



Investigating the relationship between
compensation and organisational citizenship
behaviour among cashiers at retail outlets in
Sedibeng



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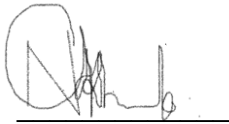
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Graduation: May 2025

DECLARATION

I, Nomfundo Khumalo, student number, declare that this study, “Investigating the relationship between compensation and organisational citizenship behaviour among cashiers at retail outlets in Sedibeng,” is my own work, except where sources are acknowledged.

This study is for the Master of Business Administration degree, which was submitted to the Faculty of Economic and Management Sciences, North-West University. I or any other person has not previously submitted it for a degree at any alternative institute.

A handwritten signature in black ink, appearing to read 'Nomfundo Khumalo', is written over a horizontal line.

Nomfundo Khumalo

Date: November 2024

DEDICATION

This dissertation is dedicated to my beloved Husband and children, whose unwavering love, sacrifice, and support have been my greatest source of strength throughout this journey. Your belief in me, even when I struggled to believe in myself, has been the driving force behind my perseverance.

To my children, your laughter, curiosity, and endless love have been my light, especially during the toughest times. I hope that by pursuing my dreams, I have shown you that with determination and passion, anything is possible.

To my husband, thank you for being my rock, my confidant, and my greatest cheerleader. Your sacrifices and patience, especially during the countless hours I spent working, have not gone unnoticed.

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Apart from my efforts, the successful completion of this dissertation has been made possible through the support, encouragement, and guidance of many others. I take this opportunity to express my sincere gratitude to those who have been instrumental throughout this journey.

First and foremost, I would like to thank GOD, the Almighty Creator, for the countless blessings, wisdom, and strength bestowed upon me during this journey. Without His guidance and grace, this achievement would not have been possible.

To my late Mother, whose love of learning and wisdom continues to inspire me every day. Though you are no longer with me, your spirit lives on in every page of this work.

To my Father, Mtungwa Mzilikazi ka Mashobane you have always believed in me, even when I doubted myself. Your sacrifices, love, and understanding have been my anchor.

To my beloved Husband, thank you for your boundless love, understanding, and unwavering support. Your encouragement has been my anchor, and your belief in me has been a constant source of strength.

To my children, Rorisang, Thoriso and Bokamoso thank you for inspiring me every day and reminding me why this journey is so meaningful. I am immensely grateful to have you by my side. Your faith in me has driven me to achieve more than I ever thought possible.

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To each of you, thank you for making this journey possible and for being a part of my success.

ABSTRACT

This study explored the relationship between compensation and organisational citizenship behaviour (OCB) among cashiers at retail outlets in the Sedibeng Region of South Africa. The research addressed the following objectives: (1) to determine how cashiers perceive the impact of their compensation packages on their willingness to engage in discretionary OCB, (2) to understand how perceptions of fairness and adequacy of compensation influence their attitudes and behaviours related to OCB, and (3) to investigate how contextual factors, such as the local economic environment and cultural norms, shape the interplay between compensation and OCB among cashiers in the Sedibeng Region.

A qualitative, constructivist methodology was employed, using in-depth, semi-structured interviews with nine cashiers selected through non-probability purposive sampling to ensure a diverse range of experiences and tenures. Data were analyzed using ATLAS.ti 23 software, guided by the Morse and Field technique, to identify key themes and patterns in participants' responses.

The findings revealed that cashiers who perceived their compensation as fair and adequate were more likely to exhibit OCB, such as helping colleagues, being courteous to customers, and going beyond their job descriptions. Conversely, those who felt their compensation was insufficient reported frustration and a lack of motivation to perform beyond their basic duties. The study also highlighted the influence of cultural values, particularly ubuntu, which fostered a sense of community and teamwork among employees. Economic constraints in the Sedibeng region further emphasized the importance of job security and fair compensation in motivating employees.

Based on these findings, the study concluded that fair and transparent compensation packages are critical for enhancing OCB among cashiers. The recommendations include: (1) improving compensation structures to ensure fairness and adequacy, (2) implementing recognition programs to reward discretionary efforts, and (3) incorporating culturally aligned team-building activities to strengthen community-mindedness and teamwork. These strategies are essential for fostering a motivated and engaged workforce, improving employee retention, and enhancing overall retail performance.

Key terms: compensation; fair pay; job satisfaction; organisational citizenship behaviour; Sedibeng region; wage

LIST OF ABBREVIATIONS

NWU	North-West University
OCB	Organisational Citizenship Behaviour
POPIA	Protection of Personal Information Act
POS	Perceived organisational support
SDG	Sustainable Development Goals

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION AND BACKGROUND OF THE STUDY

Globally, Organisational Citizenship Behaviours have emerged as essential drivers of organisational success, characterized by employees voluntarily going beyond their prescribed duties to support their workplace. These behaviours, which include assisting customers, adhering to company policies, and actively contributing to organisational goals, are not formally rewarded but are pivotal in fostering workplace harmony and organisational effectiveness (Smith & Johnson, 2022). A plethora of research has consistently shown a positive correlation between organisational citizen behaviour and fair compensation, with studies highlighting that employees who perceive their remuneration as equitable are more likely to engage in organisational citizen behaviour, driven by a sense of satisfaction and loyalty to their employer (Brown & Garcia, 2022).

In the African and Asian context, the importance of fair compensation in promoting organisational citizen behaviour has gained significant attention due to the competitive nature of industries such as retail, aviation, and banking. For instance, Huang and Lin (2022) demonstrated that in Taiwan's aviation industry, employees exhibited higher levels of organisational citizen behaviour when they perceived their compensation as adequate. Similarly, Al Madi and Al Zu'bi (2022) revealed that monetary incentives played a critical role in enhancing organisational citizen behaviour in Jordan's banking sector. However, despite these findings, research into how compensation drives organisational citizen behaviour within Africa, particularly in frontline retail roles, remains underexplored.

The Southern African Development Community (SADC) region faces unique challenges in the retail sector, including wage disparities, employee dissatisfaction, and high turnover rates (Brown & Garcia, 2022). These issues particularly impact cashiers, who serve as the frontline touchpoints with customers. Their role is crucial for operational efficiency and delivering quality service, which directly influences customer satisfaction and organisational success (Al Madi & Al Zu'bi, 2022). While studies in other sectors within the SADC region have examined the relationship between compensation and organisational citizen behaviour, there remains a lack of focus on cashiers in the retail industry.

Within South Africa, the retail industry operates in a highly competitive environment, necessitating a deep understanding of employee behaviours that contribute to organisational success. Existing

literature emphasises that fair and competitive compensation enhances job satisfaction, boosts employee retention, and fosters voluntary participation in discretionary tasks (Clark & Lee, 2022). However, little is known about how these dynamics play out among cashiers, who are pivotal in shaping customer perceptions and supporting organizational goals.

This study seeks to bridge the gap by investigating the relationship between compensation and organisational citizen behaviour among retail cashiers in the Sedibeng Region. Thus, retail cashiers, as key drivers of customer satisfaction and operational success, represent an understudied yet critical segment of the workforce. Against the backdrop, the research question guiding this study is: Is there a relationship between compensation and organisational citizenship behaviour among cashiers at retail outlets in Sedibeng Region?

1.2 PROBLEM STATEMENT

The discussion of the problem statement, in this section, covers the generic context of the problem and the specific problem of the study.

1.2.1 Generic context of the problem

Since initial studies into organisational citizen behaviour, much emphasis has been placed on research conducted in Western countries. This means that inferences and conclusions drawn from these studies mostly reflect the psyche of employees of these Western countries, which may not fit other geographical locations (Graaf, 2020). According to Graaf (2020), research based on Western settings often fails to have its findings illuminate organisational behaviour in different cultures – especially in African countries. Secondly, there has been a good deal of research conducted in these Western nations to enhance the body of knowledge on how remuneration relates to employee productivity, motivation, commitment and organisational citizen behaviour (Maneshe & Ngirande, 2021). Despite this, there is a lack of evidence for how compensation connects to stimulating organisational citizen behaviour of employees in Africa and South Africa (Maneshe & Ngirande, 2021).

The importance of furthering our understanding of organisational citizenship behaviour in the African context has been stressed by recent research, which underscores its importance in the continuing success of organisations in the African context (Kabwe & Heleta, 2022). African enterprises are committed to vision and objectives but are not quite short in their management in this regard (Kabwe & Heleta, 2022). Employee compensation is still a big issue in African enterprises management. The issues in retail staff have been particularly poignant for frontline

cashiers working in grocery stores across Africa where one barely gets paid and the level of engagement is low, leading to high turnover rate (Mwangi & Ojuok, 2022). Additionally, these employees perceive that their compensation is low, and these issues compound the turnover challenges that the retail industry on the continent is faced with (Mwangi & Ojuok, 2022).

1.2.2 The specific problem the study is addressing:

Given these gaps, this study sought to fill them by investigating the relation between compensation and organisational citizen behaviour among cashiers in retail outlets in Sedibeng Region.

1.3 RATIONALE AND SIGNIFICANCE OF THE STUDY

The significance of the study is discussed in terms of theoretical contribution, practical contribution and the contributions to the responsible management.

1.3.1 Theoretical contribution

The purpose of this study was to contribute the understanding of compensation's role on organisational citizen behaviour among cashiers in retail industry. The study contributes to existing compensation and organisational citizen behaviour literature by adding to useful insights derived from the retail outlets context and to knowledge concerning motivational theories.

1.3.2 Practical contribution-To managers and policymakers

This study offered tangible findings that managers and policy makers had to use in order to differentiate between impact on performance and engagement from impact on compensation strategies. Organisations can retain and motivate its workforce and improve customer satisfaction and profitability by identifying the effective compensation factors which affect organisational citizen behaviour.

1.3.3 Contribution to responsible management (related to Sustainable Development Goals [SDGs])

This research contributed to the SDGs, especially targets to decent work, economic growth and reduced inequalities by offering insight into how organisations are able to contribute. The study helped promote fair compensation as a driver of increased organisational citizen behaviour

because it shows the business commitment to responsible management practises and sustainable development.

1.4 AIM AND OBJECTIVES OF THE STUDY

This section presents the aims and objectives which guide the study.

1.4.1 Research aim

The primary aim of this study was to explore the relationship between different aspects of compensation and organisational citizenship behaviour (OCB) among cashiers in retail outlets within the Sedibeng Region.

1.4.2 Research objectives

The following research objectives were addressed:

- To assess the influence of wages and salaries on cashiers' engagement in organisational citizenship behaviour (OCB) at retail outlets in the Sedibeng Region.
- To evaluate the role of employee benefits such as health insurance, bonuses, and retirement plans in shaping cashiers' perceptions of fairness and their propensity to exhibit OCB.
- To explore how contextual factors, such as the local economic environment and cultural norms (ubuntu), moderate the relationship between compensation and OCB among cashiers in the Sedibeng Region.

1.5 RESEARCH QUESTIONS

The research questions are discussed in this section;

1.5.1 Main Research Question

What is the relationship between compensation and organisational citizenship behaviour amongst cashiers at a retail outlet in Sedibeng Region?

1.5.2 Sub-research questions

- How do wages, salaries, and benefits shape the willingness of cashiers in the Sedibeng Region to engage in organisational citizenship behaviour?

- How do cashiers perceive the fairness and adequacy of their compensation in relation to their attitudes and voluntary workplace behaviours?
- In what ways do contextual factors, such as the local economic environment and cultural norms, relate to the relationship between compensation and organisational citizenship behaviour among cashiers in retail outlets?

1.6 LITERATURE REVIEW

The introduction to the literature review follows;

1.6.1 Introduction

The literature review section aims to explore and analyse existing studies on related to important aspects of employee management within the retail sector such as: the compensation rate of cashiers in grocery retail stores, factors influencing citizenship behaviour among employees in the same industry.

1.6.2 Compensation rate of cashiers in grocery retail stores

The compensation rate of cashiers in grocery retail stores is a significant aspect of employee management and plays a crucial role in attracting, retaining, and motivating a skilled workforce. This section review examines existing studies on the compensation rate of cashiers in both South African and global contexts, aiming to understand the prevailing trends, challenges, and potential gaps in the literature.

1.6.2.1 South African context

In the South African context, limited research specifically focuses on the compensation rate of cashiers in grocery retail stores. However, a study by Roodt and Kinnear (2021) analysed the remuneration practices in the retail industry, highlighting that cashiers often receive low wages with minimal opportunities for career advancement. Moreover, research by Van der Westhuisen and Steenkamp (2021) emphasised that the retail sector in South Africa faces considerable pressures to balance cost containment and fair compensation, impacting cashiers' earning potential. Despite some existing studies, there are notable gaps in the literature on the compensation rate of cashiers in grocery retail stores. Roodt and Kinnear (2021) state that there is a lack of comprehensive studies specifically focused on cashiers' compensation, hindering a deep understanding of the factors influencing their wages in the South African retail industry.

1.6.2.2 Global context

Globally, studies on the compensation rate of cashiers in grocery retail stores are more abundant. For instance, research conducted by Kane and Murry (2020) in the United States revealed significant disparities in cashier wages across various retail chains, indicating the influence of organisational policies on compensation rates. Additionally, a study by Chen and Chen (2021) in China found that cashiers in grocery retail stores received lower wages compared to other retail sectors, raising concerns about income inequality within the industry. However, Piotrowski (2023) argues that while global studies shed light on wage disparities and income inequality, more research is needed to explore the relationship between compensation and employee performance, job satisfaction, and turnover intentions among cashiers in grocery retail stores.

1.6.2 Factors influencing citizenship behaviour amongst employees in the retail sector

This section examines existing studies on the factors influencing citizenship behaviour among employees in the retail sector, aiming to identify key determinants and potential gaps in the literature.

1.6.2.1 Job Satisfaction

Research by Grey and Johnson (2020) found a positive relationship between job satisfaction and organisational citizen behaviour among retail employees. Also, satisfied employees are more likely to engage in extra-role behaviours, contributing positively to the organisation (Grey & Johnson, 2020).

1.6.2.2 Perceived organisational support (POS)

A study by Hall and Lopez (2020) highlighted that employees who perceive higher levels of support from their organisation are more inclined to exhibit organisational citizen behaviour. Supportive organisational environments foster a sense of reciprocity, encouraging employees to go beyond their role expectations.

1.6.2.3 Leadership style

The study by White and Martines (2023) emphasised that transformational leadership positively influences organisational citizen behaviour in the retail sector. Leaders who inspire and motivate their teams tend to elicit greater discretionary efforts from employees (White & Martines, 2023).

1.6.2.4 Employee empowerment

Empowered employees are more likely to engage in organisational citizen behaviour, as suggested by a study conducted by Lee and Kim (2019). Empowerment gives employees a sense of ownership and responsibility, encouraging them to contribute beyond their job descriptions (Lee & Kim, 2019).

1.6.2.5 Organisational culture

A strong organisational culture that values and rewards organisational citizen behaviour can foster a culture of reciprocity, (Williams Turner & Brown 2022).

1.6.2.6 Compensation

Compensation serves as a critical element in organisational effectiveness and employee motivation, directly impacting employee engagement and organisational citizen behaviour (Newman, Allen, & Miao, 2020). The types of compensation include the following:

1.6.2.6.1 Salary increases

Salary increases, as the most direct form of monetary compensation, can enhance employee satisfaction and impact long-term commitment to an organisation (Griffin et al., 2019).

1.6.2.6.2 Non-financial compensation

Non-financial compensation, such as recognition programs or career development opportunities, can also have a substantial impact on an employee's intrinsic motivation and loyalty to the company (Olson-Buchanan, Bryan & Thompson, 2019). Such rewards cater to psychological contracts with employees and address non-monetary expectations that contribute to overall job satisfaction (Olson-Buchanan et al., 2021; Ishikawa & Kanai, 2019).

1.6.2.6.3 Performance bonuses

Performance bonuses, on the other hand, tie rewards directly to an employee's achievements and are shown to boost productivity and encourage higher performance levels (Jordan & Sorensen, 2019).

1.6.2.6.4 Total rewards programs

The total rewards programs encompassing a combination of monetary compensation, benefits, work-life balance initiatives, and performance recognition have been found effective in managing talent across various industries (Fitzgerald & Schmitt, 2022). An integrated strategy that caters to diverse employee needs is essential for both attracting and retaining skilled professionals (Fitzgerald & Schmitt, 2022).

