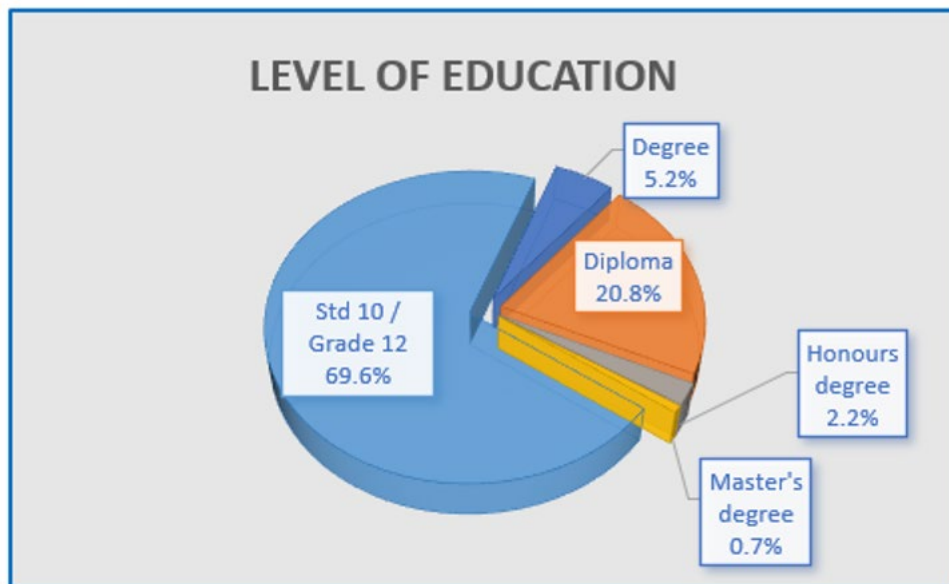
Figure 5.3: Educational level of the sample (n= 135)

5.2.1.5 Distribution of marital status in the sample

This section provides information on the participants' marital status, with Figure 5.4 illustrating the sample's marital distribution.

Table 5.5: Marital status of the sample (n = 135)

		Frequency	Percent	Valid Percentage	Cumulative Percentage
				Marital status	
Valid	Divorced	7	5.2	5.2	5.2
	Life partner	6	4.4	4.4	9.6
	Married	71	52.6	52.6	62.2
	Single	49	36.3	36.3	98.5
	Widowed	2	1.5	1.5	100.0
	Total	135	100.0	100.0	

Source: Own compilation
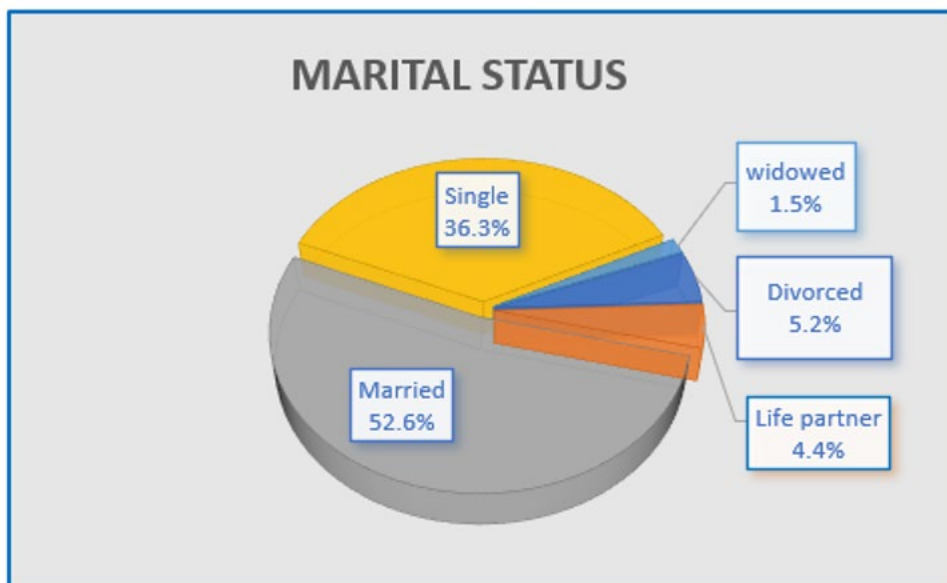
Figure 5.4: Marital status of the sample (n = 135)

As shown in Table 5.5 and Figure 5.4, most participants, 71 out of 135 (52.6%), were married. Participants who were single (49) accounted for 36.3%, those that were divorced (7) for 5.2%, and those with a life partner (6) for 4.4% of the sample. Only 2 participants (1.5%) were widowed.

5.2.1.6 Distribution of participants in the sample by number of dependants

This section summarises the number of dependants of participants. The distribution of participants' dependants in the sample is shown in Table 5.6 and Figure 5.5.

Table 5.6: Number of dependants of the sample (n = 135)

| | | Number of dependants | | | |
		Frequency	Percent	Valid Percentage	Cumulative Percentage
Valid	1 Dependant	40	29.6	29.6	29.6
	2 - 3 Dependants	62	45.9	45.9	75.6
	4 - 6 Dependants	28	20.7	20.7	96.3
	6 or more dependants	5	3.7	3.7	100.0
	Total	135	100.0	100.0	

Source: Own compilation
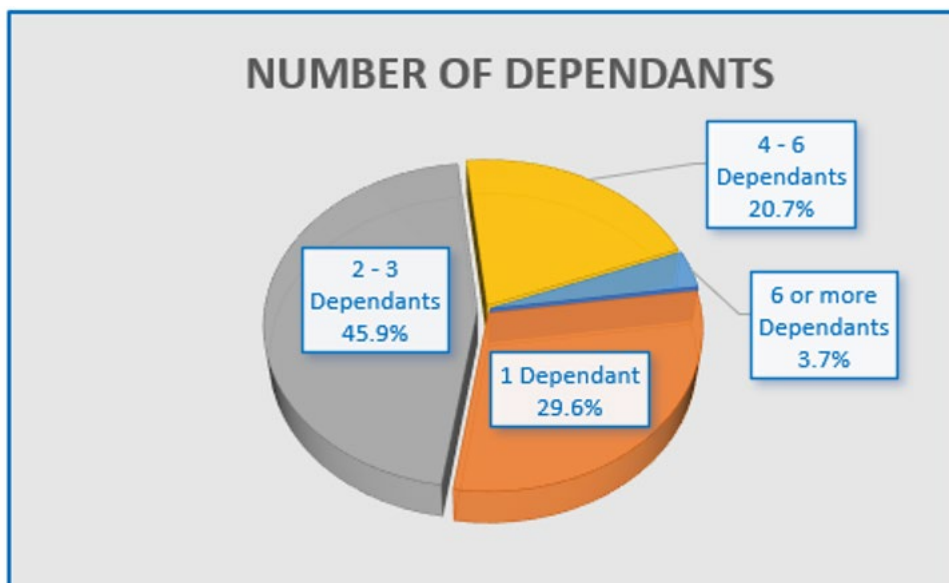
Figure 5.5: Number of dependants of the sample (n = 135)

As depicted in Figure 5.5, most of the participants in the sample, namely 62 out of 13 (45.9%) had 2–3 dependants. Participants who had 1 dependant accounted for 40 (29.6%), those with 4–6 dependants numbered 28 (20.7%), and those with 6 or more dependants numbered 5 (3.7%).

5.2.1.7 Distribution of participants in the sample by tenure

An overview of the tenure of participants (duration in the industry, organisation, and position) is presented in this section.

5.2.1.7.1 Distribution of duration in the industry of participants

This section presents a synopsis of the participants' duration in the industry. The distribution of participants based on duration of experience in the industry is shown in Table 5.7 and Figure 5.6.

Table 5.7: Duration in the industry of the sample (n = 135)

		Frequency	Percent	Valid Percentage	Cumulative Percentage
		Duration in the industry			
Valid	Less than 2 years	5	3.7	3.7	3.7
	3 - 10 years	73	54.1	54.1	57.8
	11 - 20 years	32	23.7	23.7	81.5
	21 - 30 years	18	13.3	13.3	94.8
	Over 31 years	7	5.2	5.2	100.0
	Total	135	100.0	100.0	

Source: Own compilation
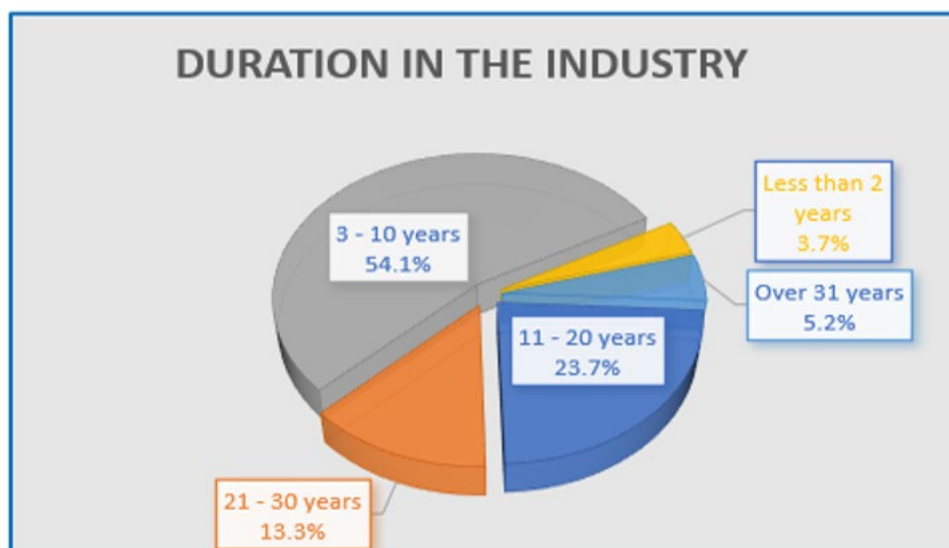
Figure 5.6: Duration in the industry of the sample (n= 135)

Figure 5.6 illustrates duration in the industry of participants. The highest number of participants 73 (54.1%) out of 135 participants had been with the industry for 3 to 10 years, and the lowest number of participants, namely 5 (3.7%), had been with the industry for 2 years or less. Cumulatively, 57 (42.2%) of the participants reported working in the sector for more than 10 years.

5.2.1.7.2 Distribution of participants by duration in the organisation

An overview of organisational tenure among the sample is provided in this section, with the distribution presented in Table 5.8 and Figure 5.7.

Table 5.8: Duration in the organisation of the sample (n = 135)

Duration in the organisation		Frequency	Percent	Valid Percentage	Cumulative Percentage
Valid	Less than 2 years	6	4.4	4.4	4.4
	3 - 10 years	81	60.0	60.0	64.4
	11 - 20 years	38	28.1	28.1	92.6
	21 - 30 years	6	4.4	4.4	97.0
	Over 31 years	4	3.0	3.0	100.0
	Total	135	100.0	100.0	

Source: Own compilation
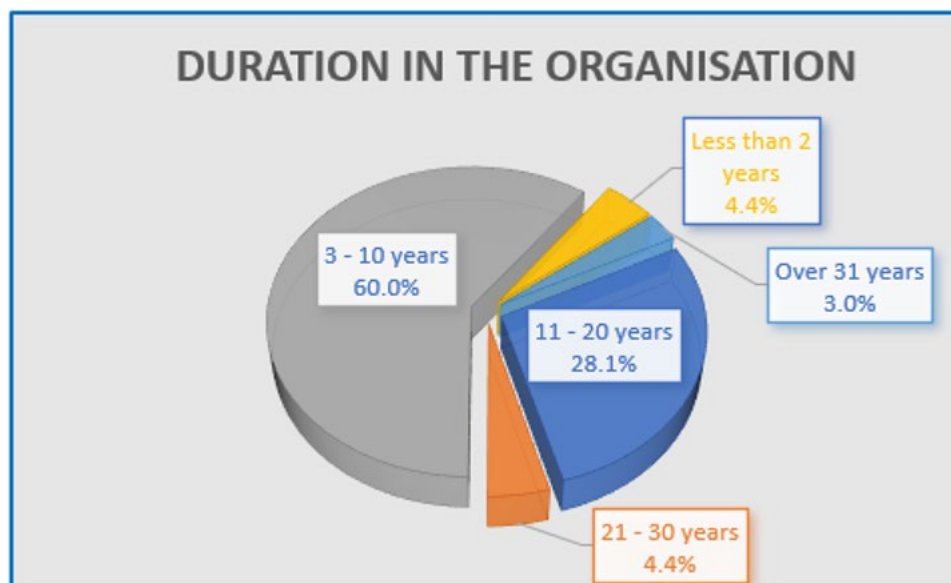
Figure 5.7: Duration in the organisation of the sample (n = 135)

Figure 5.7 illustrates duration in the organisation of participants in the sample where 81 (60%) out of 135 participants had been with the organisation for 3 to 10 years, while 6 participants (4.4%) had been with the organisation for 2 years or less. Cumulatively, 48 participants (35.6%) had been with the organisation for over 10 years.

5.2.1.7.3 Distribution of duration in the position of participants

The duration of each person in their present role is summarised in this section. The distribution of participants based on tenure in their positions is shown in Table 5.9 and Figure 5.8.

Table 5.9: Duration in the position of the sample (n = 135)

	Duration in the position				
		Frequency	Percent	Valid Percentage	Cumulative Percentage
Valid	Less than 2 years	18	13.3	13.3	13.3
	3 - 10 years	85	63.0	63.0	76.3
	11 - 20 years	26	19.3	19.3	95.6
	21 - 30 years	5	3.7	3.7	99.3
	Over 31 years	1	.7	.7	100.0
	Total	135	100.0	100.0	

Source: Own compilation
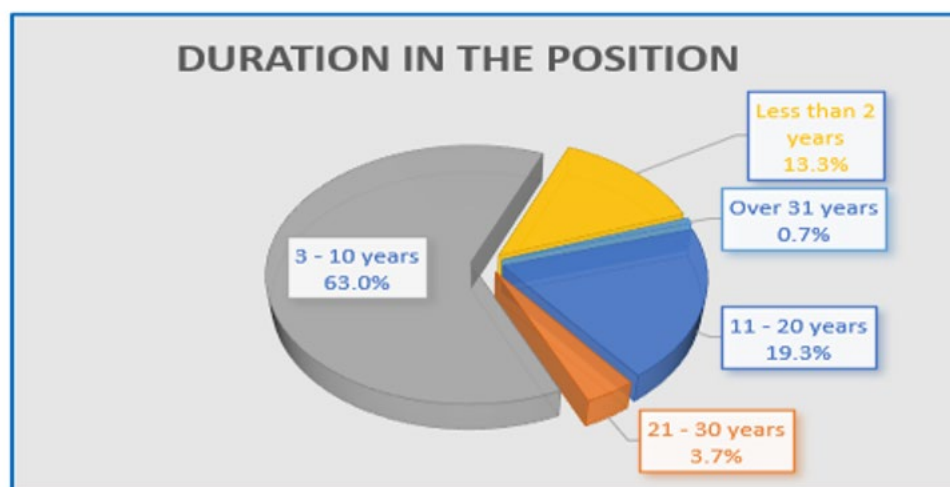
Figure 5.8: Duration in the position of the sample (n= 135)

Figure 5.8 illustrates duration in their position of participants in the sample where 85 (63%) out of 135 participants had been in their position for 3 to 10 years, while 18 (13.3%) participants had been in their position for 2 years or less. Cumulatively, 32 (23.7%) participants had been in their position for over 10 years.

5.2.1.8 Summary of demographic profile of the sample

The study's sample comprised of full-time permanent general staff, executives, and contract employees, aged 18 to 65, in a South African agricultural service company. Respondents were spread across all nine provinces. The sample predominantly consisted of male employees and was demographically characterised by a majority from the Black population group, with a significant proportion aged between 40 and 49 years. Educational qualifications were mainly Std 10/Grade 12, and a considerable number were married, with 2-3 dependants. In terms of tenure, respondents had been with the industry, organisation, and in their current position for a range of 3 to 10 years.

5.3 REPORTING AND VALIDITY

The construct validity of the instrument as assessed by factor analysis is discussed in this section.

5.3.1 Factor analysis

A century ago, Pearson and Spearman's work laid the groundwork for the creation of factor analysis (Spearman, 1904). Taherdoost et al. (2022) assert that factor analysis is a key tool utilised in the creation, enhancement and assessment of scales, tests, and measurements. In summary, factor analysis is used to demonstrate validity. Principal component analysis and principal axis factor analysis with a direct oblimin rotation were conducted on the various scales to investigate item groupings and their correspondence to the original theoretical scales of the EMQ, the IWPQ, and the HRPS. To increase the readability of the factor structure, low factor loadings (0.30 and below) and cross-loadings were removed from the scale (Clark et al., 2021). According to Ximénez, Revuelta, and Castañeda (2022),

factor loadings above 0.30 are deemed to fulfil the minimal standards, factor loadings between 0.40 and 0.50 are significant and factor loadings beyond 0.50 are extremely significant.

The data collection was submitted to Kaiser Meyer- Olkin measure of sampling adequacy (KMO-MSA) and Bartlett's test for sphericity to ascertain if the sample was appropriate for factor analysis. The KMO-MSA is a scale used to determine whether there is a lack of correlation between observed correlation and partial correlation matrix magnitudes (Shrestha, 2021). According to Kaiser (1970), factor analysis should begin when the KMO is 0.60 or above.

Bartlett's test of sphericity must be significant (p 0.05) in order to demonstrate appropriate sampling. This quantifies the idea that all diagonal components of the correlation matrix are equal to one and all off-diagonal elements are equal to zero, highlighting the fact that all of the variables are uncorrelated (Bilodeau & Brenner, 1999). Bartlett's test was significant in this research study at p=0.00, indicating that the dataset is not an identity matrix with zero correlation and that factor analysis could be used in this investigation.

The concept of communality, elucidated by Almaleki (2021), denotes the proportion of variation accounted for by common factors in a variable. Communalities are rated from 0 to 1, where 0 denotes no reason for variations and 1 denotes a thorough explanation (Shrestha, 2021). In summary, communality measures the proportion of observed variable variance that can be accounted for by all causes. Higher communalities per variable indicate a more effective factor analysis solution, while lower communalities raise concerns about the solution's usefulness (Almaleki, 2021).

5.3.2 Remuneration

In the subsequent paragraphs, KMO, Bartlett's test, communalities, eigenvalues, and the percentage of variance explained for remuneration will be discussed. Table 5.10 shows that Bartlett's test produced a significant chi square value (X^2) of 647.56

(p<0.05), and KMO value of 0.88, which exceed the requirement that KMO-MSA should be over 0.60 (Kaiser, 1970). As a result, factor analysis appears to be appropriate for this dataset.

Table 5.10: KMO and Bartlett's Test for remuneration

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.879
Bartlett's Test of Sphericity	Approx. Chi-Square	647.565
	df	15
	Sig.	0.000

Source: Own compilation

Table 5.11 shows communalities for remuneration. Samuels (2017) states that communality, which should be greater than 0.3, enables the researcher to calculate the ratio of an item's unique variance to its common variance. The communalities in this study were larger than 0.3.

Table 5.11: Communalities for remuneration

Component	Initial	Extraction
Attractive remuneration system	1.000	0.656
Equitable internal salary	1.000	0.825
Equitable external salary	1.000	0.560
Salary that reflects performance	1.000	0.841
Salary that encourages better performance	1.000	0.802
Salary that reflects standard of living	1.000	0.727

Extraction Method: Principal Component Analysis.
Source: Own compilation

Table 5.12 shows the eigenvalues for remuneration. According to Agegnehu, Abdissa and Alemayehu (2022), the criterion for item inclusion in factor analysis is that the eigenvalues are greater than one (1). In this case, there was only one eigenvalue greater than one (1), as demonstrated in Table 5.12. This factor explained 73.52% of variance in the data. Remuneration will therefore be regarded as a unidimensional factor.

Table 5.12: Eigenvalues for remuneration

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
Attractive remuneration system	4.411	73.517	73.517	4.411	73.517	73.517
Equitable internal salary	0.551	9.180	82.697			
Equitable external salary	0.480	7.998	90.695			
Salary that reflects performance	0.244	4.071	94.767			
Salary that encourages better performance	0.177	2.945	97.712			
Salary that reflects standard of living	0.137	2.288	100.000		`	

Extraction Method: Principal Component Analysis.
Source: Own compilation

The empirical evidence collected through the factor analysis provides reasonable evidence supporting the construct validity related to remuneration as a single factor.

In conclusion, the comprehensive analysis of remuneration demonstrates a robust foundation for factor analysis. The remuneration structure of the dataset may be explored with confidence, as evidenced by the significant result from Bartlett's Test and the Kaiser-Meyer-Olkin (KMO) value exceeding the suggested threshold. Furthermore, the examination of communalities during extraction reveals that variables share substantial variance with identified factors. The eigenvalues analysis underscores the dominance of only one factor, explaining 73.52% of the total variance. Cumulative percentages highlight the unidimensional nature of remuneration within the dataset, with diminishing eigenvalues for other components emphasising their decreasing impact. These collective findings reinforce the

credibility of employing factor analysis to comprehend the changing nature of human resource practices, particularly in the context of remuneration.

