An investigation into the role of recognition in improving staff morale and reducing staff turnover: the case of ZMASCO Private Limited (October 2006 - April 2012)

By

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Dissertation submitted in partial fulfillment of the requirements for the degree of Master of Business Administration, Graduate School of Management, University of Zimbabwe

Supervisor: Mr G Magaramombe
DECLARATION

I, Masimba Chakombera, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

_________________________  ______________________________
Student signature                                      Date

_________________________  ______________________________
Name of Supervisor                                    Date

_________________________  ______________________________
Supervisor’s Signature                                Date
ACKNOWLEDGEMENTS

My heartfelt and sincere gratitude goes to my supervisor Mr, G. Magaramombe for his guidance and wisdom. If it were not for him, this project would not have been a success.

I want to thank the Lord Almighty for giving me the life and wisdom to carry out this study.

I am also grateful to Zimasco Pvt Ltd for awarding me the chance to carry out this research, and in the process learn through them.

Special thanks go to Sylvia Marumahoko for her technical support, and assistance in editorial services. Thank you my sister for your priceless patience and good heart.

I also acknowledge the help and encouragement from my close friends Blessings Chakupa, Kumbirai Hungwe, Tinashe Nyamutambo and Rosemary Sinosi. Conrad Tendai Muchenje, we have come a long way pal….we did this together! Thanks for the strength and encouragement.

Last but not least I need to thank my family who have supported me through it all. This project meant being away from home, missing other important assignments, but my family understood this and gave me a chance to work on this project.
DEDICATIONS

This project is dedicated to the memory of my late mother Mrs Maodziwa Nyakanyanga. She got sick midway through my MBA, and the easiest thing to do was to drop off and give up. However each time I visited her in hospital she would even forget about her own illness and still found strength to ask me how I was progressing with my studies. That gave me a leap of faith and inspired me to finish this project in her honour. Dear mother, this is for you. May you continue to rest in eternal peace.
The main purpose of the study was to investigate the role of recognition in improving staff morale and reducing staff turnover using the case of Zimasco private limited. In order to achieve that, a structured questionnaire was administered to 45 employees, a figure which was considered large enough to satisfy the needs of the study. The purposive sampling method was used as the study had to target a specific group in the population fitting in with the objectives of the study.

The study concluded that Zimasco does not have sufficient strategies to recognise employee performance. Also it is concluded that Zimasco does not have clear ways of recognising employees’ contribution.

The study further concluded that there is no open communication between management and workers at Zimasco on all key decisions affecting the company. Workers and management of Zimasco clearly understand how their role fits into the overall objectives of the company.

Based on the research findings, it is recommended that Zimasco should recognise employee performance by formulating and implementing sufficient strategies such as consulting employees on key decisions, and measuring and valuing their contribution.

Employee training, education and development are recommended in this study as these will improve the knowledge, skills, and abilities of the employee. Once an employee becomes empowered, their morale levels increase, and so will their confidence in carrying out their duties in the organisation. This could benefit Zimasco in the long run.

An area of further study is proposed to investigate the motivational factors affecting employee retention at Zimasco private limited in the period 2009-2011. Studies focussing around communication between management and workers are also recommended as this is likely to ensure that both parties appreciate the role of motivation in improving the morale of workers.
# TABLE OF CONTENTS

DECLARATION .................................................................................................................. i

ACKNOWLEDGEMENTS ............................................................................................... iii

DEDICATIONS ................................................................................................................ iv

ABSTRACT .................................................................................................................... v

TABLE OF CONTENTS ................................................................................................. v

LIST OF FIGURES ........................................................................................................ x

LIST OF TABLES .......................................................................................................... x

CHAPTER ONE ............................................................................................................. 1

BACKGROUND AND INTRODUCTION ............................................................................. 1

  1.0  INTRODUCTION .................................................................................................. 1

  1.1. INDUSTRY BACKGROUND ............................................................................. 1

  1.2 STATEMENT OF THE PROBLEM .................................................................... 11

  1.3 RESEARCH OBJECTIVES .............................................................................. 12

  1.4 RESEARCH QUESTIONS ................................................................................. 14

  1.5 RESEARCH PROPOSITION ............................................................................. 14

  1.6 JUSTIFICATION OF RESEARCH .................................................................. 14
1.7 SCOPE OF THE RESEARCH ................................................................. 16
1.8 LIMITATIONS OF THE RESEARCH ............................................... 16
1.9 DISSERTATION OUTLINE ............................................................... 16
1.10 CONCLUSION ............................................................................... 17

CHAPTER TWO .................................................................................. 18

LITERATURE REVIEW ..................................................................... 18
2.0 INTRODUCTION .......................................................................... 18
2.1 WHAT IS EMPLOYEE RECOGNITION? ......................................... 18
2.2 HOW CAN EMPLOYEE RECOGNITION BE MEASURED? ............ 18
2.4 KEY FACTORS IN A SUCCESSFUL RECOGNITION PROGRAM ... 19
2.5 RECOGNITION AND MOTIVATION ............................................. 20
2.6 CRITIQUE OF MASLOW’S HIERARCHY OF NEEDS ..................... 21
2.7 CONCLUSION .............................................................................. 28

CHAPTER THREE ............................................................................. 33

RESEARCH METHODOLOGY ............................................................. 33
3.0 INTRODUCTION .......................................................................... 33
3.1 RESEARCH DESIGN ................................................................. 33
3.2 RESEARCH STRATEGY .............................................................. 36
3.3 DATA SAMPLING ....................................................................... 38
3.4 DATA COLLECTION METHODS .................................................. 39
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.1: Zimasco’s Market for Ferrochrome</td>
<td>2</td>
</tr>
<tr>
<td>Figure 1.2: Ferrochrome Prices North America</td>
<td>4</td>
</tr>
<tr>
<td>Figure 4.1: Age</td>
<td>46</td>
</tr>
<tr>
<td>Figure 4.2: Position</td>
<td>47</td>
</tr>
<tr>
<td>Figure 4.3: Length of Service with the Company</td>
<td>48</td>
</tr>
<tr>
<td>Figure 4.4: Sufficiency of strategies to recognize employee performance</td>
<td>49</td>
</tr>
<tr>
<td>Figure 4.5: Clarity of ways of recognizing employees’ contribution</td>
<td>50</td>
</tr>
<tr>
<td>Figure 4.6: Resignation due inability to recognize their performance</td>
<td>52</td>
</tr>
<tr>
<td>Figure 4.7: Senior management fully supports me in my work</td>
<td>54</td>
</tr>
<tr>
<td>Figure 4.8: Open communication between management and workers</td>
<td>54</td>
</tr>
<tr>
<td>Figure 4.9: Clarity of roles</td>
<td>55</td>
</tr>
<tr>
<td>Figure 4.10: Satisfaction with the amount of training</td>
<td>57</td>
</tr>
<tr>
<td>Figure 4.11: All employees in the company are correctly rewarded</td>
<td>58</td>
</tr>
<tr>
<td>Figure 4.12: Employees can voice their opinion without fear</td>
<td>59</td>
</tr>
<tr>
<td>Figure 4.13: Reasons for Staff turnover</td>
<td>60</td>
</tr>
<tr>
<td>Figure 4.14: Salary levels and conditions are competitive</td>
<td>62</td>
</tr>
<tr>
<td>Figure 4.15: Turnover and salaries</td>
<td>63</td>
</tr>
<tr>
<td>Figure 4.16: The company cares about my well-being</td>
<td>64</td>
</tr>
</tbody>
</table>
Figure 4.17: The company’s promotion and salary raise procedures  66

Figure 4.18: Employees roles that match with their skills and capabilities   67

LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1: PESTLE in Summary</td>
<td>8</td>
</tr>
<tr>
<td>Table 3.1: Research Philosophy</td>
<td>33</td>
</tr>
</tbody>
</table>
CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter gives a general introduction of the study covered and presented in this dissertation. This includes the general industry and company background, the statement of the research problem, research objectives and research questions. A justification for the study is also carried out in this chapter and also the scope and limitations of the research is outlined. The main objective of the study was to investigate the role of recognition in improving staff morale and reducing staff turnover using the case of Zimasco (Private) Limited.

1.1. INDUSTRY BACKGROUND

The mining industry in Africa has always formed the backbone of most African economies given that most economies in Africa are involved in primary production such as mining and agriculture. The mining industry has been the driving force behind the history and development of most African economies, and migration patterns in Africa were formed around mining activities. To this day a sizeable number of formally employed people work in mining or related industries. The mining industry represents about 18% of the continent’s Gross Domestic Product, (SA Chamber of Mines, 2006).

The movement of skill in African mining companies has roughly followed the movement of mineral prices on the world market, with a direct link between companies’ capacity to attract skill, and the lucrativeness of their main product on the market. Johanson, and Adams, (2004). In general, platinum, diamond and gold mines have been the most attractive employers for both skilled and unskilled labour. However there appears a trend, which this study seeks to assess, whereby companies’ ability to retain skills has more to do with their strategies, and working environments as opposed to the price of their mineral on the market, or the salaries paid to the employees. In Zimbabwe, mining activities are concentrated within the Great Dyke, with
Zimasco being a prominent player, alongside other mining powerhouses such as Mimosa Platinum Mines, Zimbabwe Platinum, and Ashanti Gold.

1.1.1 Company Background

Zimasco, is the largest ferrochrome producer in Zimbabwe with the remaining stake held by Zimbabwe Alloys, Maranatha Ferrochrome, and other smaller scale producers. Sinosteel of China owns 73% of Zimasco. Zimasco has an installed capacity to produce 180000 tonnes of high carbon ferrochrome but current production is 165000 tonnes. Zimasco sells 48% of its products to Europe, mainly Germany, Italy, Spain and France while 34% goes to the Asian Market, mostly China and Japan and 18% to the US market. (Zimasco Gazzette, 1st Quarter 2010). This is demonstrated by the chart below.

![Zimasco’s Market for Ferrochrome](chart.png)

**Figure 1.1: Zimasco’s Market for Ferrochrome**

**Source: Zimasco Annual Report 2011**

The market for ferrochrome has historically been very cyclical. Demand for stainless steel is on the rise world-wide especially in China. This implies an increase in the consumption of ferrochrome. An expectation of higher demand has already seen ferrochrome prices rising steadily. The economic recession caused by the credit crisis in the US in 2008 saw a major shake-up of markets across the world. Prices tumbled down and demand fell sharply. Global demand for stainless steel dropped sharply during the slowdown and consequently the market for ferrochrome contracted severely. However stimulus packages offered by governments across the
world have slowly revived these previously ailing economies.(World Bank, Quarterly Review, 2009).

In 2006 world stainless steel production increased by 17% from 2005. This development led to an expected further growth of the industry resulting in a sharp increase in the prices of ferrochrome and chrome ore. There was a subsequent increase in the production of ferrochrome and chrome ore in 2007 and 2008. Production of stainless steel after 2006 however decreased resulting in reduced production of ferrochrome.

During 2008 ferrochrome demand was strong in the first half of the year but most producers closed furnaces in the second half of the year when demand plunged as a result of the world financial crisis. In 2008, global ferrochrome production, decreased by 27.95%. In the second and the 3rd quarter of 2009 production for both ferrochrome and stainless steel increased and then fell in the last quarter of 2009. China’s import of ferrochrome fell by 24% in October 2009.

Over the last few years, ferrochrome prices rose considerably from about US$0.50/lb in 2003 to over $3.00/lb in early 2008. However as a result of the 2008 global financial crisis stainless steel demand began to weaken significantly in the second half of 2008 and into early 2009 and steel makers around the world began to reduce their output. Ferrochrome prices consequently declined and a number of producers across the world either scaled down production significantly or suspended operations completely. By the beginning of 2010 ferrochrome prices had risen back to US$1.00/lb and production capacity had recovered to about 85% after reaching lows of below 50% at the height of the economic meltdown, World Bank, Quarterly Review, (2009).

Chrome ore is not an openly traded product. The purchase contracts used are confidential in nature, although generally chrome ore prices move in tandem with ferrochrome prices. Globally ferrochrome prices are decided every quarter by South African producers for European consumers irrespective of the volume and tenure of the contract Zimasco Gazette, (1st Quarter 2010).

The effect of these global dynamics for Zimasco was chiefly the fact that there was need for the company to work at achieving internal competitiveness by focusing on retaining specialised skill
and working with competent strategists. However given the issue of motivation, which is the main area of study, this could not be achieved, thereby exacerbating an already acute problem.