1.6.3 The relationship between compensation and organisational citizenship behaviour

Over time, numerous studies have explored the relationship between compensation and organisational citizenship behaviour, identifying a strong connection between these two aspects. As stated by Brown and Garcia (2022), a fair perceived reward is crucial for boosting job satisfaction in individuals, which plays a significant role in inspiring employees to excel in their assigned duties and influence organisational citizen behaviour.

Nabi, Ahmed, and Rahman (2019) suggest that organisations worldwide should create equitable compensation systems that appropriately reflect employees' contributions to foster organisational citizen behaviour. An effective compensation plan that positively impacts organisational citizen behaviour should not only focus on excellent remuneration but also include additional benefits such as paid leave, bonuses, and pension incentives (Nabi, Ahmed & Rahman, 2019). This is because individuals who are content with their compensation packages become highly motivated and dedicated to their jobs and are more likely to exceed expectations in their assigned tasks (Fitzgerald & Schmitt, 2022).

In a similar vein, Rahman and Salamdhuri (2020) found that employees who perceive their compensation as fair compared to their job duties tend to be more motivated to work effectively and demonstrate stronger loyalty to their organisation by exhibiting organisational citizen behaviour. On the other hand, employees who feel they're unfairly compensated become less motivated at work, exhibit decreased loyalty towards their organisation, and constantly search for a new employer who can meet their financial requirements (Rahman & Salamdhuri, 2020).

Nabi et al. (2019) suggest that an equitable perception of compensation significantly influences positive behaviours and attitudes within an organisation, encouraging individuals to work more effectively in achieving the organisation's goals. Research by Kabwe and Heleta (2022) indicates a strong correlation between external motivators, such as fair compensation, job security, progression, and organisational citizen behaviour. Kabwe and Heleta (2022) and Clark and Lee

(2022) have demonstrated that extrinsic rewards have a considerable connection with enhanced employee satisfaction and productivity.

Graaf (2020) asserts that external and internal motivators are positively linked to organisational citizen behaviour because content employees not only meet their designated role responsibilities but also exert additional effort to accomplish tasks beyond their formal job duties. Consequently, Brown and Garcia (2022) recommend that organisations should implement reasonable remuneration for their workforce proportionate to the assigned tasks to boost organisational productivity, and influence employee organisational conduct, and organisational citizenship behaviour.

1.6.4 Confirmation of previous studies

Organisational citizen behaviour in the retail industry encapsulates voluntary, above-and-beyond actions that employees undertake to support their colleagues and contribute to a business's success (Rahman & Salamdhuri, 2020). In retail settings, characteristics of organisational citizen behaviour include altruism, courtesy, sportsmanship, and a conscientious attitude that extends beyond basic job requirements (Hall & Lopez, 2020). Drivers of these behaviours often stem from perceived organisational support which bolsters employees' commitment and willingness to engage in helpful, discretionary activities (Hall & Lopes, 2020).

More so, an empowered workforce is another critical driver of organisational citizen behaviour within retail environments (Nsulwa & Wabala, 2017). Lee and Kim (2019) suggest that employee empowerment, manifesting as autonomy in decision-making and a sense of meaningfulness in work, correlates with higher levels of organisational citizen behaviour. Such empowerment leads employees to reciprocate the trust and investment from employers with constructive behaviours.

Also, effective compensation programs play a pivotal role in fostering organisational citizen behaviour. Nsulwa and Wabala (2017) found a direct link between well-structured compensation and enhanced organisational citizenship behaviours among retail employees. Similarly, Salam's (2018) study highlights the positive effects of fair compensation on cashiers' propensity towards organisational citizen behaviour.

The significance of organisational citizen behaviour for retail organisations cannot be overstated. It impacts various performance outcomes by bolstering team cohesion and efficiency, improving service quality, fostering customer satisfaction and loyalty, enhancing adaptability to change, and ultimately driving sales performance (Salam, 2018). Retail organisations thereby greatly benefit

from nurturing an environment where organisational citizen behaviour can thrive through supportive managerial practices, empowerment initiatives, and judiciously designed compensation programs (Lee & Kim, 2019; Nsulwa & Wabala, 2017). As the retail landscape becomes increasingly competitive, businesses that successfully harness the power of organisational citizen behaviour stand a far better chance of outperforming peers less attentive to these crucial employee-driven dynamics.

1.7 THEORETICAL BACKGROUNDS / THEORETICAL FRAMEWORK

The theoretical framework guiding this study is the social interaction theory.

1.7.1 Social interaction theory

The social interaction theory maintains that numerous social exchange connections are present among members within an organisation (Cropanzano & Mitchell, 2018). It revolves around an exchange process involving two parties that depend on and benefit each other (Cropanzano & Mitchell, 2018). This concept has been employed in a variety of studies to explore the relationship between diverse organisational aspects and employee conduct (Cropanzano & Mitchell, 2018). Heightened social interaction fosters a sense of attachment and dedication towards the organisation (Gould-Williams, 2020). Workers with elevated positive views on exchange relations are less likely to depart the organisation (Gould-Williams, 2020). According to the social interaction theory, organisations and their managers can offer organisational support to elicit favourable attitudes and actions from employees (Gould-Williams, 2020).

Furthermore, employees remain in their jobs when they are content with their income, professional growth, training and development as well as performance evaluations within the organisation (Abubakar, Chanchan & Kura, 2020). Eisenberger and Stinglhamber (2019) contend that enhanced employee satisfaction with organisational support increases the likelihood of them feeling obligated to reciprocate favourably toward the organisation.

1.8 DEFINITION OF KEY CONCEPTS

This section offers a conceptual explanation of the main terms that constitute this research subject, specifically: compensation and organisational citizenship behaviour.

1.8.1 Compensation

Compensation is broadly defined as the total amount of monetary remuneration and additional benefits that an employee receives from an organisation in exchange for their services (Mwangi & Ojuok, 2022:43). This includes not only direct financial payments, such as wages and salaries, but also indirect benefits like healthcare coverage, housing allowances, pension plans, and other perks. According to Smith and Johnson (2022), a compensation package is a collection of monetary and non-monetary rewards provided to employees in return for the performance of their job duties over a specified period.

Compensation remains a pivotal element of an entity's human resource management, influencing several business results. As posited by Mwangi and Ojuok (2022:43), earnings encompass 'the entire amount of monetary remuneration and added advantages that an individual obtains from an organisation, contributing to the total wage package'. Smith and Johnson (2022) suggest that a compensation bundle is a collection of benefits bestowed in return for duties carried out across a specified period. Moreover, Smith and Johnson (2022) define a salary as an assortment of monetary and supplementary perks provided in return for the execution of job services.

Maneshe and Ngirande (2021) state that compensation can be delivered in several ways, including wages, salaries, and benefits like housing reimbursements, healthcare coverage, paid maternity leave, funeral insurance, pension plans and more. Wages, which are part of compensation, refer to payments made to manual labourers or unskilled workers; these are typically given hourly, daily, weekly, or monthly (Maneshe & Ngirande, 2021). Conversely, skilled and unskilled employees receive salaries on a monthly or bi-weekly basis (Bussin & Brigman, 2019).

1.8.2 Organisational citizenship behaviour

OCB has been defined in various ways by scholars, but the core concept remains consistent. According to Chahal and Mehta (2019), OCB is 'actions employees voluntarily choose to perform that frequently go beyond their specified contractual obligations'. Similarly, Lavelle and McMahan (2018) define OCB as 'actions that surpass the basic job requirements and are mainly voluntary and beneficial to the organisation'. These definitions highlight the voluntary nature of OCB and its role in supporting organisational success without being formally mandated or rewarded. Ahmed (2018) further characterises OCB as 'an optional added commitment behaviour not accounted for in the company's incentive schemes or performance appraisals'. This underscores the idea that

OCB is driven by employees' intrinsic motivation and willingness to contribute to the organisation's well-being, rather than by external rewards or recognition.

Organisational citizen behaviour is considered one of the most crucial employee behaviours for ensuring company longevity (Chahal & Mehta, 2019). Chahal and Mehta (2019) define organisational citizen behaviour as 'actions employees voluntarily choose to perform that frequently go beyond their specified contractual obligations'. Lavelle and McMahan (2018) define organisational citizenship as 'actions that surpass the basic job requirements and are mainly voluntary and beneficial to the organisation'. When employers promote corporate citizenship, employees tend to put in extra effort, regardless of their defined job scope (Lavelle & McMahan, 2018). Consequently, Ahmed (2018) characterises organisational citizen behaviour as an optional added commitment behaviour not accounted for in the company's incentive schemes or performance appraisals.

1.9. RESEARCH PARADIGM, METHODS AND METHODOLOGIES

The research paradigm, methods and methodologies are discussed in this section;

1.9.1 Paradigm

A research paradigm refers to a set of beliefs, assumptions, and methodologies that guide how researchers' approach and conduct their studies (Dawson, 2018). It provides a framework for understanding and interpreting the world, as well as the nature of knowledge and truth (Barton, 2016). Research paradigms help researchers make decisions about their research design, data collection methods, data analysis, and the interpretation of findings (Tracy, 2020). According to Dawson (2018), there are three research paradigms in social research studies, namely: the positivist paradigm, the constructivist/interpretive paradigm and the critical paradigm.

For the study, the constructivist/ interpretive paradigm was deemed the most suitable approach. The study aims to understand the subjective experiences and interpretations of cashiers regarding their compensation and organisational citizenship behaviour. Using qualitative methods, such as interviews, the study was able to explore the unique perspectives and meanings that cashiers attach to their compensation and how it influences their behaviour in the specific context of retail outlets in Sedibeng.

In addition, the constructivist/interpretive paradigm was chosen for the study because it acknowledges the multiple, subjective realities of participants and values their unique experiences

(Tracy, 2020). This approach enabled the study to capture the complexities of the relationship between compensation and organisational citizenship behaviour. By giving importance to cashiers' interpretations and understanding of their experiences, the study unveiled hidden dimensions affecting their behaviour at retail outlets in the Sedibeng area. Furthermore, the flexibility of interpretive methods allowed the study to explore unanticipated patterns or themes emerging from the data which may lead to novel insights in organisational behaviour research.

1.9.2 Research approach (method)

A research approach refers to the overall strategy or plan that guides how researchers design and conduct their study (Gray, 2018). It outlines the general process of gathering and analysing data to answer research questions or test hypotheses. The research approach helps researchers make decisions about data collection methods, data analysis techniques, and the overall structure of the study (Gary, 2018). According to Kumar (2019), types of research approaches include: inductive, deductive and abductive research approach.

To this extent, this study was by the inductive approach. According to Tracy (2020) in the inductive approach, researchers begin with specific observations or data and then work to develop broader theories or generalisations based on the patterns and themes identified in the data. The process involves moving from specific observations to general theories (Kumar, 2019). By adopting the inductive approach, the study sought to generate new knowledge and understanding regarding how compensation impacts the organisational citizenship behaviour of cashiers at retail outlets in Sedibeng. The goal was not to test pre-existing theories or hypotheses but to develop fresh insights and theories grounded in the actual experiences and perspectives of the cashiers themselves (Silverman, 2020). This approach was particularly suitable for exploring complex and less understood phenomena, allowing the research to contribute to the existing body of knowledge and potentially inform future research and managerial practices within the context of the retail industry.

In addition, this approach allowed the researcher to investigate issues that have not been widely studied before (Kumar, 2019), making it ideal for capturing the nuanced linkage between compensation and organisational citizenship behaviour amongst cashiers at Retail outlets in Sedibeng. By focusing on naturalistic inquiry and privileging participants' voices, the inductive approach ensured that emergent theories were grounded in real-life experiences rather than preconceived ideas, thus making the study more relevant to practice and policy.

1.9.3 Methodological choice

According to Gray (2018), qualitative, quantitative, and mixed methods are different research approaches used in social science research. Taking into account the study's paradigm and approach, the current study uses the qualitative research method. Qualitative research is an exploratory approach that aims to understand complex phenomena in-depth (Dawson, 2018). It involves collecting non-numerical data, such as narratives, interviews, observations, or textual analysis, to gain insights into participants' experiences, perceptions, and behaviours (Dawson, 2018).

As stated earlier, the inductive approach was used to collect specific data from cashiers' experiences and observations and to develop broader insights and theories about the relationship between compensation and organisational citizenship behaviour. Since the focus was on generating new knowledge and understanding from the data, the study involved in-depth interviews through the use of a semi-structured interview guide. This approach allowed the researcher to explore the complex experiences and perspectives of the cashiers, providing a deeper understanding of how compensation influences their organisational citizenship behaviour. To ensure that data collection is consistent and high-quality, fieldworkers underwent rigorous training focused on interview techniques, confidentiality, and cultural sensitivity to accurately capture the nuances of compensation and organisational citizenship behaviour among Retail cashiers. The training prepared them to not only ask pertinent questions but also to identify non-verbal cues and contextual subtleties that may influence responses

In addition, the qualitative methodology was chosen for the study because it emphasises a deep, contextual understanding of the phenomena under investigation (Kumar, 2019), which fits well with exploring the intricacies of compensation and organisational citizenship behaviour. Qualitative methods enabled researchers to reveal underlying meanings, motivations, and emotions driving cashiers' behaviours, thereby providing rich insights into this dynamic relationship.

Additionally, qualitative research was well-suited for capturing the social interactions and organisational factors that may influence how compensation affect organisational citizenship behaviour amongst retail cashiers. As it employed grounded theory techniques to analyse interview transcripts. This involved coding the data to identify patterns, categories, and themes that emerged from the interviews. Triangulation with other data sources, such as observation and document analysis, may be set to corroborate findings and ensure a more robust understanding of how these factors interrelate within the unique organisational context of retail.

1.9.4 Research design

Research design refers to the overall strategy and plan that a researcher employs to address their research questions and achieve their study's objectives (Kumar, 2019). It outlines the framework for data collection, analysis, and interpretation, ensuring the validity and reliability of the study's findings (Gray, 2018). Different research designs offer various approaches to gathering and analysing data, and researchers choose the most appropriate design based on the nature of their research questions and the study's objectives. According to Fink (2018), there are various research designs, such as case study, correlational, descriptive, experimental, exploratory, historical, observational, philosophical, sequential, grounded theory and ethnographic research design

The study deemed that the exploratory research design was the most suitable to achieve its objectives. Exploratory research design is a type of research that aims to explore and gain a deeper understanding of a particular topic, often with limited prior knowledge or existing literature (Fink, 2018). It is used when the researcher seeks to identify new insights, ideas, or variables that can later be investigated in more detail. Exploratory research is typically flexible and open-ended, involving methods such as interviews, focus groups, and observations to gather qualitative data (Babbie, 2016)

The exploratory research design was the most appropriate approach for the current study. This design offered a flexible and open-ended framework that allowed the researcher to delve into the subject with limited preconceived notions or existing literature. By employing exploratory methods such as in-depth interviews with cashiers and store managers, the study gathered rich and qualitative data, enabling a comprehensive understanding of the intricate dynamics between compensation and organisational citizenship behaviour.

In addition, by adopting an exploratory research design, the study was able to identify potential patterns or themes that emerged from the data, shedding light on the factors that influence cashiers' willingness to engage in discretionary behaviours beyond their formal job roles. Furthermore, this design's adaptability permitted the incorporation of unexpected or unforeseen aspects that surfaced during data collection, ensuring a comprehensive exploration of the research topic (Tracy, 2020). Overall, the exploratory research design empowered the study to generate preliminary insights that can serve as a foundation for future research endeavours, contributing to a deeper comprehension of the complex interplay between compensation and organisational citizenship behaviour in the unique context of Retail outlets in the Sedibeng region.

1.9.5 Time horizon

The layer that defines the time frame within which the project is intended for completion is called the 'Research Time Frame' or 'Research Duration' (Hart & Rennison. 2019). It refers to the period during which the research project will be conducted, data will be collected, and analysis will take place. The research time frame is crucial as it helps in planning and managing the research activities efficiently (Dawson, 2018). According to Tracy (2020), the two common types of research time frames are: cross-sectional research and longitudinal research:

1.9.5.1 Chosen time frame for the study

The chosen time frame for the study was the cross-sectional research. Cross-sectional research involves collecting data from a sample of participants at a specific point in time, providing a snapshot of the current situation or relationship between variables. In the context of the cross-sectional research was suitable for three reasons:

- A. **Cost and Time-Efficient:** Cross-sectional research allows data to be collected from participants at a single point in time, making it a cost-effective and time-efficient approach. Longitudinal studies, on the other hand, would require tracking participants over an extended period, which could be resource-intensive and time-consuming (Flick, 2018).
- B. **Immediate Insights:** Since cross-sectional research provides a snapshot of the present, it allows researchers to obtain immediate insights into the relationship between compensation and organisational citizenship behaviour. This is particularly valuable for addressing current concerns or issues within the organisation (Flick, 2018).
- C. **Exploration of Association:** Cross-sectional research is effective for examining associations between variables. This study helped identify whether there is a significant relationship between compensation levels and the extent of organisational citizenship behaviour exhibited by cashiers.