5.3.3 Employee motivation

The suitability of the data for factor analysis may be determined by looking at KMO and Bartlett's test. Table 5.13 shows the KMO and Bartlett's test; Table 5.14 shows the eigenvalues of employee motivation; Table 5.15 shows the pattern matrix.

Table 5.13: KMO and Bartlett's Test for employee motivation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.886
Bartlett's Test of Sphericity	Approx. Chi-Square	1480.128
	df	153
	Sig.	0.000

Source: Own compilation

Table 5.13 shows that Bartlett's test resulted in a chi square value (X^2) of 1480.13 ($p<0.05$), and KMO value of 0.89, exceeding the threshold of 0.60 as recommended by Kaiser (1970). This suggests that the dataset is appropriate for conducting factor analysis.

Eigenvalues presented in Table 5.14 show that 4 factors exhibited an eigenvalue of greater than 1. Taken together, these variables explain 68% of the dataset's variance.

Table 5.14: The eigenvalues for employee motivation

Question	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	8.141	45.229	45.229	8.141	45.229	45.229
2	1.778	9.879	55.108	1.778	9.879	55.108
3	1.281	7.119	62.226	1.281	7.119	62.226
4	1.040	5.775	68.002	1.040	5.775	68.002
5	0.889	4.939	72.940			
6	0.763	4.238	77.178			
7	0.654	3.635	80.813			
8	0.584	3.244	84.057			
9	0.497	2.759	86.816			
10	0.414	2.301	89.117			
11	0.381	2.117	91.235			
12	0.360	2.001	93.236			
13	0.287	1.596	94.832			
14	0.270	1.500	96.332			
15	0.222	1.234	97.566			
16	0.170	0.946	98.513			
17	0.150	0.832	99.345			
18	0.118	0.655	100.000			

Extraction Method: Principal Component Analysis
Source: Own compilation

The pattern matrix in Table 5.15 displays the factor loadings following a principal axis factoring with direct oblimin rotation. According to the Eigenvalues, 4 factors could be extracted. Kaiser criterion suggested 4 factors, while Horne's parallel analysis suggested 3 factors. Both options were explored, and a 3-factor solution was found to be the best solution for this study. The revised factors were named employee motivation, workload, and financial reward.

Table 5.15: The pattern matrix for employee motivation

		Factor		
	Pattern Matrix^a	**1**	**2**	**3**
Employee motivation	7. Because I chose this type of work to attain my career goals.	0.873		
	8. For the satisfaction I experience from taking on interesting challenges	0.842		
	4. Because I derive much pleasure from learning new things.	0.809		
	5. Because it has become a fundamental part of who I am.	0.783		
	15. For the satisfaction I experience when I am successful at doing difficult tasks.	0.771		
	14. Because it is the type of work, I have chosen to attain certain important objectives.	0.766		
	13. Because I want to be a "winner" in life.	0.745		
	18. Because this job is a part of my life.	0.727		
	11. Because I want to be very good at this work, otherwise, I would be very disappointed.	0.688		
	10. Because it is part of the way in which I have chosen to live my life.	0.666		
	6. Because I want to succeed at this job, if not I would be very ashamed of myself.	0.616		
	1. Because this is the type of work, I chose to do to attain a certain lifestyle.			
Workload	17. I don't know, too much is expected of us.		0.724	
	12. I don't know why; we are provided with unrealistic working conditions.		0.583	
	3. I ask myself this question, I don't seem to be able to manage the important tasks related to this work.		0.465	
Financial reward	2. For the income it provides me.			0.887
	9. Because it allows me to earn money.			0.482
	16. Because this type of work provides me with security.			

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalisation.
Source: Own compilation

Table 5.15 shows that all factor loadings surpass the 0.30 cut-off. The following scale items, Q1 and Q16, were excluded due to inadequate loadings on any of the factors. Factor loadings on employee motivation ranged from 0.62 to 0.87, which is extremely significant; workload ranged from 0.47 to 0.72, which is significant to extremely significant and financial reward ranged from 0.48 to 0.89, also denoting significance to extreme significance. The empirical evidence from the factor analysis provides reasonable evidence of the construct validity related of employee motivation, workload, and financial reward.

In conclusion, the factor analysis of employee motivation has provided substantial evidence supporting suitability of the dataset for factor analysis. The high Kaiser-Meyer-Olkin (KMO) value (0.87) and the significant result from Bartlett's Test of Sphericity (chi-square value of 1480.13, p<0.05) affirm the appropriateness of employing factor analysis to look into the dataset's underlying structure as related to employee motivation. The eigenvalues analysis further enhances the understanding of the variance in employee motivation. Notably, the initial eigenvalue of 8.14 for the question related to lifestyle-driven work choices underscores its substantial contribution, shedding light on the pivotal role of lifestyle considerations and personal fulfilment in motivating employees. The pattern matrix discerns three distinct factors elucidating the multifaceted nature of employee motivation. Factor 1 emphasises career and intrinsic motivations, factor 2 reflects workload-related motivations, and factor 3 centres around financial reward and security. These factors collectively contribute to an understanding of the diverse elements influencing employee motivation, providing valuable insights for organisations aiming to enhance employee performance.

5.3.4 Employee performance

The adequacy of the dataset for factor analysis will be evaluated in the discussion that follows by looking at the major statistical measures, such as the Bartlett's test and the Kaiser-Meyer-Olkin (KMO) test. The results of this examination are detailed in Table 5.16, where outcomes of the test are displayed.

Table 5.16: KMO and Bartlett's Test for employee performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.903
Bartlett's Test of Sphericity	Approx. Chi-Square	1728.485
	df	153
	Sig.	0.000

Source: Own compilation

Table 5.16 shows that Bartlett's test produced a significant chi square value (X^2) of 1728.49 (p<0.05), along with a KMO value of 0.91, which exceeds the threshold set

by Kaiser (1970) of 0.60 for KMO MSA. Therefore, it may be said that factor analysis is acceptable for the dataset.

In Table 5.17, principal component analysis showed the existence of three components with eigenvalues exceeding 1, elucidating 47.4%: 14.2% and 6.2% of the variance respectively. When combined, these three variables account for 68.1% of the data's variation.

Table 5.17: Eigenvalues for employee performance

Question	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	8.526	47.365	47.365	8.526	47.365	47.365
2	2.631	14.619	61.985	2.631	14.619	61.985
3	1.101	6.116	68.101	1.101	6.116	68.101
4	0.840	4.667	72.768			
5	0.699	3.882	76.650			
6	0.617	3.426	80.075			
7	0.528	2.934	83.009			
8	0.462	2.567	85.575			
9	0.430	2.390	87.965			
10	0.411	2.281	90.246			
11	0.369	2.048	92.294			
12	0.312	1.732	94.025			
13	0.255	1.415	95.440			
14	0.234	1.299	96.739			
15	0.197	1.093	97.832			
16	0.149	0.828	98.660			
17	0.124	0.687	99.347			
18	0.118	0.653	100.000			

Extraction Method: Principal Component Analysis.
Source: Own compilation

The pattern matrix in Table 5.18 indicates the factor loadings for the three factors after performing a principal axis factoring with direct oblimin rotation. These factors have been identified as contextual performance, counterproductive work behaviour and task performance.

Table 5.18: The pattern matrix for employee performance

	Pattern Matrix^a	Factor 1	Factor 2	Factor 3
Contextual performance	6. On my own initiative, I started new tasks when my old tasks were completed.	0.914		
	11. I took up extra responsibilities.	0.819		
	8. I worked on keeping my job-related knowledge up to date.	0.809		
	9. I worked on keeping my work skills up to date.	0.768		
	12. I continually sought new challenges in my work.	0.672		
	7. I took on challenging tasks when they were available.	0.642		
	10. I came up with creative solutions for new problems.	0.581		
	13. I actively participated in meetings and/or consultations.	0.465		
Counterproductive work behaviour	16. I focused on the negative aspects of situations at work instead of the positive aspects.		0.867	
	15. I made problems at work bigger than they were.		0.725	
	17. I talked to colleagues about the negative aspects of my work.		0.603	
	14. I complained about minor work-related issues at work.		0.556	
	18. I talked to people outside the organisation about the negative aspects of my work.		0.432	
Task performance	4. I was able to carry out my work efficiently.			0.837
	5. I managed my time well.			0.834
	1. I was able to plan my work so that I finished it on time.			0.815
	2. I kept in mind the work result I needed to achieve.			0.760
	3. I was able to set priorities.			0.759

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalisation.
Source: Own compilation

As evident in Table 5.18, all factor loadings surpassed the acceptable level of 0.30, as recommended by Ximénez et al. (2022). Specifically, contextual performance displayed factor loadings ranging from 0.47 to 0.91, counterproductive work behaviour ranged from 0.43 to 0.87, and task performance ranged from 0.76 to 0.84. The empirical evidence collected through the factor analysis shows reasonable evidence of the construct validity related to employee performance.

A strong Kaiser-Meyer-Olkin (KMO) value of 0.90 and a significant result from Bartlett's Test of Sphericity (chi-square value of 1728.49, $p < 0.05$) support the

conclusion that the employee performance analysis has validated the dataset's eligibility for factor analysis. The eigenvalues analysis, particularly the substantial initial eigenvalue of 8.53 for the question related to planning and timely completion, underscores the importance of effective planning and task completion in individual work performance. The pattern matrix has revealed three distinct factors, namely contextual performance, counterproductive work behaviour and task performance, which each provide unique insights into the complex character of individual work performance. These findings offer a comprehensive understanding of the factors affecting individual work performance, providing valuable insights for organisations aiming to enhance workplace productivity and employee performance.

To sum up the findings of this section, the exploration of KMO, Bartlett's test, eigenvalues, and pattern matrix of remuneration, employee motivation and employee performance aimed to assess sampling adequacy and the suitability of the data. Items that were reverse scored were carefully handled to ensure consistency and accuracy in the analysis. Specifically, reverse scored items were re-coded so that a high score would consistently reflect a high presence of the construct. This re-coding involved reversing the numerical values (e.g., if the original scale was 1 to 5, it was changed to 5 to 1), ensuring that the meaning of the scale was preserved. Factor scores were then calculated using these both the original and re-coded items. SPSS was used to perform the EFA. The empirical evidence collected through factor analysis demonstrates reasonable proof of construct validity for remuneration, employee motivation, and employee performance.

5.4 REPORTING ON RELIABILITY

The internal consistency reliability for each research instrument and its corresponding factor is shown in this section, using Cronbach's alpha coefficients. Reynaldo and Santos (1999) state that the alpha coefficient, with a range of 0 to 1, may be used to describe the reliability of variables obtained from surveys, multi-point scales, and two-option questions (i.e., rating scales with 1 being poor and 5 excellent). The higher the alpha coefficient on the research instrument, the more dependable it is considered to be. While Nunnally (1978) suggests that a reliable

coefficient of 0.70 is appropriate, lower thresholds such as 0.65 are sometimes deemed acceptable in the literature (Nunnally, 1978).

5.4.1 Reporting on reliability: remuneration

In the following discussion, Cronbach's alpha coefficient will be examined to evaluate the extent of reliability of the data for remuneration. Table 5.19 displays the Cronbach's alpha coefficient values for each of the questions in the Human Resource Practice Scale (HRPS). Notably, the overall coefficient demonstrates a high (0.93) degree of reliability for remuneration.

Table 5.19: Reliability of renumeration (n=135)

Measuring Instrument (HRPS)	Cronbach's Alpha	Reliability
Remuneration	0.93	High

Source: Own compilation

This assessment aligns with established reliability standards, affirming the robustness of remuneration in measuring human resource practices within the context of this study. This relevance is emphasised by prior studies conducted in a South African context, which consistently affirmed the reliability of the Human Resource Practice Scale (HRPS) (Tessema & Soeters, 2006:10; Terera & Ngirande, 2014; Ruvimbo & Hlanganipai, 2016:75).

5.4.2 Reporting on reliability: employee motivation

In the forthcoming discussion, the reliability of employee motivation will be assessed by analysing the Cronbach's alpha coefficient. As discussed in chapter 4, section 4.3.2, the EMQ consisted of 18 questions which were categorised into three subdimensions: employee motivation, workload and financial reward. These subdimensions provide insights into the diverse motivations of employees, the challenges they may face in terms of workload, and the significance of financial reward in their overall motivation and job performance. Table 5.20 shows the reliability of employee motivation.

Table 5.20: Reliability of employee motivation (n=135)

Measuring Instrument (EMQ)	Cronbach's Alpha	Reliability
Employee motivation	0.94	High
Workload	0.64	Moderate
Financial reward	0.68	Moderate

Source: Own compilation

Table 5.20 shows that internal reliability of employee motivation is consistent, with values ranging from moderate (0.64) to high (0.94). The implication of the rating "moderate reliability" of the workload and financial reward dimensions in employee motivation calls for careful consideration in both research and practical applications. It signals opportunities for refinement and improvement in the internal consistency of items within these dimensions. Researchers and stakeholders should consider the potential influence of measurement error when drawing conclusions or making decisions based on scores related to workload and financial reward. The employee motivation subdimension of the EMQ indicates that the questions in the survey were phrased in a positive light.

Reliability was validated in South African studies, where employee motivation Cronbach's alpha values ranged from 0.82 to 0.88, all over the acceptable cut-off of 0.60 (Snelgar et al., 2017). This aligns closely with the current study, taking into consideration the subdimension in Table 5.20.

5.4.3 Reporting on reliability: employee performance

In order to evaluate the dataset's dependability in relation to employee performance, the Cronbach's alpha coefficient is discussed in this section. The questionnaire was categorised into three subdimensions: task performance, contextual performance and counterproductive work behaviour. The contextual performance subdimensions highlight aspects of proactivity, skill development, and adaptability in the work environment. Counterproductive work behaviour subdimensions reveal tendencies towards negative perspectives and behaviours. Task performance subdimensions focus on efficiency, time management, planning, and goal-oriented work. Table 5.21 shows the reliability of employee performance.

Table 5.21: Reliability of employee performance (n=135)

Measuring Instrument (IWPQ)	Cronbach's Alpha	Reliability
Task performance	0.90	Good
Contextual performance	0.94	Good
Counterproductive work behaviour	0.76	Acceptable

Source: Own compilation

As illustrated in Table 5.21, employee performance has demonstrated an acceptable to good level of internal consistency, falling within the acceptable to good range. Koopmans et al. (2014) define a Cronbach's alpha value of 0.70 as acceptable and 0.85 as good. The current study meets these criteria, with coefficients ranging from 0.76 to 0.94 across subdimensions.

5.5 DESCRIPTIVE STATISTICS

Haden (2019:119) claims that descriptive statistics provide manageable descriptions of quantitative data. These statistics, which include graphical and numerical approaches, facilitate the analysis of the data and spot trends. This section focuses on reporting mean and standard deviations, essential components in understanding the data's distribution and central tendency.

5.5.1 Reporting on the mean and standard deviations

The mean, according to Afifah, Mudzakir and Nandiyanto (2022), is the arithmetic average of a group of scores. Standard deviation, conversely, shows the data's distribution (Afifah et al., 2022). Mean and standard deviation were calculated and reported for the variables of remuneration, employee motivation, and employee performance. The three instruments' subdimensions are all described in detail in this section.

5.5.1.1 Remuneration

The method of scoring remuneration involved calculating mean scores for each element. The results of remuneration were measured on a Likert-type scale ranging from 1 to 5, where scores of 1 to 2 were regarded as below average, 3 and 4 reflected average scores, and 5 indicated high scores (see Appendix 2). The mean

scores for remuneration in this research were deemed average, with a total mean of 3.08, as indicated in Table 5.22.

Table 5.22: Mean and standard deviation for remuneration (n = 135)

Factors of HRPS	N	Minimum	Maximum	Mean	Standard deviation
Remuneration	135	1.00	5.00	3.0778	1.05228
Valid N (listwise)	135				

Source: Own compilation

In this study, mean scores for remuneration on the HRPS were 3.08 (M =3.08), with standard deviation of 1.05. Mean scores on the HRPS show that the dimensions are likely to influence remuneration.

Mean scores presented in Table 5.22 align with the results of earlier studies on remuneration. For example, a research study by Sial, Jilani, Imran and Zaheer (2011) in various Pakistani universities reported total mean scores of (M = 3.37), with a standard deviation of 0.73. Another study by Khan, Yusoff and Khan (2014) reported total mean scores of 4.01, with standard deviation of 0.63. Sajid and Nauman (2019) reported total mean scores of (M = 3.39), with standard deviation of 0.90. Lim and Ahmad's (2021) study on the banking services sector in Johor, Malaysia, reported total mean scores of (M = 3.92), with standard deviation of 0.95. Manenzhe and Ngirande's (2021) study examined the impact of remuneration, training and development on the organisational citizenship behaviour of academic employees at rural universities within South Africa. The study reported total mean scores of (M = 2.8) and standard deviation of 2.9. Rao and Aleem's (2022) study on autonomous medical institutions in Punjab reported total mean scores of (M = 3.32), with standard deviation of 0.62. These findings are consistent with those of Tessema and Soeters (2006).

5.5.1.2 Employee motivation

The assessment of employee motivation involved calculating the mean score for every item in every subdimension. Table 5.23 contains descriptive information on

employee motivation. This information includes the mean and standard deviation for each question.

Table 5.23: Mean and standard deviation for employee motivation (n = 135)

Factors of EMQ	N	Minimum	Maximum	Mean	Standard deviation
Employee motivation	135	1.27	7.00	5.2666	1.38093
Workload	135	1.00	7.00	3.1753	1.54578
Financial reward	135	1.00	7.00	4.9519	1.44923
Valid N (listwise)	135				

Source: Own compilation

As Table 5.23 above shows, mean scores ranged between (M = 3.18) and (M = 5.27). Participants in the sample obtained the highest scores on employee motivation (M = 5.27; SD = 1.38) and lowest scores on workload subdimension (M = 3.18; SD = 1.55). Standard deviations were similar, ranging from 1.38 to 1.55.

All three subdimensions, employee motivation, workload, and financial reward, exhibited mean scores from (M = 3) to (M = 5). This suggests average score levels, similar to the findings of a comparable study conducted by Snelgar et al. (2017).

The results of employee motivation were recorded on a rating scale of 1 to 7. A score of 1 to 3 was regarded as below average, 4 and 5 reflected average scores and 6 and 7 showed high scores (see Appendix 2).

5.5.1.3 Employee performance

Employee performance was calculated by obtaining mean scores across all items in each subdimension. Table 5.24 indicates the mean and standard deviation for each subdimension.

Table 5.24: Mean and standard deviation for employee performance (n = 135)

Factors of IWPQ	N	Minimum	Maximum	Mean	Standard deviation
Contextual performance	135	1.25	5.00	3.9148	0.98587
Counterproductive work behaviour	135	1.00	4.80	1.6311	0.69877
Task performance	135	1.40	5.00	4.1170	0.91534
Valid N (listwise)	135				

Source: Own compilation

As evident from Table 5.24, mean scores exhibit a range from (M = 1.63 to M = 4.11), showcasing participant responses. The task performance factor score was the highest (M = 4.12; SD = 0.92), while counterproductive work behaviour received the lowest scores (M = 1.63; SD = 0.70). Standard deviations, indicating the dispersion of scores, demonstrated a relatively consistent range from 0.70 to 0.99.

Specifically, contextual performance and task performance subdimensions reflected mean scores ranging from (M = 3 to M = 4). In contrast, counterproductive work behaviour reflected mean scores of (M =1), suggesting a minimal occurrence of such behaviour among participants.

To contextualise these findings, a comparison with prior South African studies is insightful. For instance, in a South African context Van der Vaart (2021) reported mean scores ranging from (M = 2.02 to M = 3.64), accompanied by standard deviations between 0.75 and 0.85. This comparison provides a benchmark for understanding the unique characteristics of individual work performance perceptions in this research. The results of employee performance were assessed using a scale ranging from 1 to 5, with scores of 1 and 2 considered below average, 3 and 4 reflecting average scores, and 5 indicating high scores (see Appendix 2). The mean scores of employee performance in this research were average, with an overall mean of 3, as shown in Table 5.24.

In summary, these findings reveal nuanced perspectives within the sample, highlighting the significance of task performance and indicating a notably low incidence of counterproductive work behaviour.

5.6. INFERENTIAL STATISTICS

This section outlines the inferential statistical analysis conducted in this study on remuneration, employee motivation and employee performance.

5.6.1. Correlation analysis

Pearson product-moment correlation, often denoted as "r", is a linear statistical measure utilised to determine correlations between variables (Schober, Boer & Schwarte, 2018). A Pearson product-moment correlation was used in this study to determine the correlation between remuneration, employee motivation and employee performance. The resulting correlations are presented in a correlation matrix, and their significance was determined through a two-tailed test, assessing significant levels at the 5% and 1% levels (Januardi, Erdi & Darmanto, 2023). Adhering to Cohen's (1988) categorisation, wherein a correlation value of 0.5 is considered high, 0.3 moderate, and 0.1 low, this study adopted these thresholds for interpreting the strength of correlations.