Figure 1.2 below is a snapshot of price fluctuation for high-carbon ferrochrome in the United States over a period of about 5 years.

Figure 1.2: Ferrochrome Prices North America from 2007 to 2012

Source: www.metalprices.com

1.1.1 ZIMASCO’S BUSINESS MODEL

A business model is basically the plan implemented by a company to generate revenue from its operations (Bridgeland and Zahavi, 2009) This also looks at the revenues generated as well as the costs incurred in operating the business (Smit and Cronje, 1997).
The company’s business model revolves around extracting chromium ores using low-cost mining methods, and semi-processing them to create more value before exporting them. The company’s market is exclusively an export market.

Ferrochrome, Zimasco’s final product is an alloy of chromium and iron containing between 50% and 70% chromium. Ferrochrome is produced by electric arc melting of chromite and chromium ore. The smelting process is a highly power intensive process, requiring cheap and ample supply of electricity. This already presents a handicap to the company given the power shortages experienced in the country, resulting in serious load-shedding in both residential and industrial locations in the country. Close to 95% of the world’s ferrochrome is used for producing stainless steel to enhance the steel’s hardness and resistance to corrosion and oxidation. The major consumers of stainless steel are Europe, USA, Japan, South Korea and China. Most of the world’s ferrochrome is produced in South Africa, Kazakhstan and India, which have large domestic chromite resources. South Africa, Zimbabwe and Kazakhstan together, account for more than 95% of the reserves, and 90% of the global resources.

Zimbabwe holds 12% of the world’s chrome ore reserves. The chromium market is highly consolidated and is represented by few miners and producers in South Africa and Kazakhstan. This makes it possible to cut down supply whenever there is a reduction in stainless steel production to curb the downfall in prices. The chrome ore and the ferrochrome industries are struggling hard to meet the demand emanating from the stainless steel produced particularly from China.

In summary the impact of this business model on the subject of this research is that the limitations the country already has in terms of competitive advantage, an analysis of the PESTLE factors to be looked at shortly, is that, the company was losing from both ends.

1.1.2 PESTLE ANALYSIS

According to Smit and Cronje, (1997), PESTLE is an analytical tool that focuses on “Political, Economic, Social, Technological, Legal and Environmental” factors affecting the viability of a
business. This is an analysis of the macro factors that have the potential of affecting a business focusing on questions such as:

1. What are the key political factors likely to affect the industry?
2. What are the important economic factors?
3. What cultural aspects are most important?
4. What technological innovations are likely to occur?
5. What current and impending legislation may affect the industry?
6. What are the environmental considerations?

Previously this approach was called PEST, and only covered the first four factors. However the model has been improved to include legal and environmental factors. (Smit and Cronje: 1997). As detailed earlier, these two have also heavily impacted on Zimasco, as changes in legislation have tended to dictate the direction of the company’s business.

Having an appreciation of these factors will enable a firm to anticipate any likely events, and find ways of addressing them. The analysis below details the inter-play between these factors in as far as they affected Zimasco owing to the sequence with which these factors affected Zimasco, the different factors are discussed collectively as the effect of each was closely related to the effect of the other.

Over and above the global challenges discussed earlier, Zimbabwean ferrochrome producers also had a peculiar set of setbacks necessitated by the country’s economic, social and political turmoil, which was at its peak just around the same time, most notably between 2006 and 2009. The environment was marked by spiralling inflation, decline in production from the major sectors of the economy and high business risk mainly as a result of the political environment.

**Economic Factors**

Operationally, Zimbabwe ferrochrome producers have had serious challenges of power supply owing to serious power outages in the past years. The country’s sole power utility, Zimbabwe Electricity Supply Authority (ZESA), has been facing some operational and management challenges that has led to poor service delivery. Also, Ferrochrome production requires a particular grade of coking coal as a reductant. The challenge is that coking coal world markets
are not regulated and therefore over supply or shortages may break out anytime resulting in enormous price fluctuations. Zimbabwe ferrochrome producers require good quality of reductants during the smelting process and Hwange Colliery and Sengwa coals are the two main suppliers on the local market. However, these two suppliers often are not able to meet the demands of the ferrochrome producers because they suffer operational hitches of recapitalisation and of ageing equipment.

Ferrochrome producers also depend on the rail transport network for moving ores to the smelting plant, and to the ports for shipment. However, this service has not been very reliable owing to the inefficiencies of the country’s railway system, operated by the state-run National Railways of Zimbabwe (NRZ).

**LEGAL FACTORS**

Early in 2011 the government of Zimbabwe renewed its ban of raw chrome ore exports. This ban had previously been lifted in 2009 and during that time the government had levied an export tariff of 20% on chrome exports. The ban came at a time when the ferrochrome producers were struggling with the capacity to smelt the raw chrome and had instead used the raw chrome export as an alternative to beneficiation of the ore. This has provided a further challenge to the industry.

**POLITICAL FACTORS**

The above-cited challenges, coupled with the political divisions under the Government of National Unity have also meant there is uncertainty in the country’s general business environment. At the height of these problems a situation occurred whereby Zimasco, ZimAlloys and Maranatha were forced to close operations in December 2008 when the stainless steel industry was affected by the global financial crisis. Zimasco resumed operations after President Mugabe’s directive in April 2009 starting with 2 furnaces going up to full capacity in March 2010. ZimAlloys also ceased operations at its Great Dyke II mine and Inyala underground as well as other open pit mines in 2008 due to lack of capital. Zimalloys completely shut down
operations at its Gweru plant in 2008. Maranatha ferrochrome has been on and off and on cycle of operation since 2008. Oliken Ferroalloy, another small player based in Kwekwe is currently on an indefinite closure.

TECHNOLOGICAL FACTORS

The era also coincided with rapid technological changes, which also impacted on the company’s operations. Other producers utilised more advanced operations technology such as cascading tapping at the furnaces, and other more advanced mining methods. Technology uptake was rather slower in Zimasco, something that made the business less competitive. Although commissioning of a new software Ellipse, was done in 2006, this was way after other companies had employed more advanced technologies.

The effect on technology was also noticed on the brain drain side. Through enhanced use of Internet worldwide, opportunities opened faster especially for professionals, resulting in employees applying for jobs online and processing their work permits and visas online. In sum, it became easier than before for employees to compare perks and to move jobs. This obviously impacted on Zimasco negatively through loss of critical skill.

SOCIAL AND CULTURAL FACTORS

Zimasco, during this period was thus undergoing its own struggles on the labour front, with employees leaving the organisation, at a rather alarming and unprecedented rate. While there was a general outward movement of people from companies necessitated mostly by the environment, and high labour turnover in many sectors during this period, it appears these conditions are not enough to explain this ‘mass exodus’ of skills because some were even leaving for companies which were faring worse off than Zimasco, and also the trend continued during the period of study even through times that were relatively stable. The thrust of this study was to focus more on what was happening in the company as opposed to its external environment.

Related to this, culturally, the phenomena of people moving even beyond national, and regional borders to seek employment opportunities was becoming very common, starting from the early
days of the economic melt-down in Zimbabwe in the early 90’s, and the opening up of borders and fluidity of movement of people for employment and better career prospects. This free flow of labour only became a noticeable and marked cultural trend during the period of this study.

**PESTLE in Summary**

**Table 1.1: PESTLE in Summary**

<table>
<thead>
<tr>
<th>Political</th>
<th>Economic</th>
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<tbody>
<tr>
<td>Tension due to the government of national unity.</td>
<td>Global economic crisis, affecting the stainless steel industry.</td>
</tr>
<tr>
<td>Politically motivated economic policies, and compromised property rights.</td>
<td>Poor service delivery by suppliers such as ZESA, NRZ and Hwange Colliery.</td>
</tr>
<tr>
<td>Lack of investor confidence.</td>
<td>Hyperinflation, financial and fiscal crisis in the economy.</td>
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<tr>
<th>Socio-Cultural</th>
<th>Technological</th>
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<tr>
<td>Opening up of international boundaries to migration, resulting in loss of skill.</td>
<td>Obsolete equipment and inferior production methods.</td>
</tr>
<tr>
<td>Increased acceptance of newer cultural norms such as living apart of families.</td>
<td>Outdated ICT infrastructure.</td>
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<table>
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<tr>
<th>Legislation</th>
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<tr>
<td>Ban of raw chrome export.</td>
<td></td>
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<tr>
<td>Indigenisation and affirmative action</td>
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legislation.
Perceived lack of rule of law especially regarding issues of property rights.

1.1.3 SWOT ANALYSIS

SWOT an acronym for Strengths, Weaknesses, Opportunities and Threats is an analysis tool that looks at the positive factors for a business as well as its opportunities and advantages in the industry, in relation to the threats of the environment, and other negative factors. Strengths and weaknesses are often internal to an organization, while opportunities and threats generally relate to external factors. For this reason the SWOT Analysis is sometimes called Internal-External Analysis and the SWOT Matrix is sometimes called an IE Matrix (Bridgeland and Zahavi, 2009).

Strengths

Zimasco enjoys the advantage of being an early mover in the ferrochrome business. With its operations commencing around 1917, the company has enjoyed near-monopoly in the industry and has over the years developed a lot technologically and business-wise, and has also amassed a lot of managerial and administrative expertise. The company also has over the years accumulated a firm base of clients, and markets across the industry. The company also has accumulated a lot of mining claims within the Great Dyke of Zimbabwe, with vast deposits of chrome ore.

Opportunities

Zimasco also has the advantage of being in an industry with a potentially high and increasing demand for ferrochrome, or chrome products. There has been growing consumption patterns of chrome particularly in Asian countries, and this presents very good prospects for the future of Zimasco.

Threats and Weaknesses
In terms of weaknesses and threats, the company has been facing major competition from newly emerging players in the market mostly in Asia and South Africa. Zimasco had earlier curved its niche as a low-cost producer of chrome but new producers with even a lower cost platform are surfacing on the market. The company’s old bureaucratic structures and infrastructure also seem to be taking its toll on the company in the wake of more advanced technology and more adaptive administrative and management structures.

**Background to The Current Problem**

As has been noted, the ferrochrome industry, in which Zimasco operates, has lately become a very volatile industry owing to unpredictable market turbulences, as well as structural operational and environmental challenges. This has called for a high level of skills at management and executive level. This also calls for a continuous flow of activities and plans, and this can only happen if there is stability in the company’s workforce.

The issue of high labour turnover has become a perennial problem at Zimasco, and hence this study aimed to find a long-lasting solution to the problem. Zimasco has been engaging several consultants to offer recommendations, and this study also intended to make its own input towards the problem, with a specific mandate to deal with those issues that have been missed by the other researches.

**1.2 STATEMENT OF THE PROBLEM**

Several companies in Zimbabwe have experienced severe brain drain and skills loss. The few skilled employees that have remained in employment are highly de-motivated and are in essence working while at the same time having their sights elsewhere ([www.worldbank.org](http://www.worldbank.org)). Needless to say this has affected productivity, worker morale, work continuity, manpower and succession planning owing to the rapid and unpredictable exodus of employees, particularly those in junior and middle level management. A lot of research efforts such as the classic McGregor’s Theory X and Y, the Hawthornian studies and Maslow’s studies on motivation have been carried out but most of this has focused on monetary and material rewards as a source of motivation (Agho, 1993). This does not seem to have added much value to the subject as there is still an unbearably high rate of labour turnover and dissent within the workplace even in jobs or sectors considered
to be well remunerated. An even more disturbing trend warranting closer attention is that labour retention could even be lower among employees in low level and general work categories of employment, where salaries and perks are significantly lower.

Zimasco Private limited lost over 20% of its skilled staff between October 2004 to February 2009, and this was consistently from the same level in the organisation (Zimasco Gazette, 1st Quarter, 2009). Although disparities in remuneration packages were seen to play a role, this seemed insufficient to explain the extent of the problem. Employees within even the lower echelons in the organisation seemed to be fairly content with their lot and have no plans of leaving the company, yet their better off junior and middle level management counterparts complain bitterly about conditions of employment (Zimasco Gazette, 1st Quarter, 2009). This study therefore sought to go deeper and explore the more subtle and complex issues of interaction between managers and their subordinates focusing on employee recognition.