1.9.6 Demarcation/delimitation of the study

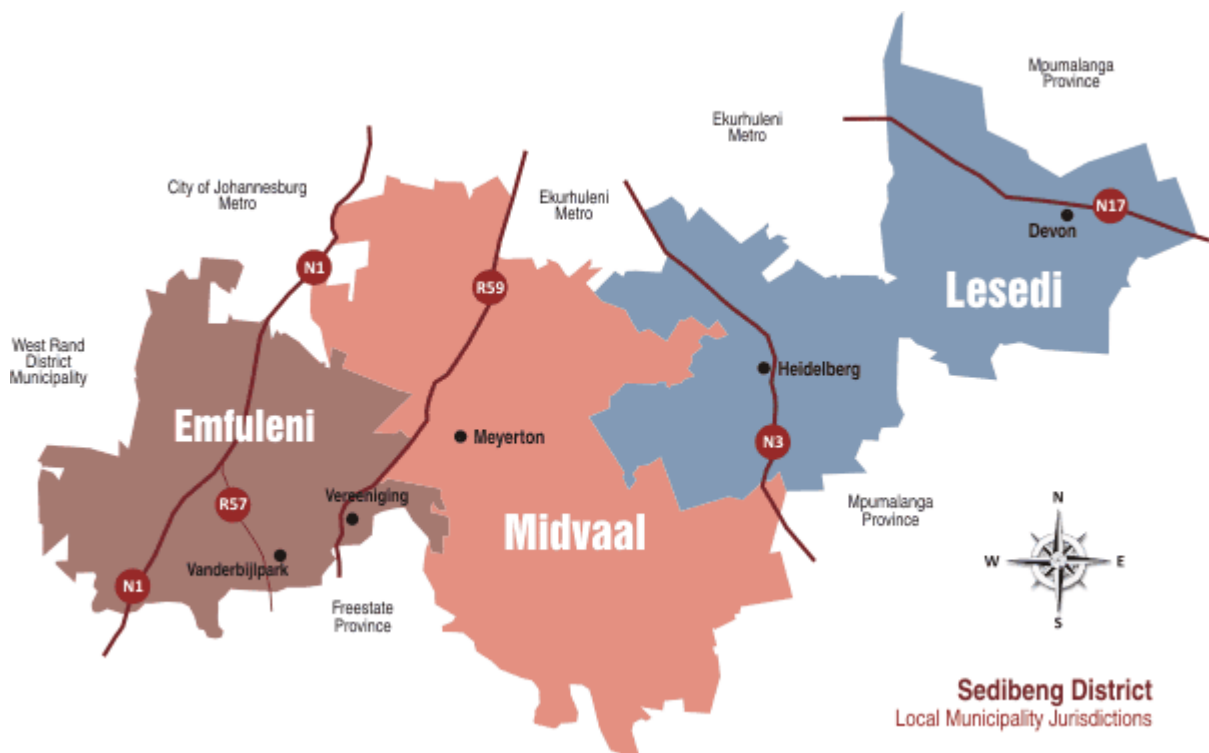


Figure 1.1: Sedibeng District Map (Google Maps)

The study was undertaken in the Sedibeng Region of South Africa, focusing specifically on the cashiers working at Retail outlets in the area. Sedibeng is a district municipality located in the southern part of the Gauteng Province, bordering the Free State Province to the South. The Sedibeng Region is predominantly rural, with small towns and urban centres scattered throughout the district. The retail industry, particularly the grocery sector, is one of the major economic drivers in the region, providing employment opportunities to a significant portion of the local population. Retail outlets are a well-known supermarket chain in South Africa, with several branches operating in the Sedibeng Region namely Vanderbijlpark, Vereeniging, and Sharpeville. The study focused on the relationship between compensation and organisational citizenship behaviour among cashiers working in these Retail outlets. The context of this study was significant, as it sheds light on the working conditions and behaviours of employees in the grocery sector in a region that relies heavily on this industry for economic growth.

1.9.7 Inclusion-Exclusion criteria

The inclusion and exclusion criteria are discussed in this section;

1.9.7.1 Inclusion criteria

The inclusion criteria for this study were limited to cashiers who are currently employed by Retail outlets located in Vanderbijlpark, Vereeniging, and Sharpeville in the Sedibeng region. The participants were supposed to have been employed by the company for a minimum of 6 months and must have worked at least 20 hours per week to meet the target population of the study.

1.9.7.2 Exclusion criteria

The exclusion criteria for this study will be cashiers who have been employed by Retailer for less than 6 months and those who work less than 20 hours per week. Additionally, any cashiers who are not willing to participate in the study or are unable to provide informed consent will be excluded.

1.9.8 Research methodologies/processes

The research methodologies are discussed in this section;

1.9.8.1 Population

Bhattacharjee (2020) defines target population 'as the entire group of individuals or objects to which researchers are interested in generalising the conclusions to'. While Kara (2020) defines a target population 'as a set of all the individuals or subjects the scholar is fascinated in knowing about and from which the sample is selected'. In research, target population refers to the group of people that share the similar characteristics which the research has interest on studying (Kara, 2020). The target population for this study comprised of cashiers in 3 Retail outlets based in 3 locations within the Sedibeng region namely; Vanderbijlpark, Vereeniging, and Sharpeville.

1.9.8.2 Sample method/technique and sample size

Sampling is a critical component of research design, and it involves the process of selecting smaller units from the target population to form part of the study (Szolnok & Hoffman, 2016). Sampling techniques, on the other hand, refer to the methods or strategies that a researcher can employ to select a sample from the overall population (Dane, 2016). There are two main sampling techniques in research, namely probability and non-probability sampling techniques (Dane, 2016).

Probability sampling technique is a method that ensures that every element of the total population has an equal chance of being selected for the study (Hart & Rennison. 2019). In contrast, non-probability sampling technique is a sampling method where the likelihood of selecting a specific unit from the total population cannot be calculated (Hart & Rennison. 2019).

For this study, the non-probability sampling technique was used to sample the participants. Since the sample size is relatively small and no sample frame has been established, the convenience sampling technique will be employed. This method involved selecting participants who are easily accessible and available to participate in the study (Creswell & Creswell, 2018). Although this method may be subjected to sampling bias, it was appropriate for this study given the specific research context and limitations.

1.9.8.2.1 Sample size and selection

Considering the study's particular context and the relatively narrow scope of the target population, a non-probability sampling method, specifically convenience sampling was utilised. Convenience sampling entailed choosing participants who are readily available and eager to partake, instead of depending on a preordained and formalised sampling frame. As a result, the field worker strived to involve approximately 9 cashiers from the three Retail branches, with roughly 3 participants from each venue.

1.9.8.2.2 Saturation

In research saturation marks the point where gathering data and analysing it no longer reveals fresh insights indicating a comprehensive understanding, within the chosen sample. Researchers aim for saturation to ensure exploration of research questions and themes. This study emphasised the importance of achieving saturation. Saturation is recognised when information, from participants starts to repeat and little new insight is gained from participants. Researchers continuously evaluated collected data to determine if new responses contribute significantly to emerging patterns and themes. When it became clear that no substantial new insights were emerging from data the research team concluded that saturation had been reached, indicating an understanding of cashier experiences related to the research questions.

To strengthen the study's credibility and ensure quality findings researchers also acknowledged biases that may have arisen from using convenience sampling. While convenience sampling was appropriate given the study's limitations and context recognizing its limitations and implementing strategies to address bias was crucial. The qualitative nature of this investigation aligned well with

its goal of understanding participants experiences in depth making saturation a key concept guiding both sampling procedures and data analysis.

1.9.10 Data collection instruments

This document previously detailed that the research employed semi-structured interviews as the primary tool for data gathering, in line with the recommendation by Barto (2016). Semi-structured interviews were chosen specifically because they offered the researcher the flexibility to delve deeper into responses and gain more insightful information from participants, as highlighted by Gray (2018). This approach not only facilitated a comprehensive understanding of participant perspectives but also allowed for the exploration of unanticipated themes or insights, which was crucial for collecting high-quality data (Gray, 2018). Notably, these interviews were conducted face-to-face to capitalize on the richer communication that in-person encounters afforded, allowing for a more nuanced understanding and dynamic interchange with participants.

To further enhance the effectiveness of this data collection method, an interview guide was meticulously developed. The interview questions were thoughtfully prepared and can be found in Appendix A. The interview protocol comprised four thematic categories, ensuring a comprehensive exploration of relevant topics:

- A. Participants' background information
- B. Overview of organisational citizenship behaviour
- C. Compensation
- D. Compensation and organisational citizenship behaviour

Biographical data was collected to provide the researcher with an understanding of the theoretical foundation, as well as knowledge of the personal and professional background of the participants. The biographical data was also used to learn more about job applicants and to determine if they were a good fit for the position. This information was not disclosed to anyone, and both the participants and the institution remained anonymous. The researcher strictly adhered to the POPI Act:

Compliance with the POPI Act: In compliance with the Protection of Personal Information (POPI) Act, the confidentiality of all participants was strictly maintained. Participants' identities were kept anonymous, and they were assigned a unique code known only to the researcher. All research data and files containing participant information were securely stored in a locked cabinet,

with access restricted to the researcher using a special code. After three years, these files will be responsibly discarded to ensure long-term protection of participants' personal information.

By adhering to these ethical considerations, the investigation on the connection between remuneration and organisational citizenship behaviour among cashiers at Retail outlets in Sedibeng safeguarded the well-being, self-governance, and entitlements of participants while preserving the accuracy and credibility of the research.

Furthermore, to maintain transparency and foster trust among participants, the purpose and procedures of the study were communicated to all involved, and no incentive was given to participants.

1.9.11 Measuring instrument: validity, reliability, trustworthiness

Trustworthiness in research refers to the degree of confidence and believability that can be attributed to the findings, interpretations, and conclusions of a study (Barton, 2016). It is essential to establish trustworthiness to ensure the rigor and validity of research outcomes (Kara, 2020). Trustworthiness includes four key criteria: credibility, confirmability, transferability, and dependability. There are also a fifth key criteria, authenticity, although it is less used in social sciences.

1.9.11.1 Credibility

Credibility refers to the extent to which the research findings accurately represent the participants' experiences, perspectives, and reality (Hart & Rennison, 2019). To ensure credibility, data collection was carefully designed and executed. Secondly, during data collection, open and honest communication with participants was ensured to maintain neutrality and minimize bias in data analysis and interpretation, as suggested by Gray (2018).

1.9.11.2 Confirmability

Confirmability relates to the objectivity and neutrality of the research findings. It ensures that the interpretations and conclusions are derived directly from the data and not influenced by the researchers' biases or preconceptions (Kara, 2020). To establish confirmability, the study maintained detailed documentation of the research process, data analysis, and decision-making, as discussed by Kara (2020).

1.9.11.3 Transferability

Transferability refers to the extent to which the findings of a study can be applied or transferred to other contexts or settings (Garg, 2018). To enhance transferability, the study provided rich and detailed descriptions of the research methods, participants, and context. This allowed readers to assess the relevance and applicability of the findings in different situations (Garg, 2018).

1.9.11.4 Dependability

Dependability pertains to the consistency and stability of the research findings over time and across different researchers (Hart & Rennison, 2019). The study ensured that the research design and methods were documented and could be replicated. Conducting the study with attention to consistent data collection and analysis procedures was crucial for establishing dependability, as mentioned by Garg (2018).

1.9.11.5 Authenticity

Authenticity as a measure of trustworthiness refers to the degree to which a study or its results are genuine, original, and credible (Tracy, 2020). This concept is crucial in research, as it helps to establish the integrity and legitimacy of the findings, ensuring that the conclusions drawn are based on accurate and reliable data (Tracy, 2020). To ensure authenticity in the study, two steps were taken. Firstly, clearly outlining the research methodology, including data collection procedures, sample selection criteria, and data analysis techniques, helped establish trust in the research process (Garg, 2018). Providing comprehensive information about these aspects demonstrated that the study followed a systematic and rigorous approach (Fink, 2018). Secondly, employing multiple sources of evidence or using different methods to collect and examine data enhanced authenticity (Kara, 2020). Triangulation helped validate findings by cross-checking information and identifying patterns or consistencies across various data sources.

1.9.12 Data collection/fieldwork

The field for data collection was accessed through retail outlets in the Sedibeng Region. The informants were the cashiers working at these outlets. The study also involved store managers as key informants to gain additional insights into the relationship between compensation and organisational citizenship behaviour. Assisting field workers were recruited and trained to help with data collection, especially during face-to-face interviews. According to Tracy (2020), this helped speed up the data collection process and the transcription of the data.

Data collection was primarily conducted through face-to-face interviews with the cashiers and store managers (Kumar, 2020). This process was the most relevant because it allowed for in-depth exploration of the participants' perspectives and experiences. Face-to-face interviews offered a more personal and interactive approach, enabling the researchers to build rapport with the participants and ask follow-up questions for clarification and deeper understanding (Garg, 2018).

During face-to-face interviews, non-verbal cues were also observed, providing valuable context to the participants' responses. Additionally, face-to-face interactions fostered trust and open communication, potentially leading to more candid and detailed responses (Garg, 2018).

Considerations for participant privacy and confidentiality were paramount during data collection (Creswell, 2021). Participants' actual privacy and perception of privacy were carefully addressed. The data-gathering method was non-intrusive, ensuring that participants felt comfortable and secure throughout the interview process. Clear measuring instruments and interview guides were provided to participants to maintain consistency and clarity.

Confidentiality was confirmed with participants, including their perception of confidentiality measures. It was emphasised that their responses would be kept confidential, and their identities would not be disclosed without their explicit consent (Kumar, 2020). These measures were essential for ensuring the trust and cooperation of the participants, thereby enhancing the validity and reliability of the data collected.

1.9.13 Power relationships and gatekeeper intervention

To ensure the integrity of the research study at retail and mitigate any perceived or actual conflicts of interest due to the researcher's role in the HR unit, several precautionary measures were established. A key measure involved the researcher abstaining from direct involvement in data collection, thereby avoiding potential bias or influence over participants. Instead, a fieldworker, specifically Thabo from the head office, was appointed to perform this task.

Thabo underwent comprehensive training to equip him with the necessary skills and knowledge to conduct structured interviews effectively. The training process involved a detailed review of the interview questions, ensuring Thabo understood the purpose and context of each query. Additionally, practice interviews were conducted between Thabo and the researcher, simulating real interview scenarios to prepare Thabo for various potential responses and situations. These mock interviews continued until Thabo demonstrated proficiency and confidence in handling the

interviews independently. This rigorous training aimed to ensure that Thabo was fully prepared to engage with both cashiers and store managers, thus protecting the participants from any undue pressure or influence that could stem from interacting with an internal HR staff member. This approach not only upheld the integrity of the research process but also ensured the collection of unbiased and reliable data.

Furthermore, to maintain transparency and foster trust among participants, the purpose and procedures of the study were clearly communicated to all involved. Thabo was also briefed on the importance of maintaining confidentiality and ethical standards throughout the data collection process. By implementing these measures, the study aimed to create an environment where participants felt secure and their responses were authentic, thereby enhancing the overall quality and validity of the research findings. This structured and ethical approach underscored Retail's commitment to conducting research that is both respectful of its employees and rigorous in its methodology.

The interventions highlighted were established concerning best practices in qualitative research methods, as suggested by experts like Fink (2018). These strategies were designed to enhance the objectivity of the data collected, prevent researcher bias, and maintain fairness throughout the research process. Together, these steps helped fortify the study against potential critique regarding partiality or research ethics concerns.

1.10 ETHICAL CONSIDERATION

The researcher obtained ethical clearance from the relevant institutional review board by seeking approval from the NWU Ethics Committee.

In addition, the following ethical considerations were addressed:

1.10.1 Obtaining informed consent

Informed consent is a critical ethical concept that necessitates participants to possess comprehensive knowledge about the study's intentions, procedures, potential hazards, and advantages before willingly consenting to partake (Smith et al., 2020). For this study, prospective participants received in-depth information on the research objectives, anticipated time commitment, and the extent of their involvement before data collection. A consent document was composed, distinctly outlining their rights regarding participation, withdrawal, and confidentiality.