5.6.2. Results of hypothesis 1

The first hypothesis involved determining the statistical nature of the relationship between remuneration, employee motivation and employee performance in a sample of participants employed in an agricultural service company in South Africa. This relationship was explored using Pearson's correlation coefficients. As indicated in chapter 4, hypothesis 1 states:

H_1	There is a significant and positive relationship between remuneration, employee motivation and employee performance

Correlation values in Table 5.25 reveal statistically significant positive as well as negative correlations between the scales. The null hypothesis is thus rejected.

Table 5.25: The Pearson Product-Moment Correlation: remuneration, employee motivation, employee performance

		EMQ			HRPS		IWPQ	
		Contextual performance	Counterproductive work behaviour	Task performance	Remuneration	Employee motivation	Work load	Financial reward
Contextual performance	Pearson Correlation	--						
Counterproductive work behaviour	Pearson Correlation	0.106	--					
	Sig. (2-tailed)	0.221						
Task performance	Pearson Correlation	0.774**	0.127	--				
	Sig. (2-tailed)	0.000	0.141					
Remuneration	Pearson Correlation	-0.031	-0.060	0.068	--			
	Sig. (2-tailed)	0.720	0.491	0.432				
Employee motivation	Pearson Correlation	0.621**	-0.017	0.512**	0.231**	--		
	Sig. (2-tailed)	0.000	0.843	0.000	0.007			
Work load	Pearson Correlation	0.136	0.220*	0.140	-0.178*	0.187*	--	
	Sig. (2-tailed)	0.115	0.010	0.104	0.039	0.030		
Financial reward	Pearson Correlation	0.167	0.035	0.214*	0.361**	0.485**	0.191*	--
	Sig. (2-tailed)	0.053	0.690	0.013	0.000	0.000	0.027	

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
Source: Own compilation

Table 5.25 reveals notable correlations among variables. The findings revealed a moderate negative relationship between remuneration and contextual performance (r= -0.03, p = 0.72), while high negative relationships were identified between remuneration and counterproductive work behaviour (r = -0.06, p = 0.49). This suggests that as contextual performance and counterproductive work behaviour increase, remuneration tends to decrease. Conversely, a low positive correlation was found between remuneration and task performance (r = 0.07, p = 0.43), suggesting that remuneration tends to increase with higher levels of task performance.

Contextual performance demonstrated high statistically significant positive correlations with task performance (r = 0.77, p<0.01). Similarly, employee motivation exhibited high statistically significant positive correlations with both

contextual performance (r = 0.62, p<0.01) and task performance (r = 0.51, p<0.01), suggesting that higher motivation levels are linked to improved task performance. In contrast, workload, displayed a low statistically significant negative correlation with remuneration (r = -0.18, p = 0.04), suggesting a weak but measurable relationship between the two variables. This correlation may be considered unusual or unexpected in certain contexts, as conventional expectations might assume that higher remuneration could be associated with a potential reduction in workloads.

Financial reward displayed a range from statistically significant to highly statistically significant relationships. Workload and counterproductive work behaviour were shown to have low positive relationships (r = 0.22, p = 0.01), and low positive correlations were also found between financial reward and task performance (r = 0.21, p = 0.01). Conversely, moderate positive correlations were discovered between financial reward and remuneration (r =0.36, p<0.01) and high positive correlations were found between financial reward and employee motivation (r = 0.49, p<0.01). These significant correlations between financial reward and both employee motivation and workload suggest potential mutual influences. No statistical significance was found in any of the other relationships (p>0.05).

5.7 MULTIVARIATE ANALYSIS OF VARIATION

Landler, Ruxton and Malkemper (2022) describe multivariate analysis of variation MANOVA as the process of determining the variance between a categorical independent variable with the capability to incorporate continuous independent variables as covariates. Chapter 4, section 4.3.5.4 of this study detailed the application of MANOVA, particularly focusing on how it explores the relationship between one continuous independent variable (entered as a covariate) and multiple dependent variables concurrently. Kimani and Scott (2023:14) further elaborate that MANOVA is a statistical method specifically designed to assess differences across several continuous dependent variables at once.

MANOVA is a powerful statistical technique that provides deep insights and practical applications by simultaneously analysing multiple dependent variables

(Subedi, 2023). It enables researchers to comprehensively analyse multiple dependent variables concurrently, thereby enhancing understanding of the relationships between these variables and how independent variables impact them (Phakiti, 2023). By employing MANOVA, researchers can identify patterns and predict future outcomes based on historical data, making it a valuable tool for comprehensive data analysis (Kimani & Scott, 2023:14). Compared to univariate analysis, MANOVA provides a more holistic perspective on how various factors collectively influence several outcome variables, offering a more nuanced and holistic understanding than univariate analysis (Backhaus, et al., 2023).

5.7.1 Results of hypothesis 2

The second hypothesis proposed that remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.. This predictive relationship was investigated using MANOVA, as detailed in chapter 4. Hypothesis 2 states the following:

H_2	Remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.

In the following discussion, the findings related to hypothesis 2 is explored to ascertain whether remuneration satisfaction positively influences both employee motivation and employee performance. Table 5.26 displays the MANOVA for remuneration satisfaction, the independent variable.

Table 5.26: MANOVA: Multivariate tests

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	0.744	61.861[b]	6.000	128.000	0.000	0.744
	Wilks' Lambda	0.256	61.861[b]	6.000	128.000	0.000	0.744
	Hotelling's Trace	2.900	61.861[b]	6.000	128.000	0.000	0.744
	Roy's Largest Root	2.900	61.861[b]	6.000	128.000	0.000	0.744
Remuneration	Pillai's Trace	0.238	6.660[b]	6.000	128.000	0.000	0.238
	Wilks' Lambda	0.762	6.660[b]	6.000	128.000	0.000	0.238
	Hotelling's Trace	0.312	6.660[b]	6.000	128.000	0.000	0.238
	Roy's Largest Root	0.312	6.660[b]	6.000	128.000	0.000	0.238

a. Design: Intercept + Remuneration

b. Exact statistic

Source: Own compilation

The multivariate test above tests whether remuneration satisfaction explains the proportion of the variance of a linear combination of the dependent variables. Multivariate tests show that remuneration satisfaction had a significant influence on the linear combination of the dependent variables, $F(6,128)=6.660$, $p<0.001$, Wilks $\Lambda = 0.762$, $\eta p^2 = 0.238$. This represents a large practical effect size.

Following the MANOVA, further investigation was done to assess whether remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa on individual dependent variables. Table 5.27 present the findings.

Table 5.27: MANOVA: Influence on DV's individually

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	Contextual performance	.127[a]	1	0.127	0.129	0.720	0.001
	Counterproductive work behaviour	.234[b]	1	0.234	0.478	0.491	0.004
	Task performance	.522[c]	1	0.522	0.622	0.432	0.005
	Employee motivation	13.585[d]	1	13.585	7.468	0.007	0.053
	Work load	10.109[e]	1	10.109	4.336	0.039	0.032
	Financial reward	36.745[f]	1	36.745	19.973	0.000	0.131
Intercept	Contextual performance	225.095	1	225.095	230.090	0.000	0.634
	Counterproductive work behaviour	43.148	1	43.148	88.023	0.000	0.398
	Task performance	217.259	1	217.259	258.576	0.000	0.660
	Employee motivation	263.792	1	263.792	145.007	0.000	0.522
	Work load	222.175	1	222.175	95.297	0.000	0.417
	Financial reward	164.183	1	164.183	89.240	0.000	0.402
Remuneration	**Contextual performance**	**0.127**	**1**	**0.127**	**0.129**	**0.720**	**0.001**
	Counterproductive work behaviour	**0.234**	**1**	**0.234**	**0.478**	**0.491**	**0.004**
	Task performance	**0.522**	**1**	**0.522**	**0.622**	**0.432**	**0.005**
	Employee motivation	**13.585**	**1**	**13.585**	**7.468**	**0.007**	**0.053**
	Work load	**10.109**	**1**	**10.109**	**4.336**	**0.039**	**0.032**
	Financial reward	**36.745**	**1**	**36.745**	**19.973**	**0.000**	**0.131**
Error	Contextual performance	130.112	133	0.978			
	Counterproductive work behaviour	65.195	133	0.490			
	Task performance	111.748	133	0.840			
	Employee motivation	241.948	133	1.819			
	Work load	310.075	133	2.331			
	Financial reward	244.692	133	1.840			
Total	Contextual performance	2199.219	135				
	Counterproductive work behaviour	424.600	135				
	Task performance	2400.520	135				
	Employee motivation	4000.027	135				
	Work load	1681.333	135				
	Financial reward	3591.750	135				
Corrected Total	Contextual performance	130.239	134				
	Counterproductive work behaviour	65.429	134				
	Task performance	112.271	134				
	Employee motivation	255.533	134				
	Work load	320.184	134				
	Financial reward	281.437	134				

a. R Squared = .001 (Adjusted R Squared = -.007)
b. R Squared = .004 (Adjusted R Squared = -.004)
c. R Squared = .005 (Adjusted R Squared = -.003)
d. R Squared = .053 (Adjusted R Squared = .046)
e. R Squared = .032 (Adjusted R Squared = .024)
f. R Squared = .131 (Adjusted R Squared = .124)

Source: Own compilation

Partial eta-squared values (ηp^2) were used as measures of effect size and magnitude, interpreted as trivial (< 0.01), small (0.01-0.06), moderate (> 0.06-0.14), and large (> 0.14) (Hill et al., 2024).

The remuneration section of this analysis summarises the effect on each dependent variable separately. The results shows that remuneration satisfaction did not have a significant impact on the subscales of employee performance ($p > 0.05$). There were significant relationships with employee motivation $F(1,133) = 7.468$, $p = 0.007$, partial $\eta p^2 = 0.053$ as well as on work load $F(1,133) = 4.336$, $p = 0.039$, partial $\eta p^2 = 0.032$. Both of these results represent a small practical effect size. Remuneration also had a significant impact on financial reward $F(1,133) = 19.973$, $p < 0.001$, partial $\eta p^2 = 0.131$. This effect size falls at the high end of the medium effect size range.

The results offer several practical implications for organisations. Prioritising financial remuneration strategies is crucial, as remuneration significantly impacts financial rewards. Enhancing remuneration packages can also increase employee motivation, suggesting a link between compensation and performance incentives. Although the effect on workload is smaller, it is still significant, indicating that remuneration strategies could help manage workload perceptions. Despite no significant impact on specific employee performance subscales, a balanced approach that integrates financial and non-financial factors is essential. Understanding the varying effect sizes allows for better resource allocation, investing more in areas with a stronger impact while still addressing smaller impacts. These insights can guide evidence-based policy development, leading to remuneration packages that not only meet financial expectations but also enhance motivation and workload management, ultimately fostering a supportive and productive work environment.

5.8. T-TESTS AND ANOVAS

According to Tabachnick and Fidell (2019:17), to determine the statistical significance of differences between two group means, a t-test is frequently employed. An independent sample t-test was employed in this study to evaluate the variations in the components for hypothesis 2 across racial and gender groups. Utilising Levene's test of equal variance, the hypothesis of equal variance of the group was tested (Abidoye, Lamidi, Alabi & Popoola 2021). When the group's variance is equal, the row that reads "equal variances assumed" is utilised; when it is not, the row that reads "equal variances not assumed" is used (Abidoye et al., 2021). If the p-value for the Levene's test is greater than 0.05 ($p > 0.05$), it is reasonable to assume equal variances. In this case the relevant t-test's sig (2-tailed) column is $p < 0.05$, meaning that there are noteworthy variations between the mean scores of the two groups. Mean scores of the two groups do not differ substantially if the values are greater than 0.05 (Abidoye et al., 2021).

When dealing withe more than two groups, an analysis of variance (ANOVA) is performed to test the null hypothesis of equal means across several populations (Aslam, 2019). Significant differences are determined if the "sig" column in the ANOVA table shows a value of less than 0.05 ($p < 0.05$). If the value is more than 0.05, no significant differences exist among groups. Post-hoc tests may be used to compare groups pairwise only when substantial overall differences exist between the groups.

5.8.1 Results of hypothesis 3

Hypothesis 3 aimed to empirically explore the impact of biographical variables (race, gender, age, duration in the organisation and duration in the position (tenure) on remuneration, employee motivation and employee performance. The analysis used t-tests and ANOVAS to assess the significance of these variables. As indicated in chapter 4, hypothesis 3 states:

| H₃ | Individuals' race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) differ in terms of remuneration, employee motivation and employee performance. |

5.8.1.1 Race

The outcomes of the t-tests on independent samples are presented in Table 5.28, comparing two race groups, African and White, across the variables of interest.

The independent sample t-test revealed that workload was the only variable with a statistically significant difference between the two racial groups, with a p-value of less than 0.05. The assumption of equal variances for workload was violated as the p-values for Levene's test were less than 0.05 (p > 0.05). The mean score for workload was higher for African (*M* = 3.64, *SD* = 1.61) than for White (*M* = 2.72, *SD* = 1.25) participants; t(124)=3. 63, p<0.01. The two racial groups did not exhibit statistically significant differences in terms of contextual performance, counterproductive work behaviour, task performance, remuneration, employee motivation, and financial reward, since each of these p-values for each of these factors was more than 0.05.

Table 5.28: Group statistics on race for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		N	Mean	Standard deviation	Standard error mean
Contextual performance	African	73	3.9709	1.02370	0.11982
	White	53	3.8939	0.93554	0.12851
Counterproductive work behaviour	African	73	1.6082	0.71913	0.08417
	White	53	1.6943	0.69681	0.09571
Task performance	African	73	4.1370	0.93504	0.10944
	White	53	4.0755	0.95049	0.13056
Remuneration	African	73	2.9612	1.14143	0.13359
	White	53	3.2358	0.88581	0.12167
Employee motivation	African	73	5.3672	1.49648	0.17515
	White	53	5.0789	1.26760	0.17412
Work load	African	73	3.6438	1.60663	0.18804
	White	53	2.7170	1.25132	0.17188
Financial reward	African	73	4.9110	1.57749	0.18463
	White	53	5.1509	1.19930	0.16474

Source: Own compilation

To determine whether there are statistically significant differences between the various racial groups, an independent sample t-test was utilised. The findings of this test are described in Table 5.29.

Table 5.29: Independent samples t-test on race for remuneration, employee motivation and employee performance

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | 95% Confidence Interval of the Difference | |
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Contextual performance	Equal variances assumed	0.234	0.629	0.432	124	0.333	0.666	0.07702	0.17824	-0.27577	0.42981
	Equal variances not assumed			0.438	117.549	0.331	0.662	0.07702	0.17570	-0.27092	0.42497
Counterproductive work behaviour	Equal variances assumed	0.084	0.772	-0.672	124	0.251	0.503	-0.08612	0.12810	-0.33967	0.16743
	Equal variances not assumed			-0.676	114.198	0.250	0.501	-0.08612	0.12746	-0.33861	0.16637
Task performance	Equal variances assumed	0.147	0.702	0.362	124	0.359	0.718	0.06151	0.16991	-0.27479	0.39782
	Equal variances not assumed			0.361	111.124	0.359	0.719	0.06151	0.17036	-0.27606	0.39909
Remuneration	Equal variances assumed	4.367	0.039	-1.461	124	0.073	0.147	-0.27466	0.18802	-0.64681	0.09749
	Equal variances not assumed			-1.520	123.412	0.066	0.131	-0.27466	0.18070	-0.63233	0.08301
Employee motivation	Equal variances assumed	1.742	0.189	1.137	124	0.129	0.258	0.28833	0.25356	-0.21353	0.79019
	Equal variances not assumed			1.167	121.001	0.123	0.245	0.28833	0.24697	-0.20061	0.77728
Work load	Equal variances assumed	5.610	0.019	3.498	124	0.000	0.001	0.92685	0.26494	0.40246	1.45125
	Equal variances not assumed			3.638	123.349	0.000	0.000	0.92685	0.25476	0.42259	1.43112
Financial reward	Equal variances assumed	4.136	0.044	-0.929	124	0.177	0.355	-0.23998	0.25826	-0.75116	0.27119
	Equal variances not assumed			-0.970	123.710	0.167	0.334	-0.23998	0.24744	-0.72975	0.24978

Source: Own compilation

5.8.1.2 Gender

Table 5.29 contains the findings of independent sample t-tests comparing two groups, Females and Males, across various factors, including contextual performance, counterproductive work behaviour, task performance, remuneration, employee motivation, workload, and financial reward.

There was a significant difference between the contextual performance of female (M = 3.64, SD = 1.07) and male (M = 4.00, SD = 0.95) participants as indicated by the independent sample t-test; t(132)= -1.82, p = 0.04. Additionally, a marginally significant difference in employee motivation was discovered between female (M = 4.91, SD = 1.47) and male (M = 5.36, SD = 1.34) participants; t (132)=-1.64, p = 0.05. However, no substantial variances were discovered in other factors between male and female participants.

As shown in Table 5.29, the sample comprised 24.6% females and 75.4% males. Furthermore, females scored significantly higher than males in relation to counterproductive work behaviour, workload and financial reward.

In summary, contextual performance showed a significant difference and employee motivation a marginal difference between female and male participants. Nevertheless, no significant variations were discovered in counterproductive work behaviour, task performance, remuneration, workload, or financial reward.

Table 5.30 shows the results for the group statistics for remuneration, employee motivation and employee performance.

Table 5.30: Group statistics on gender for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		N	Mean	Standard deviation	Standard error mean
Contextual performance	Female	33	3.6402	1.07017	0.18629
	Male	101	3.9975	0.94819	0.09435
Counterproductive work behaviour	Female	33	1.6909	0.81561	0.14198
	Male	101	1.6178	0.66036	0.06571
Task performance	Female	33	4.0121	1.05112	0.18298
	Male	101	4.1446	0.87183	0.08675
Remuneration	Female	33	2.9798	1.00412	0.17480
	Male	101	3.0957	1.06650	0.10612
Employee motivation	Female	33	4.9146	1.46920	0.25575
	Male	101	5.3644	1.33566	0.13290
Work load	Female	33	3.1919	1.77371	0.30876
	Male	101	3.1617	1.47920	0.14719
Financial reward	Female	33	5.0758	1.50583	0.26213
	Male	101	4.8960	1.43408	0.14270

Source: Own compilation

To ascertain if a statistically significant variation in remuneration, employee motivation, and employee performance exists between the gender groups, an independent sample t-test was employed. Table 5.31 displays the outcomes of this t-test, and it is evident that Males and females did not show discernible differences.

Table 5.31: Independent samples t-test on gender for remuneration, employee motivation and employee performance

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | | |
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	95% CI Lower	95% CI Upper
Contextual performance	Equal variances assumed	2.976	0.087	-1.820	132	0.035	0.071	-0.35737	0.19633	-0.74573	0.03099
	Equal variances not assumed			-1.711	49.479	0.047	0.093	-0.35737	0.20882	-0.77691	0.06217
Counterproductive work behaviour	Equal variances assumed	0.248	0.619	0.520	132	0.302	0.604	0.07309	0.14059	-0.20501	0.35119
	Equal variances not assumed			0.467	46.493	0.321	0.643	0.07309	0.15645	-0.24174	0.38791
Task performance	Equal variances assumed	1.669	0.199	-0.719	132	0.237	0.473	-0.13243	0.18417	-0.49674	0.23188
	Equal variances not assumed			-0.654	47.239	0.258	0.516	-0.13243	0.20250	-0.53975	0.27489
Remuneration	Equal variances assumed	0.883	0.349	-0.550	132	0.292	0.583	-0.11591	0.21088	-0.53305	0.30123
	Equal variances not assumed			-0.567	57.440	0.287	0.573	-0.11591	0.20449	-0.52532	0.29350
Employee motivation	Equal variances assumed	1.465	0.228	-1.638	132	0.052	0.104	-0.44984	0.27454	-0.99291	0.09324
	Equal variances not assumed			-1.561	50.439	0.062	0.125	-0.44984	0.28823	-1.02863	0.12896
Work load	Equal variances assumed	0.952	0.331	0.097	132	0.462	0.923	0.03020	0.31194	-0.58684	0.64725
	Equal variances not assumed			0.088	47.412	0.465	0.930	0.03020	0.34205	-0.65776	0.71816
Financial reward	Equal variances assumed	0.094	0.760	0.617	132	0.269	0.538	0.17972	0.29110	-0.39611	0.75554
	Equal variances not assumed			0.602	52.306	0.275	0.550	0.17972	0.29845	-0.41909	0.77853

Source: Own compilation

5.8.1.3 Age

Table 5.32 presents the descriptive statistics pertaining to remuneration, employee motivation, and employee performance categorised by age.