Locally there also have been studies around the area of motivation by students from business schools such as GSM and other institutions. Motivation is a highly researched area by most students but there does not seem to be sufficient coverage especially when it comes to the subtle factors such as employee recognition and employees’ perception of appropriate rewards at the work-place.

1.3 RESEARCH OBJECTIVES

The overall objective of this study was to establish a linkage between employee recognition and their perception of the company and their subsequent reactions by way of job performance, job satisfaction and ability to stay with the company. A thorough investigation was made of the existence of a correlation between employees’ contribution to the company, as well as their period of stay with the company, and their perception of their self-worth and how the company perceives and values their contribution.

The other key objective of the study was to evaluate the extent to which monetary rewards were a motivator on their own, and the extent to which employees responded to monetary rewards in improving their performance, loyalty, and influencing them to stay with the company. The role of recognition of employees in increasing their motivation can only be ascertained if other
variables like material rewards and punishment for instance, have their effect studied. To this end, the research sought to assess the role of material rewards in improving employee’s contribution to the company.

The research also attempted to establish the role that management style plays in fostering openness, as well as building trust and loyalty within employees. It sought to explore whether the level of motivation and morale of employees vary with the availability or non-availability of material rewards, or with management style on issues like communication, involvement and consultation as well as perceived fairness and equity. The research also further aimed at finding the appropriate and applicable recommendations that would enable Zimasco to retain their employees, and keep their satisfaction levels high, in order to achieve maximum productivity.

Overall the research also did employ empirical and objective criteria in finding long-lasting solutions to the problem of low motivation and subsequently high turnover. The research adhered to time-tested, scientific methods of gathering and analysing data. It was also a consistent objective to ensure that the research was devoid of bias, illogical reasoning, ego and unethical considerations.

In summary from the research objectives were;

a) To identify the link between employee recognition and the motivation to better performance of the employees at Zimasco.

b) To identify the impact of monetary incentives on employee performance and loyalty to Zimasco, and to assess whether these could make up for lack of recognition, and help to retain employees.

c) To study if recognition played a part in high labour turnover even in categories of employees that were considered to be fairly remunerated within the organisation.

d) To establish the link between management style on issues such as openness, communication, fairness and how these impact on recognition, as well as to the relationship between perceived equity Versus the motivation of employees to stay in the organisation, or to stay loyal to the organisation.
e) To find more durable and appropriate solutions to boost employees’ feeling of self-worth, and to enable Zimasco to retain their employees, keep satisfaction levels high while boosting productivity.

f) To make any other necessary recommendations in light of the study’s findings.

1.4 RESEARCH QUESTIONS

The main research questions underpinning the study are:

a) Is there a link between employee recognition and the motivation of employees towards better performance at Zimasco?

b) What is the impact of monetary incentives on employee performance and staff turnover at Zimasco (Private) Limited?

c) What could be the underlying cause of high labour turnover even amongst professional or managerial employees within the company?

d) Is there a link between management styles in Zimasco, and the motivation of employees to stay in the organisation or to perform to their optimum?

e) What can be done to ensure that employees in Zimasco stay with the organisation, and to also ensure that they are satisfied, and are producing to their optimum?

f) What other recommendations can be made from the study that can be implemented to ensure that labour turnover is reduced, and that employees in Zimasco are well motivated?

1.5 RESEARCH PROPOSITION

The study’s proposition was:

Employees’ motivation and engagement at Zimasco, is affected by their negative perception of how Zimasco values and recognises their contribution.

1.6 JUSTIFICATION OF RESEARCH

Owing to the perennial nature of the problems of poor motivation and high labour turnover in Zimasco, and in most companies within and outside Zimbabwe, it is felt that this study was essential to demystify the issue of rapid labour turnover. The costs that companies have incurred
in replacing skilled personnel, as well as redoing substandard work done by de-motivated and inexperienced employees warranted attention at higher management and strategic level in the organisation Ventrice (2009). Of course studies around the area have been carried out extensively but these seemed to have not put exclusive focus on issues of recognition and other cognitive and interpersonal factors, hence this study intended to fill in that void. Examples of such studies as have already been noted including the Hawthorne studies, Douglas McGregor’s work on Theory X and Theory Y, as well as Maslow’s hierarchy of needs, alongside much recent studies presented to various business schools such as GSM in previous years.

At national and even regional level, the problem of skills loss and brain drain remains a key issue without any solution in sight. Whilst discussions around this area have tended to look at policy issues such as retention packages, bonding policies and regional economic integration, little attention has been put on trying to address factors to do with employees’ ‘intrinsic’ factors and what goes on within as opposed to outside their environment. This research explored the possibility that it is rather individual factors as opposed to generic, universal factors that lead to low worker morale and high labour turnover. This micro-approach is what could make this study a first, and worth pursuing as it borders on parameters hardly explored by previous research (Thomas KW, 2004).

The other justification for this research is that it sought to fill in a gap in academia, as previous researches have tended to widely document the rate of turnover without zeroing in on the motives for such turnover. Even within the company targeted for the study, there were only records detailing statistics of employees who have exited the company through various modes but rarely an analysis of reasons for such exit. The research thus will enable management to make appropriate responses to the phenomena of low worker morale and rapid turnover. The results from this research will constitute an important management tool, and the information obtained will be valuable for planning purposes and other strategic interventions.

The research also sought to consolidate through application of the techniques learnt and gathered on the MBA programme. The justification thus was to demonstrate a firm and thorough understanding of MBA principles and techniques learnt over the two-year period, and most importantly, apply these to solve real-life problems. The approach clearly demonstrated an
appreciation of issues befitting of MBA level, and adding new insights and value to the programme.

1.7 SCOPE OF THE RESEARCH

The research, which is a single case focusing on Zimasco, was carried out to study the relationship between employee recognition, and motivation to perform, focusing on statistics between October 2006 and April 2012. Any phenomena outside this period were not considered as part of the study. In terms of geography, the study covered Zimasco’s operations at the head office in Harare and its three operating divisions. It also covered a cross-section of employees from low level to managerial staff.

1.9 DISSERTATION OUTLINE

This dissertation is made up of five chapters, which are structured as follows,

Chapter One: Introduction

Outlines the research problem, and to clearly set out the objectives for carrying out the research. The same chapter also looks at the scope as well as the limitation of the research.

Chapter Two

Reviews of literature related to the research, and demonstrates the link of the literature to the current study.

Chapter Three


Covers research methodology by looking at the research.

**Chapter Four**

Discusses the results and findings of the research are discussed in this section. The section also covers an analysis of the research findings.

**Chapter Five**

Concludes the research by reviewing the objectives and how these have been addressed. Recommendations are given and areas requiring further research are highlighted.

1.10 **CHAPTER SUMMARY**

This chapter has covered the outline of the ensuing study by giving a background of the research subject and the company. The research topic was outlined as to establish the linkage between employee recognition and labour turnover and employee motivation. The research objectives and questions have also been outlined in this chapter. The chapter has also covered the justification for carrying out the research.
CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

In this chapter, a review of the current literature on employee recognition, motivation and labour turnover is done, with the purpose of establishing the background to these issues, as well as putting this whole study into perspective. The chapter will trace developments to this date, of the subject of employee motivation and recognition, and test the applicability to date of the traditional theories of motivation and recognition in light of global socio-economic, political and cultural changes in modern day organisations.

2.1 WHAT IS EMPLOYEE RECOGNITION?

Employee recognition refers to a range of formal and informal practices in the workplace that support organizational values, goals, objectives and practices through positive reinforcement of desired behaviour and performance (http://www.gov.ns.ca/employee_recognition.html). Employee recognition is also defined as a communication tool that reinforces and rewards the most important outcomes people create for a business. (Brun and Dugas, 2008), and (Blau, 1999). When one recognises people effectively, they reinforce, with the chosen means of recognition, the actions and behaviors they most want to see people repeat. (Heathfield S, n.d)

Employee recognition can be made to employees individually or collectively, and can take various forms, either monetary or non-monetary (Jeffrey, 2011) and (Rye, 1998). It is believed that acknowledging employee efforts makes them feel valued and appreciated, making them increase their satisfaction, morale and self-esteem (Abudi, 2012), (Spitzer, 1995) and (Spector, 1997) The organisation will also benefit from higher productivity, low turnover and ability to retain and attract top quality employees (www.phwa.org) accessed 1 July 2012).

2.2 HOW CAN EMPLOYEE RECOGNITION BE MEASURED?
Bob Andelman, recognises staff turnover as one way of measuring employee recognition at a company. Turnover is viewed as a catalyst, and measuring turnover is a great indicator not only of employee engagement but of the effectiveness of recognition programmes (www.meetingsnet.com) accessed 9 July 2012. The study partly utilised labour turnover statistics to try and explain the trends in employee recognition in the company. Watson Wyatt’s 2008/2009, WorkUSA Report found that when employees are highly engaged, their companies enjoyed 25% higher employee productivity, have lower turnover risk and more likely to attract top talent (www.hr.com) accessed 11 July 2012.

Another more quantitative approach to measuring recognition programmes is to calculate the total value of money channelled towards employee recognition as separated from salaries and bonuses (Gumaraes, 1997). These may include any awards for long service if they are there, or any budgets for recognising employee performance such as ‘Worker of the Year or Month awards’ Best Safety Suggestion, and production-based bonuses or incentives (Motsett, 1997) (www.smallbusiness.cron.com) accessed 11 July 2012.

2.3 KEY FACTORS IN A SUCCESSFUL RECOGNITION PROGRAMME

Kim Harrison, consultant and co-author of ‘Key Factors For Effective Employee Recognition Activities’ asserts that one of the toughest tasks for many organisations is to attract, retain and engage top people who will enable the organisation to achieve its key goalsLaCette, (2006). (www.cuttingedgepr.com) (n.d).

She further identifies 10 key factors in a successful employee recognition programme, namely,

- **Empowerment of managers** especially with skills to motivate a modern day workforce, with varying needs and dynamic expectations.
- **Ensuring meaningful recognition** by relating efforts towards recognition to an identified real need of the employee.
- **Measuring Success** by capturing, tracking and reporting the desired behaviours on which recognition is based.
- **Commitment from the top** by having visible executive involvement and sponsorship for the programme.
• **Consolidation of Efforts** through a documented plan, high-level framework for formal recognition and tools for all departments.

• **Decentralisation of Ownership** by ensuring that various teams have their own initiatives for recognition, and ensuring that champions are selected within each level of the organisation.

• **Alignment of the recognition strategy with corporate goals and values** by making sure that recognition programs are clearly communicated and exemplary behaviour is promoted, while negative behaviour is discouraged.

• **Consistent and Equitable Application** of recognition rewards, and implementation of initiatives.

• **Immediate Recognition of Performance** so that people can relate the reward and recognition to the effort.

• **Continuous Improvement** on already existing recognition programmes so that new changes and best practices are incorporated.

Source ([www.cuttingedgepr.com](http://www.cuttingedgepr.com)).

### 2.4 RECOGNITION AND MOTIVATION THEORIES

Issues of recognition stem from motivation theories, which for long have informed the social sciences. A key understanding of motivation theories will help in the understanding of recognition.

#### 2.4.1 Maslow’s Hierarchy of Needs Theory

Landmark studies on motivation were done by Abraham Maslow in 1954, in his ‘hierarchy’ of needs where he identified five sets of needs by each individual, satisfaction of one prompts the satisfaction of the next, in the level of hierarchy of needs as postulated by Maslow. The hierarchy
consists of physiological needs, safety needs, love and affection, esteem and finally self-actualisation.

There are embedded assumptions in Maslow’s theory and one of them is that people always desire more, and their current needs are directly dependent on what they already have (Smit and Cronje, 1997). It is thus assumed that there can really never be a state of complete satisfaction, and if ever it is there, it is short-lived.

The other assumption of this theory is the ranking of needs in order of importance. Human needs according to Maslow, are arranged in a hierarchy, such that when one need is met, it prompts the desire to have the next one met. Also, according to Maslow’s hierarchy of needs, movement from one level to the other is subconscious.(Smit and Cronje, 1997).

The level of employees who were the subject of this study are within the management strata of the company and have thus surpassed the need for biological needs and safety needs, and looking forward to feel appreciated and useful. Monetary rewards were thus be expected to play a rather marginal role in motivating them.(Maslow, 1954).