1.10.2 Acquiring permission to carry out the study

Ethical research mandates securing fitting permissions from pertinent authorities or establishments. Before initiating the study, the researchers requested official approval from the relevant ethical review board, confirming that the study complied with ethical protocols and safeguarded participants' rights (Jones & Jenkins, 2016).

1.10.3 Preserving anonymity and confidentiality

Anonymity guarantees that participants' identities are shielded and remain undisclosed, even to the investigators. Confidentiality involves protecting participants' details and ensuring that data access is limited to the research team (Johnson et al., 2018). All collected data were allocated codes, and any identifiable information was eliminated or concealed to guarantee participants' anonymity. Furthermore, the data were securely stored, with access granted only to authorised researchers.

1.10.4 Guaranteeing no harm is imposed

The research prioritised participants' well-being and emotional security. The study posed minimal risk as participants engaged in discussions or surveys relating to their occupational experiences. Participants did not suffer any physical, psychological, or emotional harm during the research process.

1.10.5 Right to withdraw at any moment

Participants were notified of their entitlement to withdraw from the study whenever they chose, without encountering consequences or negative implications. This factor ensured their autonomy and maintained voluntary participation (Flick, 2018).

1.10.6 Treat participants with dignity

Researchers interacted with participants respectfully and sensitively, recognising their valuable input. This involved establishing a relaxed atmosphere during interviews, appreciating their time, and addressing any concerns or queries they had.

1.10.7 Steering clear of bias

Bias in research can undermine the reliability and authenticity of outcomes. Researchers were on guard to prevent any form of prejudice, such as selection bias and confirmation bias. By utilising

open-ended questions, participants were encouraged to share their genuine experiences and viewpoints, reducing the chance of suggestive questions (Silverman, 2020).

1.10.8 Honesty and professionalism

The investigation was executed with the highest levels of honesty, openness, and professionalism. Researchers represented the study's goals and results truthfully while adhering to ethical principles of integrity in reporting (Babbie, 2016).

1.10.9 Confidentiality and compliance with POPI Act

In compliance with the Protection of Personal Information (POPI) Act, the confidentiality of all participants was strictly maintained. Participants' identities were kept anonymous, and they were assigned a unique code known only to the researcher. All research data and files containing participant information were securely stored in a locked cabinet, with access restricted to the researcher using a special code. After three years, these files will be responsibly discarded to ensure long-term protection of participants' personal information.

By abiding by these ethical considerations, the investigation on the connection between remuneration and organisational citizenship behaviour among cashiers at Retail outlets in Sedibeng safeguarded the well-being, self-governance, and entitlements of participants while preserving the accuracy and credibility of the research.

1.11. LIMITATIONS OF THE RESEARCH

The limitations of the study are discussed in terms of methodological limitations, coverage limitations, generalizability limitations, credibility risks, response bias and time constraints.

1.11.1 Methodological limitations

Convenience sampling led to sampling bias, as it relied on the availability and accessibility of participants, which did not represent the entire target population accurately (Mertler, 2017). The findings from convenience sampling were not fully generalisable to all cashiers at Retail outlets in the Sedibeng region, limiting the external validity of the study.

1.11.2 Coverage limitations

The research was limited to cashiers at Retail outlets in the Sedibeng region, which did not capture the full diversity of cashiers in other retail settings or locations. Different retail

environments or organisational cultures in other regions influenced the compensation-organisational citizenship behaviour relationship differently, and thus, the findings did not apply to all contexts.

1.11.3 Generalisability limitations

Due to the specific focus on cashiers at Retail outlets, the generalisability of the research findings to other occupational groups or industries was limited. Different professions had unique factors influencing compensation and organisational citizenship behaviour, and the findings were not relevant beyond the cashier context.

1.11.4 Credibility risks

The credibility of the research findings was influenced by the participants' willingness to provide accurate and honest responses during interviews. There was a possibility that some participants provided socially desirable responses, leading to potential biases in the data. To mitigate this risk, the researchers emphasised the confidentiality and anonymity of participants' responses and established rapport during data collection to encourage openness.

1.11.5 Response bias

Participants experienced response bias, where their answers were influenced by social desirability or the desire to present themselves in a favourable light. To minimise response bias, the researchers adopted neutral and non-leading interview questions and avoided providing any indication of the preferred responses.

1.11.6 Time constraints

The research project faced time constraints, particularly in data collection and analysis. Limited time impacted the depth of data collected and the thoroughness of the analysis. To address this limitation, the research team carefully planned the project timeline and allocated sufficient time for data collection, analysis, and reporting.

Despite these potential limitations, the research aimed to provide valuable insights into the relationship between compensation and organisational citizenship behaviour among cashiers at Retail outlets in Sedibeng. By acknowledging and addressing these limitations throughout the research process, the study's credibility and validity were maximised, contributing to a robust and informative research outcome.

1.12. DISSEMINATION OF THE RESULTS OF THE STUDY

The dissemination of the results of the study is an essential step to share the findings with the relevant stakeholders, including the respondents and the organisation involved. To ensure transparency and accessibility, the results will be disseminated through multiple channels, catering to the preferences and needs of the stakeholders. The following dissemination strategies will be employed:

- **Research report:** A comprehensive research report will be prepared, detailing the study's objectives, methodology, key findings, and conclusions. The report will be written in a clear and concise manner, avoiding technical jargon, to facilitate easy understanding by both the respondents and the organisation.
- **Presentations:** The researcher will conduct presentations to share the study results with the organisation's management and relevant stakeholders. These presentations can be delivered in person at the organisation's headquarters or via virtual meetings, allowing for interactive discussions and clarifications.
- **Executive summary:** Alongside the research report, an executive summary will be prepared, providing a concise overview of the study's main findings and implications. This summary will be tailored for the organisation's executives and decision-makers, highlighting key takeaways and actionable recommendations.
- **Infographics and visuals:** To enhance understanding and engagement, infographics and visual representations of the study's findings will be created. These visuals can be shared via email, on the organisation's intranet, or through digital communication platforms.
- **Accessible Formats:** The research report, executive summary, and other materials will be made available in accessible formats, such as PDF, to ensure that all stakeholders can easily access and review the information.
- **Academic journals and conferences:** Depending on the scope and significance of the study, the study will publish the findings in relevant academic journals or presenting them at conferences; only for academic purposes.

1.13. OUTLINE OF THE DISSERTATION

The study will be outlined as below stated;

1.13.1 Chapter one: Introduction and background

This chapter provides an overview of the research, introducing the topic, research problem, objectives, and research questions. It outlines the significance of the study, justifies the research's relevance, and establishes the context for examining the relationship between compensation and organisational citizenship behaviour among cashiers at retail outlets in Sedibeng. Additionally, this chapter presents the research scope, limitations, and the organisation of the dissertation.

1.13.2 Chapter two: Literature review

The literature review chapter critically evaluates existing research, theories, and models related to compensation and organisational citizenship behaviour. It aims to identify key concepts, theoretical frameworks, and empirical studies relevant to the study. This chapter establishes a theoretical foundation, examines the gaps in the literature, and sets the stage for the research methodology by providing a comprehensive understanding of the research topic.

1.13.3 Chapter three: Research methodology

This chapter outlines the research design, methods, and procedures used to conduct the study. It justifies the selection of the research approach, explains the sampling technique, and describes the data collection methods, including interviews with cashiers and store managers. The chapter also discusses data analysis procedures, ethical considerations, and strategies for ensuring data validity and reliability.

1.13.4 Chapter four: Findings and discussion

In this chapter, the research findings are presented and discussed in detail. The data collected from cashiers and store managers are analysed using thematic analysis to identify patterns and themes related to compensation and organisational citizenship behaviour. The chapter presents direct quotes from participants to support the findings and explores the implications of the results. The discussion section interprets the findings within the context of the literature review and provides insights into the relationship between compensation and organisational citizenship behaviour.

1.13.5 Chapter five: Conclusion and recommendation

This final chapter summarises the research findings, highlights the key contributions to the existing knowledge, and addresses the research questions and objectives. It offers a

comprehensive conclusion based on the findings and discusses their implications for retail outlets in Sedibeng. Additionally, this chapter provides practical recommendations for the organisation to optimise organisational citizenship behaviour through compensation strategies. It emphasises the significance of the study and suggests areas for future research to extend the understanding of the topic.

1.14. RESEARCH PLAN

I. July 2023 - August 2023: Preliminary research and literature review

- Conduct preliminary research to gain a deeper understanding of the research topic.
- Conduct an extensive literature review to identify existing studies, theories, and concepts relevant to the research.

II. September 2023 - October 2023: Refining research objectives and methodology

- Clearly define research objectives and formulate research questions.
- Finalise the research methodology, including the research design, data collection methods, and data analysis techniques.

III. November 2023 - December 2023: Data collection preparation

- Develop research instruments, such as questionnaires or interview guides.
- Seek necessary approvals and permissions for data collection from relevant authorities or organisations.

IV. September 2024: Data collection

- Begin data collection from participants using chosen methods (interviews).
- Ensure proper recording and organisation of collected data.

V. October 2023: Data analysis

- Analyse the collected data using appropriate qualitative analysis methods.
- Interpret the results and identify patterns or trends in the data.

VI. November 2024: Findings and discussion

- Summarise the research findings and present them in a clear and organised manner.

- Discuss the implications of the findings and relate them to the research objectives and literature.

VII. November 2024: Conclusion and recommendations

- Conclude the research and reiterate the key findings and contributions.
- Provide practical recommendations based on the research results.
- Finalise the research report and prepare it for submission.

VIII. December 2024: Submission

- Submit the research report to the academic institution or relevant authority for evaluation.

1.15 Summary

This chapter discussed the introduction to the study, it dealt with the background and set the problem statement. The research objectives and research questions were outlined as they underpin the relationship between compensation and organisational citizenship behaviour, with a focus on cashiers at Retail outlets in the Sedibeng Region

The next chapter will discuss the literature review on the relationship between compensation and organisational citizenship behaviour, with a focus on cashiers at Retail outlets in the Sedibeng Region.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter Two of this study presents a comprehensive literature review that explores the intricate relationship between compensation and organisational citizenship behaviour, with a focus on cashiers at Retail outlets in the Sedibeng Region. This review is structured around the three primary research objectives of the study, each addressing a critical aspect of how compensation influences employee behaviour and organisational outcomes.

The first objective is to determine how cashiers in the Sedibeng Region perceive the impact of their compensation packages on their willingness to engage in discretionary organisational citizen behaviour. This section will begin with an overview of compensation and its significance in the workplace, followed by a detailed discussion of various forms of compensation. The literature review will then delve into empirical studies linking compensation to employee behaviour, highlighting how compensation serves as a motivational factor for performance. Further, the review will examine the impact of compensation on job satisfaction and financial security, exploring how these elements contribute to employees' willingness to engage in organisational citizen behaviour.

The second objective focuses on understanding the specific ways in which cashiers' perceptions of fairness and adequacy of compensation influence their attitudes and behaviours related to organisational citizen behaviour. This segment will explore the concept of fairness in compensation, including what employees perceive as fair and the importance of equity and transparency. Factors influencing perceptions of fairness, such as equal pay for equal work and compensation based on rank, qualifications, and tenure, will be analysed. Additionally, the role of fair and adequate compensation in fostering organisational citizen behaviour will be discussed, emphasising how these perceptions affect employee engagement and organisational commitment.

The third objective investigates how contextual factors, such as the local economic environment and organisational norms, shape the interplay between compensation and organisational citizen behaviour among cashiers in Retail outlets. This section will provide an overview of the theories guiding the relationship between compensation and organisational citizen behaviour, assess the impact of compensation on cashiers' performance, and explore the compensation rates of

cashiers in grocery retail stores. It will also examine the influence of contextual factors, including the local economic environment and organisational norms, on compensation practices and organisational citizen behaviour. A comparative analysis between cashiers in Sedibeng and those in other regions, such as Marrakech, will provide additional insights into the regional variations in compensation and its effects on organisational citizen behaviour. However, the thrust is to address the research questions of the study which follows:

2.1.1 Main research question

What is the relationship between compensation and organisational citizenship behaviour amongst cashiers at a retail outlet in the Sedibeng Region?

2.1.2 Sub-research questions

- How do wages, salaries, and benefits shape the willingness of cashiers in the Sedibeng Region to engage in organisational citizenship behaviour?
- How do cashiers perceive the fairness and adequacy of their compensation in relation to their attitudes and voluntary workplace behaviours?
- In what ways do contextual factors, such as the local economic environment and organisational norms, relate to the relationship between compensation and organisational citizenship behaviour among cashiers in retail outlets?

2.2 How do wages, salaries, and benefits shape the willingness of cashiers in the Sedibeng Region to engage in organisational citizenship behaviour?

The discussion in this section aims to provide an inclusive understanding of how cashiers perceive the impact of their compensation packages on their willingness to engage in discretionary organisational citizenship behaviour, from existing studies.

2.2.1 Overview of compensation and its importance

Compensation is a cornerstone of organisational effectiveness and employee motivation, playing a pivotal role in shaping employee behaviour, engagement, and overall business outcomes. It encompasses both financial (wages, salaries, bonuses) and non-financial (benefits, recognition, career development opportunities) rewards provided to employees in exchange for their contributions to the organisation. In an era where organisational citizenship behaviour (OCB) has become a focal point, compensation is a key driver of employees' willingness to go beyond their formal job duties and contribute to the organisation's success (Dahling & Gutworth, 2019).

Compensation serves as a critical element in organisational effectiveness and employee motivation, directly impacting employee proactivity and engagement (Newman, Allen & Miao, 2020). In an era where organisational citizenship behaviour has become a focal point, adequate compensation plays a role in driving employees to go beyond their formal duties (Dahling & Gutworth, 2019). Financial and non-financial compensation strategies are equally pivotal in talent management, shaping the ability of organisations to attract, retain, and motivate employees (Liu & Liao, 2020).

Equity theory posits that perceptions of fairness in compensation are crucial for employee satisfaction and can predict workplace distributive justice (Carter, Beadle & Kluemper, 2022). Moreover, the structure of pay can significantly influence innovation within organisations; firms that strategically align their compensation systems with innovation objectives can foster a conducive environment for novel ideas and adaptive behaviours (Griffin, Babin, & Christensen Hughes, 2019).

In essence, a strategically designed compensation package that addresses both financial necessities and the intrinsic motivations of employees can result in proactive behaviours essential for organisational advancement (Newman et al., 2020; Liu & Liao, 2020). Understanding this multifaceted construct requires diligent consideration of various theoretical perspectives to ensure equity and fairness fueling positive organisational outcomes (Carter et al., 2022). Thus, modern organisations must adopt comprehensive compensation strategies to maintain competitiveness within the market and promote overall business health by leveraging human capital effectively (Liu & Liao, 2020; Griffin et al., 2019).

2.2.2 Forms of compensation

Forms of compensation significantly influence employees' motivation, retention, and performance. within this section various forms of compensation as depicted in Figure 2.2. are discussed.