Table 5.32: Descriptive statistics for age (remuneration, employee motivation and employee performance)

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Contextual performance	18 - 29 years	25	4.1250	0.98160	0.19632	3.7198	4.5302	1.75	5.00
	30 - 39 years	40	4.0250	0.87440	0.13826	3.7454	4.3046	1.88	5.00
	40 - 49 years	43	3.7558	1.06554	0.16249	3.4279	4.0837	1.25	5.00
	50 years and older	27	3.8102	1.01217	0.19479	3.4098	4.2106	1.63	5.00
	Total	135	3.9148	0.98587	0.08485	3.7470	4.0826	1.25	5.00
Counterproductive work behaviour	18 - 29 years	25	1.4640	0.34020	0.06804	1.3236	1.6044	1.00	2.20
	30 - 39 years	40	1.5350	0.58772	0.09293	1.3470	1.7230	1.00	3.40
	40 - 49 years	43	1.8093	0.87717	0.13377	1.5393	2.0793	1.00	4.80
	50 years and older	27	1.6444	0.74490	0.14336	1.3498	1.9391	1.00	3.60
	Total	135	1.6311	0.69877	0.06014	1.5122	1.7501	1.00	4.80
Task performance	18 - 29 years	25	4.1200	1.00830	0.20166	3.7038	4.5362	1.80	5.00
	30 - 39 years	40	4.2350	0.80114	0.12667	3.9788	4.4912	2.60	5.00
	40 - 49 years	43	4.0047	1.00900	0.15387	3.6941	4.3152	1.40	5.00
	50 years and older	27	4.1185	0.85442	0.16443	3.7805	4.4565	2.00	5.00
	Total	135	4.1170	0.91534	0.07878	3.9612	4.2728	1.40	5.00
Remuneration	18 - 29 years	25	2.9400	1.01708	0.20342	2.5202	3.3598	1.00	5.00
	30 - 39 years	40	2.8625	1.03079	0.16298	2.5328	3.1922	1.00	4.83
	40 - 49 years	43	3.2519	1.03916	0.15847	2.9321	3.5717	1.00	5.00
	50 years and older	27	3.2469	1.11552	0.21468	2.8056	3.6882	1.00	5.00
	Total	135	3.0778	1.05228	0.09057	2.8987	3.2569	1.00	5.00

		N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Employee motivation	18 - 29 years	25	5.3164	1.59245	0.31849	4.6590	5.9737	1.73	7.00
	30 - 39 years	40	5.4409	1.36969	0.21657	5.0029	5.8790	1.91	7.00
	40 - 49 years	43	4.7907	1.32165	0.20155	4.3840	5.1974	1.27	7.00
	50 years and older	27	5.7202	1.10194	0.21207	5.2843	6.1561	3.09	7.00
	Total	135	5.2666	1.38093	0.11885	5.0315	5.5017	1.27	7.00
Work load	18 - 29 years	25	3.1067	1.64913	0.32983	2.4259	3.7874	1.00	7.00
	30 - 39 years	40	3.2167	1.61818	0.25586	2.6991	3.7342	1.00	7.00
	40 - 49 years	43	3.0465	1.37356	0.20947	2.6238	3.4692	1.00	6.33
	50 years and older	27	3.3827	1.65819	0.31912	2.7268	4.0387	1.00	7.00
	Total	135	3.1753	1.54578	0.13304	2.9122	3.4384	1.00	7.00
Financial reward	18 - 29 years	25	5.1000	1.39194	0.27839	4.5254	5.6746	2.00	7.00
	30 - 39 years	40	4.8625	1.63294	0.25819	4.3403	5.3847	1.00	7.00
	40 - 49 years	43	4.6860	1.36287	0.20784	4.2666	5.1055	1.50	7.00
	50 years and older	27	5.3704	1.30526	0.25120	4.8540	5.8867	1.00	7.00
	Total	135	4.9519	1.44923	0.12473	4.7052	5.1985	1.00	7.00

Source: Own compilation

Employee motivation is the only factor showing variability, with the highest mean observed in the 50 years and older age group.

ANOVA was employed to investigate the influence of age on various factors, including remuneration, employee motivation and employee performance. The examination focused on both between-group and within-group variability for each of these factors, with the outcomes presented in Table 5.33.

Table 5.33: ANOVA on age for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		Sum of Squares	df	Mean Square	F	Sig.
Contextual performance	Between groups	2.973	3	0.991	1.020	0.386
	Within groups	127.266	131	0.971		
	Total	130.239	134			
Counterproductive work behaviour	Between groups	2.438	3	0.813	1.690	0.172
	Within groups	62.992	131	0.481		
	Total	65.429	134			
Task performance	Between groups	1.100	3	0.367	0.432	0.730
	Within groups	111.171	131	0.849		
	Total	112.271	134			
Remuneration	Between groups	4.405	3	1.468	1.338	0.265
	Within groups	143.973	131	1.099		
	Total	148.378	134			
Employee motivation	Between groups	16.570	3	5.523	3.028	0.032
	Within groups	238.963	131	1.824		
	Total	255.533	134			
Work load	Between groups	2.061	3	0.687	0.283	0.838
	Within groups	318.123	131	2.428		
	Total	320.184	134			
Financial reward	Between groups	8.635	3	2.878	1.382	0.251
	Within groups	272.802	131	2.082		
	Total	281.437	134			

Source: Own Compilation

Table 5.33 revealed significant differences between age groups on the employee motivation factor (F(3.08), p = 0.03). However, all other factors exhibited no statistically significant differences between age groups.

These results offer insightful information on how age functions in the workplace and how it affects several facets of employee motivation and performance.

In order to determine whether age significantly affects employee motivation, as shown by the ANOVA, post hoc tests were run to compare the mean differences in employee motivation across different age groups. Table 5.34 presents the statistical tests. The statistical tests are displayed in Table 5.34.

Table 5.34: POST HOC tests on age (dependent variable: employee motivation)

Dependent Variable	(I) Age_rec	(J) Age_rec	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
Employee motivation	18 - 29 years	30 - 39 years	-0.12455	0.34434	0.984	-1.0206	0.7715
		40 - 49 years	0.52567	0.33969	0.412	-0.3583	1.4096
		50 years and older	-0.40380	0.37487	0.704	-1.3793	0.5717
	30 - 39 years	18 - 29 years	0.12455	0.34434	0.984	-0.7715	1.0206
		40 - 49 years	0.65021	0.29669	0.131	-0.1219	1.4223
		50 years and older	-0.27926	0.33640	0.840	-1.1547	0.5962
	40 - 49 years	18 - 29 years	-0.52567	0.33969	0.412	-1.4096	0.3583
		30 - 39 years	-0.65021	0.29669	0.131	-1.4223	0.1219
		50 years and older	-.92947*	0.33164	0.029	-1.7925	-0.0664
	50 years and older	18 - 29 years	0.40380	0.37487	0.704	-0.5717	1.3793
		30 - 39 years	0.27926	0.33640	0.840	-0.5962	1.1547
		40 - 49 years	0.92947*	0.33164	0.029	0.0664	1.7925

* The mean difference is significant at the 0.05 level
*The mean difference between the age group 40 - 49 years and 50 years and older age groups is statistically significant at the 0.05 level.
Source: Own compilation

The post hoc analysis identified a significant difference in employee motivation, specifically between individuals aged 40–49 years and those aged 50 years and older. The descriptive statistics displayed in Table 5.35 show that employees 50 years and older (M = 5.72, SD = 1.10) exhibit a higher score in the employee motivation factor compared to those in the 40–49 years age group (M = 4.79, SD = 1.32). Conversely, all other age group comparisons did not yield statistically significant differences in employee motivation. These results suggest that age-related differences in employee motivation are primarily observed between individuals in their forties and those aged 50 and older.

5.8.1.4 Education

Table 5.35 examines the descriptive statistics related to various workplace factors for three different education levels: Standard 10 / Grade 12, diploma and bachelor's or higher degree.

Table 5.35: Descriptive statistics for educational level (remuneration, employee motivation and employee performance)

Factors of HRPS, EMQ and IWPQ		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Contextual performance	Std 10 / Grade 12	94	3.9707	0.99620	0.10275	3.7667	4.1748	1.25	5.00
	Diploma	28	3.8304	1.07863	0.20384	3.4121	4.2486	1.88	5.00
	Degree or higher	11	3.7273	0.69331	0.20904	3.2615	4.1930	2.75	4.75
	Total	133	3.9211	0.99006	0.08585	3.7512	4.0909	1.25	5.00
Counterproductive work behaviour	Std 10 / Grade 12	94	1.6617	0.73266	0.07557	1.5116	1.8118	1.00	4.80
	Diploma	28	1.5857	0.58355	0.11028	1.3594	1.8120	1.00	4.00
	Degree or higher	11	1.5636	0.75799	0.22854	1.0544	2.0729	1.00	3.40
	Total	133	1.6376	0.70201	0.06087	1.5172	1.7580	1.00	4.80
Task performance	Std 10 / Grade 12	94	4.1511	0.92175	0.09507	3.9623	4.3399	1.40	5.00
	Diploma	28	3.9571	0.96357	0.18210	3.5835	4.3308	1.80	5.00
	Degree or higher	11	4.0727	0.76038	0.22926	3.5619	4.5836	2.40	5.00
	Total	133	4.1038	0.91572	0.07940	3.9467	4.2608	1.40	5.00
Remuneration	Std 10 / Grade 12	94	2.9965	1.06956	0.11032	2.7774	3.2155	1.00	5.00
	Diploma	28	3.2143	1.08569	0.20518	2.7933	3.6353	1.17	5.00
	Degree or higher	11	3.4394	0.87010	0.26234	2.8549	4.0239	1.67	4.50
	Total	133	3.0789	1.06018	0.09193	2.8971	3.2608	1.00	5.00

		N	Mean	SD	Std Error	CI Lower	CI Upper	Min	Max
Employee motivation	Std 10 / Grade 12	94	5.3452	1.45187	0.14975	5.0478	5.6425	1.27	7.00
	Diploma	28	5.0812	1.27112	0.24022	4.5883	5.5741	1.73	7.00
	Degree or higher	11	4.9256	1.08774	0.32796	4.1949	5.6564	2.82	6.09
	Total	133	5.2549	1.38798	0.12035	5.0168	5.4930	1.27	7.00
Work load	Std 10 / Grade 12	94	3.3298	1.55926	0.16083	3.0104	3.6492	1.00	7.00
	Diploma	28	2.6667	1.51807	0.28689	2.0780	3.2553	1.00	6.67
	Degree or higher	11	3.1515	1.49342	0.45028	2.1482	4.1548	1.00	5.33
	Total	133	3.1754	1.55731	0.13504	2.9083	3.4426	1.00	7.00
Financial reward	Std 10 / Grade 12	94	4.9521	1.52765	0.15756	4.6392	5.2650	1.00	7.00
	Diploma	28	4.7500	1.31586	0.24867	4.2398	5.2602	1.50	7.00
	Degree or higher	11	5.3182	1.16775	0.35209	4.5337	6.1027	3.00	7.00
	Total	133	4.9398	1.45649	0.12629	4.6900	5.1897	1.00	7.00

Source: Own compilation

The descriptive statistics presented in Table 5.35 show that, for counterproductive work behaviour, employees with Standard 10 / Grade 12 (M = 1.66, SD = 0.73) and diploma qualifications (M = 1.59, SD = 0.58) exhibit slightly higher mean scores compared to those with a bachelor's degree or higher qualification (M = 1.56, SD = 0.70). Scores range from 1.00 to 4.80 across all educational levels.

Regarding employee motivation, employees with Standard 10 / Grade 12 qualifications have the highest mean score12 (M = 5.35, SD = 1.45), while those with a bachelor's degree or higher qualification have the lowest 12 (M = 4.93, SD = 1.09) . However, the data indicate that employee motivation scores vary widely across all educational levels

This ANOVA analysis explores the relationship between educational levels and various workplace factors, including contextual performance, counterproductive work behaviour, task performance, remuneration, employee motivation, workload, and financial reward. The outcomes are presented in Table 5.36.

Table 5.36: ANOVA on educational level for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		Sum of Squares	df	Mean Square	F	Sig.
Contextual performance	Between groups	0.875	2	0.438	0.443	0.643
	Within groups	128.514	130	0.989		
	Total	129.390	132			
Counterproductive work behaviour	Between groups	0.190	2	0.095	0.191	0.827
	Within groups	64.862	130	0.499		
	Total	65.052	132			
Task performance	Between groups	0.823	2	0.411	0.487	0.616
	Within groups	109.865	130	0.845		
	Total	110.688	132			
Remuneration	Between groups	2.582	2	1.291	1.151	0.319
	Within groups	145.784	130	1.121		
	Total	148.365	132			
Employee motivation	Between groups	2.803	2	1.402	0.725	0.486
	Within groups	251.494	130	1.935		
	Total	254.297	132			
Work load	Between groups	9.493	2	4.747	1.986	0.141
	Within groups	310.635	130	2.390		
	Total	320.129	132			
Financial reward	Between groups	2.598	2	1.299	0.609	0.546
	Within groups	277.421	130	2.134		
	Total	280.019	132			

Source: Own compilation

The findings in Table 5.36 illustrate that no significant differences exist between educational groups. All sig. values are larger than 0.05 (p > 0.05). In summary, the analyses for the various factors and educational levels consistently show no significant differences in scores among different educational groups. This suggests that educational levels do not have a significant impact on these factors.

5.8.1.5 Marital status

The aim of this research was to investigate the possible impact of marital status on various work-related factors, including contextual performance, counterproductive work behaviour, task performance, remuneration, employee motivation, workload, and financial reward. The analysis compares the responses of individuals categorised as Single/Widowed/Divorced and Married/Life Partner. Participants were categorised into two groups based on their marital status: Single/Widowed/Divorced (n=58) and Married/Life Partner (n=77). Various work-related factors were assessed using standardised scales. Means, standard deviations and standard errors of means for each factor were calculated for both groups. Table 5.37 contains the findings of independent sample t-tests.

The independent sample t-test produced scores relating to remuneration, with a marginally significant difference between the single/widowed/divorced group (*M* = 2.89, *SD* = 1.08) and married/life partner group (*M* = 3.22, *SD* = 1.02) of participants; t(133)= -2.28, p=0.03. Married/life partner individuals reported higher remuneration There was also a significant difference in workload between single/widowed/divorced group (*M* = 3.50, *SD* = 1.64) and married/life partner group (*M* = 2.93, *SD* = 1.43) participants; t(133)= 2.68, p<0.01. However, there was no significant difference in contextual performance, counterproductive work behaviour, task performance, employee motivation, and financial reward between the single/widowed/divorced and the married/life partner group.

This section summarises group statistics concerning marital status for remuneration, employee motivation and employee performance. Table 5.37 illustrates group statistics for marital status with respect to remuneration, employee motivation and employee performance.

Table 5.37: Group statistics on marital status for remuneration, employee motivation and employee performance

Group Statistics

Marital_ status		N	Mean	Standard deviation	Standard error Mean
Contextual performance	Single / widowed divorced	58	3.8772	1.08329	0.14224
	Married / Life partner	77	3.9432	0.91194	0.10393
Counterproductive work behaviour	Single / widowed divorced	58	1.6448	0.63028	0.08276
	Married / Life partner	77	1.6208	0.75015	0.08549
Task performance	Single / widowed divorced	58	4.1621	1.02081	0.13404
	Married / Life partner	77	4.0831	0.83247	0.09487
Remuneration	Single / widowed divorced	58	2.8879	1.07714	0.14143
	Married / Life partner	77	3.2208	1.01683	0.11588
Employee motivation	Single / widowed divorced	58	5.0923	1.58531	0.20816
	Married / Life partner	77	5.3979	1.19863	0.13660
Work load	Single / widowed divorced	58	3.5000	1.64044	0.21540
	Married / Life partner	77	2.9307	1.43305	0.16331
Financial reward	Single / widowed divorced	58	5.0690	1.53739	0.20187
	Married / Life partner	77	4.8636	1.38278	0.15758

Source: Own compilation

To determine whether there is a statistically significant difference based on marital status, an independent t-test was also employed. The results are presented in Table 5.38.

Table 5.38: Independent samples t-test on marital status for remuneration, employee motivation and employee performance

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | | |
| | | | | | | Significance | | | | 95% Confidence Interval of the Difference | |
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Contextual performance	Equal variances assumed	2.894	0.091	-0.384	133	0.351	0.702	-0.06603	0.17195	-0.40614	0.27409
	Equal variances not assumed			-0.375	110.484	0.354	0.709	-0.06603	0.17616	-0.41512	0.28307
Counterproductive work behaviour	Equal variances assumed	0.266	0.607	0.197	133	0.422	0.844	0.02405	0.12193	-0.21712	0.26522
	Equal variances not assumed			0.202	131.364	0.420	0.840	0.02405	0.11898	-0.21132	0.25942
Task performance	Equal variances assumed	2.354	0.127	0.495	133	0.311	0.622	0.07895	0.15959	-0.23672	0.39462
	Equal variances not assumed			0.481	108.071	0.316	0.632	0.07895	0.16421	-0.24655	0.40445
Remuneration	Equal variances assumed	0.074	0.786	-1.835	133	0.034	0.069	-0.33285	0.18136	-0.69157	0.02587
	Equal variances not assumed			-1.820	118.994	0.036	0.071	-0.33285	0.18284	-0.69490	0.02920
Employee motivation	Equal variances assumed	11.388	0.001	-1.276	133	0.102	0.204	-0.30557	0.23953	-0.77936	0.16821
	Equal variances not assumed			-1.227	102.416	0.111	0.223	-0.30557	0.24898	-0.79940	0.18825
Work load	Equal variances assumed	1.283	0.259	2.146	133	0.017	0.034	0.56926	0.26521	0.04469	1.09384
	Equal variances not assumed			2.106	113.289	0.019	0.037	0.56926	0.27031	0.03375	1.10478
Financial reward	Equal variances assumed	0.620	0.433	0.814	133	0.209	0.417	0.20533	0.25229	-0.29368	0.70434
	Equal variances not assumed			0.802	115.474	0.212	0.424	0.20533	0.25609	-0.30192	0.71258

Source: Own compilation

Levene's test was performed for each dependent variable. The results indicated that the assumption was violated for employee motivation, F = 11.38, p = 0.001. Therefore, t-tests with equal variances not assumed were reported for these variables. For the other variables, the assumption was met, so the t-test results with equal variances assumed were reported.

To compare mean scores of contextual performance, counterproductive work behaviour, task performance, remuneration, employee motivation, workload, and financial reward between the two marital groups, single and married an independent samples t-test was conducted. The t-test revealed that there was a significant difference in remuneration between married and single employees, t(133) = -1.84, p = 0.07. The mean remuneration score for married employees (*M* = 3.23, *SD* = 0.82) was significantly lower than that for unmarried employees (*M* = 3.56, *SD* = 0.63). The findings also revealed that the workload of the two marital groups, married and single employees differed significantly from one another, t(133) = 2.15, p = 0.03. The mean workload score for married employees (*M* = 3.88, *SD* = 0.80) was significantly higher than that for unmarried employees (*M* = 3.31, *SD* = 0.80). There were no significant differences in the other dependent variables between the two marital groups at the 0.05 level of significance.

5.8.1.6 Number of dependants

An overview of the descriptive statistics for the number of dependants in relation to remuneration, employee motivation, and employee performance is provided in this section. Table 5.39 reports descriptive statistics for the number of dependants in respect of the factors remuneration, employee motivation and employee performance.

Table 5.39: Descriptive statistics on number of dependants for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Contextual performance	1 Dependant	40	3.9844	0.94445	0.14933	3.6823	4.2864	2.25	5.00
	2 - 3 Dependants	62	3.9516	0.89350	0.11347	3.7247	4.1785	1.38	5.00
	4 - 6 Dependants	28	3.7857	1.21281	0.22920	3.3154	4.2560	1.25	5.00
	Total	130	3.9260	0.98014	0.08596	3.7559	4.0960	1.25	5.00
Counterproductive work behaviour	1 Dependant	40	1.5550	0.75582	0.11950	1.3133	1.7967	1.00	4.80
	2 - 3 Dependants	62	1.7968	0.71837	0.09123	1.6143	1.9792	1.00	4.00
	4 - 6 Dependants	28	1.3571	0.39387	0.07443	1.2044	1.5099	1.00	2.60
	Total	130	1.6277	0.69316	0.06079	1.5074	1.7480	1.00	4.80
Task performance	1 Dependant	40	4.1950	0.93204	0.14737	3.8969	4.4931	1.80	5.00
	2 - 3 Dependants	62	4.1677	0.84868	0.10778	3.9522	4.3833	1.40	5.00
	4 - 6 Dependants	28	3.9714	1.02374	0.19347	3.5745	4.3684	2.00	5.00
	Total	130	4.1338	0.91105	0.07990	3.9758	4.2919	1.40	5.00
Remuneration	1 Dependant	40	3.0625	1.04096	0.16459	2.7296	3.3954	1.00	5.00
	2 - 3 Dependants	62	3.0323	1.05661	0.13419	2.7639	3.3006	1.00	4.83
	4 - 6 Dependants	28	3.1429	1.09122	0.20622	2.7197	3.5660	1.17	5.00
	Total	130	3.0654	1.05194	0.09226	2.8828	3.2479	1.00	5.00

Employee motivation	1 Dependant	40	5.3068	1.45872	0.23064	4.8403	5.7733	1.73	7.00
	2 - 3 Dependants	62	5.2403	1.32607	0.16841	4.9035	5.5771	1.27	7.00
	4 - 6 Dependants	28	5.2435	1.46232	0.27635	4.6765	5.8105	2.82	7.00
	Total	130	5.2615	1.38684	0.12163	5.0208	5.5021	1.27	7.00
Work load	1 Dependant	40	2.7833	1.62696	0.25725	2.2630	3.3037	1.00	6.67
	2 - 3 Dependants	62	3.3495	1.53576	0.19504	2.9595	3.7395	1.00	7.00
	4 - 6 Dependants	28	3.4524	1.44648	0.27336	2.8915	4.0133	1.00	7.00
	Total	130	3.1974	1.55944	0.13677	2.9268	3.4680	1.00	7.00
Financial reward	1 Dependant	40	5.1000	1.41964	0.22447	4.6460	5.5540	1.50	7.00
	2 - 3 Dependants	62	4.8306	1.43419	0.18214	4.4664	5.1949	1.00	7.00
	4 - 6 Dependants	28	4.9286	1.53788	0.29063	4.3322	5.5249	1.00	7.00
	Total	130	4.9346	1.44591	0.12681	4.6837	5.1855	1.00	7.00

Source: Own compilation

The descriptive statistics displayed in Table 5.39 revealed that employees with 2–3 dependants (M = 1.80, SD = 0.72) scored higher on the counterproductive work behaviour factor compared to employees with 4–6 dependants (M = 1.36, SD = 0.39), p=0.01.