2.4.1.1 Critique of Maslow’s Hierarchy of Needs

One criticism raised by Maslow’s hierarchy of needs is that not all individuals would want to satisfy their needs in their same order as there are cases of people who want to satisfy different needs at the same time, and who might not necessarily follow Maslow’s hierarchy (Winfield et al, 2004). (Ouch, 1981) Throughout this study it was noted that the majority of the employees targeted for this study complied with Maslow’s hierarchy of needs, and to a larger extent the theory was very applicable.

2.4.2 Aldeer’s ERG Theory

As a refinement to Maslow’s hierarchy of needs, Alderfer in 1997, came up with the ERG theory, which built upon the main principles postulated by Abraham Maslow. In his theory, Alderfer reduced Maslow’s five levels of needs to three namely, Existence, Relatedness and Growth. Existence was equated to Maslow’s first two needs, which are physiological and safety
needs, while Relatedness can be equated to belongingness, and Growth pertains to the last two needs of self-esteem and self-actualisation (Yager, 2011).

Alderfer however added his own dimension – the frustration-regression principle, in which he noted that individuals fluctuate between the three levels depending on how and whether or not their needs are being met. (Shanks NH, 2006). This seemed to offer a more realistic perspective on motivation as it is more suited to dynamic work environments and people’s changing world-views, as compared to older theories of motivation. ([www.jblearning.com](http://www.jblearning.com)) accessed 12 July 2012.

### 2.4.3 Herzberg’s Two-Factor Theory

Another key theory on motivation, which was explored in this research, was Herzberg’s Factor theory in which Herzberg asserts that motivation is based on two independent factors namely hygiene factors and motivation factors. Hygiene factors are those factors which if not availed will result in dissatisfaction in a work situation such as physical working conditions, job security and remuneration, while motivators are those factors representing a higher level of needs where employees yearn for job challenge, recognition and responsibility (Haster and Copley, 1997).

The influence of hygiene factors versus that of motivators, is a central theme in the study, as the study intended to assess if indeed presence of hygiene factors could not lead to a state of job satisfaction but simply to a state of no dissatisfaction, as Herzberg would have it. (Haster and Copley, 1997). Both Maslow and Herzberg’s theories were important to this study as they offered an important bedrock for the study of motivation, and continued to be a reference point throughout the study. The study also in the process tried to put these classical theories to test in the wake of new developments, work practices and attitudes. Ultimately the complementarity, and/or the incompatibility of the two theories were examined.

#### 2.4.3.1 Commentary on Herzberg’s Theory

What the study sought to explore was the possible conflict between hygiene factors and motivators. Based on the hypotheses, there appeared that what management tended to focus on were hygiene factors at the expense of the more crucial, and much-anticipated motivators. Management tended to feel that if people are working safely, and if they are ‘adequately’
remunerated, this makes up for all the other need, and gave management the right to run staff
down, and take them as one of their assets.

2.4.4 Douglas McGregor’s Theory X and Theory Y

Douglas McGregor in 1960, postulated Theory X, were he put across a negative view of
managers being driven by mistrust, and traditional ‘command and control mindset’. This has
influenced organizational strategy for many years because it worked well under certain
circumstances. Managers with such a mindset could not even imagine how immensely the
organization could benefit if employees were motivated to contribute on their own initiative by
recognizing their worth in the organization. This line of thinking has obviously missed the
potential for innovation by workers, if they are made to matter, and if their efforts are duly
recognised.(Bootzin, Lotus, Zajonc and Hall, 1983).

The Hawthorne experiments during 1924 to 1932 are also a ground-breaking academic discovery
that demonstrated that people respond positively to caring behaviour resulting in higher
motivation and productivity (Heathfield SM, 2009). Reference to these studies was very central
in this study as the Hawthorne experiments initiated the humanistic approach in people
management.

The view that awarding employees more monetary incentives, without paying attention to their
needs, and making them feel part of the organization may not entirely solve the problem of low
morale and poor motivation that ultimately leads to high level of attrition was continuously
questioned in this study.

In his studies on motivation, Swanepoel(1998), observes that motivation is improved if
employees can link performance and rewards. The moment employees feel that there is no co-
relation between performance and rewards, they lose motivation ultimately resulting in them
exiting the company (Iverson and Maguire, 2000) (Michael J, 1999). This research sought to
qualify this study, and explore the effect of material and non-material rewards such as
recognition and consultation in motivating employees. This area had not been dwelt on closely in
most literature and this research intended to fill in that gap.
Further to linking performance to rewards, there is also need to ensure equity in the reward system (Hooi, 2007). Employees get de-motivated to see that the same level of performance for instance, is not attracting the same rewards or punishment, and they will therefore react by at worst, withdrawing their services (Robbin, 1994). Adams (1996), also postulated an equity model in which he points out that employees do not work in a vacuum, and have a tendency to compare their positions with that of the rest of the people in the organisation.

The view that employees do not improve their motivation simply because they are given more money, or material rewards, but that their efforts are duly recognised is central to the equity model (Adams, 1996). If any employee for instance is earning a hefty salary, but someone ranked slightly above them, earns more than treble what he or she earns, the employee has a tendency of being dissatisfied and of perceiving that his or her efforts are not being recognised. The theory further postulates that employees expect equity between what they give to the organisation and what they receive in return. They get de-motivated due to the perceived absence of such equity (Taxman and Gordon, 2009).

Over time, these models and theories have been refined to incorporate new knowledge. More recent studies for example, propounded that participatory management style boosts employee motivation. To ensure employees are motivated it was suggested that organisational structure should be adjusted to promote decision-making at team levels. It has also been suggested that work should be re-organised to enable employees to realize their potential. (Argyris and Schon, 1978).

Price and Mueller (1993), came up with the Price-Mueller model, which was based on their study, which showed that the degree to which employees leave their job or lose motivation is influenced, by a combination of characteristics of the environment. These include the job itself and redistributive justice within the job and also personality factors such as work motivation (Cited in Agho, 1993). Trembley, Sire and Balkin in 2000, also explored the role of organisational justice and its influence on employees’ perception on how their efforts are being recognised. They also confirmed results of the Price-Mueller model by showing a correlation between workers’ attitudes as well as perceptions of recognition and performance (Trembley et al, 2000).
McClelland (1988), identified three types of motivational needs namely achievement, power and affiliation which exist in varying degrees in all employees. As much as these theories do not provide a standard formula or a conclusive direction for motivating employees, they do indicate that employee motivation is a matter of high complexity as it is all about dealing with complex human behaviour.

2.4.5 Victor Vroom’s Expectancy Theory

The expectancy theory is premised on the understanding that people have expectations, and will exhibit behaviours and actions that are most likely to result in their expectations being met. It therefore follows that people will only perform to their optimum where their performance is correctly rewarded as perceived by themselves. A summary of Vroom’s expectancy theory is captured in the diagram below,

![Diagram of Vroom's expectancy theory]

Figure 2.1: Vroom’s expectancy theory
Source: (Vroom, 1964).

In his expectancy theory, Victor Vroom, postulates that behaviour results from conscious choices involving maximising gains, and minimising pain and losses. He further asserts that a person’s behaviour is influenced by personality, skills, experience, knowledge and abilities. The theory further suggests that although human beings have different set of goals, motivation results if the following four conditions are met,

- There is a positive correlation between effort and performance.
- Favourable performance will result in a desirable reward.
- The reward will satisfy an important need.
- The desire to satisfy the need is strong enough to make it worthwhile.

Key to Vroom’s Expectancy theory, are three beliefs, namely valence, expectancy and instrumentality. Valence refers to the emotional orientation people hold certain outcomes, be they intrinsic or extrinsic rewards. Management must discover how much employees value certain rewards.

Expectancy denotes the difference expectations and level of confidence employees have on their abilities. It is up to management to discover what skills, training and supervision and resources employees require.

Instrumentality is the perception of employees as to whether they will actually get what they expect, even if this has already been promised by management.

2. 4.5.1 Applicability of Vroom’s Model

The expectancy theory offered a very important tool for analysis, as it captures the issues that were central to the dilemma at the organisation under study. There appeared not to be a realisation on the part of management of what employees at different levels of the organisation really value. The resultant discrepancy between employees and management’s perception of
value is what was studied by the research as a way of possibly addressing the research problem. This is summarised by Vroom (1964), when he says,

"This theory emphasises the needs for organisations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients."

The study tried to implore employee’s reactions to the rewards the company offered, and to assess between these rewards and the reactions of employees in leaving or staying with the organisation.

2.4.5.2 Critique of Vroom’s Expectancy Theory

The theory has been criticised for being too simplistic in nature, as it offered a prescriptive view of people’s behaviour. Lawler and Porter (1968), in their criticism of the theory added a few propositions to the theory by disputing that if an employer for instance, offers a material reward enticing enough, employees will increase their performance to match that reward. This according to Lawler and Porter, will only apply if the reward is perceived to be beneficial to the employee. They offer a new and updated model that incorporate four claims that, employees make a preference where there are a number of outcomes, employees believe their action will achieve the desired outcome, any desired outcome was generated by an employee’s behaviour and that the actions by the individual were generated by the preferred outcome and expectation of the individual (Lawler and Porter, 1968).

2.4.6 Equity Theory

The equity theory was propounded by John Stacey Adams in 1963. Like other predecessors in motivational theories, Adams acknowledges that subtle and variable factors affect an employee’s assessment of their relationship with their work, and their employer. The theory has it that employees lose motivation if they do not perceive their effort as matching the rewards they
obtain from the effort (www.mindtools.com) accessed 6 July 2012. This theory is in keeping with what the research sought to find, that is a relationship between staff turnover and lack of recognition of employee’s efforts.

According to this theory, there is need for management to consider if there is a balance between an employee’s input and output. Inputs include, effort, loyalty, hard work, commitment and personal sacrifice, while output includes financial rewards, reputation, recognition, praise and job security.

In comparison to all the other theories discussed such as Maslow’s Needs Hierarchy, Herzberg’s Two-Factor theory, McGregor’s Theory X and Y and Vroom’s expectancy theory, Adams’ Equity theory also states that positive outcomes and high levels of motivation can only be expected when employees feel they are being fairly treated. He also further states that if there is a perceived imbalance, employees will manipulate their behaviour to bring a balance, and at the worst this behaviour could include desertion.

What is also refreshingly peculiar about Adams’ approach is that it maintains a relativistic approach and has it that each individual’s perception can be different (George and Jones, 2008). The approach also offers amore varied approach as the reference point could be another individual, the same individual in a previous job or even one’s own expectations given their perceived input, skill and competence (George and Jones, 2008) (Valikangas, 2010).

2.5 Psychological Contract Theory

Another important concept related to the issue of employee recognition is that of ‘the psychological contract” a concept that has been discussed expansively by a multitude of authors. (Argyris, 1960) (Schein, 1972), Levinson et al (1962), and more recently Rousseau (1990) Conway and Barner, 2005), and Cullinane and Dundon, 2006). The psychological work contract has been described as an embeddedness of the power of perception and the values held by both parties – the organisation and the individual to the employment relationship. Argyris, (1960). Levinson (1962), defines the psychological contract as a series of mutual expectations of which
the parties to the relationship may not themselves be dimly aware but which nonetheless govern their relationship to each other. Included in psychological contracts from the ensuing definitions are a set of privileges, obligations and rights expected by the parties from each other.

Other authors have also noted that the psychological contract is important to any work relationship between employers and their staff, and failure to correctly understand this might be fatal, especially on the part of management. Blau (1964), notes that social relationships have always been comprised of unspecified obligations and distribution of unequal power resources. Schein (1972), also observes that labour unrest, employee dissatisfaction and worker alienation come from the ‘violations’ of these psychological contracts that are dressed up as explicit issues such as pay, working hours and general conditions of employment. More recent scholars like Rousseau (1990), have modified the original tenets of the psychological contract, and popularised this phenomenon based on their research findings. Rousseau makes mention of concepts such as transactional psychological contracts and reciprocal mutuality, in order to express how both parties to an employment contract have expectations of each other. (Brun, 2008), (Daniel, 2005).

2.5.1 Critique of the Psychological Contract Concept

The concept of psychological contract has offered valuable insight and deepened understanding of the dynamics of employee motivation in relation to performance and recognition, especially with the rejuvenated dimension offered by recent scholars like Rousseau (1989, 1990). The reason why there could be very high turnover and low staff morale could be due to management’s failure to appreciate workers’ expectations and vice versa. The concept of psychological contract also compliments earlier works’ such as Vroom’s expectancy theory already reviewed, and thus makes it very beneficial to the analysis of the research problem.