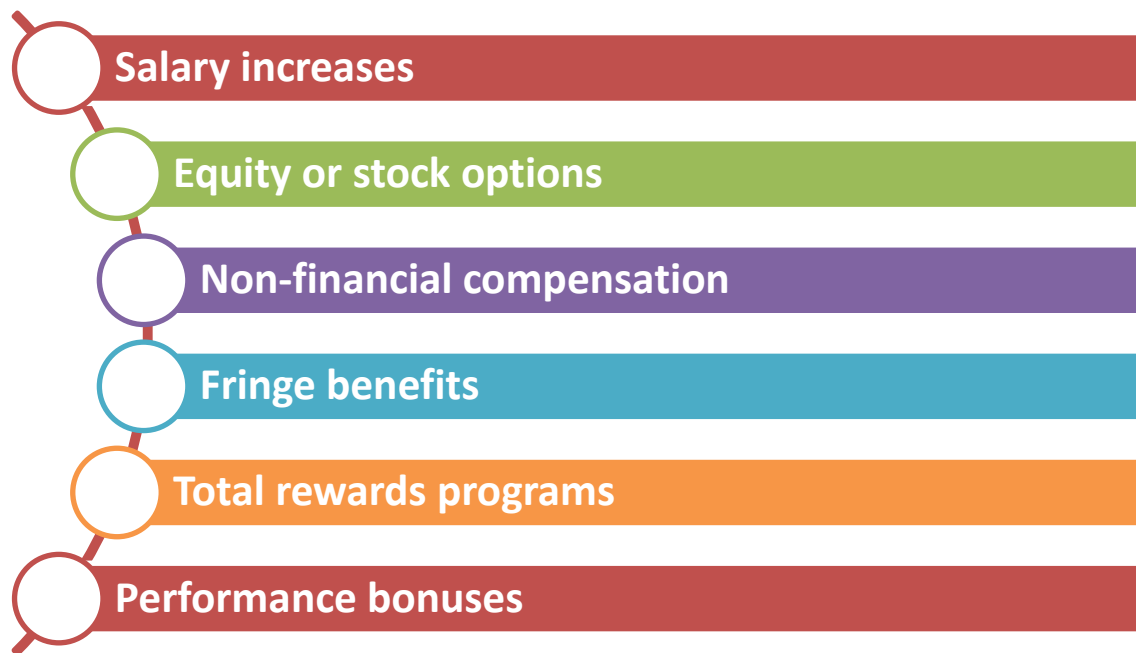


Figure 2.1. Forms of Compensation (Author's Own)

As depicted in the study, the forms of compensation are as follows;

2.2.2.1 Salary increases

Salary increases, as the most direct form of monetary compensation, can enhance employee satisfaction and impact long-term commitment to an organisation (Griffin et al., 2019).

2.2.2.2 Equity or stock options

Equity or stock options represent a form of compensation that aligns employees' interests with shareholders', fostering a culture of ownership and innovation (Griffin et al., 2019). These have been found especially effective in industries where talent competition is intense and retention is critical for sustained corporate growth (Fitzgerald & Schmitt, 2022).

2.2.2.3 Non-financial compensation

Non-financial compensation, such as recognition programs or career development opportunities, can also have a substantial impact on an employee's intrinsic motivation and loyalty to the company (Olson-Buchanan, Bryan & Thompson, 2019). Such rewards cater to psychological contracts with employees and address non-monetary expectations that contribute to overall job satisfaction (Fitzgerald & Schmitt, 2022; Ishikawa & Kanai, 2019).

2.2.2.4 Fringe benefits

Finally, fringe benefits like health insurance, retirement plans or flexible working arrangements are forms of indirect compensation that have risen in importance, especially post-COVID-19. They contribute to a sense of security and balance between work and personal life which has a crucial impact on employee well-being and thereby on their performance (Patel & Lee, 2021).

2.2.2.5 Total rewards programs

Total rewards programs encompassing a combination of monetary compensation, benefits, work-life balance initiatives, and performance recognition have been found effective in managing talent across various industries. An integrated strategy that caters to diverse employee needs is essential for both attracting and retaining skilled professionals (Fitzgerald & Schmitt, 2022).

2.2.2.6 Performance bonuses

Performance bonuses, on the other hand, tie rewards directly to an employee's achievements and are shown to boost productivity and encourage higher performance levels (Jordan & Sorensen, 2019).

2.2.3 Research on compensation and employee behaviour

The research on compensation and employee behaviour is as follows;

2.2.3.1 Review of empirical studies linking compensation to employee behaviour

The nexus between compensation and employee behaviour has been a focal point of empirical research with significant findings illustrating how financial rewards can shape various facets of workforce conduct. In synthesizing the literature, Griffin, Babin and Christensen Hughes (2019) posit that compensation structures have salient implications for innovation within firms. They forward that strategic pay systems can catalyze or stifle creative endeavours, contingent upon how they align with corporate strategy. This perspective is critical in understanding that pay is not merely a transactional component but also a strategic tool capable of influencing organisational innovation trajectories.

Exploring psychological aspects, Olson-Buchanan, Bryan and Thompson (2021) delve into how psychological contracts and compensation expectations manifest and result in discrete outcomes. Their examination sheds light on the myriad ways employees interpret and react to compensation

practices, potentially impacting their engagement levels and perceptions of fairness. By identifying the key role that psychological contracts play in shaping responses to pay structures, this study accentuates the complexity and depth of the compensation-employee behaviour relationship. At a more granular level, Newman, Allen and Miao (2020) explore multilevel models of employee proactivity using a lens focused on individual initiative and self-directed action. The study provides insight into how various forms of compensation can either promote or hinder proactive behaviours across different organisational levels.

The literature also extends to the concept of organisational citizenship behaviour, where Dahling and Gutworth (2019) present an integrative review that connects modern developments in organisational citizen behaviour with variables such as compensation. While organisational citizen behaviours are not typically a function of explicit formal reward systems, understanding how indirect forms of compensation contribute to voluntary employee behaviour that supports organisational effectiveness remains essential. Thus, integrating these insights with games in literature further expands our comprehension of these dynamics. While traditional scholarship has not heavily focused on gamification within this context, recognizing the elements of competition, motivation, feedback, and rewards found in gaming can offer innovative perspectives to enrich our understanding of how compensation.

2.2.3.2 Compensation as a motivational factor for employee performance

Compensation plays a critical role in shaping employee performance and is often regarded as a primary motivational factor in organisational settings. Liu and Liao (2020) highlight the significance of balancing financial and non-financial compensation strategies to enhance an organisation's talent management. Financial rewards, such as salaries, bonuses, and stock options, have traditionally been the cornerstone of compensation systems, serving as direct motivators for employees to achieve their performance targets (Ishikawa & Kanai, 2019). However, non-financial compensation elements, including recognition programs, career development opportunities, and workplace flexibility, are gaining prominence as they contribute to job satisfaction and employee retention (Ishikawa & Kanai, 2019).

The COVID-19 pandemic prompted an evolution in compensation practices and exposed the need for adaptive reward systems that can cater to changing work environments and expectations (Patel & Lee, 2021). Patel and Lee (2021) suggest that post-pandemic reward systems will likely incorporate greater flexibility to maintain employee performance amidst unforeseen challenges. Fitzgerald and Schmitt (2022) examined the effectiveness of total rewards programs on talent management across various industries. Their findings suggest that a well-crafted combination of

monetary and non-monetary benefits is effective in attracting and retaining talent, which is essential for sustaining high-performance levels among employees.

More so, equity theory also plays an integral part in how employees perceive compensation fairness. According to Carter et al. (2022), employees evaluate their inputs against the outputs received from the organisation. Perceptions of equitable compensation are predictive of their satisfaction with distributive justice in the workplace. These perceptions can greatly influence motivation levels when employees feel fairly rewarded based on their contributions relative to others, their performance is positively impacted (Carter et al., 2022). The blend of financial incentives with elements of non-financial compensation forms a comprehensive approach to motivating employees. Organisations must carefully design their compensation strategies to align with their overall objectives while satisfying employee needs for fairness, recognition, and personal development to drive optimal performance.

2.2.4 Impact of compensation on job satisfaction and financial security

The impact of compensation on job satisfaction and financial security is discussed in this section.

2.2.4.1 Job satisfaction

Compensation plays a pivotal role in influencing job satisfaction, serving as a primary factor in how employees perceive their value within an organisation (Clark & Lee, 2022). The relationship between compensation and job satisfaction has been extensively studied, and there is strong evidence that employees who believe they are fairly compensated are more likely to report higher levels of job satisfaction (Fitzgerald & Schmitt, 2022). Financial rewards, including base salary, bonuses, and benefits, are central to enhancing job satisfaction because they meet employees' financial needs and contribute to their overall well-being (Manenshe & Ngirande, 2021). These rewards are not just about the money; they represent a tangible acknowledgement of the employee's contributions and efforts, which in turn fosters a positive attitude toward the job and the organisation (Grey & Johnson, 2020).

The significance of financial rewards in driving job satisfaction cannot be overstated. When employees feel that their compensation is competitive and reflective of their contributions, they are more likely to be satisfied with their jobs (Rahman & Chowdhuri, 2018). This sense of satisfaction is critical because it influences not only how employees feel about their work but also how they perform. Employees who are satisfied with their compensation are more engaged, motivated, and productive, which benefits both the individual and the organisation (Van der

Westhuisen & Steenkamp, 2021). Beyond the base salary, other forms of financial rewards, such as bonuses and performance incentives, play an essential role in enhancing job satisfaction (Mwangi & Ojuok, 2022). These additional rewards serve as recognition of employees' efforts and achievements, which is a powerful motivator. When employees receive bonuses or other forms of performance-related compensation, it signals to them that their hard work is valued and appreciated, which can lead to increased job satisfaction (Huang & Lin, 2022). Therefore, recognition is a fundamental human need, and when it is tied to financial rewards, it can significantly enhance how employees feel about their work and their place within the organisation (Clark & Lee, 2022).

Moreover, competitive compensation contributes to job satisfaction by providing a sense of financial security, which is crucial for employees' overall well-being (Fitzgerald & Schmitt, 2022). Financial security reduces stress and anxiety related to financial matters, allowing employees to focus more on their work and less on their financial concerns (Manenshe & Ngirande, 2021). This stress reduction is a key factor in improving job satisfaction, as employees who feel financially secure are more likely to have a positive outlook on their jobs and their future with the organisation (Grey & Johnson, 2020). Financial security also promotes a sense of stability, which is essential for long-term job satisfaction and retention (Rahman & Chowdhuri, 2018).

The relationship between compensation and job satisfaction is also influenced by the broader organisational culture and how compensation practices are communicated and perceived (Van der Westhuisen & Steenkamp, 2021). Transparent and fair compensation practices that align with organisational values and objectives can enhance job satisfaction by creating a sense of trust and fairness among employees (Mwangi & Ojuok, 2022). When employees understand how their compensation is determined and feel that it is fair and equitable, they are more likely to be satisfied with their jobs (Huang & Lin, 2022). This satisfaction, in turn, leads to higher levels of engagement, motivation, and commitment, which are critical for organisational success (Clark & Lee, 2022).

From the discussed views, compensation is a key driver of job satisfaction, with financial rewards playing a crucial role in enhancing employees' overall well-being and engagement. Competitive compensation practices that are perceived as fair and reflective of employees' contributions are essential for fostering job satisfaction, reducing stress, and promoting long-term retention (Fitzgerald & Schmitt, 2022).

2.2.4.2 Financial security

Financial security, which is a direct outcome of competitive compensation, is essential for employees' overall well-being and job satisfaction (Manenshe & Ngirande, 2021). Competitive compensation not only includes base salary but also encompasses a range of benefits, such as health insurance, retirement plans, and other financial incentives that contribute to an employee's financial stability (Grey & Johnson, 2020). These benefits are critical because they provide employees with the resources, they need to meet their basic needs and plan for the future, which reduces financial stress and allows them to focus more on their work (Van der Westhuisen & Steenkamp, 2021).

The long-term benefits of financial security for employee retention are significant (Mwangi & Ojuok, 2022). Employees who feel financially secure are more likely to remain with the organisation, as they are less likely to seek employment elsewhere due to financial concerns (Huang & Lin, 2022). This financial security also contributes to higher levels of job satisfaction, as employees are less distracted by financial worries and more engaged in their work (Clark & Lee, 2022). Moreover, organisations that offer competitive compensation packages are better positioned to attract and retain top talent, as employees are drawn to employers who can provide financial stability and security (Fitzgerald & Schmitt, 2022).

Financial security also plays a crucial role in employee motivation and productivity. When employees feel secure in their financial situation, they are more likely to be motivated to perform well and contribute to the organisation's success (Manenshe & Ngirande, 2021). This motivation is driven by the knowledge that their hard work is rewarded with financial stability, which not only benefits the employee but also the organisation (Grey & Johnson, 2020). Financially secure employees are more likely to be engaged and committed to their work, which leads to higher levels of productivity and performance (Rahman & Chowdhuri, 2018).

Furthermore, financial security can also impact employees' long-term career decisions (Van der Westhuisen & Steenkamp, 2021). Employees who feel financially secure are more likely to stay with the organisation and pursue long-term career opportunities, as they are less likely to be influenced by short-term financial concerns (Mwangi & Ojuok, 2022). This long-term commitment is beneficial for both the employee and the organisation, as it promotes stability and continuity within the workforce (Huang & Lin, 2022).

In addition to its impact on job satisfaction and retention, financial security also contributes to employees' overall well-being and quality of life (Clark & Lee, 2022). When employees are

financially secure, they are more likely to have a positive outlook on life, which can lead to improved mental and physical health (Fitzgerald & Schmitt, 2022). This improved well-being is essential for maintaining high levels of engagement and productivity, as employees who feel good about their financial situation are more likely to be motivated and focused on their work (Manenshe & Ngirande, 2021).

Overall, financial security is a critical component of compensation that has a profound impact on job satisfaction, retention, and overall employee well-being (Grey & Johnson, 2020). Organisations that prioritize financial security through competitive compensation practices are more likely to have satisfied, engaged, and productive employees, which ultimately contributes to the organisation's success (Van der Westhuisen & Steenkamp, 2021).

2.2.5 Synopsis of organisational citizenship behaviour

This section covers the synopsis of organisational behaviour by deliberating the organisational citizenship behaviour and historical development and theoretical perspectives of organisational citizenship behaviour.

2.2.5.1 Conceptualisation of organisational citizenship behaviour

Organisational Citizenship Behaviour (OCB) refers to voluntary, extra-role actions taken by employees that are not explicitly recognised by formal reward systems but, collectively, enhance the efficiency and effectiveness of an organisation (Chang, Choi, & Kim, 2020). These behaviours are characterised by a willingness to go above and beyond formal job descriptions, fostering a positive work environment and directly contributing to the operational success of organisations (Chang et al., 2020). OCB is a critical construct in organisational behaviour, as it reflects employees' commitment to their organisation beyond their contractual obligations. Organisational citizen behaviour represents those voluntary and extra-role actions taken by employees that aren't explicitly recognised by formal reward systems but, in the aggregate, enhance the efficiency and effectiveness of an organisation (Chang, Choi, & Kim, 2020). These behaviours are characterised by a willingness to go above and beyond job descriptions, facilitating a positive work environment and directly impacting the operational success of organisations (Chang et al., 2020).

The several factors have been identified as antecedents of OCB, with organisational justice being one of the most significant. Organisational justice encompasses fairness in interpersonal interactions, procedures, and distributive outcomes (Kumar & Graaf, 2022). When employees perceive that they are treated fairly, they are more likely to exhibit OCB as a reciprocal response

to the organisation's equitable treatment. Fair treatment fosters higher levels of employee engagement, which in turn precipitates citizenship behaviours (Franklin & Marshall, 2020). This is particularly salient in-service industries, where OCB significantly impacts customer experience and satisfaction.

Organisational citizen behaviour has been conceptualised to include various facets such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism in the workplace manifests through acts of helping colleagues with work-related problems (Xu & Ma, 2019). Conscientiousness extends to an employee exceeding standard expectations in their roles. Sportsmanship means maintaining a positive attitude even under difficult situations (Xu & Ma, 2019). Courtesy can prevent work-related conflicts with others by being considerate and communicative (Kumar & Graaf, 2022). Lastly, civic virtue is shown by participating in and being involved with the internal governance of the company (Chang et al., 2020). The dynamics of organisational citizen behaviour have evolved theoretically in line with empirical evidence suggesting a strong interaction between individual actions and broader organisational parameters (Thomson & Griffin, 2021). Interestingly, as organisations digitise operations and integrate Information Communication Technologies (ICTs), there are noticeable shifts in how organisational citizen behaviours are displayed and perceived due to altering workflow dynamics (Xu & Ma, 2019).

Moreover, certain organisational justice dimensions such as fairness in interactions, procedures, and distributive outcomes have been identified as crucial for fostering organisational citizen behaviour among employees (Kumar & Graaf, 2022). Fair treatment leads to higher levels of employee engagement which precipitates citizenship behaviours that can be particularly salient within service industries where such behaviours significantly impact customer experience and satisfaction (Franklin & Marshall, 2020). Hence recognising the antecedents of organisational citizen behaviour becomes vital for managers aiming to motivate and retain employees (Xu & Ma, 2019).

2.2.5.2 Historical development and theoretical perspectives of organisational citizenship behaviour

Organisational citizen behaviour represents discretionary and voluntary actions by employees that often go unrecognised by formal reward systems but contribute significantly to the efficiency and effectiveness of an organisation (Kumar & Graaf, 2022). The historical development of organisational citizen behaviour can be traced back to the work of Bateman and Organ in the 1980s, which evolved from "extra-role" behaviour research (Kumar & Graaf, 2022). Since then,

organisational citizen behaviour has drawn considerable scholarly attention, resulting in various theoretical perspectives being explored. Among these perspectives is the social exchange theory, which suggests that organisational citizen behaviours result from a high-quality exchange relationship between employees and their organisations, encouraging employees to reciprocate with positive workplace behaviours (Chang, Choi, & Kim, 2020). Consequently, researchers like Franklin and Marshall (2020) delved into how such behaviours enhance aspects like service quality in industries heavily reliant on human interactions.