An ANOVA was conducted to assess the relationship between number of dependants and the factors, remuneration, employee motivation and employee performance. The factors were analysed in terms of their between-group and within-group variability. The ANOVA results are represented in Table 5.40.

Table 5.40: ANOVA on number of dependants for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		Sum of Squares	df	Mean Square	F	Sig.
Contextual performance	Between groups	0.728	2	0.364	0.375	0.688
	Within groups	123.200	127	0.970		
	Total	123.928	129			
Counterproductive work behaviour	Between groups	4.033	2	2.017	4.420	0.014
	Within groups	57.947	127	0.456		
	Total	61.980	129			
Task performance	Between groups	0.959	2	0.480	0.574	0.565
	Within groups	106.112	127	0.836		
	Total	107.071	129			
Remuneration	Between groups	0.236	2	0.118	0.105	0.900
	Within groups	142.513	127	1.122		
	Total	142.750	129			
Employee motivation	Between groups	0.119	2	0.060	0.030	0.970
	Within groups	247.989	127	1.953		
	Total	248.108	129			
Work load	Between groups	10.112	2	5.056	2.115	0.125
	Within groups	303.598	127	2.391		
	Total	313.710	129			
Financial reward	Between groups	1.765	2	0.883	0.418	0.659
	Within groups	267.929	127	2.110		
	Total	269.694	129			

Source: Own compilation

Table 5.40 demonstrates that there are significant differences between number of dependants on the counterproductive work behaviour factor. F(4.42), p= 0.014.

Post hoc tests were performed to explore the relationship between the number of dependants an employee has and their counterproductive work behaviour. The data are categorised into three groups: employees with 1 dependant, those with 2–3 dependants, and those with 4–6 dependants.

As displayed in Table 5.41, the post hoc test demonstrated that a statistically significant difference existed in counterproductive work behaviour scores between employees with 2–3 dependants and those with 4–6 dependants (p<0.005).

Table 5.41: POST HOC tests for number of dependants (dependent variable: counterproductive work behaviour)

Dependent Variable	(I) Number of dependants	(J) Number of dependants	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Counterproductive work behaviour	1 Dependant	2 - 3 Dependants	-0.24177	0.13699	0.186	-0.5666	0.0831
		4 - 6 Dependants	0.19786	0.16644	0.462	-0.1969	0.5926
	2 - 3 Dependants	1 Dependant	0.24177	0.13699	0.186	-0.0831	0.5666
		4 - 6 Dependants	.43963*	0.15380	0.014	0.0749	0.8044
	4 - 6 Dependants	1 Dependant	-0.19786	0.16644	0.462	-0.5926	0.1969
		2 - 3 Dependants	-.43963*	0.15380	0.014	-0.8044	-0.0749

Source: Own compilation

The post hoc analysis in Table 5.41 further indicated that there was only one significant difference in counterproductive work behaviour among the three groups in respect of number of dependants. Employees who had 2–3 dependants displayed significantly higher counterproductive work behaviour (*M* = 1.80, *SD* = 0.72) than those who had 4–6 dependants (*M* = 1.36, *SD* = 0.39), p = 0.01). There were no significant differences

in counterproductive work behaviour between the other pairs of groups. At the 0.05 level, no statistical significance was observed in the mean differences.

5.8.1.7 Tenure

An ANOVA was performed to investigate the influence of tenure, specifically duration in the industry, duration in the organisation and duration in the position, on remuneration, employee motivation and individual work performance. The factors were analysed in terms of their between-group and within-group variability (Table 5.44).

5.8.1.7.1 Duration in the industry (tenure)

The descriptive statistics for duration in industry for the factors, remuneration, employee motivation and employee performance is reported in Table 5.42.

Table 5.42: Descriptive statistics for duration in industry (remuneration, employee motivation and employee performance)

Factors of HRPS, EMQ and IWPQ		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Contextual performance	10 years or less	78	3.9872	0.93706	0.10610	3.7759	4.1985	1.25	5.00
	11 - 20 years	32	3.5586	1.09387	0.19337	3.1642	3.9530	1.38	5.00
	21 + years	25	4.1450	0.90692	0.18138	3.7706	4.5194	1.63	5.00
	Total	135	3.9148	0.98587	0.08485	3.7470	4.0826	1.25	5.00
Counterproductive work behaviour	10 years or less	78	1.5821	0.65994	0.07472	1.4333	1.7308	1.00	4.80
	11 - 20 years	32	1.7438	0.86395	0.15273	1.4323	2.0552	1.00	4.00
	21 + years	25	1.6400	0.58310	0.11662	1.3993	1.8807	1.00	3.40
	Total	135	1.6311	0.69877	0.06014	1.5122	1.7501	1.00	4.80

		N	Mean	SD	Std. Error	95% CI Lower	95% CI Upper	Minimum	Maximum
Task performance	10 years or less	78	4.1718	0.86773	0.09825	3.9762	4.3674	1.80	5.00
	11 - 20 years	32	3.8938	1.11527	0.19715	3.4917	4.2958	1.40	5.00
	21 + years	25	4.2320	0.75206	0.15041	3.9216	4.5424	2.80	5.00
	Total	135	4.1170	0.91534	0.07878	3.9612	4.2728	1.40	5.00
Remuneration	10 years or less	78	3.0876	1.02871	0.11648	2.8557	3.3195	1.00	5.00
	11 - 20 years	32	2.8385	1.08135	0.19116	2.4487	3.2284	1.00	4.83
	21 + years	25	3.3533	1.05883	0.21177	2.9163	3.7904	1.00	5.00
	Total	135	3.0778	1.05228	0.09057	2.8987	3.2569	1.00	5.00
Employee motivation	10 years or less	78	5.4381	1.49332	0.16909	5.1014	5.7748	1.27	7.00
	11 - 20 years	32	4.6278	1.15809	0.20472	4.2103	5.0454	2.45	7.00
	21 + years	25	5.5491	1.01859	0.20372	5.1286	5.9695	3.18	7.00
	Total	135	5.2666	1.38093	0.11885	5.0315	5.5017	1.27	7.00
Work load	10 years or less	78	3.1795	1.59969	0.18113	2.8188	3.5402	1.00	7.00
	11 - 20 years	32	3.3646	1.35032	0.23871	2.8777	3.8514	1.00	5.67
	21 + years	25	2.9200	1.63095	0.32619	2.2468	3.5932	1.00	7.00
	Total	135	3.1753	1.54578	0.13304	2.9122	3.4384	1.00	7.00
Financial reward	10 years or less	78	4.9487	1.52168	0.17230	4.6056	5.2918	1.00	7.00
	11 - 20 years	32	4.8906	1.34844	0.23837	4.4045	5.3768	1.50	7.00
	21 + years	25	5.0400	1.39134	0.27827	4.4657	5.6143	1.00	7.00
	Total	135	4.9519	1.44923	0.12473	4.7052	5.1985	1.00	7.00

Source: Own compilation

The descriptive statistics shown in Table 5.42 revealed that the duration of employees in the industry significantly impacts contextual performance, task performance, and employee motivation.

Employees with 21 or more years in the industry (M = 4.15, SD = 0.91) show a significantly higher mean contextual performance score compared to those with 10 years or less (M = 3.99, SD = 0.94) and those with 11–20 years (M = 3.56, SD = 1.09).

Similarly, employees with 21+ years in the industry (M = 4.23, SD = 0.75) show a significantly higher mean task performance score compared to those with 10 years or less (M = 4.17, SD = 0.87). Furthermore, employees with 21+ years in the industry (M = 5.55, SD = 1.02) had a significantly higher mean employee motivation score compared to those with 10 years or less (M = 5.44, SD = 1.49) and those with 11–20 years (M = 4.63, SD = 1.16). No significant differences in counterproductive work behaviour, remuneration, workload, and financial reward were found across the three groups.

Table 5.43 provides the ANOVA results for tenure in relation to duration in the industry as regards the factors remuneration, employee motivation and employee performance.

Table 5.43: ANOVA on duration in the industry for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		Sum of Squares	df	Mean Square	F	Sig.
Contextual performance	Between groups	5.794	2	2.897	3.073	0.050
	Within groups	124.445	132	0.943		
	Total	130.239	134			
Counterproductive work behaviour	Between groups	0.596	2	0.298	0.606	0.547
	Within groups	64.834	132	0.491		
	Total	65.429	134			
Task performance	Between groups	2.160	2	1.080	1.295	0.277
	Within groups	110.111	132	0.834		
	Total	112.271	134			
Remuneration	Between groups	3.737	2	1.869	1.705	0.186
	Within groups	144.640	132	1.096		
	Total	148.378	134			
Employee motivation	Between groups	17.346	2	8.673	4.806	0.010
	Within groups	238.188	132	1.804		
	Total	255.533	134			

Work load	Between groups	2.777	2	1.389	0.578	0.563
	Within groups	317.407	132	2.405		
	Total	320.184	134			
Financial reward	Between groups	0.315	2	0.157	0.074	0.929
	Within groups	281.122	132	2.130		
	Total	281.437	134			

Source: Own compilation

Table 5.43 demonstrates that contextual performance showed significant differences for duration in the industry, with an F-value of (3.07), and with p= 0.05. Employee motivation also showed a significant difference between duration in the industry on the contextual performance factor (F (4.81), p= 0.01). Both these factors exhibit p-values below the typical significance level of 0.05. To further explore the significant effect of tenure identified in the ANOVA, post hoc tests were conducted, as outlined in Table 5.44.

Table 5.44: POST HOC tests for duration in the industry (dependent variable: counterproductive work behaviour)

Dependent Variable	(I) Years_in_industry_rec	(J) Years_in_industry_rec	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Contextual performance	10 years or less	11 - 20 years	0.42859	0.20383	0.093	-0.0546	0.9118
		21 + years	-0.15782	0.22315	0.760	-0.6868	0.3712
	11 - 20 years	10 years or less	-0.42859	0.20383	0.093	-0.9118	0.0546
		21 + years	-0.58641	0.25918	0.065	-1.2008	0.0280
	21 + years	10 years or less	0.15782	0.22315	0.760	-0.3712	0.6868
		11 - 20 years	0.58641	0.25918	0.065	-0.0280	1.2008
Counterproductive work behaviour	10 years or less	11 - 20 years	-0.16170	0.14713	0.516	-0.5105	0.1871
		21 + years	-0.05795	0.16107	0.931	-0.4398	0.3239
	11 - 20 years	10 years or less	0.16170	0.14713	0.516	-0.1871	0.5105
		21 + years	0.10375	0.18707	0.844	-0.3397	0.5472
	21 + years	10 years or less	0.05795	0.16107	0.931	-0.3239	0.4398
		11 - 20 years	-0.10375	0.18707	0.844	-0.5472	0.3397
Task performance	10 years or less	11 - 20 years	0.27804	0.19174	0.318	-0.1765	0.7325
		21 + years	-0.06021	0.20991	0.956	-0.5578	0.4374
	11 - 20 years	10 years or less	-0.27804	0.19174	0.318	-0.7325	0.1765
		21 + years	-0.33825	0.24379	0.350	-0.9161	0.2396
	21 + years	10 years or less	0.06021	0.20991	0.956	-0.4374	0.5578
		11 - 20 years	0.33825	0.24379	0.350	-0.2396	0.9161

Remuneration	10 years or less	11 - 20 years	0.24907	0.21975	0.495	-0.2718	0.7700
		21 + years	-0.26573	0.24058	0.513	-0.8360	0.3046
	11 - 20 years	10 years or less	-0.24907	0.21975	0.495	-0.7700	0.2718
		21 + years	-0.51479	0.27942	0.160	-1.1771	0.1475
	21 + years	10 years or less	0.26573	0.24058	0.513	-0.3046	0.8360
		11 - 20 years	0.51479	0.27942	0.160	-0.1475	1.1771
Employee motivation	10 years or less	11 - 20 years	.81026*	0.28200	0.013	0.1418	1.4787
		21 + years	-0.11099	0.30873	0.931	-0.8428	0.6208
	11 - 20 years	10 years or less	-.81026*	0.28200	0.013	-1.4787	-0.1418
		21 + years	-.92125*	0.35856	0.030	-1.7712	-0.0713
	21 + years	10 years or less	0.11099	0.30873	0.931	-0.6208	0.8428
		11 - 20 years	.92125*	0.35856	0.030	0.0713	1.7712
Work load	10 years or less	11 - 20 years	-0.18510	0.32553	0.837	-0.9568	0.5866
		21 + years	0.25949	0.35639	0.747	-0.5853	1.1043
	11 - 20 years	10 years or less	0.18510	0.32553	0.837	-0.5866	0.9568
		21 + years	0.44458	0.41392	0.532	-0.5366	1.4258
	21 + years	10 years or less	-0.25949	0.35639	0.747	-1.1043	0.5853
		11 - 20 years	-0.44458	0.41392	0.532	-1.4258	0.5366
Financial reward	10 years or less	11 - 20 years	0.05809	0.30636	0.980	-0.6681	0.7843
		21 + years	-0.09128	0.33540	0.960	-0.8863	0.7038
	11 - 20 years	10 years or less	-0.05809	0.30636	0.980	-0.7843	0.6681
		21 + years	-0.14938	0.38954	0.922	-1.0728	0.7740
	21 + years	10 years or less	0.09128	0.33540	0.960	-0.7038	0.8863
		11 - 20 years	0.14938	0.38954	0.922	-0.7740	1.0728

*. The mean difference is significant at the 0.05 level.
Source: Own compilation

Based on the years in the industry, the post hoc analysis revealed that the three groups' employee motivation varied significantly. Employees who had worked for 10 years or less (*M* = 5.43, *SD* = 1.50) showed significantly higher employee motivation compared to those who had worked for 11-20 years (*M* = 4.62, *SD* = 1.16), p = 0.013. Employees who had worked for 21+ years (M= 5.55 SD=1.02) also showed significantly lower employee motivation compared to those who had worked for 11-20 years (*M* = 4.62, *SD* = 1.16), p = 0.03.

There were no significant differences in the other dependent variables among the three groups based on years in the industry. The mean differences were not statistically significant at the 0.05 level.

5.8.1.7.2 Duration in the organisation

Table 5.45 reports the descriptive statistics for duration in the organisation for the factors, remuneration, employee motivation and employee performance.

Table 5.45: Descriptive statistics for duration in organisation (remuneration, employee motivation and employee performance)

Factors of HRPS, EMQ and IWPQ		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Contextual performance	Less than 10 years	87	3.9526	0.95278	0.10215	3.7495	4.1557	1.25	5.00
	11 - 20 years	38	3.8586	1.06272	0.17240	3.5092	4.2079	2.00	5.00
	21 + years	10	3.8000	1.05442	0.33344	3.0457	4.5543	1.63	5.00
	Total	135	3.9148	0.98587	0.08485	3.7470	4.0826	1.25	5.00
Counterproductive work behaviour	Less than 10 years	87	1.5977	0.63355	0.06792	1.4627	1.7327	1.00	4.80
	11 - 20 years	38	1.7526	0.88156	0.14301	1.4629	2.0424	1.00	4.00
	21 + years	10	1.4600	0.36576	0.11566	1.1984	1.7216	1.00	2.00
	Total	135	1.6311	0.69877	0.06014	1.5122	1.7501	1.00	4.80
Task performance	Less than 10 years	87	4.0782	0.90546	0.09708	3.8852	4.2711	1.40	5.00
	11 - 20 years	38	4.1316	1.01585	0.16479	3.7977	4.4655	2.00	5.00
	21 + years	10	4.4000	0.54160	0.17127	4.0126	4.7874	3.40	5.00
	Total	135	4.1170	0.91534	0.07878	3.9612	4.2728	1.40	5.00

		N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Remuneration	Less than 10 years	87	3.0651	1.03659	0.11113	2.8442	3.2861	1.00	5.00
	11 - 20 years	38	3.0921	1.08269	0.17564	2.7362	3.4480	1.00	5.00
	21 + years	10	3.1333	1.18060	0.37334	2.2888	3.9779	1.00	5.00
	Total	135	3.0778	1.05228	0.09057	2.8987	3.2569	1.00	5.00
Employee motivation	Less than 10 years	87	5.3855	1.45505	0.15600	5.0754	5.6956	1.27	7.00
	11 - 20 years	38	4.8780	1.24312	0.20166	4.4694	5.2866	2.73	7.00
	21 + years	10	5.7091	0.90382	0.28581	5.0625	6.3556	4.09	6.73
	Total	135	5.2666	1.38093	0.11885	5.0315	5.5017	1.27	7.00
Work load	Less than 10 years	87	3.2490	1.58499	0.16993	2.9112	3.5868	1.00	7.00
	11 - 20 years	38	2.9386	1.41391	0.22937	2.4739	3.4033	1.00	5.67
	21 + years	10	3.4333	1.72884	0.54671	2.1966	4.6701	1.00	7.00
	Total	135	3.1753	1.54578	0.13304	2.9122	3.4384	1.00	7.00
Financial reward	Less than 10 years	87	4.9540	1.52809	0.16383	4.6283	5.2797	1.00	7.00
	11 - 20 years	38	4.9342	1.23119	0.19973	4.5295	5.3389	3.00	7.00
	21 + years	10	5.0000	1.64992	0.52175	3.8197	6.1803	1.00	7.00
	Total	135	4.9519	1.44923	0.12473	4.7052	5.1985	1.00	7.00

Source: Own compilation

The descriptive statistics displayed in Table 5.45 revealed that employees with less than 10 years of experience had a high employee motivation score (M = 5.39, SD = 1.46). Those with 11 to 20 years of experience exhibited a lower score (M = 4.88, SD = 1.24), while employees with 21+ years of experience have the highest score (M = 5.71, SD = 0.90).

This section presents the ANOVA results for tenure in relation to organisational duration in respect of the factors remuneration, employee motivation, and employee performance are presented. Table 5.46 illustrates the ANOVA for duration in the organisation in respect of remuneration, employee motivation and employee performance.

Table 5.46: ANOVA on duration in the organisation for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		Sum of Squares	df	Mean Square	F	Sig.
Contextual performance	Between groups	0.376	2	0.188	0.191	0.826
	Within groups	129.863	132	0.984		
	Total	130.239	134			
Counterproductive work behaviour	Between groups	0.951	2	0.476	0.974	0.380
	Within groups	64.478	132	0.488		
	Total	65.429	134			
Task performance	Between groups	0.940	2	0.470	0.557	0.574
	Within groups	111.331	132	0.843		
	Total	112.271	134			
Remuneration	Between groups	0.053	2	0.026	0.023	0.977
	Within groups	148.325	132	1.124		
	Total	148.378	134			
Employee motivation	Between groups	8.926	2	4.463	2.389	0.096
	Within groups	246.607	132	1.868		
	Total	255.533	134			
Work load	Between groups	3.268	2	1.634	0.681	0.508
	Within groups	316.916	132	2.401		
	Total	320.184	134			
Financial reward	Between groups	0.035	2	0.018	0.008	0.992
	Within groups	281.402	132	2.132		
	Total	281.437	134			

Source: Own compilation

Table 5.46 illustrates that no significant differences exist between the groups based on years in the organisation for any of the factors (all sig. values are >0.05). Therefore, no post-hoc pairwise differences were performed.

5.8.1.7.3 Duration in the position

The descriptive statistics for duration in the position i.r.o the factors, remuneration, employee motivation and individual work performance are reported in Table 5.47.