However, while the psychological contract concept is a useful analytical tool, it however does not seem to address the entire research problem, as it appears biased towards managerial perceptions of the work situations and overlooking other critical players and stakeholders in the employment relationship. Cullinane and Dundon, (2006) sum it all up when they say about the psychological contract, “in its present form, it symbolises an ideologically biased formulae designed for a particular managerialist interpretation of contemporary work, and employment”.

29
They further on describe it as “a discursive artefact that serves managerialist interest to the neglect of other social actors in the employment relationship”.

### 2.6 Employee Engagement

Employee engagement is a business management concept that has also been used in organisations as a valuable tool in human resources management and practices. This can be seen as a combination of commitment to the organisation and its values and a willingness to help out colleagues (organisational citizenship). ([http://www.cipd.co.uk.html](http://www.cipd.co.uk.html)) It is said to go beyond job satisfaction and is not simply motivation. It is something the employee has to offer. Employee engagement is thus a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues and the organisation.

Employee engagement theory is premised on the fact that employers want engaged employees as they deliver improved business performance. When employers deliver on their commitments by fulfilling employees’ expectations, they reinforce employee’s sense of fairness and trust in the organisation and generate a positive psychological contract between employers and employees. (Macleod and Clarke, 2009). Employee engagement also emphasises role played by line managers in creating conditions were employees will offer ‘discretionary behaviour’ as employees have the choice to decide what level of engagement to offer to the employer and promote the brand. (Kruise, 2012).

Drivers of engagement have been identified as those aspects that influence employees to be engaged or disengaged to their work and these includes, employee perception of their job performance, clarity of job performance, regular feedback and dialogue with superiors, as well as effective internal communication among many others. In a study carried out by Aon Hewitt on global employee engagement, it was established that the three key drivers topping the list were career opportunities, brand alignment and recognition. The study revealed that overall global
employee engagement score dropped from 60% in 2009, to 56% in 2010. This decline has been glaring in most organisations, hence the inspiration to carry out this study. Of special interest to this study was obviously recognition as it is the central theme and subject area of the study (http://www.aonhewitt.com.html)

2.6.1 Critique of the Employee Engagement Models

The employee engagement model is very useful in refining and complementing the psychological contract, as the level of engagement will obviously be shaped by the mental image of what employees have in their psychological contract. The failure of employers to recognise employees in the way that they appreciate could simply be a lack of appreciation of their expectations by focussing on areas that reduce engagement, and neglecting those that increase engagement. From the ensuing review of theories, it appears as if commitment theories are rather based on creating conditions under which the employee feels compelled to work for an organisation whereas engagement theories aim to bring about a situation in which the employee by free choice, has an intrinsic desire to work to the best interest of the organisation. (Macleod and Clarke, 2009).

2.7 CHAPTER SUMMARY

Any meaningful research must be premised in a sound literature review of the applied theories and concepts, and most importantly clearly articulate the relationship between these theories or concepts to the study at hand. The review of literature must also capture the areas that were previously not addressed by various scholars by presenting gaps if any, and giving direction to the entire study.

This chapter has thus tracked the development of scholarly thinking on recognition and human behaviour by looking at classical theories on motivation such as Maslow’s Hierarchy of needs, and other theories that were offshots of the main ones, and how they have impacted on modern-day thinking on motivation and recognition.
This chapter then concludes with a joint analysis of the theories and concepts discussed, with the view of assessing how they help in addressing the research objectives.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

In this chapter, the researcher discusses the research methodology applied in carrying out the research. How the research questions were answered is also discussed in this chapter. The research methodology clearly demonstrates that the research was being undertaken within a specific framework, and a specific philosophy, that is in line with the subject under study.

The research methodology is also meant to be a guide to ensure that the procedures, methods and techniques used were tested for validity and reliability (Dawson, 2002). Issues of time dimension of the study, and data collection techniques are also covered in the research methodology. It is also shown here that the methods that were put in place ensured that the research was unbiased and objective.

3.1 RESEARCH DESIGN

The research design is the conceptual structure within which the research was conducted. Its function was to provide for the collection of relevant information with minimal expenditure of effort, time and money (Kumar, 2005). There was thus need for a link between the research design selected, and its ability to provide answers to the research questions, and in addressing the research objectives.

3.1.1 Research Philosophy

Research philosophy is the choice between two primary alternatives, positivist and phenomenological approach. Authors such as Hussey and Hussey, (1997) and Easterby-Smith et al, (1991), summarise the distinction between the two approaches as follows,

Table 3.1: Research Philosophy
<table>
<thead>
<tr>
<th></th>
<th><strong>Positivist Paradigm</strong></th>
<th><strong>Phenomenological Paradigm</strong></th>
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<tbody>
<tr>
<td><strong>BASIC BELIEFS</strong></td>
<td>• The world is external and objective.</td>
<td>• The world is socially constructed and subjective.</td>
</tr>
<tr>
<td></td>
<td>• Science is value free.</td>
<td>• Science is driven by human interests.</td>
</tr>
<tr>
<td></td>
<td>• Observer is independent.</td>
<td>• Observer is part of what is observed.</td>
</tr>
<tr>
<td><strong>RESEARCHER SHOULD</strong></td>
<td>• Focus on facts.</td>
<td>• Focus on meanings.</td>
</tr>
<tr>
<td></td>
<td>• Look for causality and fundamental laws.</td>
<td>• Try to understand what is happening.</td>
</tr>
<tr>
<td></td>
<td>• Reduce phenomenon to simplest elements.</td>
<td>• Look at the totality of each situation.</td>
</tr>
<tr>
<td></td>
<td>• Formulate hypotheses and then test them.</td>
<td>• Develop ideas through induction from data.</td>
</tr>
<tr>
<td><strong>PREFERRED METHODS INCLUDE</strong></td>
<td>• Operationalising concepts so that they can be measured.</td>
<td>• Using multiple methods to establish different views of phenomena.</td>
</tr>
<tr>
<td></td>
<td>• Taking large samples.</td>
<td>• Small samples investigated in-depth or over time.</td>
</tr>
</tbody>
</table>

(Source: Easterby-Smith et al, 1991:27)

Given the research problem as outlined in Chapter 1, the best fit was to pursue the phenomenological paradigm, as it tended to produce qualitative data. Data obtained from this method is also subjective, and rich by nature. The location is also natural, ensuring that there is not much manipulation of the data. Although reliability is low, validity for this type of approach
is very high. The positivism approach was not deemed relevant for this kind of study because it is based on a set of rules and principles that could not be applied to social phenomenon like recognition and human emotions.

3.1.2 Research Approaches

Research can have elements that are based upon a non-empirical approach, an empirical approach, or a combination of the two. For empirical approach, there are three key dimensions namely qualitative/quantitative, deductive/inductive and subjective/objective, and these are discussed in the ensuing paragraphs.

Non-empirical Research

This involves considerations to be faced of pre-existing body of knowledge that exist in the field of study. This was used as a reference point for research previously carried out in the field, as well as a source of the body of theory pertaining to the subject. This proved very suitable as the research was of a historical nature, which required review of literature available on the subject. As has been seen in Chapter 2, literature review was used in this research to address the research problem. This included identification of key academic theories on the subject, to demonstrate extensive knowledge of the area, to show relationship of this research to previous research, as well as to assess the strengths and weaknesses of previous work including omissions or bias, and take these into account in the current research. The whole study for instance was premised on the key and classical theories of human behaviour, dating back to Maslow and Herzberg era, logically progressing to contemporary and current thinking on the subject of human behaviour and human motivation.

Empirical Research

A distinction is made in literature of four key types of research requiring empirical evidence, or data based on observation or experience. These are exploratory, descriptive, analytical and predictive types of research (Hussey and Hussey, 1997).
In this research, both non-empirical and empirical research approaches were utilised, the non-empirical to inform the structuring and execution of the empirical research activities. Direct observations and experiences on the subject of employee recognition were made, and these were analysed using both quantitative and qualitative methods of data analysis. Respondents were interviewed and observations made during the period of study.

**Qualitative/Quantitative Approach**

Between quantitative and qualitative approaches, the bulk of the research was done using qualitative methods, as the research sought to understand people, and the work-place dynamics that affect their output, and action at work. This fitted well with Hussey, and Hussey’s (1997) assertion that ‘qualitative research is a subjective approach which includes examining and reflecting on perceptions in order to gain understanding of social and human activities’. In isolated cases, the quantitative approach was adopted. Statistical evidence for example was utilised to gather data on resignations, desertions at the work-place, and this was further classified by age and level in the organisation.

**Subjective/Objective Approach**

The researcher was to a larger extent subjective in the research, as the phenomenological approach is by its nature very subjective. This means that the researcher was involved in real world circumstances during the study, and it is acceptable that such subjectivity requires the acknowledgement and recognition of any limit this might have on the research’s findings (Easterby, 1991). Issues to do with employees’ feelings, values, sentiments and views definitely require some level of subjectivity in gathering and interpreting information. A lot of value was brought into the research due to application of this approach.

**3.2 RESEARCH STRATEGY**

This section is dedicated to a discussion of the type of study selected to provide acceptable answers to the research problem, and to address the research objectives. There were many research design alternatives and these include experimental, ethnography, modelling, action
research, operational research and grounded theory among others Hussey and Hussey(1997). Given the nature of the research problem, it was decided to opt for the case study method.

3.2.1 Overview of the Case Study

A case study is broadly defined as the study of the particularity and complexity of a single case, coming to understand its activity within important circumstances (Stake, 1995). The research was conducted based on the following guidelines,

- Determining the current state of affairs with regards to recognition, through conducting interviews.
- Gathering background information of the present situation through interviews, observation as well as secondary data sources such as company reports on resignations, skills loss reports, and other documentation available in Zimasco, the organisation being studied.
- Presenting an analysis of findings and recommendations for action, as well as production of the final study report.

Zimasco as an organisation was distinguished as the unit of study, and the unit of analysis was a cross-section of employees and former employees from the organisation. The use of a singular organisation was adopted as it tended to be beneficial, since it provided the researcher with an in-depth understanding of phenomenon, enabling a rich description, and revealing its deep structure (Hussey and Hussey, 1991).

The following stages of executing the case study were followed with guidance from Hussey and Hussey(1991).

- Selecting the case. The organisation, which is Zimasco, was selected because it is the one in which the observed problem was salient, and also the researcher had access to the organisation, which made carrying out the study much easier.
• *Preliminary investigations* were carried out prior to empirical data gathering stage. These studies continued with the organisation leading up to the commencement of data collection.

• *Data collection stage.* Included gathering of qualitative and quantitative data through interviews, and collection and assembling of relevant document to assist in adding depth to the data collected.

• *Analysis Stage.* This started as soon as the data collection activities had commenced so as to give more direction to the latter part of the empirical data collection stage, continuing through to the compilation of the final report.

• *Report Stage.* Part of the report was produced as the analysis was completed and the production of the report continued until final submission towards the end of the research.

### 3.3 DATA SAMPLING

For data sampling, there is a choice between probability sampling and non-probability. Probability sampling methods would include systematic sampling, cluster sampling and stratified random sampling. In this type of sampling, each member of the target population has a known, non-zero probability of being selected ([www.statpac.com](http://www.statpac.com) accessed June 2012). However since the study was largely qualitative in nature, the most ideal method of sampling, which was adopted, for this study was the non-probability sampling, which in the researcher’s opinion was most suitable for the study. This is due to the small size of the population under study, and also the fact that it offered quick results. The study was also targeting a specific group, that is Zimasco employees, which made it the most ideal.

Among the many non-probability sampling methods that include accidental sampling, quota sampling, purposive, and self-selected sampling, the researcher opted to utilise the purposive sampling method for the reason that ‘the universe is more limited’ and that some phenomena is embedded in a single social setting (Miles and Huberman, 1994). Basically this method allowed the researcher to select a sample based entirely on his knowledge of the population and the objectives of the research. This obviously implies the use of judgement on the part of the researcher. This was the case with this research as the focus was on a single case organisation.
It was noted that in terms of the turnover statistics, there was higher turnover among managerial employees from Kwekwe, and the sample represented that by selecting more participants from Kwekwe. The summary was as follows: Kwekwe 20 respondents, 13 managerial and 7 non-managerial, Shurugwi, 8 (eight), divided as four managerial and four non-managerial. Mutorashanga had 10, divided equally between managerial and non-managerial, and the Harare head office had four managerial employees and three non-managerial employees. This sample was also inclusive of those that have resigned from the respective divisions, who amounted to ten.