Cross-organisational studies by Ocampo et al. (2020) further expanded on organisational citizen behaviour's theoretical frameworks by considering how culture influences its manifestation within global organisational contexts. Such studies shed light on organisationally contingent aspects of organisational citizen behaviour and questioned the uniformity of its application across diverse workforces. Thus, public sector research by Vigoda-Gadot and Beerli (2021) provided a multilevel examination of the relationship between organisational citizen behaviour and job satisfaction, suggesting that its dynamics are complex and variably interpreted within different employment sectors. The implications on public administration have been significant since these behaviours align closely with public service motivations (Kumar & Graaf, 2022).

More recently, critical examinations such as those by Bolino & Klotz (2022) have introduced a nuanced view on organisational citizen behaviours, underlining potential paradoxes. They highlighted that while beneficial, excessive organisational citizen behaviour could lead to employee burnout and organisational inefficiency. This perspective dovetails with studies like that by Johnson and Indvik (2019), which have explored how affective states influence the likelihood of exhibiting organisational citizen behaviour versus workplace deviance.

2.2.5.3 Organisational citizenship behaviour in the retail industry

Organisational citizen behaviour in the retail industry encapsulates voluntary, above-and-beyond actions that employees undertake to support their colleagues and contribute to a business's success. In retail settings, characteristics of organisational citizen behaviour include altruism, courtesy, sportsmanship, and a conscientious attitude that extends beyond basic job requirements (Hall & Lopes, 2020). Drivers of these behaviours often stem from perceived organisational support which bolsters employees' commitment and willingness to engage in helpful, discretionary activities (Hall & Lopes, 2020).

An empowered workforce is another critical driver of organisational citizen behaviour within retail environments. Lee and Kim (2019) suggest that employee empowerment, manifesting as

autonomy in decision-making and a sense of meaningfulness in work, correlates with higher levels of organisational citizen behaviour. Such empowerment leads employees to reciprocate the trust and investment from employers with constructive behaviours. In the same vein, effective compensation programs also play a pivotal role in fostering organisational citizen behaviour. Nsulwa and Wabala (2017) found a direct link between well-structured compensation and enhanced organisational citizenship behaviours among retail employees. Similarly, Salam's (2018) study highlights the positive effects of fair compensation on cashiers' propensity towards organisational citizen behaviour.

The significance of organisational citizen behaviour for retail organisations cannot be overstated. It impacts various performance outcomes by bolstering team cohesion and efficiency, improving service quality, fostering customer satisfaction and loyalty, enhancing adaptability to change, and ultimately driving sales performance (Salam, 2018). Retail organisations thereby greatly benefit from nurturing an environment where organisational citizen behaviour can thrive through supportive managerial practices, empowerment initiatives, and judiciously designed compensation programs (Lee & Kim, 2019; Nsulwa & Wabala, 2017). As the retail landscape becomes increasingly competitive, businesses that successfully harness the power of organisational citizen behaviour stand a far better chance of outperforming peers less attentive to these crucial employee-driven dynamics

2.2.5.4 Factors influencing organisational citizenship behaviour amongst employees in the retail sector

This section examines existing studies on the factors influencing organisational citizen behaviour among employees in the retail sector, aiming to identify key determinants and potential gaps in the literature.



Figure 2.2. Factors influencing ORGANISATIONAL CITIZEN BEHAVIOUR amongst employees in the retail sector

As shown in the diagram, the factors influencing organisational citizen behaviour amongst employees in the retail sector are discussed below;

2.5.4.1.1 Job satisfaction

Research by Grey and Johnson (2020) found a positive relationship between job satisfaction and organisational citizen behaviour among retail employees. Satisfied employees are more likely to engage in extra-role behaviours, contributing positively to the organisation (Grey & Johnson, 2020).

2.5.4.1.2 Perceived organisational support (POS)

A study by Hall and Lopez (2020) highlighted that employees who perceive higher levels of support from their organisation are more inclined to exhibit organisational citizen behaviour. Supportive organisational environments foster a sense of reciprocity, encouraging employees to go beyond their role expectations.

2.5.4.1.3 Leadership style

The study by White and Martines (2023) emphasised that transformational leadership positively influences organisational citizen behaviour in the retail sector. Leaders who inspire and motivate their teams tend to elicit greater discretionary efforts from employees (White & Martines, 2023).

2.5.4.1.4 Employee empowerment

Empowered employees are more likely to engage in organisational citizen behaviour, as suggested by a study conducted by Lee and Kim (2019). Empowerment gives employees a sense of ownership and responsibility, encouraging them to contribute beyond their job descriptions (Lee & Kim, 2019).

2.5.4.1.5 Organisational learning

An emphasis on continuous organisational learning creates an environment where employees are encouraged to acquire new knowledge and skills, leading to a competitive edge in the market (White & Martines, 2023).

2.5.4.1.6 Organisational culture

A strong organisational culture that values and rewards can foster a culture of reciprocity, as identified in the research by Williams, Turner and Brown (2022). This type of culture promotes voluntary actions that go beyond prescribed roles, encouraging employees to support one another and contribute to the organisational environment positively (Williams et al., 2022).

2.2.6 The relationship between compensation and organisational citizen behaviour

A key aspect of understanding the link between compensation and organisational citizen behaviour lies in the perception of fairness in the compensation system (Nabi, Ahmed & Rahman, 2019). When employees perceive their compensation as fair and commensurate with their efforts, they are more likely to exhibit organisational citizen behaviour. This perception of fairness fosters a positive attitude towards the organisation, encouraging employees to engage in behaviours that benefit the collective good, such as helping colleagues, taking on additional responsibilities, and showing loyalty to the organisation (Huang & Lin, 2022). The connection between perceived fairness in compensation and organisational citizen behaviour is well-documented, with researchers like Keith and McWilliams (2017) emphasising that fair rewards are crucial for

boosting job satisfaction, which in turn plays a significant role in inspiring employees to excel in their duties and demonstrate organisational citizen behaviour.

Furthermore, Nabi, Ahmed, and Rahman (2019) highlight the importance of creating equitable compensation systems that appropriately reflect employees' contributions. They argue that an effective compensation plan that positively impacts organisational citizen behaviour should not only focus on excellent remuneration but also include additional benefits such as paid leave, bonuses, and pension incentives. This holistic approach to compensation ensures that employees feel valued and recognised for their contributions, leading to higher motivation, dedication, and a greater likelihood of exceeding expectations in their tasks (Nabi, Ahmed & Rahman, 2019).

Research by Rahman and Chowdhuri (2018) supports this view, finding that employees who perceive their compensation as fair relative to their job duties are more motivated to work effectively and demonstrate stronger loyalty to their organisation through organisational citizen behaviour. Conversely, employees who feel they are unfairly compensated may experience decreased motivation, reduced loyalty, and a tendency to seek employment elsewhere, where their financial needs can be better met (Rahman & Chowdhuri, 2018).

2.2.7 How compensation influences organisational citizen behaviour

Compensation influences organisational citizen behaviour by addressing both extrinsic and intrinsic motivators. Nsulaw and Wabala (2017) emphasise the strong correlation between external motivators, such as fair compensation, job security, and career progression, and organisational citizen behaviour. When employees receive adequate compensation, it satisfies their extrinsic needs, leading to enhanced job satisfaction and productivity. This satisfaction, in turn, motivates them to engage in behaviours that go beyond their formal job requirements, contributing positively to the organisation (Nsulaw & Wabala, 2017).

Moreover, Salam (2018) argues that both external and internal motivators are positively linked to organisational citizen behaviour. Content employees, who feel their compensation is fair and reflective of their efforts, not only fulfil their designated roles but also exert additional effort to accomplish tasks beyond their formal job duties. This extra effort is a hallmark of organisational citizen behaviour, and it is driven by the satisfaction and motivation that fair compensation provides (Salam, 2018). The link between compensation and organisational citizen behaviour is thus rooted in the psychological contract between the employer and employee, where fair compensation is seen as a key component of the organisation's commitment to its workforce.

2.3 How do cashiers perceive the fairness and adequacy of their compensation in relation to their attitudes and voluntary workplace behaviours?

The specific ways in which cashiers' perceptions of fairness and adequacy of compensation influence their attitudes and behaviours related to organisational citizenship at retail outlets are discussed in this section.

2.3.1 Fairness in compensation

Fairness in compensation is a key factor in promoting organisational citizenship behaviour and overall employee satisfaction (Fitzgerald & Schmitt, 2022). When employees perceive that their compensation is fair, they are more likely to be satisfied with their job, committed to the organisation, and willing to engage in organisational citizen behaviour (Manenshe & Ngirande, 2021). Fairness in compensation practices involves not only providing competitive salaries and benefits but also ensuring that compensation decisions are made transparently and equitably (Clark & Lee, 2022). Transparency in compensation practices is essential for building trust and credibility among employees, as it ensures that compensation decisions are based on objective criteria and are free from bias (Van der Westhuisen & Steenkamp, 2021).

Moreover, fairness in compensation is also important for promoting diversity and inclusion within the organisation (Mwangi & Ojuok, 2022). By ensuring that all employees are fairly compensated regardless of their background, organisations can foster a more inclusive and equitable work environment (Grey & Johnson, 2020). This inclusivity is essential for attracting and retaining a diverse workforce, which is critical for organisational success in today's globalized economy (Huang & Lin, 2022).

2.3.2 Perceptions of fairness in compensation

As discussed above, fairness in compensation is a critical factor influencing employee satisfaction, motivation, and behaviour in the workplace. Employees' perceptions of fairness in their compensation are essential to fostering a positive work environment, promoting job satisfaction, and encouraging organisational citizen behaviour (Huang & Lin, 2022:). Understanding what employees perceive as fair compensation and the factors that influence these perceptions can help organisations develop equitable compensation systems that enhance both individual and organisational performance (Manenshe & Ngirande, 2021:).

2.3.2.1 What employees perceive as fair compensation

Employees' perceptions of fairness in compensation are shaped by various factors, including their understanding of what constitutes equitable pay and how it aligns with their contributions to the organisation (Mwangi & Ojuok, 2022). Fair compensation is generally perceived as a reward that is commensurate with the effort, skills, experience, and responsibilities an employee brings to their role (Clark & Lee, 2022). This perception of fairness is not only about the monetary value of the compensation but also about the processes and criteria used to determine it (Hall & Lopez, 2020). According to equity theory, employees evaluate their compensation by comparing it with that of others in similar roles, both within and outside the organisation (Rahman & Chowdhuri, 2018).

Transparency in how compensation is determined and communicated plays a significant role in shaping employees' perceptions of fairness (Jordan & Sorensen, 2019). When employees understand the criteria used to determine their pay, they are more likely to view their compensation as fair, even if it is not as high as they might have hoped (Chen & Chen, 2021). This understanding helps mitigate feelings of inequity and fosters a sense of trust between employees and management, which is crucial for maintaining high levels of job satisfaction and organisational citizen behaviour (Mwangi & Ojuok, 2022).

2.3.2.2 The significance of equity and transparency in compensation

Equity and transparency are foundational elements of perceived fairness in compensation (Manenshe & Ngirande, 2021). Equity refers to the idea that employees should be compensated in a manner that reflects their contributions relative to others in the organisation (Huang & Lin, 2022). When employees perceive that they are being treated equitably, they are more likely to be satisfied with their jobs, motivated to perform well, and willing to engage in organisational citizen behaviour (Clark & Lee, 2022). On the other hand, perceptions of inequity, where employees feel they are under-compensated compared to their peers, can lead to dissatisfaction, decreased motivation, and reduced commitment to the organisation (Jordan & Sorensen, 2019).

Transparency in compensation practices further enhances perceptions of fairness by providing employees with a clear understanding of how their pay is determined (Mwangi & Ojuok, 2022). When organisations are open about the criteria used for setting salaries, such as performance metrics, qualifications, and market comparisons, employees are more likely to trust the process and feel that their compensation is fair (Rahman & Chowdhuri, 2018). This transparency reduces

uncertainty and speculation, which can otherwise lead to feelings of resentment and mistrust (Huang & Lin, 2022).

Moreover, transparent compensation practices help to align employee expectations with organisational goals (Manenshe & Ngirande, 2021). When employees understand how their performance and contributions are linked to their pay, they are more likely to be motivated to meet or exceed expectations, thereby enhancing their engagement and willingness to participate in organisational citizen behaviour (Clark & Lee, 2022). In contrast, a lack of transparency can lead to confusion and dissatisfaction, undermining the effectiveness of compensation as a motivator (Mwangi & Ojuok, 2022).

2.3.3 Factors influencing perceptions of fairness

Several factors influence the perceptions of fairness and some are discussed in this section.

2.3.3.1 Equal pay for equal work

One of the fundamental principles influencing perceptions of fairness in compensation is the concept of equal pay for equal work (Hall & Lopez, 2020). This principle asserts that employees performing similar roles with comparable responsibilities and qualifications should receive equivalent compensation (Chen & Chen, 2021). However, disparities in pay can arise due to various factors, including discrimination, differences in negotiation skills, and inconsistencies in pay practices across departments or regions (Mwangi & Ojuok, 2022).

Employees are highly attuned to perceived pay disparities, and when they observe that colleagues in similar roles are receiving higher compensation, it can lead to feelings of inequity and resentment (Manenshe & Ngirande, 2021). This, in turn, can diminish job satisfaction and reduce employees' willingness to engage in organisational citizen behaviour (Huang & Lin, 2022). Ensuring equal pay for equal work is therefore essential for maintaining perceptions of fairness and fostering a positive work environment (Clark & Lee, 2022). Organisations that proactively address pay disparities and implement policies to ensure equitable compensation practices are more likely to retain satisfied and motivated employees who are committed to the organisation's success (Rahman & Chowdhuri, 2018).

Equal pay for equal work also has legal and ethical implications, as many countries have regulations that mandate non-discriminatory pay practices (Mwangi & Ojuok, 2022). Failure to comply with these regulations can result in legal consequences and damage to an organisation's

reputation (Jordan & Sorensen, 2019). Furthermore, ethical considerations in compensation practices are increasingly important in today's business environment, where stakeholders, including employees, customers, and investors, expect organisations to uphold principles of fairness and equality (Hall & Lopez, 2020).

2.3.3.2. Compensation based on rank, qualifications, and tenure

Another significant factor influencing perceptions of fairness in compensation is the alignment of pay with an employee's rank, qualifications, and tenure within the organisation (Clark & Lee, 2022). Employees expect that those with higher ranks, advanced qualifications, or longer tenure will receive higher compensation (Chen & Chen, 2021). This expectation is based on the assumption that these factors reflect an individual's contribution to the organisation, expertise, and loyalty (Huang & Lin, 2022).

Compensation based on rank is particularly relevant in hierarchical organisations, where employees at higher levels are typically expected to take on greater responsibilities and make more significant contributions to the organisation's strategic goals (Manenshe & Ngirande, 2021). Therefore, when employees perceive that compensation is aligned with their rank and responsibilities, they are more likely to view it as fair (Mwangi & Ojuok, 2022). However, if discrepancies arise, such as when employees with lower ranks receive higher pay than those with greater responsibilities, it can lead to dissatisfaction and reduced motivation (Rahman & Chowdhuri, 2018).

Qualifications also play a crucial role in determining perceptions of fairness in compensation (Jordan & Sorensen, 2019). Employees who have invested time and resources in acquiring advanced degrees or certifications expect that their efforts will be recognised and rewarded through higher pay (Chen & Chen, 2021). When compensation is closely tied to qualifications, it signals to employees that the organisation values their expertise and is willing to invest in their professional growth (Huang & Lin, 2022). This recognition can enhance job satisfaction and motivate employees to continue developing their skills, further contributing to the organisation's success (Clark & Lee, 2022).

Tenure, or the length of time an employee has been with an organisation, is another important consideration in compensation decisions (Mwangi & Ojuok, 2022). Employees with longer tenure often expect to receive higher pay as a reward for their loyalty and continued contribution to the organisation (Manenshe & Ngirande, 2021). Compensation systems that recognise and reward tenure can help to reinforce employees' commitment to the organisation and reduce turnover

rates (Rahman & Chowdhuri, 2018). However, organisations need to balance tenure-based compensation with performance-based rewards to ensure that pay remains competitive and aligned with the market (Jordan & Sorensen, 2019).