Table 5.47: Descriptive statistics for duration in position (remuneration, employee motivation and employee performance)

Factors of HRPS, EMQ and IWPQ		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Contextual performance	Less than 2 years	18	4.2847	0.86794	0.20458	3.8531	4.7163	1.75	5.00
	3 - 10 years	85	3.9632	0.93856	0.10180	3.7608	4.1657	1.25	5.00
	11+ years	32	3.5781	1.09469	0.19351	3.1834	3.9728	1.63	5.00
	Total	135	3.9148	0.98587	0.08485	3.7470	4.0826	1.25	5.00
Counterproductive work behaviour	Less than 2 years	18	1.5333	0.62119	0.14642	1.2244	1.8422	1.00	3.40
	3 - 10 years	85	1.5976	0.66296	0.07191	1.4546	1.7406	1.00	4.80
	11+ years	32	1.7750	0.82345	0.14557	1.4781	2.0719	1.00	4.00
	Total	135	1.6311	0.69877	0.06014	1.5122	1.7501	1.00	4.80

		N	Mean	SD	Std Error	CI Lower	CI Upper	Min	Max
Task performance	Less than 2 years	18	4.2667	0.77308	0.18222	3.8822	4.6511	2.40	5.00
	3 - 10 years	85	4.1600	0.91329	0.09906	3.9630	4.3570	1.40	5.00
	11+ years	32	3.9188	0.98748	0.17456	3.5627	4.2748	2.00	5.00
	Total	135	4.1170	0.91534	0.07878	3.9612	4.2728	1.40	5.00
Remuneration	Less than 2 years	18	3.0463	1.08134	0.25487	2.5086	3.5840	1.00	5.00
	3 - 10 years	85	3.0843	1.06769	0.11581	2.8540	3.3146	1.00	5.00
	11+ years	32	3.0781	1.02739	0.18162	2.7077	3.4485	1.00	5.00
	Total	135	3.0778	1.05228	0.09057	2.8987	3.2569	1.00	5.00
Employee motivation	Less than 2 years	18	5.6061	1.40939	0.33220	4.9052	6.3069	2.73	7.00
	3 - 10 years	85	5.2919	1.43471	0.15562	4.9824	5.6013	1.27	7.00
	11+ years	32	5.0085	1.19948	0.21204	4.5761	5.4410	3.00	7.00
	Total	135	5.2666	1.38093	0.11885	5.0315	5.5017	1.27	7.00
Work load	Less than 2 years	18	3.7778	1.93015	0.45494	2.8179	4.7376	1.00	7.00
	3 - 10 years	85	2.9922	1.42908	0.15501	2.6839	3.3004	1.00	6.33
	11+ years	32	3.3229	1.55769	0.27536	2.7613	3.8845	1.00	7.00
	Total	135	3.1753	1.54578	0.13304	2.9122	3.4384	1.00	7.00
Financial reward	Less than 2 years	18	5.8333	1.05719	0.24918	5.3076	6.3591	3.00	7.00
	3 - 10 years	85	4.7588	1.46306	0.15869	4.4432	5.0744	1.00	7.00
	11+ years	32	4.9688	1.45324	0.25690	4.4448	5.4927	1.00	7.00
	Total	135	4.9519	1.44923	0.12473	4.7052	5.1985	1.00	7.00

Source: Own compilation

The descriptive statistics displayed in Table 5.47 revealed noticeable patterns in mean scores based on duration in the position. For contextual performance, there was a noticeable decrease in mean scores as the number of years in the position increased. The highest scorers (M = 4.29, SD = 0.87) are those who have held their employment for less than 2 years, while those with 11+ year have the lowest mean score (M = 3.58, SD = 1.09). Similar trends are observed in task performance, with higherscores for

those with less than 2 years (*M* = 4.27, *SD* = 0.77) and lower scores for those with 11+ years (*M* = 3.92, *SD* = 0.99).

Employee motivation appears to be highest among those with less than 2 years in the position (*M* = 5.61, *SD* = 1.41), slightly lower for those with 3–10 years (*M* = 5.29, *SD* = 1.43), and decreases slightly for those with 11+ years (*M* = 5.01, *SD* = 1.20). Workload mean scores vary across different years in the position, with less than 2 years having the highest mean (*M* = 3.78, *SD* = 1.3) and 11+ years having a slightly lower mean (*M* = 3.32, *SD* = 1.56). Financial reward is rated highest among those with less than 2 years (*M* = 5.83, *SD* = 1.06), followed by those with 3–10 years (*M* = 4.76, *SD* = 1.46) and 11+ years (*M* = 4.97, *SD* = 1.45).

This section presents the ANOVA results for tenure in relation to duration in the position in respect of the factors remuneration, employee motivation, and employee performance. Table 5.48 illustrates the ANOVA for duration in the position for remuneration, employee motivation and employee performance.

Table 5.48: ANOVA on duration in the position for remuneration, employee motivation and employee performance

Factors of HRPS, EMQ and IWPQ		Sum of Squares	df	Mean Square	F	Sig.
Contextual performance	Between groups	6.290	2	3.145	3.349	0.038
	Within groups	123.949	132	0.939		
	Total	130.239	134			
Counterproductive work behaviour	Between groups	0.930	2	0.465	0.951	0.389
	Within groups	64.500	132	0.489		
	Total	65.429	134			
Task performance	Between groups	1.818	2	0.909	1.086	0.340
	Within groups	110.453	132	0.837		
	Total	112.271	134			
Remuneration	Between groups	0.021	2	0.011	0.010	0.990
	Within groups	148.356	132	1.124		
	Total	148.378	134			
Employee motivation	Between groups	4.260	2	2.130	1.119	0.330
	Within groups	251.273	132	1.904		
	Total	255.533	134			
Work load	Between groups	10.082	2	5.041	2.146	0.121
	Within groups	310.102	132	2.349		
	Total	320.184	134			
Financial reward	Between groups	17.162	2	8.581	4.286	0.016
	Within groups	264.275	132	2.002		
	Total	281.437	134			

Source: Own compilation

Table 5.48 illustrates significant differences between contextual performance (F (3.35), p = 0.04) and financial reward (F (4.29), p = 0. 02) based on duration in the position. No other significant differences were found in the other factors.

The post hoc analysis in Table 5.49 demonstrates that there is a statistically significant difference in contextual performance scores between employees with less than 2 years and those with 11+ years (p<0.005).

Table 5.49: POST HOC tests for duration in the position (dependent variable: contextual performance and financial reward)

Dependent Variable	(I) Years_in_position_rec	(J) Years_in_position_rec	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Contextual performance	Less than 2 years	3 - 10 years	0.32149	0.25142	0.410	-0.2745	0.9175
		11+ years	.70660*	0.28550	0.039	0.0298	1.3834
	3 - 10 years	Less than 2 years	-0.32149	0.25142	0.410	-0.9175	0.2745
		11+ years	0.38511	0.20098	0.138	-0.0913	0.8615
	11+ years	Less than 2 years	-.70660*	0.28550	0.039	-1.3834	-0.0298
		3 - 10 years	-0.38511	0.20098	0.138	-0.8615	0.0913
Financial reward	Less than 2 years	3 - 10 years	1.07451*	0.36712	0.011	0.2043	1.9448
		11+ years	0.86458	0.41688	0.099	-0.1236	1.8528
	3 - 10 years	Less than 2 years	-1.07451*	0.36712	0.011	-1.9448	-0.2043
		11+ years	-0.20993	0.29346	0.755	-0.9056	0.4857
	11+ years	Less than 2 years	-0.86458	0.41688	0.099	-1.8528	0.1236
		3 - 10 years	0.20993	0.29346	0.755	-0.4857	0.9056

*. The mean difference is significant at the 0.05 level.
The asterisk (*) next to both contextual performance and financial reward indicates statistically significant mean differences at the 0.05 level, implying that there are significant variations in duration in the position between the groups.
Source: Own compilation

Based on the duration in the position, post hoc test findings revealed that there were two significant mean differences between the three employee groups. Employees who have been in their position for less than 2 years and those who have been in their post for more than 11 years showed the most significant mean difference for the dependent variable of contextual performance. Employees with over 11 years of experience in their position exhibit significantly better contextual performance (M = 3.58, SD = 1.09) than those with less than 2 years' experience (M = 4.29, SD = 0.87), p = 0.04.

The second significant mean difference was between the employees who have been in their position for less than 2 years and those who have been in their position for 3–10 years for the dependent variable of financial reward. Employees with fewer than 2 years' experience received far higher financial rewards scores (M = 5.83, SD = 1.06) than those who have been in their position for 3–10 years (M = 4.76, SD = 1.46),

p = 0.01. No further significant mean differences between the groups were observed for the two dependent variables.

5.9   SYNTHESIS, INTERPRETATION AND DISCUSSION

The findings in relation to the examined research hypotheses are discussed in this section.

5.9.1   RESEARCH AIM 1

To investigate the statistical nature of the relationship between remuneration, employee motivation and employee performance within a sample of employees in an agricultural service company in South Africa. (*This research aim relates to research hypothesis 1*)

Sub-aim 1.1:   To empirically explore the relationship between remuneration and employee motivation.

Sub-aim 1.2:   To empirically explore the relationship between remuneration and employee performance.

The Pearson correlation analysis in Table 5.25 revealed significant correlations among variables, challenging assumptions about their relationships. Positive correlations exist between employee motivation and task performance, as well as between employee motivation and contextual performance, and financial reward. Task performance is correlated with employee motivation, workload, and financial reward. Financial reward is correlated with task performance, employee motivation, and work load. The study supports the hypothesis that there is a positive relationship between remuneration, employee motivation, and performance in a South African agricultural service company.

These results are consistent with earlier research by Satka (2019), Permana and Bharoto (2021), Onyekwelu et al. (2020), Azeez et al. (2020), and Susanto and Hudayah (2022), emphasising the importance of motivation in task accomplishment and suggesting that remuneration alone may not strongly predict overall job

performance. Unexpected correlations, like workload positively correlating with task performance and financial reward, may require further investigation.

5.9.2 RESEARCH AIM 2

To determine whether remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa. (*This objective is related to research hypothesis 2.*)

The results shows that while remuneration satisfaction does not significantly impact contextual performance, counterproductive work behaviour, and task performance, it does have a significant impact on employee motivation, workload, and financial reward. The most substantial effect is seen on financial reward, which suggests that employees' perception of their pay has a notable influence on how they value their financial remuneration.

The study confirms how financial rewards, employee motivation and work load have a favourable effect on remuneration satisfaction. Higher motivation and financial rewards are associated with increased satisfaction. The overall MANOVA model is significant, confirming that employee motivation and performance explain the proportion of variance in remuneration satisfaction. These results accord with those of research by, for instance, Smith et al. (2015), Jankelová et al. (2021), and Nahar and Zayed (2019), thereby supporting employee motivation as predictors. Mahmud et al. (2018) found employee performance explains the proportion of variance. However, Onyekwelu et al. (2020), Hartono and Nurwati (2021) found both motivation and performance explains the proportion of variance in of remuneration satisfaction, suggesting varying perspectives in existing literature. The study implies practical implications for workload management and emphasises financial rewards to enhance remuneration satisfaction in the agricultural service company.

5.9.3 RESEARCH AIM 3

To empirically explore whether biographical variables race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) have an effect on remuneration, employee motivation and employee performance. (*This objective is related to research hypothesis 3.*)

5.9.3.1 Race

Differences in remuneration and workloads were observed between African and White groups, with higher mean scores for Whites in remuneration and Africans in workload. These variations suggest a potential impact of race on perceptions within the organisation. While other factors did not show significant differences, the disparity in remuneration highlights the need to consider diversity and inclusion. The higher workload perception among Africans may indicate areas for improvement in workload distribution or communication within the organisation. These findings align with previous research by Lin and Ahmad (2021), Singh et al. (2019), and Amegayibor (2021) on racial differences in remuneration and employee performance.

5.9.3.2 Gender

Significant gender differences were observed in contextual performance and employee motivation, with females showing lower mean scores than males. The unexpected findings suggest potential gender-based variations in these aspects within the organisation. This aligns with similar results in studies by Onturk and Yildiz (2020), Setati et al. (2019), and Shrestha and Parajuli (2021). Further research is required to determine the factors contributing to these gender differences and evaluate the implications for organisational policies and practices.

5.9.3.3 Age

Age significantly influences employee motivation, as evidenced by a statistically significant mean difference between the age groups of 40–49 years and 50 years and older. However, no significant age-related differences were found in contextual performance, counterproductive work behaviour, task performance, remuneration, workload, and financial reward. The unexpected but significant difference in employee

motivation across age groups suggests that age may impact employees' motivational levels. This aligns with findings by Govender and Parumasur (2010), Kalia and Bhardwaj (2019), and Matovic, Lazarevic and Djurkovic (2022). Organisations may need age-specific motivational strategies, and additional research is necessary to determine the underlying causes of this age-related variation in motivation.

5.9.3.4 Education

No significant differences were found in remuneration, employee motivation, and employee performance based on educational levels, which is consistent with research conducted by Azabo et al. (2020), Hitka et al. (2017), Nasreen and Shah (2021), and Ismail, Anter and Fattah (2023). This suggests that, in the studied population, education may not significantly influence these facets of employee performance and motivation. The lack of disparities based on educational levels indicates that organisations have established an equitable environment. HR practices and policies seem effective in ensuring that educational qualifications do not lead to differences in performance, remuneration, and motivation. Encouraging a culture that values skills and contributions over educational qualifications can foster inclusivity and diversity in the workplace, contributing to a collaborative and supportive organisational culture, ultimately enhancing overall employee satisfaction and performance.

5.9.3.5 Marital status

The study found that married individuals tend to have higher remuneration and employee motivation, while single/widowed/divorced individuals face a higher workload. This aligns with research by Iceland and Redston (2020), Lausi et al. (2021), Çemberci et al. (2022) for remuneration, and Bajrami et al. (2021), Vo et al. (2022), Meng and Yang (2023) for employee motivation. The trend indicates that married individuals generally exhibit slightly higher performance and motivation, whereas single/widowed/divorced individuals face a higher workload. The consistent significant differences in remuneration and employee motivation suggest marital status may influence these aspects. The unexpected higher workload for single/widowed/divorced individuals warrants further investigation, suggesting a potential need for organisational support or interventions for this group. Additional qualitative research could provide insights into the reasons behind this difference.

5.9.3.6 Number of dependants

An increase in counterproductive work behaviour is noted with more dependants, and a significant mean difference is observed between employees with 2–3 dependants and those with 4–6 dependants. This implies that employees with 4–6 dependants exhibit different levels of counterproductive work behaviour compared to those with fewer dependants. While the number of dependants does not substantially impact remuneration, employee motivation, and performance overall, organisations should recognise the potential influence of dependants on counterproductive work behaviour. Tailoring policies and support mechanisms for employees with varying numbers of dependants could be beneficial in managing work behaviour. This aligns with findings from studies by Iceland and Redston (2020), Ravichandran and Indumathy (2018), Hendrawijaya (2019), and Hemakumara (2020).

5.9.3.7 Duration in the industry

Industry experience significantly affects contextual performance and employee motivation, with a slight decrease in counterproductive work behaviour observed over time. The unexpected decrease in counterproductive work behaviour with longer industry experience warrants further exploration. While no clear trends are seen for all factors across different industry durations, the significant impact on contextual performance and employee motivation suggests the number of years in the industry has an influence. Overall, the results indicate that industry duration may not be a significant factor in determining performance outcomes, but it can impact employee motivation. These findings align with Baljoon er al. (2018), Amegayibor (2021), and Phytanza and Burhaein (2020), providing valuable insights for HR and organisational management.

5.9.3.8 Duration in the organisation

The study indicated that remuneration and various aspects of employee performance do not significantly differ based on duration in the organisation. While employee motivation does not reach conventional significance, there is a trend worth exploring further. The stability in mean values suggests consistency in these factors regardless of duration in the organisation. The unexpected lack of significant differences challenges assumptions about the influence of organisational tenure on outcomes.

The approaching significance in employee motivation emphasises the need for further exploration. Overall, the findings suggest organisational stability and consistency in employee-related factors across different durations within the organisation. This aligns with findings by Adelekan and Bussin (2018) and Bussin and Brigman (2019), offering valuable insights for organisational leaders and human resource professionals.

5.3.9.9 Duration in the position

Remuneration and employee motivation show no significant variations or differences on duration in the current position. However, contextual performance and financial reward show significant differences, indicating an influence of duration in the current position. Post hoc tests reveal specific differences between duration groups for contextual performance and financial reward. These findings align with Adelekan and Bussin (2018), Bussin and Brigman (2019), and Baljoon et al. (2018). The variations in mean values suggest differences in these aspects across duration in the position. The results suggest that duration in the current position is associated with contextual performance and financial reward, but not with remuneration or employee motivation. Organisational leaders should consider this impact when assessing these specific aspects, while recognising that remuneration and employee motivation may be less influenced by this factor.

5.10   CHAPTER SUMMARY

A thorough analysis of the statistical analyses and research technique used to assess the study hypothesis was offered in this chapter. Utilising correlation coefficients, MANOVA, t-tests, and ANOVAs, the study examined the relationships between variables and tested the proposed hypotheses. To accomplish the research goals, descriptive and inferential statistics were utilised, offering a comprehensive examination of the study's objectives.

The findings, which include correlation coefficients, MANOVA outcomes, and results from t-tests and ANOVAs, were interpreted to gain insights into the research questions. In particular, the analysis demonstrated complicated trends within the data that provide clarification on the intricate relationships between the variables. The next

chapter will give a thorough explanation of the study findings, make suggestions in accordance with the results, and identify any research process constraints.

CHAPTER 6: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

6.1. INTRODUCTION

The previous chapters provided a general synopsis of the study and an in-depth literature exploration on remuneration, employee motivation, and employee performance. The structure and methodology of this research were explained, followed by a scrutiny of the results obtained. This chapter presents a thorough examination of the conclusions in relation to the literature review's findings.

The main objective of this chapter is to compare the results presented in chapter 5 with the results of prior studies on related topics. This is followed by an overview of the research's main conclusions. The researcher then presents recommendations for relevant stakeholders and suggests areas for further research. Finally, the researcher provides the conclusions from the research findings.

This chapter represents the culmination of phase 2, marking the final step, step 9, as depicted in Figure 1.2. This brings the research to its conclusion.
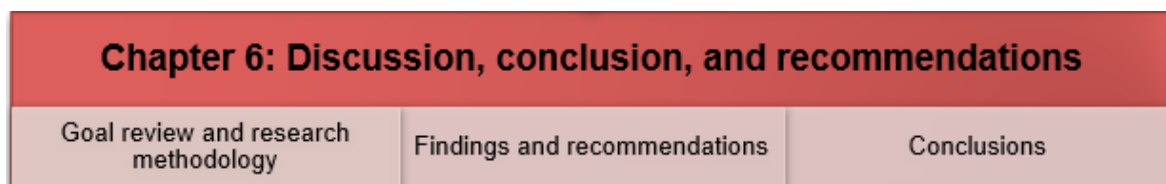
6.2. REASONS FOR UNDERATKING THE RESEARCH

The main aim of this study was to evaluate the role of remuneration in the "new normal" in increasing employee motivation and employee performance in an agricultural service company in South Africa. The secondary goal of this study was to establish whether biographical variables like race, age, gender, duration in the organisation and duration in the position (tenure) affect remuneration, employee motivation and employee performance.

Even though a substantial amount of data and research exist on remuneration, employee motivation, and employee performance, few studies were found that simultaneously address all three aspects in the South African agricultural sector. Given that employees in numerous organisations and at varying levels are driven by distinct forms of remuneration, rewards and incentives (Zhao, Chen & Liu, 2023), the objective of this study was to augment existing knowledge concerning employee compensation in the 21st century, particularly in the agricultural sector of South Africa following the COVID-19 pandemic.

6.3. RESEARCH METHODOLOGY AND DESIGN

As discussed in Chapter 4, section 4.2.1, the researcher utilised a deductive and quantitative methodology in studying a sample of 153 permanent general staff, executives, and contract employees between the ages 18 and 65 employed full-time in an agricultural company in South Africa. The research instruments included the HRPS, the EMQ and the IWPQ. Data collection occurred through both online and paper-and-pencil based questionnaires and the data were then processed using SPSS. The information was later examined using descriptive statistics, factor analysis, as well as reliability and inferential statistics.

6.4. SUMMARY OF THE HYPOTHESIS FINDINGS

Table 6.1 presents a recapitulation of the hypothesis outcomes from this study.