### 3.4 DATA COLLECTION METHODS

Under the case study method, there are a variety of data collection methods that the researcher utilised in the research, and these include use of the questionnaire, interviews and gathering of documentation to use as secondary data. The objective was to ensure that all relevant information was collected, and that quality was not compromised due to limitation of data collection methods. Several researchers such as Gilham (2003), Saunders et al. (2000), and Powell (1997), have exalted this multi-layer approach, as it enhances the collection of more accurate data. The methods used in this research include,

- Historical artefacts – materials from the company such as reports, in-house magazines and other corporate material.
- Interviews with key informants.
- Data collection through observation in meetings, and other such settings.

Yin (1994,) also identified several sources of evidence in case studies, namely interviews, direct observation, archive records, participant observation and physical artefacts. The researcher tried to use all of these methods in this research. The approach of combining a variety of methods is termed triangulation, and the overall objective was to improve the quality, and enhance the validity of the research data. Data triangulation also ensures that bias by the researcher is minimised as much as possible. It is indeed regarded as a major strength of a case study in research to be able to have the opportunity to use many different sources of evidence (Yin, 1994). The forms of triangulation used in the research are listed below,
• METHODOLOGICAL TRIANGULATION – the use of a variety of data gathering tools, both quantitative, and qualitative, as well as techniques such as interviews and observation and the triangulation of the data sources.

• DATA TRIANGULATION – the researcher utilised multiple sources of data such as in-house magazines, interviews with the selected participants, and observations by the researcher.

• THEORY TRANGULATION – the use of different theories, and conceptual frameworks to build up the basis for the research that was done constitutes theory triangulation.

The next section will discuss the main data collection methods used in the research in much greater detail. These are the interview, secondary data, or documents and artefacts, and also questionnaires.

3.4.1 Interviews

In this research, interviews were used as a way of gathering information on very specific issues that would address the objectives of the study. While structured, semi-structured, and unstructured questions were used during the interviews, it was observed that the more structured questions were, the easier the analysis was, although unstructured questions ensured that exhaustive and conclusive responses were obtained. Managerial employees participated in the interviews and the major objective of the interview was to solicit their responses on the issue of motivation, and what they valued most in the organisation.

3.4.1.1 Interview Procedure

The following procedure was followed during the interview process.

• The purpose and outline of the interview was given to the interviewer, and roles of interviewee, and the interviewer were specified beforehand.
• The length of each interview was also determined beforehand, and this was set between 30 and 45 minutes.
• All the interviews were carried out on a one-on-one, owing to the confidentiality of the study. It was not appropriate to carry out the interview with multiple recipients present.

• In terms of locations, the interviews were conducted at the normal workstation of the interviewee, and in cases where these could not be accessed easily, telephone interviews were used to address the geographical dispersion of the interviewees, and the cost and time of carrying out the research.

• To ensure language was not a barrier, and a source of bias into the research, all interviews were carried out in English, given that all the respondents, who were Zimasco employee ranging from middle level to senior level management, were fairly literate, and could converse using this mode of communication.

• A log was created of all the data captured, together with details of when and where the interview happened, and all those who were involved.

• Finally feedback was given to interviewees of the data gathered. This was done in order to confirm the accuracy of the information collected, to allow the interviewees to give further comments, and address issues previously omitted, to encourage ongoing participation in the research by interviewees and as a courtesy to thank participants for their role in the research. This was done through individual meetings with participants and e-mails for those that were not available physically.

Interviews were carried out with employees in professional job categories, and employees who left the company to assess their feeling on the company’s recognition of its’ employees’ contribution. The major strength of this interview approach was that it enabled respondents to open up on important issues to do with their perceptions on the organisation as an employer. The interviewees were resignees, who included former furnace managers, accountants, metallurgists, artisans and other skilled and non-skilled workers.

3.5 SECONDARY DATA

The following documents and artefacts were collected as part of the research.

• Company publications such as the Zimasco Gazette. (every quarter from October 2006 to March 2012).
• The company’s website (http://www.zimasco.co.zw.html)
• Minutes of production and board meetings. (from October 2006 to April 2012).
• Monthly, quarterly and annual company reports (from October 2006 to April 2012).
• Records such as employee exit interviews, turnover statistics and performance appraisals.
  (from October 2006 to April 2012).

Secondary data was of great aid as it gave the researcher an insight into trends covering the research period. The accuracy of this data made this method very valid and reliable, given that these were official actual company data which was either influenced nor manipulated by anybody, and therefore offered a very reliable source of data.

3.6 QUESTIONNAIRES

Structured questionnaires were distributed to the respondents, and these were collected within three days after dispatch. These questionnaires were self-administered, in order to target the required respondents. The respondents were supposed to place a tick on the most relevant response. They were then returned to the researcher directly or posted to the organisation’s reception for ease of tracking them.

Advantages of using questionnaires

• Offers a more standard way of asking questions, thereby making them more objective, and enhancing the validity of the research.
• Are a quick and cheap way of collecting information.
• Questionnaire information is easy to analyse.

Disadvantages of Using A Questionnaire

• They limited respondents to specific predetermined answers.
• The response rate was not 100%, as some respondents did not return the questionnaires.
• They were limited only to people who were literate enough to understand the questions.
• There was guarantee that respondents clearly understood the questions, and were responding to what the researcher had asked in the questionnaire.
3.7 POPULATION AND SAMPLE

The population of the study comprised the entire workforce of Zimasco Group of companies amounting to 4500, and of this, 100 were selected for the study. The sampling frame was checked for accuracy and completeness just to ensure that every case in the population has a fair chance of being selected. The population also covers people who were in the employ of the company during the period of observation, even if some of them left at any point during the period of the study.

A questionnaire was administered to 45 of these employees a figure which was considered large enough to satisfy the needs of the study. Since the target population is 100 a sample of 45 is above 10% and therefore representative. The purposive sampling method was used as the study had to target a specific group in the population fitting in with the objectives of the study.

The respondents were required to rate on a 5-point Likert Scale, their feelings regarding the company’s recognition of their contribution. Examples of such questions were, “do you think the company has clear ways of recognising employees’ performance?” The questionnaire ended with open-ended questions soliciting for respondents’ feelings on any related general issues not covered in the structured questions.

A pilot test was done on the questionnaire to ensure the questions were well-understood and that there were no conflicting or ambiguous questions. The pilot was given out to a sample of respondents in the managerial and non-managerial strata and a total of three respondents participated in the pilot. This was also done to improve on the response rate as respondents could decide just not to respond if there are questions they did not understand. The test was also done to ensure that the respondents have a similar understanding of the questions with the researcher, so that their responses address the research questions and objectives. Understanding was also enhanced by the fact that the researcher requested the respondents to revert if there was any area they did not understand.
3.8 RESEARCH LIMITATIONS

3.8.1 Reliability

Reliability is the applicability of a research or study and the accuracy of procedures used. While all due care was taken, there could however be a limitation that due to interviewer bias, another researcher would come up with slightly different findings. This kind of bias is unavoidable but was minimised as much as possible by sticking to the mandate of the research.

3.8.2 Validity

This is the extent to which a research achieved what it intended to achieve. The scope of the research was only confined and restricted to the research objectives, and anything outside this was ignored.

3.8.3 Generalisability

It remains to be seen whether the findings of this research at Zimasco can be applied to other organisations. While the study was carefully carried out, there could be a limitation that due to internal factors, the results and findings may not really apply due to the local set-up of other organisations, that have the effect of affecting research findings.

3.8.4 Other Limitations

3.8.4.1 Geographical Dimension

The research was carried out at a chrome mining company, which because of its dominance in the mining industry in Zimbabwe, and the region, is believed to epitomize the mining industry, a conventional African business. The processes and procedures, as well as customs and practices within the company have been noted to generally embody what transpires in many similar and related industries. However, there was a constraint that indeed the operations at the company may not necessarily be representative of industry trends. The research was thus carried out with that limitation in mind.
3.8.4.2 Time Dimension

The research was also limited to the period within which the study was carried out, which is six months, as well as records and statistics from 2004 to that date. This was necessitated by the period within which the report needed to be compiled, although it is fully recognized that what transpired during the period might not necessarily reflect a trend, and might be a product of the socio-economic factors of the period. The research thus leaves room for a possibility of non-applicability of the research results over time and space. Information thus used to establish trends and correlation only relates to the period stated and anything outside the period was out of consideration. Conclusions thus made in Chapter 4 will relate to the same period.

3.8.4.3 Conceptual Dimension

The research also limited itself to the information that was gathered by the research methods. Because the nature of the information required, personal interviews were administered, and all the limitations of this mode of gathering data had to be accepted, and recognized in the compilation of the results. Interviews might not be the best way of soliciting true responses because of the bias and subjectivity involved, and this research does not guarantee that it was completely free of these, but did try by all means necessary, to minimise these as much as possible in order to come up with a highly objective, professionally handled and near-perfect research.

The research was also limited itself to studying what was outlined in the objectives. Any discoveries or revelations that came in the process of gathering data were immaterial to the research. It is possible that other phenomenon not necessarily related to the research could have cropped up, but such will be sidelined by the set objectives, and will only be used in as much as they bear a relationship to employee motivation and recognition by employers, when an analysis is made in subsequent chapters.

Another limitation of the research was that all relevant information could not be readily available, owing to company policies on information access, and confidentiality clauses. Information that was rather difficult to find particularly related to those employees who left the
company without serving notice, and whose reasons for leaving could not be immediately established. For existing employees, some of the respondents felt that talking about issues of morale and other such intimate and sensitive details might not be a good idea, as they felt this would jeopardise their prospects of continued employment.

The research was also based on the assumption that, employees make rational decisions, and thus any employee turnover or any loss of motivation can be attributed to some factor, either internal or external to the individual. There is a possibility that some employees who left the organisation performed poorly without any justifiable cause, or any factors going beyond the personal disposition of that employee. Factors which had nothing to do with the employee’s interaction with his employer were thus not considered.

The research also focussed particularly on those factors within management’s control, as a research problem is supposed to be a management problem, requiring managerial intervention. The research did thus not involve itself in pursuing ‘non-rational’ exits by employees where no particular reason could be cited. According to this research any reaction by employees could be attributed to some action by management or vice versa.

It was also an embedded assumption within this research that employee motivation is earned through some action or lack thereof, from management. Various forms of literature have focused on different types of motivation ranging from material and monetary rewards to recognition and acknowledgement. This research moved along the same understanding by having it that, employees cannot be motivated without any reason, or similarly that employees cannot be de-motivated for no particular reason. Based on this assumption the rest of the research was thus focussed on establishing those causative linkages and subtle relationships between motivation and employee recognition in its various forms.

Although the research was carefully structured, and prepared, the researcher is aware of the possible limitations of the study, and the areas the research would not address. Firstly, the duration of the study was itself a limitation, as it was not possible to make conclusive deductions based on the limited period within which the research had to commence, and finish. Care is taken
that while conclusions will be made based on the outcome of the study, the time limitation will be borne in mind, and the likelihood of there being changes to the conclusions made, will be appreciated.

The sample selected for the study could also present a limitation in the sense that it might not be representative of the whole population. Owing to costs and time limitation, not all people in the population could be reached, and it is recognised that conclusions drawn from the sample could vary from those that could be drawn if in an ideal situation, the whole population was selected. Such limitations or sampling errors are recognised and understood in research.

In terms of the research instruments, there is a possibility that responses given in the questionnaires were made based on the respondents’ understanding of the questions, not on the expectations of the researcher. Of course the questionnaire was carefully designed, but subjectivity can always prevail, and variation in interpretation was inevitable.

3.9 CHAPTER SUMMARY

The section has discussed the research design by laying out the methodology pursued in the research. A discussion of the sampling strategies, data collection and analysis methods was done, and the merits and demerits of all these approaches was analysed in light of the research objectives.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 INTRODUCTION

This chapter presents the findings of the study and their discussion. These findings are discussed by drawing parallels to the literature reviewed in the study.

4.1 RESPONSE RATE

A total of 45 questionnaires were sent to staff and management of ZIMASCO private limited. Thirty six questionnaires were successfully completed and returned for both staff and management representing a response rate of 80%.