Thus, perceptions of fairness in compensation are shaped by various factors, including equity, transparency, equal pay for equal work, and compensation based on rank, qualifications, and tenure (Huang & Lin, 2022). Organisations that prioritise fairness in their compensation practices are more likely to foster a positive work environment, enhance job satisfaction, and encourage organisational citizen behaviour (Clark & Lee, 2022). By understanding and addressing the factors that influence perceptions of fairness, organisations can develop equitable compensation systems that not only attract and retain top talent but also promote behaviours that contribute to the organisation's long-term success (Mwangi & Ojuok, 2022).

2.3.4 The role of fair and adequate compensation in fostering organisational citizen behaviour

The role of fair and adequate compensation in fostering organisational citizen behaviour is pivotal and cannot be overstated. Fair compensation lays the groundwork for a work environment where employees feel valued and are motivated to contribute positively to the organisation's success. This relationship between fair compensation and organisational citizen behaviour is crucial, as employees who perceive their compensation as fair are more inclined to reciprocate with positive behaviours. These behaviours include going beyond their formal job duties, assisting colleagues, and actively participating in organisational initiatives (Manenshe & Ngirande, 2021). Also, when employees believe that their compensation reflects their efforts and contributions, they are more likely to engage in organisational citizen behaviour, which encompasses voluntary behaviours that benefit the organisation but are not part of their formal job responsibilities. This reciprocal relationship is integral to fostering a culture of organisational citizen behaviour. Employees who feel fairly compensated are motivated to contribute to the organisation's goals beyond their job descriptions, enhancing overall organisational effectiveness and morale (Huang & Lin, 2022).

Moreover, fair and adequate compensation directly impacts employees' financial security, which is a critical element of their overall well-being and job satisfaction. Employees who feel secure in their financial situation are less likely to experience stress related to financial instability, allowing them to concentrate on their work and engage more fully in organisational citizen behaviour (Mwangi & Ojuok, 2022). Financial security reduces the likelihood of stress-induced distractions and allows employees to focus their energy on positive organisational behaviours rather than on personal financial concerns.

In contrast, inadequate compensation can lead to significant financial stress, which may detract from employees' willingness to engage in organisational citizen behaviour. Employees facing financial difficulties might prioritize securing additional income or addressing personal financial concerns over contributing to organisational success. This shift in focus can diminish their motivation to go above and beyond their formal job duties and reduce their participation in organisational initiatives (Clark & Lee, 2022). Therefore, ensuring that compensation is both fair and adequate is essential for maintaining high levels of organisational citizen behaviour.

Research on equity theory further supports the importance of fair compensation in fostering organisational citizen behaviour. Equity theory suggests that employees evaluate their compensation by comparing their input-output ratios with those of their peers. When employees perceive that their compensation is fair relative to their peers' compensation, they experience a sense of equity and satisfaction, which fosters a greater willingness to engage in organisational citizen behaviour (Xu & Ma, 2019). Conversely, perceptions of inequity—where employees feel that their compensation does not match their efforts or is less favourable compared to their peers—can lead to dissatisfaction and decreased motivation to engage in organisational citizen behaviour (Huang & Lin, 2022). Organisations must, therefore, focus on creating and maintaining compensation practices that are perceived as fair and equitable to effectively foster organisational citizen behaviour. This involves not only ensuring that compensation levels are competitive and commensurate with employees' roles and contributions but also fostering transparency and equity in how compensation decisions are made. By addressing these factors, organisations can enhance employee satisfaction, reduce financial stress, and promote behaviours that support organisational goals and create a positive work environment (Mwangi & Ojuok, 2022).

2.4 In what ways do contextual factors, such as the local economic environment and organisational norms, relate to the relationship between compensation and organisational citizenship behaviour among cashiers in retail outlets?

The section discusses the contextual factors, such as the local economic environment and organisational norms, that shape the interplay between compensation and organisational citizenship behaviour among cashiers working in retail outlets.

2.4.1 Overview of theories that guide the relationship between compensation and Organisational Citizenship Behaviour

The relationship between compensation and organisational citizen behaviour can be evaluated through several theoretical frameworks which are:

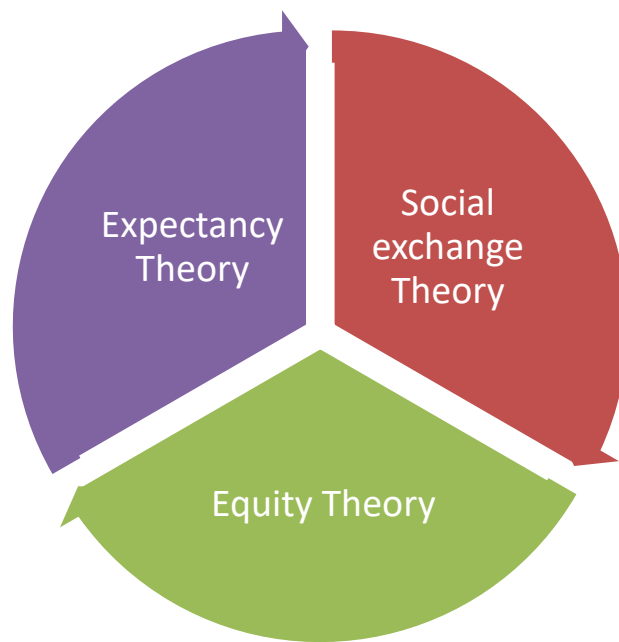


Figure 2.3: *Theories of compensation and organisational citizenship behaviour (Author's own)*

The relationship between compensation and organisational citizenship behaviour (OCB) can be examined through several theoretical perspectives, each offering insights into why employees engage in discretionary work behaviours beyond their formal job descriptions. As illustrated in Figure 2.3, this study draws on Social Exchange Theory, Equity Theory, and Expectancy Theory to explore the dynamics between compensation structures and OCB among retail cashiers in the Sedibeng Region. These theories provide a foundation for understanding the motivational and psychological mechanisms that drive employee engagement in OCB.

2.4.1.1 Social Exchange Theory

Social Exchange Theory (SET) is instrumental in understanding the reciprocal nature of employee-employer relationships and their influence on workplace behaviours, including OCB. Blau (1964) originally conceptualised SET as a framework explaining how social behaviour is governed by reciprocal obligations, where individuals engage in exchanges based on perceived benefits. In the organisational context, this theory suggests that employees who perceive their compensation as fair and equitable are more likely to reciprocate with positive work behaviours, such as cooperation, altruism, and discretionary efforts beyond formal job roles (Cropanzano & Mitchell, 2005; Greenberg, 2019).

Research by Kimbrough and Combs (2023) further affirms that employees who feel valued through equitable pay structures and benefits are more likely to exhibit OCB as a form of positive reciprocity. Conversely, when compensation is perceived as inadequate or unfair, employees may withdraw from discretionary work behaviours, leading to reduced engagement and diminished organisational cohesion (Gould-Williams & Davies, 2021). Therefore, this study utilises SET to examine how cashiers in retail outlets reciprocate perceived fair compensation with OCB, particularly in the form of helping behaviours, conscientiousness, and civic virtue.

2.4.1.2 Equity Theory

Equity Theory, developed by Adams (1963), is another key theoretical framework in this study. This theory posits that employees assess fairness in the workplace by comparing their input-outcome ratios to those of their peers. Inputs include factors such as effort, skills, and experience, while outcomes refer to compensation, benefits, and recognition. When employees perceive an equitable balance between their contributions and rewards, they are more likely to be satisfied and engage in OCB (Chen & Mustafa, 2020).

In contrast, perceived inequity—whether under-compensation or over-compensation—can lead to workplace dissatisfaction and reduced motivation to engage in extra-role behaviours. Empirical studies indicate that employees who perceive wage disparities or unfair salary structures are less inclined to demonstrate OCB, as they may feel exploited or undervalued (Colquitt et al., 2021; Kim & Holzer, 2022). Within the context of this study, Equity Theory is used to assess how cashiers in the Sedibeng Region perceive fairness in wages, salaries, and benefits, and whether such perceptions influence their willingness to engage in OCB.

2.4.1.3 Expectancy Theory

Expectancy Theory, proposed by Vroom (1964), provides a motivational perspective on the compensation-OCB relationship. This theory asserts that employees engage in behaviours based on their expectations that such actions will lead to desired rewards. Expectancy (effort-performance linkage), instrumentality (performance-reward linkage), and valence (the perceived value of the reward) are the three key components that drive employee motivation (Fischer & Wang, 2022).

Applied to this study, Expectancy Theory suggests that retail cashiers are more likely to engage in OCB if they believe that their discretionary efforts will be recognised and rewarded, whether through salary increments, bonuses, or career growth opportunities. If employees perceive that

their OCB has no impact on their compensation or workplace recognition, they may be less inclined to go beyond their formal job requirements (Lazaroiu, 2015; Newman & Sheikh, 2022). This study, therefore, employs Expectancy Theory to explore whether the perceived link between OCB and tangible or intangible rewards influences the discretionary work behaviours of cashiers in retail outlets.

2.4.1.4 Theoretical Justification for This Study

The integration of Social Exchange Theory, Equity Theory, and Expectancy Theory in this study is crucial in explaining different dimensions of the compensation-OCB relationship among retail cashiers in the Sedibeng Region. While Social Exchange Theory highlights the role of reciprocity in workplace relationships, Equity Theory provides insight into fairness perceptions, and Expectancy Theory explains how perceived rewards shape motivation. These theories collectively underpin the study by offering a multidimensional perspective on how compensation influences employees' discretionary workplace behaviours.

By grounding this research in these established theories, the study aims to provide a comprehensive understanding of how different aspects of compensation—wages, salaries, and benefits—affect OCB in the retail sector. The theoretical insights gained will contribute to both academic literature and practical recommendations for improving compensation structures to foster greater organisational commitment and employee engagement.

Collectively, these theories depict the significance of rewarding systems as perceived by employees and suggest that feelings of being valued and fairly treated through just compensation are critical for fostering voluntary behaviours that benefit the organisation but go beyond the call of duty. Understanding these dynamics can help organisations design effective compensation strategies that not only drive performance but also cultivate a culture of citizenship behaviour.

2.4.1.5 Theory guiding the study

Social Exchange Theory (SET) posits that human relationships are governed by a subjective cost-benefit analysis and the comparison of alternatives (Emerson, 1976). In organisational settings, this theory is particularly relevant in explaining discretionary behaviours such as Organisational Citizenship Behaviour (OCB), which refers to voluntary actions that go beyond formal job requirements but contribute to organisational effectiveness (Organ, 1988). Greenberg (2019) applies SET to workplace dynamics, arguing that employees engage in OCB as a way of reciprocating perceived organisational rewards, whether financial, emotional, or social. This

reciprocity is central to the employer-employee relationship, wherein perceived fairness and equity in compensation influence employees' discretionary engagement.

For cashiers at retail outlets in the Sedibeng Region, Social Exchange Theory provides a valuable framework for understanding how compensation, both financial (wages and bonuses) and non-financial (recognition and work-life balance), affects their willingness to engage in OCB. Greenberg's (2019) findings suggest that when employees perceive their compensation as fair and aligned with their efforts, they feel a moral or psychological obligation to reciprocate through discretionary workplace behaviours such as assisting colleagues, demonstrating conscientiousness, and maintaining a positive work environment.

Kimbrough and Combs (2023) extend this perspective by emphasizing the role of trust in compensation systems. They argue that when employees trust that their contributions are acknowledged and fairly rewarded, a form of psychological contract is established, reinforcing their commitment to the organisation. This relational contract fosters OCB by creating an implicit agreement between the employee and employer, wherein employees voluntarily contribute beyond their formal job roles in response to perceived organisational support.

Furthermore, Fitzgerald and Schmitt (2022) provide empirical evidence across various industries, demonstrating that well-structured total rewards programs significantly enhance employee motivation and engagement. Their study suggests that an integrative approach to compensation—including a mix of salary, benefits, recognition, and career development opportunities—creates an environment where OCB becomes normative. In the retail sector, such compensation strategies can signal the organisation's commitment to employee well-being, thereby fostering higher levels of discretionary workplace behaviours.

Additionally, Ishikawa and Kanai (2019) offer insights from Japan's retail industry, showing that non-financial compensation, such as flexible work schedules and supportive management, has a considerable impact on employee motivation and retention. Their findings underscore the importance of considering emotional and social rewards alongside financial incentives in sustaining long-term employee engagement. This supports the relevance of Social Exchange Theory in studying OCB among retail cashiers, particularly in contexts where compensation strategies integrate both intrinsic and extrinsic rewards.

By incorporating these perspectives, this study employs Social Exchange Theory to examine the extent to which compensation influences cashiers' engagement in OCB within the retail sector in the Sedibeng Region. It explores how employees' perceptions of fairness and trust in

compensation structures shape their discretionary workplace behaviours, providing insights into effective strategies for fostering OCB in retail environments.

2.4.2 The impact of compensation on cashiers' performance

In this section, the impact of compensation on cashiers' performance is discussed;

2.4.2.1 Compensation rate of cashiers in grocery retail stores

The compensation rate of cashiers in grocery retail stores is a significant aspect of employee management and plays a crucial role in attracting, retaining, and motivating a skilled workforce. This review examined existing studies on the compensation of cashiers in both South African and global contexts, aiming to understand the prevailing trends, challenges, and potential gaps in the literature.

2.4.2.1.1 South African context

In the South African context, limited research, which specifically focuses on the compensation rate of cashiers in grocery retail stores, exists. However, a study by Roodt and Kinnear (2021) analysed remuneration practices in the retail industry, highlighting that cashiers often receive low wages with minimal opportunities for career advancement. Moreover, research by Van der Westhuisen and Steenkamp (2018) emphasised that the retail sector in South Africa faces considerable pressures to balance cost containment and fair compensation, impacting cashiers' earning potential. Despite some existing studies, there are notable gaps in the literature on the compensation rate of cashiers in grocery retail stores. Roodt and Kinnear (2021) state that there is a lack of comprehensive studies specifically focused on cashiers' compensation, hindering a deep understanding of the factors influencing their wages in the South African retail industry.

2.4.2.1.2 Global context

Globally, studies on the compensation rate of cashiers in grocery retail stores are more abundant. For instance, research conducted by Kane and Murry (2020) in the United States revealed significant disparities in cashier wages across various retail chains, indicating the influence of organisational policies on compensation rates. Additionally, a study by Chen and Chen (2021) in China found that cashiers in grocery retail stores received lower wages compared to other retail sectors, raising concerns about income inequality within the industry. However, Piotrowski (2023) argues that while global studies shed light on wage disparities and income inequality, more

research is needed to explore the relationship between compensation and employee performance, job satisfaction, and turnover intentions among cashiers in grocery retail stores

2.4.2.2 Relationship between cashier compensation, job satisfaction, and work performance

The impact of compensation on cashiers' performance and attitudes is an important aspect of understanding employee motivation in the retail sector. A plethora of research suggests a significant relationship between cashier compensation, job satisfaction, and work performance (Bell, Mitchell & Ortiz, 2023; Fordham, Liu & Grant-Holmes, 2024). Financial rewards have been acknowledged to influence job satisfaction and organisational citizenship behaviours, resulting in increased performance levels (Thompson & Webster, 2020). Furthermore, non-financial rewards also improve cashiers' morale, driving employee engagement and promoting the achievement of organisational goals (O'Connor, 2019).

More so, job satisfaction plays a critical role in organisational citizen behaviour, as demonstrated by Fordham et al. (2024), where increased satisfaction correlates with employees willingly performing duties beyond their job descriptions. A similar observation was made by Bell et al. (2023) when examining customer interaction experiences among retail workers. Cashiers with higher levels of job satisfaction were more likely to deliver exceptional customer service.

The workplace culture significantly influences employee motivation and participation in organisational citizen behaviour activities as well (Thompson & Webster, 2020). Retail employees who experience a supportive work environment tend to exhibit higher organisational citizen behaviour levels compared to those dissatisfied with the organisational culture. This is supported by Howell and Romanelli's (2023) research on social capital within retail chains where strong co-worker support systems fostered a positive work environment and contributed to increased organisational citizen behaviour among employees. Emotional intelligence has been identified as another factor predicting organisational citizen behaviour among retail employees (Jackson & Sanders, 2020). As cashiers develop their emotional intelligence skills through supportive workplace environments that encourage personal growth, their ability to effectively engage with customers and peers improves. Such interactions contribute significantly to the overall success of the business (Thompson & Webster, 2020).