Table 6.1: Summary of hypotheses findings

Empirical research aim	Research hypothesis	Hypothesis rejected or failed to reject
Research Aim 1 To investigate the statistical nature of the relationship between remuneration, employee motivation and employee performance in a sample of participants employees within an agricultural service company in South Africa.	There is no significant and positive relationship between remuneration, employee motivation and employee performance	The null hypothesis was rejected as evidence was found to show that there is a statistical relationship between remuneration, employee motivation and employee performance in an agricultural service company in South Africa.
Research Aim 2 To determine whether remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.	Remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.	The null hypothesis was rejected as evidence was found to show that remuneration satisfaction postively influences employee motivation, workload and financial reward. The null hypothesis failed to be rejected as remuneration satisfaction does not postively influence contextual performance, counterproductive work behaviour and task performance in and agricultural service company in South Africa.
Research Aim 3 To empirically explore whether biographical variables (race, gender, age, duration in the organisation (tenure) and duration in the position has an effect on remuneration, employee motivation and employee performance.	Individuals' race, gender, age, education, marital status, number of dependents, duration in the industry, duration in the organisation and duration in the position (tenure) differ significantly in terms remuneration, employee motivation and employee performance.	The null hypothesis was rejected as differences do exist between remuneration and race. The null hypothesis failed to be rejected as differences do not exist between employee motivation, employee performance and race. The null hypothesis was rejected as differences do exist between employee motivation, employee performance and gender. The null hypothesis failed to be rejected as differences do not exist between remuneration and gender. The null hypothesis was rejected as differences do exist between employee motivation and age. The null hypothesis failed to be rejected as differences do not exist between remuneration, employee performance and age. The null hypothesis failed to be rejected as differences do not exist between remuneration, employee motivation, employee performance and education. The null hypothesis was rejected as differences do exist between remuneration, employee motivation and marital status. The null hypothesis failed to be rejected as differences do not exist between employee performance and marital status. The null hypothesis was rejected as differences do exist between employee performance and number of dependents. The null hypothesis failed to be rejected as differences do not exist between remuneraion, employee motivation and number of dependents.

The null hypothesis failed to be rejected as differences do not exist between remuneration, employee motivation, employee performance and duration in the organisation.

The null hypothesis was rejected as differences do exist between employee motivation, employee performance and duration in the position. The null hypothesis failed to be rejected as differences do not exist between remuneraion and duration in the position.

Source: Own Compilation

6.5. RESEACRH CONCLUSIONS

This section covers the conclusions relating to the research questions (as set out in chapter 1, section 1.4.1) pertaining to the literature review, the empirical study, and the central hypothesis of the study. The main issue of this agricultural service company was the uncertainty surrounding which types of remuneration really motivate employees to enhance their performance.

6.5.1 Conclusions relating to the literature review

An analysis and conclusions concerning the literature review are offered in this section.

6.5.1.1 Research question 1:

What is the effect of remuneration, in the new world of work, on employee motivation and employee performance from a theoretical standpoint?

The integration of the three constructs was discussed in chapter 3, in which it was stated that numerous studies have reported significant relationships between remuneration, employee motivation and employee performance. For example, Smith et al. (2015) conducted research within the South African context and found that employees were more motivated by intrinsic remuneration than extrinsic remuneration. Mahmud et al., (2018:74) highlighted that employee motivation significantly influenced employee performance (Mahmud et al, 2018:74). Similarly, Kuswati (2020) provided empirical evidence demonstrating the strong and positive impact that motivation has on employee performance. Furthermore, research by

Darmawan et al. (2022) revealed a positive impact of both motivation and remuneration on employee performance.

6.5.1.2 Research question 2

> How are remuneration, employee motivation and employee performance conceptualised and explained by theoretical models in the literature?

This aim was accomplished through the exploration of remuneration in chapter 2 and the examination of employee motivation and employee performance in chapter 3. Additionally, chapter 3 integrated the existing literature on remuneration, employee motivation and employee performance.

For the objectives of this research, remuneration, as described in chapter 2, is seen as a multifaceted concept, extending beyond financial aspects. It serves as a critical tool for motivating employees, ensuring their job satisfaction, and fostering a productive work environment (Barczak, et al., 2021). The structure and approach to remuneration may vary among organisations, and it should be designed to align with the organisational goals, values, and preferences of its workforce. Ultimately, effective remuneration practices contribute to employee retention, performance improvement, and the overall success of the organisation (WorldatWork, 2020). Remuneration includes both monetary and non-monetary rewards that employees receive from their organisations in recognition for their work and contributions (Barczak, et al., 2021). It comprises intrinsic and extrinsic rewards, both of which are essential to an organisation's overall management and employee motivation (Bezuidenhout, 2021:319).

In chapter 3, motivation is explored as a vibrant interaction between cognitive factors and external environmental influences (Kanfer et al., 2017). This intricate process involves goal-oriented behaviour propelled by incentives, rewards, and positions, aligning individuals with management's expectations. In essence, motivation serves as an internal driving force, compelling individuals to strategically pursue specific goals and tasks (Budur & Poturak, 2021). Recognising the pivotal role of employee motivation is essential, as it not only shapes how employees perceive and approach

their work but also significantly influences their commitment to and engagement in assigned tasks.

Employee performance, as covered in chapter 3, consists of several aspects, including the quality, quantity, and timeliness of work, adherence to organisational standards, and job responsibilities (Borman & Motowidlo, 1993). It is the behaviour individuals exhibit to accomplish tasks and achieve desired outcomes (Noor & Rafiq, 2021). While different terms may be used interchangeably to describe employee performance, the underlying concept remains consistent: evaluating how well employees perform their assigned tasks and enhance the organisation's overall success. Employee performance assessments are essential to enable organisations to understand strengths and areas for improvement, provide feedback, identify training needs, and make decisions regarding promotions and rewards. Evaluating performance helps organisations identify training gaps, offer guidance on enhancing productivity and achieve desired outcomes (Tamunomiebi & Oyibo, 2020).

6.5.1.3 Research question 3

Is there a theoretical relationship exist between remuneration, employee motivation and employee performance?

Sub-question 3.1: What is the theoretical relationship between remuneration and employee motivation?

Sub-question 3.2: What is the theoretical relationship between remuneration and employee performance?

Numerous studies have indicated a significant correlation between remuneration and employee motivation. For example, Satka (2019) states that remuneration influences employee behaviour, motivating employees to behave according to the organisation's guidelines and regulations. Permana and Bharoto (2021) revealed a direct correlation between remuneration and employee output, suggesting that improving the wage system can increase employee motivation and productivity.

Additionally, a plethora of scholarly investigations has consistently documented a relationship between remuneration, employee motivation, and overall employee satisfaction (Onyekwelu et al., 2020). Azeez et al.(2020) discovered that remuneration plays a substantial role in employee motivation and employee performance. Furthermore, Susanto and Hudayah (2022) uncovered that motivation and remuneration had a positive but minor influence on employee performance. Echoing these findings, Hartono and Nurwati (2021) concluded that motivation and remuneration had a positive and significant impact on employee performance. Furthermore, empirical studies by both Gohari et al. (2013) and Onyekwelu et al. (2020) indicated a positive statistical relationship between remuneration and employee performance. Similarly Hartono and Nurwati (2021) identified a positive influence of remuneration on employee performance.

In summary, the literature review strongly supports the idea that remuneration has a direct influence on employee motivation and employee performance. The synthesis from these research findings offers compelling support for the interrelationship between remuneration, employee motivation, and employee performance. When employees receive fair and equitable remuneration in conjunction with factors such as strong leadership support, opportunities for career growth, a positive workplace atmosphere, and intrinsic motivation, these elements work together to elevate employee performance and promote job satisfaction. These results emphasise the significance of organisations giving precedence to these factors in order to nurture a motivated workforce and enhance overall performance.

6.5.1.4 Research question 4

As suggested by the literature, how do individuals' biographical variables (race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation, duration in the position (tenure)) affect employees' perceptions of remuneration, employee motivation and employee performance?

Numerous research studies have consistently reported a significant connection between biographical variables and remuneration, as well as their effect on employee motivation and performance. For example, Mabuza (2020) concluded that clear disparities in salaries based on race withing South Africa's labour market. Lin et al. (2021) found that race negatively affects remuneration and create barriers against underrepresented racial and ethnic minorities in leadership positions. Additionally, Adelekan and Bussin (2018) found a gender wage gap across various salary brackets, except at senior management and top management levels, where the pay difference is gradually aligning to equitable pay for equivalent work. In a South African setting, Espi et al. (2019) found significant gender wage disparities.

In terms of remuneration, Das and Sah (2013) found a significant correlation between aspects of the pay structure and age. However, Azabo et al. (2020) found that employees thought their pay did not adequately reflect their qualifications. Iceland and Redston (2020) highlighted the positive relationship between marriage and income for more positively selected women, while Ravichandran and Indumathy (2018) did not observe any correlation between family dependants and remuneration. Bussin and Brigman (2019) revealed that age, performance level, and employment duration had little bearing on incentive strategies. There was no apparent distinction in respect of duration of employment between knowledge employees and their expressed intention to remain with the company. Preferences for benefits, flexibility, and performance improvement were significantly influenced by gender. According to the findings from the literature review, it can be inferred that biographic variables do have either a positive or a negative effect on remuneration.

Regarding employee motivation, Lee, Robertson, and Kim's (2020) research implied that individuals of all races share similar need structures and motivation tendencies. Velten and Lashley (2018) found that race and employee motivation are strongly correlated. Onturk and Yildiz's (2020), supported by Nasreen and Shah (2021), found no discernible connection between the gender variable and persistent motivation. However, Govender and Parumasur (2010) found that there was a significant variation in the degree of motivation across employees with different biographical variables. Matovic, Lazarevic and Djurkovic (2022) found age

disparities in the sample population of female managers when examining the motivational impact of various incentives. On the other hand, Onturk and Yildiz (2020) did not observe any discernible distinction in relation to the age variable.

Additionally, Hitka et al. (2017) found that work motivation is not only affected by the industry in which one works; other characteristics, including education, are also important, especially at management level. Nasreen and Shah (2021) found substantial disparities between education and employee motivation. Bajrami et al.'s (2021) study revealed that marital status had a considerable impact on employee motivation. Vo, Tuliao and Chen (2022) concluded that marital status had a significant positive relationship with employee motivation. Hendrawijaya's (2019) study found that employee motivation was impacted by the number of family dependants. Abu et al. (2019) found significant differences with different years of experience. Drawing upon findings from the literature research, it can be inferred that biographical variables do indeed influence employee motivation, and this influence tends to be noticeable and beneficial.

Examining employee performance, Singh et al. (2019) found evidence that race exercised a moderating influence in the correlations between co-worker influence and employee performance. In contrast, Amegayibor (2021) found no relationship between race and employees' performance. Setati et al. (2019) state that gender diversity and ethnic diversity exhibit a positive and statistically significant correlation with employee performance. Shrestha and Parajuli (2021) found that gender positively influenced employee performance in a significant manner. Similarly, Amegayibor (2021) found that both age and education influenced employees' performance. Ismail et al. (2023) concluded that decision-making is influenced by qualification levels but not by gender, level of job experience, or wealth. Research by Omori and Bassey (2019) indicated that marital status significantly influences employee performance. In their study, Iwuagwu et al. (2016) also reported that marital status significantly influences employee performance. Hendrawijaya (2019) demonstrated the presence of a significant positive effect on employee performance in relation to the number of family dependants. Amegayibor's (2021) study showed that tenure has an impact on

employees' performance. In view of the literature review's findings, it can be inferred that biographical variables do indeed influence employee performance.

6.5.2 Conclusions relating to the empirical review

This section discusses and draws conclusions from the empirical results.

6.5.2.1 Research question 1

What is the statistical nature of the relationship between remuneration, employee motivation and employee performance in a sample of participants employed in an agricultural service company within South Africa?

Sub-question 1.1:   What is the relationship between remuneration and employee motivation in an agricultural service company within South Africa?

Sub-question 1.2:   What is the relationship between remuneration and employee performance in an agricultural service company within South Africa?

The achievement of this aim was realised through the empirical testing of research hypothesis H_1. As discussed in chapter 5, section 5.6.1, this study found significant correlation values between the three constructs, thereby supporting hypothesis (H_1).

Based on the empirical data, it can be inferred that better task performance is correlated with greater employee motivation levels. This suggests that higher levels of employee motivation are linked to improved employee performance. On the other hand, the analysis did not reveal a statistically significant link between employee motivation and remuneration, indicating the absence of a discernible relationship between the two variables (Bahagia & Putri, 2021). Additionally, the correlation analysis did not find significant correlation between remuneration and task performance or contextual performance. This may suggest that, within the context of this study, factors other than remuneration could be influencing or contributing to variations in task and contextual performance. It emphasises the importance of considering multiple factors other than remuneration that could impact work practice and performance. A limited number of empirical studies have investigated the

relationship between remuneration, employee motivation and employee performance, particularly within an agricultural service context in South Africa.

6.5.2.2 Research question 2

Research question 2:

Does remuneration satisfaction positively influence both employee motivation and employee performance among employees in an agricutral service company in South Africa?

This aim was achieved through the empirical testing of research hypothesis two (H_2). As discussed in chapter 5, section 5.7.1, this study found significant proportion of variance of the dependent variables, employee motivation and had no significant impact on the subscales of employee performance; hypothesis (H_2) is therefore partially supported.

The MANOVA conducted on employees in an agricultural service company in South Africa indicates that remuneration satisfaction significantly explains the proportion of variance in employee motivation. The coefficients for employee motivation, work load and financial reward in the MANOVA model are statistically significant, with positive signs suggesting that an elevation in remuneration satisfaction is linked to a corresponding increase in these variables.

Practical implications highlight that remuneration enhance the importance of incentivising and rewarding employees for task performance and motivation. Consequently, these results point to a significant correlation between job performance, remuneration and employee motivation in the setting of agricultural service companies.

6.5.2.3 Research question 3

> Do biographical variables such as race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) differ regarding remuneration for employee motivation and employee performance in a sample of participants in an agricultural service company in South Africa?

This aim was achieved through the empirical testing of research hypothesis 3 (H_3).

According to the empirical results concerning race, no significant differences were identified in contextual performance, counterproductive work behaviour, task performance, and employee motivation between African and White participants. However, significant differences were observed in remuneration, workload, and financial reward, with White participants exhibiting higher average scores on remuneration and financial reward but lower scores on workload.

Regarding gender, a significant difference was observed in contextual performance, and a marginal difference was found in employee motivation between female and male participants. The results suggest significant differences in remuneration and employee motivation between female and male participants, with females exhibiting lower scores on average. Nevertheless, no significant differences were identified in counterproductive work behaviour, task performance, remuneration, workload, or financial rewards.

The impact of age on various factors showed variability. While age did not significantly affect contextual performance, counterproductive work behaviour, task performance, remuneration, workload, or financial reward, it did demonstrate a statistically significant effect on employee motivation. These results suggested that age-related differences in employee motivation are primarily observed between individuals in their 40s and those aged 50 and older. It is paramount to note that while these findings provide valuable insights into the influence of age on employee motivation within the context of this study, there may be unmeasured variables contributing to these differences.

Educational groups did not exhibit significant differences in scores. In summary, this analysis revealed variations in workplace performance and behaviour across different educational levels. While the mean scores and standard deviations differ, it is important to note that score ranges often overlap, suggesting that educational background may not be a decisive factor in the performance and behaviour variables studied. Other factors and contextual considerations probably play significant roles in employee performance and behaviour.

The findings showed that there is a substantial relationship between marital status and workload and remuneration. Married individuals/life partners reported higher remuneration, whereas single/widowed/divorced individuals reported a higher workload. The finding that married individuals or life partners tend to report higher remuneration could suggest that having two income streams contributes to a higher overall household income. In many cases, couples may pool their financial resources, leading to a more robust financial situation compared to individuals who rely solely on their own income. This aspect of shared financial responsibility and dual incomes can positively impact the economic well-being of married individuals or life partners, potentially influencing their perception of higher remuneration. No significant differences were observed in contextual performance, counterproductive work behaviour, task performance, employee motivation, or financial reward based on marital status.

It is crucial to remember that although notable variations in remuneration and workload were discovered, these findings may be impacted by various other factors not accounted for in this research. Marital status appears to be associated with differences in remuneration and workload but does not significantly affect other work-related factors.

This analysis suggested that, among the workplace factors considered, namely remuneration, employee motivation, employee performance and counterproductive work behaviour, only counterproductive work behaviour showed significant differences in relation to number of dependants. The remaining aspects of employee performance and behaviour did not show significant variations in relation to dependants based on

the factors studied. Post hoc analysis suggested that having a higher number of dependants may be linked to an elevated probability of participating in counterproductive work behaviour.

Duration of employment in the industry had significant effects on contextual performance, task performance and employee motivation. This suggests that employees with more years of experience (greater tenure) are more likely to excel in in these areas. However, there were not any statistically significant differences in counterproductive work behaviour, remuneration, workload, and financial reward among employees with varying lengths of tenure in the industry.. The post hoc tests demonstrated significant differences in employee motivation scores across different levels of experience. Specifically, employees with 10 years or less of industry experience exhibited significantly different scores compared to those with 11 to 20 years of experience. Furthermore, employees with 11 to 20 years of experience demonstrated lower scores than those with 21 or more years of experience.

Descriptive statistics revealed that employee motivation showed more notable differences across experience levels, as evidenced by non-overlapping confidence intervals for the group with 21+ years of experience in comparison to other groups. This suggests a potentially significant difference in motivation based on experience, with the group with 21+ years exhibiting higher motivation scores. Despite some minor differences in employee performance factors across different experience levels, these variations were generally small. Additionally, the duration of employment within the organisation did not show significant differences in any of the factors studied.

Duration in the position was associated with differences in contextual performance and financial reward. Data suggested that there are variations in mean scores for different factors based on duration in the position. Contextual performance and task performance tend to decrease with an increase in duration in the position, while employee motivation, workload, and financial reward may have more nuanced relationships with duration in the position. Counterproductive work behaviour and remuneration do not show significant trends across duration in the position.

Overall, these findings underline the complexity of employee performance and behaviour, with various factors exerting varying degrees of influence. Organisations may use these insights to tailor their strategies and policies, promoting a more equitable and efficient work environment. Additional investigation could further explore the intricacies of these relationships to enhance knowledge of the dynamics operating in the workplace.

6.5.3 Conclusions relating to the control hypothesis

Table 6.2 outlines the conclusions reached from this study regarding the three hypotheses.

Table 6.2: Summary of the conclusions reached i.r.o they hypotheses

Research Hypothesis	Hypothesis Conclusion	Decesion on the hypothesis
H_1	There is a significant and positive relationship between remuneration, employee motivation and employee performance.	Supported
H_2	Remuneration satisfaction positively influences both employee motivation and employee performance among employees in an agricultural service company in South Africa.	Partially supported
H_3	Individuals' race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in the position (tenure) differ in terms of remuneration, employee motivation and employee performance.	Partially supported

Source:Own Compilation

6.6. CONTRIBUTION OF THE STUDY

This study has made valuable contributions to the fields of Human Resource Management, Business Management, and Industrial Psychology, as well as to remuneration practices for organisations in South Africa. This research will help organisations and HR practitioners to understand remuneration, employee motivation and employee performance from an employee's perspective. This section

is divided into three subsections in which the contribution this research makes to theory, methodology and practice are reviewed.

6.6.1 Theoretical contribution

This theoretical contributions of this study are valuable for understanding how remuneration impacts both employee motivation and performance within the specific context of South Africa. While there has been extensive research on remuneration, employee motivation, and employee performance individually, there has been no prior investigation within the South African agricultural sector that examines the interrelationship among these three factors. This study fills this gap by empirically exploring these connections and considering demographic variables that influence these variables. The findings offer valuable insights for agricultural companies in South Africa, aiding in their understanding and management of these critical aspects. Furthermore, this study advances theoretical understanding of the subject matter and sets the groundwork for further research initiatives.

6.6.2 Methodological contribution

The primary methodological innovation in this research study lies in its integration and practical application of the concepts of remuneration, employee motivation, and employee performance. Additionally, a significant methodological contribution stems from the insights gained through the utilisation of a survey design approach for data collection and the subsequent computation of validity scores, particularly within this unique context. This experience could prove beneficial for future studies exploring remuneration, employee motivation, and employee performance in the demanding environment of agricultural companies operating across diverse geographical regions in South Africa.

6.6.3 Practical contribution

To begin with, this study offers fresh perspectives on the relationship among remuneration, employee motivation, and employee performance. It aims to illuminate how the demographic factors race, gender, age, education, marital status, number of dependants, duration in the industry, duration in the organisation and duration in

the position (tenure) are linked to remuneration, employee motivation, and employee performance.

Furthermore, this study endeavours to furnish empirical proof of the relationships among remuneration, employee motivation, and employee performance within the context of a South African agricultural company. Nevertheless, the outcomes were somewhat mixed when it came to the impact of demographic variables on these elements.

Moreover, this research contributes to the understanding of how employees within the South African agricultural landscape perceive remuneration. This understanding can be invaluable for employers seeking to manage turnover and navigate organisational changes, ultimately enhancing employee performance and employee motivation. It is suggested that the organisation consider implementing meaning-based interventions, as they significantly contribute to the company's long-term sustainability.

Lastly, this research also addresses the practical significance of the empirical findings, particularly for line managers and human resource management practitioners in their day-to-day operations within the organisation. More detailed recommendations on this aspect are provided in section 6.8 of the study.

6.7. LIMITATIONS

The limitations of this study will be addressed below and pertain to the literature review and empirical investigation.

6.7.1 Limitations of the literature review

- The examination of existing literature the following limitations: Prior to this study, there was a notable absence of research that comprehensively investigated the interconnected concepts of remuneration, employee motivation, and employee performance within agricultural service companies in

South Africa. The absence of prior studies makes it challenging to draw meaningful comparisons or find reference points.