4.2 GENERAL INFORMATION

4.2.1 Age

The ages of the staff and management of Zimasco private limited that participated in the research are presented in the figure below.
Figure 4.1: Age

Figure 4.1 above shows that 43% staff and management indicated that they are aged less than 35 years 40% argued they are aged between 36 and 45 years. On the other hand 10% respondents stated that they are aged between 46 and 60 years old. Moreover 7% respondents added that they are aged over 60 years. Findings therefore show that the respondents represent the economically active population of Zimbabwe.

4.2.2 Position

The respondents who took part in the research are presented in the figure 4.2 below.
According to 4% of the respondents they indicated that they are heads of departments and 34% argued they are head of section while 26% stated they are supervisors. Moreover 22% respondents stated that they hold the position of clerk and 14% are general workers. The findings above show that Zimasco is fairly represented with the majority positions participating in the survey.

4.2.3 Length of Service with the Company

The duration that the respondents have spent working in the organisation are presented in the figure 4.3 below.
54% of the respondents indicated that they have spent one to five years working with the company and 8% said they have less than a year experience working with the company. On the other hand 5% of respondents indicated that they have more than 25 years experience working with the organisation and 9% stated they have 15 to 25 years experience with the organisation. Moreover 24% of the respondents argued that they have 3.5 to 5 years working in the organisation. Results show that survey participants have considerable experience working in the organisation enough to give valid responses for the research questions.

4.3 FINDINGS
This section presents the research findings from the staff and management of Zimasco (Private) Limited.

4.3.1 The company has sufficient strategies to recognise employee performance

![Figure 4.4: The company has sufficient strategies to recognise employee performance](chart)

The findings in Figure 4.4 above reveal that 21% respondents agreed that the company has sufficient strategies to recognise employee performance and 56% neither agreed nor disagreed to the same fact. On the other hand 23% respondents disagreed to the fact that the company has sufficient strategies to recognize employee performance. The findings therefore imply that it is not clear whether the company has sufficient strategies to recognize employee performance or not. Employee recognition refers to a range of formal and informal practices in the workplace that support organizational values, goals, objectives and practices through positive reinforcement of desired behaviour and performance. ([www.gov.ns.ca](http://www.gov.ns.ca)), accessed 22 February 2012. Employee recognition is also defined as a communication tool that reinforces and rewards the most
important outcomes people create for a business. When one recognises people effectively, they reinforce, with the chosen means of recognition, the actions and behaviors they most want to see people repeat (Heathfield S 2012).

4.3.2 The company has clear ways of recognising employees’ contribution

The research investigated if Zimasco has clear ways of recognising employees’ contribution. The findings from the staff and management that participated in the study are presented in the figure below.

![Bar chart showing responses to the question about the company having clear ways of recognising employees’ contribution]

Figure 4.5: The company has clear ways of recognising employees’ contribution

The findings above reveal that 5% respondents strongly disagreed that Zimasco has clear ways of recognising employees’ contribution and 43% disagreed to the same fact. However 22% of the respondents were not sure whether the company has clear ways of recognizing employees’ contribution. On the other hand 26% respondents agreed that Zimasco has clear ways of recognizing employees’ contribution and 4% strongly agreed. The findings lead to the implication
that Zimasco does not have clear ways of recognizing employees’ contribution. Contrary to the research findings, Andelman (2001), recognizes staff turnover as one way of measuring employee recognition at a company. Turnover is viewed as a catalyst, and measuring turnover is a great indicator not only of employee engagement but of the effectiveness of recognition programmes (www.meetingsnet.com) (n.d)

4.3.3 Employees who resigned from the company did not leave as a result of the company’s inability to recognize their performance

The study sought to find out if employees who resigned from the company did not leave as a result of the company’s inability to recognize their performance. Contrary to the research findings, Andelman (2001), recognizes staff turnover as one way of measuring employee recognition at a company. Turnover is viewed as a catalyst, and measuring turnover is a great indicator not only of employee engagement but of the effectiveness of recognition programmes (www.meetingsnet.com) (n.d)

The views of the staff and management on the subject matter are presented in figure 4.6 below.
Figure 4.6: Employees who resigned from the company did not leave as a result of the company’s inability to recognise their performance

Figure 4.6 shows that 13% respondents agreed and 44% agreed that employees who resigned from the company did not leave as a result of the company’s inability to recognise their performance. On the other hand 21% disagreed and 22% neither agreed nor disagreed. This implies that employees who resigned from the company did not leave as a result of the company’s inability to recognize their performance. In addition to the study findings, Kim Harrison, consultant and co-author of ‘Key Factors For Effective Employee Recognition Activities’ asserts that one of the toughest tasks for many organisations is to attract, retain and engage top people who will enable the organisation to achieve its key goals. She mentions that there should be immediate recognition of performance so that people can relate the reward and recognition to the effort so that turnover is reduced.

4.3.4 Senior management fully supports me in my work
Research sought to find out if senior management fully supports subordinates in their work. The findings from the respondents are presented in Figure 4.7.

Figure 4.7: Senior management fully supports me in my work

According to 7% respondents they strongly agreed and 44% agreed that senior management fully supports them in their work. However 24% respondents neither agreed nor disagreed to the fact that senior management fully supports them in their work. Moreover 18% respondents disagreed and 7% strongly disagreed to the fact that senior management fully supports them in their work. This shows that senior management supports employees in their work. In support to the study findings studies by Argyris and Schon, (1978), propounded that participatory management style boosts employee motivation. To ensure employees are supported in their work it was suggested that organisational structure should be adjusted to promote decision-making at team levels.

4.3.5 There is open communication between management and workers on all key decisions affecting the company
Research investigated if there is open communication between management and workers on all key decisions affecting the company. The findings are in Figure 4.8.

![Bar chart showing communication levels](chart.png)

**Figure 4.8: There is open communication between management and workers on all key decisions affecting the company**

According to Figure 4.8, twenty five percent respondents agreed that there is open communication between management and workers on all key decisions affecting the company while 24% neither agreed nor disagreed. Moreover 8% respondents disagreed and 43% strongly disagreed to the fact that there is open communication between management and workers on all key decisions affecting the company. This implies that there is no open communication between management and workers on all key decisions affecting the company. Contrary to the study findings, there should be open communication in the organisation as employee recognition is also defined as a communication tool that reinforces and rewards the most important outcomes people create for a business. When one recognises people effectively, they reinforce, with the
chosen means of recognition, the actions and behaviours they most want to see people repeat. Heathfield S (2012).

**4.3.6 I clearly understand how my role fits into the overall objectives of the company**

Research investigated whether employees clearly understand how their role fits into the overall objectives of the company. The views of the employees are presented figure 4.9 below.

![Figure 4.9: I clearly understand how my role fits into the overall objectives of the company](chart)

According to Figure 4.9, 50% agreed that they understand how their role fits into the overall objectives of the company and 25% strongly agreed. On the other hand 25% survey participants neither agreed nor disagreed to the fact that they understand how their role fits into the overall objectives of the company. This leads to the implication that staff and management of Zimasco
clearly understand how their role fits into the overall objectives of the company. Trembley, Sire and Balkin in 2000, also explored the role of employees and their influence on overall objectives. They also confirmed results of the Price-Mueller model by showing a correlation between workers’ attitudes as well as perceptions of recognition and performance. Tremblay et al, (2000).

4.3.7 I am satisfied with the amount of training offered to employees for advancement purposes

The study investigated whether staff and management of Zimasco are satisfied with the amount of training offered to them for advancement purposes. The responses of the respondents on the subject matter are presented in Figure 4.10

![Figure 4.10: I am satisfied with the amount of training offered to employees for advancement purposes](image-url)
According to Figure 4.10, seven percent of the survey participants strongly agreed that they are satisfied with the amount of training offered to them for advancement purposes and 43% agreed. On the other hand 21% were not sure and 4% disagreed while 25% strongly disagreed. This implies that staff and management of Zimasco are satisfied with the amount of training offered to them for advancement purposes. In support to the study findings, Vroom, (1964) states that expectancy denotes the difference expectations and level of confidence employees have on their abilities. It is up to management to discover what skills, training and supervision and resources employees require to allow advancement purposes.

4.3.8 All employees in the company are correctly rewarded or punished for their performance and conduct

Survey investigated if all employees in the company are correctly rewarded or punished for their performance and conduct. The views of the respondents on the subject matter are presented in Figure 4.11.
Figure 4.11: All employees in the company are correctly rewarded or punished for their performance and conduct

The majority of the respondents that is 52% neither agreed nor disagreed to the fact that all employees in the company are correctly rewarded or punished for their performance and conduct. Moreover 13% respondents strongly agreed and 14% agreed that all employees in the company are correctly rewarded or punished for their performance and conduct. On the other hand 11% disagreed and 10% strongly disagreed. This implies that employees in the company are not correctly rewarded or punished for their performance and conduct. In his studies on motivation, Swanepoel (1998), observes that motivation is improved if employees can link performance and rewards. The moment employees feel that there is no co-relation between performance and rewards, they lose motivation ultimately resulting in them exiting the company. This research sought to qualify this study, and explore the effect of material and non-material rewards such as recognition and consultation in motivating employees. This area had not been dwelt on closely in most literature and this research intended to fill in that gap.

4.3.9 Employees can voice their opinion without fear

The study investigated if employees of Zimasco can voice their opinion without fear. The findings are presented in figure 4.12.
Figure 4.12: Employees can voice their opinion without fear

According to Figure 4.12, 17% respondents strongly disagreed and 29% disagreed that employees can voice their opinion without fear. On the other hand, 24% respondents neither agreed nor disagreed and 26% agreed while 4% strongly agreed. This implies that employees at Zimasco cannot fully voice their opinion without fear.

4.3.10 Staff turnover in the company is never as a result of people feeling that their efforts are unappreciated

An investigation was carried out to find out if staff turnover in the company is never as a result of people feeling that their efforts are unappreciated. The results from the investigation are presented in Figure 4.13.
Figure 4.13: Staff turnover in the company is never as a result of people feeling that their efforts are unappreciated

Figure 4.13 above shows that 19% respondents strongly agree and 31% agreed that staff turnover in the company is never as a result of people feeling that their efforts are unappreciated. On the other hand, 22% disagreed and 28% neither agreed nor disagreed to the fact that staff turnover in the company is never as a result of people feeling that their efforts are unappreciated. This shows that staff turnover in the company is never as a result of people feeling that their efforts are unappreciated.

In addition to the study findings, Bob Andelman (2009), recognises staff turnover as one way of measuring employee recognition at a company. Turnover is viewed as a catalyst, and measuring turnover is a great indicator not only of employee engagement but of the effectiveness of recognition. The study partly utilised labour turnover statistics to try and explain the trends in employee recognition in the company. Watson Wyatt’s 2008/2009, WorkUSA Report found that when employees are highly engaged, their companies enjoyed 25% higher employee productivity, have lower turnover risk and more likely to attract top talent (www.hr.com) (n.d).
4.3.11 The company maintains salary levels and conditions of employment that compare well to other companies

Study investigated if the company maintains salary levels and conditions of employment that compare well to other companies. The views of the respondents on the subject matter are presented in Figure 4.14.

Figure 4.14: The Company maintains salary levels and conditions of employment that compare well to other companies

According to Figure 4.14, 52% neither agreed nor disagreed that the company maintains salary levels and conditions of employment that compare well to other companies. Also 30% disagreed and 18% strongly disagreed that the company maintains salary levels and conditions of employment that compare well to other companies. This implies that it is not clear whether the company maintains salary levels and conditions of employment that compare well to other companies. In addition to the study findings, the view that employees do not improve their
motivation simply because they are given more money, or material rewards, but that their efforts are duly recognised is central to the equity model (Adams, 1996). If any employee for instance is earning a hefty salary, but someone ranked slightly above them, earns more than treble what he or she earns, the employee has a tendency of being dissatisfied and of perceiving that his or her efforts are not being recognized. The theory further postulates that employees expect equity between what they give to the organisation and what they receive in return. They get demotivated due to the perceived absence of such equity.

4.3.12 Employees would only leave the company because they are attracted to higher salaries, not that they feel short-changed and mistreated

The figure below presents findings on whether employees would only leave the company because they are attracted to higher salaries, not that they feel short-changed and mistreated.