- Limited research on agricultural service organisations: Research on agricultural service organisations is generally limited, resulting in a scarcity of available literature studies in this specific context. This limitation restricts the depth of understanding and hampers the ability to generalize findings to similar settings.

- Poor understanding among practitioners: Additionally, considering the evolving nature of the workforce and South African agricultural service companies, it appears that human resources practitioners have limited understanding of the theoretical underpinnings of the relationship between remuneration, employee performance, and employee motivation. This lack of understanding may make it challenging for organisations to formulate policies and make decisions that are effective.

6.7.2 Limitations of the empirical study

Limitations in terms of the empirical study were as follows:

- Single organisation setting: The study was restricted to one South African agricultural organisation. As a result, it is impossible to extrapolate or generalise the findings to other organisations.

- Lengthy questionnaire: The questionnaire used in the study comprised four sections: a biographical questionnaire, the HRPS, an the EMQ, and the IWPQ, totalling 51 questions. The lengthy questionnaire might have caused participants' fatigue or leading to their interpretation of some items being incomplete, which could have affected the reliability and accuracy of the responses.

- Sampling restriction: The research population was confined to full-time employees aged between 18 and 65 years across the nine provinces of South Africa. potentially excluding valuable insights from other demographic groups or employment arrangements.

- Absence of a "prefer not to say" option in the biographical section of the survey. This omission could have influenced respondents' comfort levels and

the completeness of the data collected. To address this issue, future research should include a "prefer not to say" option for all biographical questions. This adjustment will uphold ethical research standards, respect respondents' privacy (McKenna, 2021), and potentially improve data accuracy by allowing respondents to opt out of answering sensitive questions without withdrawing from the study entirely (Wolf, Walden & Lo, 2021).

The study's findings are based on the organisational practices prevalent at the time of the study, acknowledging that these practices may evolve as hybrid work becomes more widespread. This temporal and contextual limitation should be considered when interpreting the results, as future changes in workplace practices could impact the relevance and applicability of the findings. Despite the constraints identified in both the literature review and the empirical investigation, this research has effectively illuminated the connections among remuneration, employee motivation, and employee performance. It has also accentuated variations among demographic variables concerning these three factors. As a result, this research study can serve as a foundational resource for comprehending the interplay between remuneration, employee motivation and employee performance, in addition to the disparities tied to demographic factors. This understanding can, in turn, guide the development of human resource practices and policies affecting remuneration.

6.8. RECOMMENDATIONS

This study adds something novel to the body of knowledge already available on agricultural businesses and human resources professionals.

6.8.1 Recommendation to stakeholders and/or the agricultural company

Considering the research outcomes, the following suggestions are put forth for the agricultural company:

- **Prioritise Employee Motivation:** Enhance and maintain employee motivation by reviewing the benefits package, exploring skills-based pay systems, and fostering a supportive work environment.

- **Re-evaluate Remuneration Strategies:** Conduct market research to ensure competitive remuneration packages, exploring non-monetary incentives, and recognition programs to improve employee motivation.
- **Address Counterproductive Behaviour:** Monitor and address counterproductive behaviours promptly, implementing clear performance expectations and providing appropriate support.
- **Manage Workload:** Explore ways to manage and optimise employee workloads, ensuring a balance between tasks and resources.
- **Continuous Improvement:** Regularly monitor employee engagement and satisfaction levels, adapting strategies based on changing circumstances and feedback.
- **Enhance Organisational Support and Culture:** Foster a supportive work environment that values employee well-being and provides opportunities for career growth and development.

In conclusion, these recommendations should help the agricultural service company in South Africa optimise its human resource strategies to enhance employee motivation, improve performance, and address any potential issues related to remuneration and workloads. Regular monitoring and adaptability will be key to long-term success in this regard.

6.8.2 Recommendation to HR practitioners

The following recommendations are tailored specifically for HR practitioners:
- **Develop Motivational Strategies:** Implement initiatives to boost employee motivation, such as recognition programmes, career development opportunities, and training programs.
- **Review Remuneration Policies:** Evaluate remuneration policies to ensure competitiveness and alignment with industry standards, exploring performance-based incentives and benefits.
- **Monitor Employee Performance:** Implement systems to monitor employee performance and identify areas for improvement, providing feedback and support as needed.

- **Manage Workforce Dynamics:** Address issues related to workload and job design, ensuring tasks are distributed effectively and employees have the resources they need to succeed.

- **Promote Employee Engagement:** Foster a culture of engagement and collaboration through communication channels, feedback mechanisms, and employee involvement in decision-making processes.

- **Continuous Learning and Development:** Invest in employee development initiatives to enhance skills and competencies, aligning training programs with organisational goals and employee needs.

- **Ensure Compliance and Fairness:** Uphold ethical standards and legal compliance in all HR practices, promoting fairness and transparency across the organisation.

In conclusion, HR practitioners should use these recommendations to guide their efforts in improving employee motivation, employee performance, and overall organisational success. These measures collectively will drive the company's sustained success and foster a committed, productive workforce.

6.9. SUGGESTIONS FOR FUTURE RESEARCH

The study's conclusion might act as a catalyst for upcoming studies examining the interplay among remuneration, employee motivation, and employee performance within agricultural enterprises in a South African context. These findings serve as a foundation for future research endeavours aimed at further exploring and elucidating these relationships. Firstly, future research efforts could conduct an in-depth exploration of the current findings and the interrelationships unveiled between remuneration, employee motivation, and employee performance. Subsequent research initiatives could include a more comprehensive examination including multiple agricultural companies rather than focusing on a single organisation. Secondly, researchers may consider expanding the scope beyond South Africa, future research could involve an international perspective, examining the dynamics of remuneration, employee motivation and employee performance in a multinational context. This multidisciplinary approach may offer insightful information regarding

universal principles and situational differences affecting these dynamics. Moreover, enlarging the sample size used in future research endeavours could improve the generalisability and applicability of the results to a wider spectrum of agricultural companies. The diversity that exists in the agricultural workforce can be more accurately captured by researchers by incorporating a more representative and diverse sample.

Additionally, considering the evolving dynamics of hybrid work, future research should explore its impact on remuneration satisfaction, motivation, and performance. The "new normal" has significantly altered traditional work practices, and understanding these changes is crucial for adapting management strategies. Specifically, research should investigate how hybrid work influences these constructs and identify effective practices for this new context. Future studies could address the following research questions:

1. What is the impact of hybrid work on remuneration satisfaction and its relationship with employee performance?
2. How does hybrid work influence the effectiveness of performance monitoring and feedback systems?

These questions can be explored through the following hypothesis:

- H1: Remuneration satisfaction in hybrid work environments is positively correlated with employee performance due to the perceived fairness of remuneration adjustments for remote work.
- H2: Performance monitoring and feedback systems are less effective in hybrid work settings unless adapted to include regular virtual check-ins and clear communication channels.

By addressing these questions and testing these hypotheses, future research can provide valuable insights into optimising workforce management in hybrid work environments, building on the findings of previous research.

Finally, to provide a more comprehensive understanding, future research could adopt a longitudinal approach, tracking changes and developments in remuneration, employee motivation, and employee performance over time. Incorporating qualitative methods alongside quantitative analyses.

6.10 CONCLUDING REMARKS

In conclusion, this study examined the intricate relationships between remuneration, employee motivation, and employee performance in a South African agricultural service company, while accounting for the impact of biographical variables. The literature review established a robust theoretical foundation, emphasising the multifaceted nature of remuneration and the substantial impact of employee motivation on performance. The investigation used empirical means, guided by specific research questions, to uncover significant correlations between higher motivation and improved task performance. It could not discover a statistically significant correlation between remuneration and employee motivation, indicating the presence of additional contributing factors. Notably, the study demonstrated that both employee motivation and task performance were substantial in explaining the proportion of variance in remuneration, highlighting the importance of recognising and rewarding employees for their efforts.

The investigation into the influence of biographical variables, namely gender, marital status, age, race and tenure unveiled variations across demographic groups, underlining the importance of personalised approaches in organisational policies. For instance, marital status and duration in the industry were identified as factors significantly affecting remuneration and performance.

In summary, this study provides insightful information on the complex interplay between remuneration satisfaction, employee motivation and employee performance within the specific context of an agricultural service company in South Africa. Future research should investigate the impact of hybrid work on remuneration satisfaction, motivation, and performance, as the "new normal" has significantly transformed traditional work practices. Investigating how hybrid work influences these constructs

and identifying effective strategies is essential. The multifaceted nature of workplace dynamics calls for tailored strategies to foster equitable and productive environments. The study advocates for further research to examine the nuanced aspects of these relationships and inform evidence-based practices in organisational management.

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APPENDIX 1: ETHICS CERTIFICATE

UNISA HRM ETHICS REVIEW COMMITTEE

Date: 15 August 2022

Dear Ms Sherleen Juggpall

Decision: Approved

NHREC Registration #: (if applicable)

ERC Reference #: 2022_HRM_011

Name: Ms Sherleen Juggpall

Student #: 35390786

Researcher: Name: Ms Sherleen Juggpall
E-mail address, telephone # 35390786@mylife.unisa.ac.za, 084 240 9975

Supervisor: Name: Dr Magda Bezuidenhout
E-mail address, telephone # bezuiml@unisa.ac.za, 012 429 4535

The working title of the research:

The effect of remuneration on employee motivation and employee performance: Exploring perceptions in an agricultural company in South Africa in the "new normal"

Qualification: MCom

Thank you for the application for research ethics clearance by the UNISA HRM Ethics Review Committee for the above-mentioned research.

The low-risk application was reviewed by a Sub-committee of URERC on 20 June 2022 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The ethics application was approved on 15 August 2022.

The proposed research may now commence with the provisions:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the HRM Committee.

3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.

4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines, and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.

6. Only de-identified research data may be used for secondary research purposes in the future on the condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance

7. No fieldwork activities may continue after the expiry date of **September 2025.** Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Yours sincerely,

Signature

Name of the Chair: Dr Elizabeth Rudolph
E-mail: rudelec@unisa.ac.za
Tel: (012) 429 2586

Signature

Executive Dean: Prof MT Mogale
E-mail: mogaimt@unisa.ac.za
Tel: (012) 429-4805

APPENDIX 2: PARTICIPATION IN RESEARCH STUDY

Research Survey Questionnaire

Dear Participant,

My name is Sherleen Juggpall Student number: 35390786 and I am currently enrolled for a Master of Commerce in Business Management in the Human Resource Management Department at the University of South Africa. The study leader (Supervisors) is Dr. Magda Bezuidenhout.

The topic for my research study is "*The effect of remuneration on employee motivation and employee performance: Exploring perceptions in an agricultural company in South Africa in the new normal*" and entails three constructs, namely, remuneration, employee motivation and employee performance.

The purpose of the study is to:

- To evaluate the role of remuneration in the "new normal" in increasing employee motivation and employee performance in an agricultural service company within South Africa.

- To establish whether biographical variables like race, age, gender, duration in the organisation and duration in the position (tenure), effects remuneration, employee motivation and employee performance.

- To investigate the statistical nature of the relationship between remuneration, employee motivation and employee performance in a sample of participants employees within an agricultural service company in South Africa.

- To determine whether both employee motivation and employee performance are predictors of remuneration amongst employees within an agricultural service company within South Africa.

You are herewith invited to participate in the research project. Please note that participation in this regard is voluntary and there is no compensation or incentives. You are under no obligation to participate in this study, and if you choose not to participate, you may.

All participants remain completely anonymous throughout the research and your responses will be treated with utmost confidential and be used solely for research purpose. Feedback of the general results will similarly, also remain completely anonymous.

You are required to fill the questionnaire electronically and it will require approximately 20 minutes of your time. It is not anticipated that participating in the study will harm you in any way. However, should you require further information or have any concerns please feel free to contact the researcher by email: 35390786@mylife.unisa.ac.za. Alternatively, if you have any questions with regards to the ethical conduct of this study, you can contact the main supervisor to this study, Dr. Magda Bezuidenhout, Senior Lecturer: Human Resources, University of South Africa, telephonically at (012) 429-4535 or via e-mail: bezuiml@unisa.ac.za

Thank you in advance for setting time aside to complete this questionnaire. I truly appreciate your willingness to participate in this important research project and valuable time you are willing to commit to complete the research questionnaire.

Kind regards

Sherleen Juggpall

RESEARCH QUESTIONNAIRE

*Electronic consent: Please select your choice below:

By clicking on the "I accept" button below, you indicate that you:

- Have read and understood the above information
- Voluntarily agree to participate in the study
- Understand that your participation is anonymous
- Full-time employee within the Agricultural company
- Aged between 18 to 65 years.
- Employed within the Agricultural company for more than a year
- Employed in either one of the nine provinces within South Africa
- Once you have submitted the survey, you cannot withdraw from the study because we will not know which response came from you.

If you do not want to participate in the study, please decline participation by clicking on the "disagree" button below.

☐ I agree (Participants are automatically directed to the next page of the survey and they can continue with completed the survey)

☐ I disagree (If participants select this option, they cannot click on "next" and should receive a message that they cannot complete the survey and they are thanked for their time)

Instructions for completing the questionnaire:

1. Complete the questionnaire as truthfully as possible. Ensure that all questions have been answered.

2. Note that there are no right or wrong "answers" to the questions in this questionnaire.

3. The first answer/response that generally comes to mind is usually the most appropriate response to a given question.

4. Indicate your answer by selecting the appropriate box.

5. Please click on your desired choice. If you wish to change your response, you may click on your new choice and the first choice will be automatically cancelled.

Once again, the researcher assumes responsibility for the anonymity and confidentiality of the questionnaires once they have been completed. You are urged you to be honest and truthful when you complete the questionnaire. This is very important for reliable and meaningful research.

The questionnaire consists of four parts as indicated below. Part 1 contains question relating to your biographical details whereas Part 2 relates to remuneration, and Part 3 relates to questions relating to employee motivation while Part 4 contains questions relating to employee performance.

PART ONE: BIOGRAPHICAL QUESTIONNAIRE

Please provide us with the following biographical information by placing a cross (X) in the box. The information you provide will be used to determine any significant differences in opinions between groups and will not identify you as an individual.

1	*GENDER*	Male	
		Female	
		Other	

2	*RACE*	African	
		Coloured	
		Indian	
		White	
		Other	

3	*AGE*	18 - 21 years	
		22 - 29 years	
		30 - 39 years	
		40 - 49 years	
		50 years and older	

4	*HIGHEST LEVEL OF EDUCATION*	Std 10 / Grade 12	
		Diploma	
		Degree	
		Honours Degree	
		Master's Degree	
		Doctorate Degree	

5	*MARITAL STATUS*	Married	
		Single	
		Divorced	
		Widowed	
		Life Partner	

6	*NUMBER OF DEPENDENTS*	1 Dependent	
		2 - 3 Dependents	
		4 - 6 Dependents	
		6 or more Dependents	

7	*NUMBER OF YEARS IN THE INDUSTRY*	Less than 2 years	
		3 - 10 years	
		11 - 20 years	
		21 - 30 years	
		Over 31 years	

8	*NUMBER OF YEARS IN THE ORGANISATION*	Less than 2 years	
		3 - 10 years	
		11 - 20 years	
		21 - 30 years	
		Over 31 years	

9	*NUMBER OF YEARS IN THE POSITION*	Less than 2 years	
		3 - 10 years	
		11 - 20 years	
		21 - 30 years	
		Over 31 years	

PART TWO: REMUNERATION QUESTIONNAIRE

The purpose of this section is to determine how employees feel about their salary(remuneration). This section contains six (6) questions based on compensation system and salary.

Please indicate your choice on the scale from 1 - 5, where 1 = Strongly Disagree and 5 = Strongly Agree by placing a cross (X) in the appropriate box.

1. Presence of attractive compensation system

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

2. Presence of equitable internal salary

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

3. Presence of equitable external salary

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

4. Presence of salary that reflects performance

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

5. Presence of salary that encourages better performance

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

6. Presence of salary that reflects standard of living

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

PART THREE: EMPLOYEE MOTIVATION QUESTIONNAIRE

The following questions are aimed at determining employee motivation by answering the question why do you do your work? This section consists of 18 questions.

Please indicate your choice on the scale of 1 - 7 provided, where 1 = Does not correspond at all and 7 being Corresponds exactly by placing a cross (X) in the appropriate box.

	Does not correspond at all			Corresponds moderately	Corresponds exactly		
1. Because this is the type of work I chose to do to attain a certain lifestyle.	1	2	3	4	5	6	7
2. For the income it provides me.	1	2	3	4	5	6	7
3. I ask myself this question, I don't seem to be able to manage the important tasks related to this work.	1	2	3	4	5	6	7
4. Because I derive much pleasure from learning new things.	1	2	3	4	5	6	7

5. Because it has become a fundamental part of who I am.	1	2	3	4	5	6	7
6. Because I want to succeed at this job, if not I would be very ashamed of myself.	1	2	3	4	5	6	7
7. Because I chose this type of work to attain my career goals.	1	2	3	4	5	6	7
8. For the satisfaction I experience from taking on interesting challenges	1	2	3	4	5	6	7
9. Because it allows me to earn money.	1	2	3	4	5	6	7
10. Because it is part of the way in which I have chosen to live my life.	1	2	3	4	5	6	7
11. Because I want to be very good at this work, otherwise, I would be very disappointed.	1	2	3	4	5	6	7

12. I don't know why, we are provided with unrealistic working conditions.	1	2	3	4	5	6	7
13. Because I want to be a "winner" in life.	1	2	3	4	5	6	7
14. Because it is the type of work I have chosen to attain certain important objectives.	1	2	3	4	5	6	7

15. For the satisfaction I experience when I am successful at doing difficult tasks	1	2	3	4	5	6	7
16. Because this type of work provides me with security.	1	2	3	4	5	6	7
17. I don't know, too much is expected of us.	1	2	3	4	5	6	7
18. Because this job is a part of my life.	1	2	3	4	5	6	7

PART FOUR: EMPLOYEE PERFOMANCE QUESTIONNAIRE

The following questions relate to how you carried out your work during the past 3 months.

The information provided is aimed to measure employee performance comprehensively in a generic working population.

This section consists of 3 scales:

- Scale 1; Task Performance consisting of 5 questions
- Scale 2: Contextual Performance consisting of 8 questions
- Scale 3; Counterproductive work behaviour consisting of 5 questions

Please answer all scales by indicating your choice on the scale from Seldom - Always by placing a cross (X) in the appropriate box.

Scale 1: Task performance (5 items)					
In the past 3 months…	**Seldom**	**Sometimes**	**Regularly**	**Often**	**Always**
1. I was able to plan my work so that I finished it on time.	☐	☐	☐	☐	☐
2. I kept in mind the work result I needed to achieve.	☐	☐	☐	☐	☐
3. I was able to set priorities.	☐	☐	☐	☐	☐
4. I was able to carry out my work efficiently.	☐	☐	☐	☐	☐
5. I managed my time well.	☐	☐	☐	☐	☐

Scale 2: Contextual performance (8 items)					
In the past 3 months…	**Seldom**	**Sometimes**	**Regularly**	**Often**	**Always**
6. On my own initiative, I started new tasks when my old tasks were completed.	☐	☐	☐	☐	☐
7. I took on challenging tasks when they were available.	☐	☐	☐	☐	☐
In the past 3 months…	**Seldom**	**Sometimes**	**Regularly**	**Often**	**Always**
8. I worked on keeping my job-related knowledge up-to-date.	☐	☐	☐	☐	☐
9. I worked on keeping my work skills up-to-date.	☐	☐	☐	☐	☐
10. I came up with creative solutions for new problems.	☐	☐	☐	☐	☐
11. I took on extra responsibilities.	☐	☐	☐	☐	☐
12. I continually sought new challenges in my work.	☐	☐	☐	☐	☐
13. I actively participated in meetings and/or consultations.	☐	☐	☐	☐	☐

Scale 3: Counterproductive work behavior (5 items)					
In the past 3 months…	Seldom	Sometimes	Regularly	Often	Always
14. I complained about minor work-related issues at work.	☐	☐	☐	☐	☐
15. I made problems at work bigger than they were.	☐	☐	☐	☐	☐
16. I focused on the negative aspects of situation at work instead of the positive aspects.	☐	☐	☐	☐	☐
17. I talked to colleagues about the negative aspects of my work.	☐	☐	☐	☐	☐
18. I talked to people outside the organization about the negative aspects of my work.	☐	☐	☐	☐	☐

APPENDIX 3: LANGUAGE EDITING CERTIFICATE

1

A A Mills (Sandra)

Translation and Editing Services

2024/02/02

This is to certify that I, Alexandra Anne Mills, a qualified and highly experienced academic editor and translator, have edited the dissertation titled **The effect of remuneration on employee motivation and employee performance: exploring perceptions in an agricultural company in South Africa in the "new normal"** by **Sherleen Juggpall**. I can certify that it is free of language errors provided that the changes I have recommended have been introduced. I further certify that the assistance I provided was confined to language editing; the academic content is the student's own.

A.A. Mills

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