Figure 4.15: Employees would only leave the company because they are attracted to higher salaries, not that they feel short-changed and mistreated
The findings in Figure 4.15 above reveal that 4% respondents strongly disagreed and 21% disagreed to that employees would only leave the company because they are attracted to higher salaries, not that they feel short-changed and mistreated. The majority respondents strongly agreed (50%) and 9% agreed while 16% were neutral to the fact that employees would only leave the company because they are attracted to higher salaries, not that they feel short-changed and mistreated. This shows that employees would only leave Zimasco because they are attracted to higher salaries, not that they feel short-changed and mistreated. Furthermore Swanepoel(1998) adds that the moment employees feel that there is no co-relation between performance and rewards, they lose motivation ultimately resulting in them exiting the company.

4.3.13 **The Company cares about my well-being, and can assist me even if I have personal problems**

Survey investigated whether Zimasco cares about employees well-being, and can assist staff even if they have personal problems. The findings are presented below.

![Pie Chart](image_url)
Figure 4.16: The Company cares about my well-being, and can assist me even if I have personal problems

The majority respondents 50% agreed that Zimasco cares about their well-being, and can assist them even if they have personal problems. On the other hand, 25% respondents neither agree nor disagreed to the same fact. Moreover, 25% disagreed and stated that Zimasco does not care about their well-being, and cannot assist them even if they have personal problems. The findings lead to the implication that Zimasco cares about employees well-being, and can assist them even if they have personal problems. McClelland (1988), identified three types of motivational needs namely achievement, power and affiliation which exist in varying degrees in all employees. As much as these theories do not provide a standard formula or a conclusive direction for motivating employees, they do indicate that employee motivation is a matter of high complexity as it is all about dealing with complex human behaviour. It is therefore a pre-requisite that an organisation cares for its staff well-being, and assist them even if they have personal problems.

4.3.14 I am satisfied with the company’s promotion and salary raise procedures

An investigation was carried out to determine if staff and management of Zimasco are satisfied with the company’s promotion and salary raise procedures. The findings are presented in Figure 4.17.
Figure 4.17: I am satisfied with the company’s promotion and salary raise procedures

Findings in the Figure 4.17 reveal that 7% respondents agreed that they are satisfied with the company’s promotion and salary raise procedures and 21% neither agreed nor disagreed. Moreover 41% respondents disagreed to the fact they are satisfied with the company’s promotion and salary raise procedures and 31% strongly disagreed. This implies that staff and management of Zimasco are not satisfied with the company’s promotion and salary raise procedures.

4.3.15 Employees are given roles that match with their skills and capabilities

The research investigated whether employees are given roles that match with their skills and capabilities. The findings are presented in the figure 4.18 below.
Figure 4.18: Employees are given roles that match with their skills and capabilities

Figure 4.18 shows that 30% respondents neither agree nor disagree that employees are given roles that match with their skills and capabilities and 44% disagreed. Moreover 26% respondents strongly disagreed to the fact that employees are given roles that match with their skills and capabilities. This leads to the implication that employees are not given roles that match with their skills and capabilities. Contrary to the study findings, Vroom, (1964) states that expectancy denotes the difference expectations and level of confidence employees have on their abilities. It is up to management to make sure that employees are given roles that match with their skills and capabilities.

4.3.16 The company respects the competence and skills’ level of its employees

The study established that 90% of the respondents strongly disagreed to the fact that management respects the competence and skills of employees with 6% neither agreeing nor
disagreeing, and 4% agreeing that Zimasco respects the skills and competence of its staff. This shows that it is mostly managerial attitude to employee’s work output that negatively affect employee motivation.

4.3.17 Any Additional Comments

No additional comments were noted by respondents.

4.4 CHAPTER SUMMARY

This chapter has outlined the research findings and discussed them with the relevant literature. This issues discussed in the chapter include the link between employee recognition and motivation to better performance of the employees at Zimasco, to stay with the organisation, the impact of monetary incentives on employee performance and loyalty to Zimasco. Issues discussed in the chapter include the link between management style on issues such as openness, communication, fairness and how these impact on recognition, as well as to the relationship between perceived equity versus the motivation of employees to stay in the organisation, or to stay loyal to the organisation. Chapter 5 presents the research conclusions and recommendations.
CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter presents the research conclusions and recommendations. These are formulated from discussion of findings in Chapter Four. An area of further study is also presented in this chapter. A recap of the research problem and research questions is given as follows:

- g) Is there a link between employee recognition and the motivation of employees towards better performance at Zimasco?
- h) What is the impact of monetary incentives on employee performance and staff turnover at Zimasco (Private) Limited?
- i) What could be the underlying cause of high labour turnover even amongst professional or managerial employees within the company?
- j) Is there a link between management styles in Zimasco, and the motivation of employees to stay in the organisation or to perform to their optimum?
- k) What can be done to ensure that employees in Zimasco stay with the organisation, and to also ensure that they are satisfied, and are producing to their optimum?
- l) What other recommendations can be made from the study that can be implemented to ensure that labour turnover is reduced, and that employees in Zimasco are well motivated?

The study’s proposition was;

Employees’ motivation and engagement at Zimasco, is affected by their negative perception of how Zimasco values and recognises their contribution.

5.1 CONCLUSIONS
5.1.1 A link between employee recognition and the motivation to better performance of the employees at Zimasco

The study found out and concluded that Zimasco does not have sufficient strategies to recognise employee performance. Also it is concluded that Zimasco does not have clear ways of recognising employees’ contribution.

The study found out and concluded that staff and management of Zimasco who resigned from the company did not leave as a result of the company’s inability to recognize their performance. Senior management at Zimasco supports employees in their work. The theory of employee engagement discussed in Chapter 2 is supported by these findings, given that it appears employees perform in accordance with their perception of their worth in the company. Vroom’s expectancy theory also fits into this model were employees have expectations from their employers and vice versa.

5.1.2 The impact of monetary incentives on employee performance and loyalty to Zimasco.

Zimasco maintains salary levels and conditions of employment that do not compare well to other companies. Also it is concluded that employees would only leave Zimasco because they are attracted to higher salaries, not that they feel short-changed and mistreated. Given that lower levels of employees participated in the research, Maslow’s hierarchy of needs could also be used to validate this finding, as some people motivated by money would move from the company as they are still in pursuit of lower-level needs in Maslow’s hierarchy of needs.

5.1.3 The link between management style on openness and communication

Survey also concludes that there is no open communication between management and workers at Zimasco on all key decisions affecting the company. Staff and management of Zimasco clearly understand how their role fits into the overall objectives of the company. Participatory management model propounded by Argyris and Schon (1978), also states that employees feel accepted if they are made to participate in decision-making especially on those issues affecting them directly.
5.1.4 Durable and appropriate solutions to boost employees’ feeling of self-worth, and to enable Zimasco to retain their employees

Staff and management of Zimasco are satisfied with the amount of training offered to them for advancement purposes. The research also concludes that employees in the company are not correctly rewarded or punished for their performance and conduct. This confirms the Price-Mueller model which stipulates that employees respond to a combination of environmental factors including redistributive justice and the job itself.

5.1.5 Recognition and high labour turnover

Employees at Zimasco cannot fully voice their opinion without fear. Survey also concludes that the staff and management of Zimasco are not satisfied with the company’s promotion and salary raise procedures. It was found out and concluded that employees at Zimasco are not given roles that match with their skills and capabilities. We could apply Herzberg’s Two-factor theory to analyse this finding by noting that employees require not just hygiene factors but motivators to boost their morale at work.

5.2 RESEARCH PROPOSITION

The research proposition that employees’ motivation to perform to their optimum, and to stay at Zimasco, is affected by their negative perception of how Zimasco values and recognises their contribution has not been accepted. This is because the research concludes that Zimasco cares about employees’ well-being, and can assist them even if they have personal problems, moreover the research proposition has not been accepted because the study concludes that staff and management of Zimasco are satisfied with the amount of training offered to them for advancement purposes.

5.3 RECOMMENDATIONS

It is recommended that Zimasco should recognise employee performance by formulating and implementing strategies involving seeking active participation by the employees in the activities
of the company. Moreover it is recommended that Zimasco should have clear remuneration structures, that exhibits equity and fairness and equity at all echelons in the organisation.

The research recommends that Zimasco should appreciate its employees because employees feel better if they are appreciated. This can be done through the introduction of annual or monthly performance prizes such as employee of the month or year and incentives when someone performs above the average performance. Another simpler and probably more effective way is to ensure that manager openly exalts good and exemplary behaviour.

Employee training, education and development are recommended in this study as it will improve the knowledge, skills, and abilities of the employee. Once an employee becomes empowered their morale levels increase so will the confidence in carrying out their duties in the organisation. This could benefit Zimasco in the long run.

Research recommends Zimasco to improve the morale and motivation of employees as it will reduce turnover in the company. This can be accomplished by building employee involvement and self-esteem, and through recognition and rewards. Enhancing this specific area can produce higher levels of productivity without incurring increased costs at Zimasco private limited.

5.4 AREA OF FURTHER STUDY

An area of further study is proposed to investigate the effect of cross-cultural influences on motivation within Zimasco(Private Limited). It could be that employees’ perception of self-worth is based on their cultural and social backgrounds and this has to be coded and interpreted correctly by management. This is important given that Zimasco is a highly diverse organisation in terms of culture. There is also some merit in exploring inter-departmental communication and cohesion as a way of fostering openness, and improving worker morale. The study also
recommends that further research be carried out to assess the factors affecting managerial attitudes towards recognition of employees.
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APPENDICES

APPENDIX A: THE RESEARCH QUESTIONNAIRE

My name is Masimba Chakombera, and I am studying towards a Master of Business Administration (MBA) degree at the University of Zimbabwe’s (UZ) Graduate School of Management (GSM).

This questionnaire seeks to gather information about the role of recognition in improving worker morale, and in reducing staff turnover. The study is being carried out in partial fulfillment of the requirements of the MBA programme at the GSM. The information obtained will be solely used for academic and research purposes only, and your responses will be anonymous.

Your assistance in answering the questionnaire will be greatly appreciated.

If you require any clarification please do not hesitate to contact me on 0772 802 666.

Thank you in advance
PART A

1. Age

- Less than 35
- 36-45
- 46–60
- Over 60

2. Position

- a) Head of Department
- b) Head of Section
- c) Supervisor
- d) Clerical
- e) General Worker

3. Length of Service With The Company

- a) less than 1 year
- b) 1 to 5 years
- c) 3.5 to 10 years
- d) 15-25 years
- e) more than 25 years.

PART B

Please answer by putting a tick in the appropriate box with your answers ranging from strongly agree to strongly disagree.

1. The company has sufficient strategies to recognize employee performance.

Strongly Agree

84
Agree
Neither Agree Nor Disagree
Disagree
Strongly Disagree

2. The company has clear ways of recognizing employees’ contribution.

Strongly Agree
Agree
Neither Agree Nor Disagree
Disagree
Strongly Disagree

3. Employees who resigned from the company did not leave as a result of the company’s inability to recognize their performance.

Strongly Agree
Agree
Neither Agree Nor Disagree
Disagree
Strongly Disagree

4. Senior management fully supports me in my work.

Strongly Agree
Agree
Neither Agree Nor Disagree
Disagree
5. There is open communication between management and workers on all key decisions affecting the company.

6. I clearly understand how my role fits into the overall objectives of the company.

7. I am satisfied with the amount of training offered to employees for advancement purposes.

8. All employees in the company are correctly rewarded or punished for their performance and conduct.
9. Employees can voice their opinion without fear.

10. Staff turnover in the company is never as a result of people feeling that their efforts are unappreciated.

11. I feel secure that I will be able to work for the company as long as I do a good job.
12. The company maintains salary levels and conditions of employment that compare well to other companies.

13. Employees would only leave the company because they are attracted to higher salaries, not that they feel short-changed and mistreated.

14. The company cares about my well-being, and can assist me even if I have personal problems.

15. I am satisfied with the company’s promotion and salary raise procedures.
16. Employees are given roles that match with their skills and capabilities.

Strongly Agree  
Agree  
Neither Agree Nor Disagree  
Disagree  
Strongly Disagree

17. The company respects the competence and skills level of its employees.

Strongly Agree  
Agree  
Neither Agree Nor Disagree  
Disagree  
Strongly Disagree

18. Please write any additional comments in the space provided.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

89
Thank you for your responses. Please either return the questionnaire by e-mail or by placing it in the box at the company’s Main reception.