In summary, the relationship between cashier compensation and their performance and attitudes is greatly influenced by monetary rewards and non-financial incentives alike. Job satisfaction, organisational culture, emotional intelligence, and workplace support systems all play essential roles in driving organisational citizen behaviour and enhanced performance levels among retail

workers. Effective employee compensation models should consider these factors to develop a comprehensive strategy that results in a highly motivated workforce and improved retail performance (Bell et al., 2023; Fordham et al., 2024; Thompson & Webster, 2020).

2.4.3 Contextual factors affecting compensation and organisational citizenship behaviour

In this section, the contextual factors affecting compensation and organisational citizenship behaviour are discussed.

2.4.3.1 Local economic environment

The local economic environment significantly influences compensation strategies and, consequently, organisational citizen behaviour. Economic conditions directly impact how much organisations can offer their employees in terms of salary, benefits, and other forms of compensation (Mwangi & Ojuok, 2022). In economically prosperous regions, organisations are often in a better position to offer competitive salaries and comprehensive benefits packages. This financial capability allows companies to attract and retain talent more effectively, fostering a positive work environment and encouraging organisational citizen behaviour (Huang & Lin, 2022).

For instance, in regions experiencing economic growth, companies may provide higher salaries, performance bonuses, and additional perks, such as health benefits and retirement plans. This competitive compensation not only enhances job satisfaction but also motivates employees to exceed their formal job responsibilities and engage in organisational citizen behaviour. Employees in financially secure environments are more likely to feel valued and appreciated, leading to higher levels of commitment and discretionary effort (Manenshe & Ngirande, 2021). This motivation can manifest in behaviours such as helping colleagues, participating in team initiatives, and contributing to organisational goals beyond the scope of their formal duties.

Conversely, in economically strained regions, organisations may face budget constraints that limit their ability to offer competitive compensation packages. In such scenarios, employees might experience dissatisfaction due to perceived inequities between their efforts and their rewards (Keith & McWilliams, 2017). Economic downturns or slow growth can lead to reduced salaries, fewer benefits, and limited opportunities for bonuses or promotions. This can impact employee morale and motivation, leading to decreased engagement in organisational citizen behaviour. For example, employees who are struggling financially may prioritize securing additional income or job security over engaging in activities that benefit the organisation but do not offer immediate financial rewards (Nabi, Ahmed & Rahman, 2019).

Research by Nsulaw and Wabala (2017) and Salam (2018) supports the idea that economic conditions influence employees' perceptions of compensation fairness. Employees in economically challenged regions may perceive their compensation as inadequate compared to their peers in more prosperous areas. This perception of inequity can lead to lower motivation to engage in organisational citizen behaviour, as employees may feel that their efforts are not being adequately recognised or rewarded. Therefore, organisations operating in economically strained regions must carefully consider their compensation strategies to maintain employee motivation and foster organisational citizen behaviour despite financial constraints.

2.4.3.2 Organisational norms

Organisational norms play a crucial role in shaping how compensation practices are perceived and how they influence organisational citizen behaviour. Organisational norms refer to the shared values, beliefs, and practices within a society that dictate acceptable behaviour and expectations (Manyiki, 2019). These norms can significantly impact how employees view their compensation and how motivated they are to engage in organisational citizen behaviour.

In collectivist cultures, where group harmony and collective success are highly valued, compensation may be closely tied to team performance and group outcomes (Salam, 2018). In such cultures, employees might feel a strong sense of obligation to contribute to the success of the group, leading to higher levels of organisational citizen behaviour. For example, Manyiki (2019) notes that in collectivist societies, employees may be more inclined to participate in activities that benefit the organisation and support their colleagues, as these behaviours align with organisational expectations and contribute to the collective good.

Conversely, in individualistic cultures, where personal achievement and individual success are emphasised, compensation may be more closely linked to individual performance (Salam, 2018). Employees in these cultures might be motivated to engage in organisational citizen behaviour to enhance their personal standing and career prospects. For instance, Okono and Duke (2021) suggest that in individualistic societies, employees may view organisational citizen behaviour as a way to distinguish themselves and gain recognition, which can lead to higher levels of discretionary effort.

The interplay between organisational norms and compensation practices is complex (Salam, 2018). Organisational expectations around compensation fairness can influence how employees perceive their rewards and how motivated they are to engage in organisational citizen behaviour. In cultures that emphasise transparency and equity, employees expect their compensation to

reflect their contributions and performance (Oliveira & Ndeshi, 2023). If employees perceive that their compensation is not aligned with their efforts or the industry standards, they may experience dissatisfaction and reduced motivation to engage in organisational citizen behaviour.

2.4.4 Comparative analysis: Sedebeng vs. Marrakech

A comparative analysis of compensation and organisational citizen behaviour between regions like Sedebeng and Marrakech illustrates how local economic and organisational contexts can shape employee behaviour. Sedebeng and Marrakech may present different economic and organisational environments, leading to variations in compensation practices and levels of organisational citizen behaviour.

In Sedebeng, if economic conditions are challenging, organisations may struggle to offer competitive compensation packages. This can lead to lower levels of job satisfaction and reduced motivation to engage in organisational citizen behaviour. Employees facing economic difficulties may prioritize financial stability and job security over participating in activities that benefit the organisation (Mwangi & Ojuok, 2022). For example, if organisations in Sedebeng offer lower salaries and fewer benefits compared to those in more prosperous regions, employees may be less inclined to go beyond their basic job duties.

In contrast, if Marrakech has a more stable economic environment, organisations might be able to provide more competitive compensation packages, including higher salaries and additional benefits (Huang & Lin, 2022). This financial stability can enhance employee satisfaction and motivation, leading to higher levels of organisational citizen behaviour. Employees in Marrakech might feel more valued and secure, which can translate into increased engagement in activities that support the organisation's goals.

Organisational norms also play a significant role in shaping compensation practices and organisational citizen behaviour. In Sedebeng and Marrakech, differing organisational expectations around compensation and employee behaviour can influence how employees engage in organisational citizen behaviour (Salam, 2018). For example, if Sedebeng's organisational norms emphasise individual achievement and performance-based rewards, compensation might be closely tied to individual contributions. This could lead to a focus on personal performance rather than collective success. Conversely, if Marrakech's organisational norms prioritize group harmony and collective outcomes, compensation might be more aligned with team performance, fostering higher levels of organisational citizen behaviour (Manenshe & Ngirande, 2021).

Comparative studies, such as those by Nabi, Ahmed and Rahman (2019) and Huang and Lin (2022), highlight the impact of regional differences on compensation practices and organisational citizen behaviour. For instance, research indicates that employees in regions with strong economic performance and supportive organisational norms are more likely to engage in organisational citizen behaviour due to better compensation and a positive work environment. In contrast, regions with economic constraints and differing organisational expectations may experience lower levels of organisational citizen behaviour as a result of less favourable compensation conditions. Thus, understanding the interplay between local economic environments, organisational norms, and compensation practices is essential for organisations aiming to enhance organisational citizen behaviour across different regions. By tailoring compensation strategies to the specific economic and organisational contexts of each region, organisations can better align their practices with employee expectations and foster higher levels of organisational citizen behaviour. This approach ensures that compensation practices are effective in motivating employees and promoting behaviours that support organisational success.

2.5 CONCLUSION

The literature review highlights the critical relationship between compensation and organisational citizen behaviour. It is evident that fair and adequate compensation significantly influences employees' engagement in organisational citizen behaviour. Employees who perceive their compensation as fair are more likely to exhibit positive behaviours, such as going beyond their formal job duties, assisting colleagues, and supporting organisational initiatives. This sense of fairness not only boosts motivation but also enhances job satisfaction, which is essential for fostering organisational citizen behaviour. Conversely, inadequate compensation can lead to financial stress and decreased motivation, undermining employees' willingness to contribute beyond their core responsibilities.

The review also underscores the importance of contextual factors, including local economic conditions and organisational norms, in shaping compensation strategies and their impact on organisational citizen behaviour. Economic factors, such as inflation rates and local cost of living, influence employees' perceptions of compensation fairness and their subsequent engagement in organisational citizen behaviour. Similarly, organisational norms affect expectations and perceptions regarding compensation, highlighting the need for organisations to tailor their compensation practices to fit the organisational and economic context in which they operate.

For organisations in Sedibeng and similar regions, it is crucial to design compensation strategies that are perceived as fair and competitive. This involves not only providing adequate salaries but

also incorporating additional benefits that enhance employees' financial security and job satisfaction. Understanding and addressing local economic conditions and organisational expectations can further improve the effectiveness of compensation practices in fostering organisational citizen behaviour.

Future research should delve into the specific components of compensation and their impacts on organisational citizen behaviour, as well as explore how organisational differences shape compensation perceptions. Longitudinal studies could also provide valuable insights into how changes in compensation strategies affect organisational citizen behaviour over time. Such research will offer deeper insights and practical guidance for optimizing compensation practices to enhance employee engagement and organisational performance.

The next chapter focuses on the research design and methodology used in conducting the empirical research. The chapter outlines the data collection, analysis and presentation of the findings and techniques adopted thereof.

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CHAPTER THREE

RESEARCH PARADIGM, METHODS AND METHODOLOGIES

3.1 INTRODUCTION

This chapter delves into the research framework guiding the study on the relationship between compensation and organisational citizen behaviour among cashiers at retail outlets in the Sedibeng Region. It begins by outlining the research questions, which focus on understanding how cashiers perceive their compensation packages and how these perceptions influence their willingness to engage in discretionary behaviours that go beyond formal job expectations. The chapter further explores the chosen research paradigm, approach, and methodological choices, providing insight into the philosophical and practical strategies employed in conducting the study. Through the constructivist/interpretive lens, the study captures the subjective experiences of cashiers and uncovers the complex interplay between compensation and organisational citizen behaviour.

3.2 RESEARCH QUESTIONS

The research questions guiding this study are listed in this section

3.2.1 Main research question

What is the relationship between compensation and organisational citizenship behaviour amongst cashiers at a retail outlet in the Sedibeng Region?

3.2.2. Sub-research questions

- How do wages, salaries, and benefits shape the willingness of cashiers in the Sedibeng Region to engage in organisational citizenship behaviour?
- How do cashiers perceive the fairness and adequacy of their compensation in relation to their attitudes and voluntary workplace behaviours?
- In what ways do contextual factors, such as the local economic environment and organisational norms, relate to the relationship between compensation and organisational citizenship behaviour among cashiers in retail outlets?

3.3 RESEARCH PARADIGM

The research paradigm pertains to the development of knowledge and the nature of that knowledge (Mertler, 2017). It reflects the underlying assumptions, beliefs, and worldviews that guide researchers in their inquiry. Hart and Rennison (2019) argue that research paradigms influence the overall research design by shaping how reality is perceived and how knowledge is constructed. This, in turn, determines the selection of research methods, data collection techniques, and analytical approaches (Kumar, 2019).

There are three dominant research paradigms in social research: positivism, constructivism (interpretivism), and critical research (Mertler, 2017). The positivist paradigm follows a scientific approach, relying on objective measurements, numerical data, and statistical analysis to uncover generalisable truths (Hart & Rennison, 2019). It assumes reality exists independently of human perception and aims to establish cause-and-effect relationships. In contrast, the constructivist/interpretivist paradigm emphasises the subjective nature of reality, arguing that knowledge is co-constructed through social interactions and personal experiences (Kara, 2020). Researchers within this paradigm focus on understanding how individuals interpret their world, often using qualitative methods like interviews and observations to capture lived experiences (Tracy, 2020). Lastly, the critical paradigm challenges existing social structures and power dynamics, aiming to expose inequalities and advocate for change (Kumar, 2019). This approach often centres on marginalised groups and promotes action-oriented research that contributes to social justice (Hart & Rennison, 2019).

The distinction between research paradigm and research approach lies in their scope and focus. A research paradigm is a broader philosophical framework that guides how reality and knowledge are understood, while a research approach refers to the practical methodology used to collect and analyse data. For instance, qualitative, quantitative, and mixed-methods approaches are chosen based on the underlying research paradigm. In this study, the constructivist/interpretivist paradigm was adopted, as it aligns with the research objectives by prioritising the exploration of subjective experiences and the meanings that participants attach to their social reality.

3.3.1 Chosen research paradigm

Within this study, the constructivist/interpretive paradigm was deemed more appropriate. This approach allows for a deep and nuanced understanding of the subjective experiences, perceptions, and interpretations of individuals regarding compensation and its impact on their behaviour. The constructivist/interpretive paradigm focuses on how individuals make sense of

their experiences and the meanings they attach to them (Kara, 2020). This is particularly relevant in the context of studying organisational citizen behaviour, which involves discretionary behaviours that are not explicitly recognised by the formal reward system but contribute to the overall functioning of the organisation. Cashiers' perceptions of fairness, adequacy, and satisfaction with their compensation can significantly influence their willingness to engage in such behaviours.

Using qualitative methods, this study aims to capture rich, contextual data that provide valuable insights into how cashiers perceive their compensation and how these perceptions affect their organisational citizen behaviour. In-depth interviews allow for a flexible and interactive data collection process where participants can express their thoughts and feelings in their own words, providing a detailed understanding of their experiences. This method is particularly useful for exploring complex phenomena that are difficult to quantify and for generating hypotheses for further study.

3.4 RESEARCH APPROACH (METHOD)

A research approach refers to the overall strategy or plan that guides how researchers design and conduct their study (Gray, 2018). It outlines the general process of gathering and analysing data to answer research questions or test hypotheses, helping researchers make decisions about data collection methods, data analysis techniques, and the overall structure of the study (Gary, 2018). According to Kumar (2019), types of research approaches include inductive, deductive, and abductive research approaches.

Furthermore, a research approach refers to the specific strategy or plan a researcher follows to address research questions or test hypotheses (Gray, 2018). It outlines how data is collected, analyzed, and interpreted to generate insights. The primary types of research approaches are inductive, deductive, and abductive. The inductive approach starts with specific observations and works toward generalizing theories based on patterns observed in the data. This approach is useful when exploring less understood or complex phenomena (Gray, 2018). The deductive approach, conversely, begins with an existing theory or hypothesis and tests it through empirical data collection, often used in quantitative research to confirm or refute predictions (Kumar, 2019). The abductive approach combines elements of both inductive and deductive reasoning, starting with incomplete observations and working toward the most plausible explanation. It is an iterative process that helps refine hypotheses based on emerging data (Tracy, 2020).

3.4.1 Inductive approach

The inductive approach involves starting with specific observations or data and then working to develop broader theories or generalisations based on the patterns and themes identified in the data (Kumar, 2019). This process involves moving from specific observations to general theories (Tracy, 2020). Researchers using this approach seek to generate new knowledge and understanding from the ground up, building theories that emerge directly from the data (Gray, 2018). This approach is particularly useful for exploring complex and less understood phenomena (Gray, 2018).

3.4.2 Chosen approach for the study

For this study, the inductive approach was deemed most suitable. The inductive approach was chosen because it allowed the research to begin with specific observations of cashiers' experiences and perceptions regarding their compensation, and then develop broader theories or generalisations based on the patterns and themes identified in the data (Tracy, 2020; Kumar, 2019). The goal was not to test pre-existing theories or hypotheses but to develop fresh insights and theories grounded in the actual experiences and perspectives of the cashiers themselves (Silverman, 2020).

By adopting the inductive approach, this study aimed to generate new knowledge and understanding regarding how compensation impacts the organisational citizen behaviour of cashiers at retail outlets in Sedibeng. This approach was particularly suitable for exploring complex and less understood phenomena, allowing the research to contribute to the existing body of knowledge and potentially inform future research and managerial practices within the context of the retail industry.

Additionally, the inductive approach allowed the investigation of issues that had not been widely studied before (Kumar, 2019), making it ideal for capturing nuanced relationships between compensation and organisational citizen behaviour amongst cashiers at retail outlets in Sedibeng. By focusing on naturalistic inquiry and privileging participants' voices, the inductive approach ensured that emergent theories were grounded in real-life experiences rather than preconceived ideas. This made the study more relevant to practice and policy.

3.5 METHODOLOGICAL CHOICE

According to Gray (2018), qualitative, quantitative, and mixed methods are different research approaches used in social science research. Qualitative research is an exploratory approach that

aims to understand complex phenomena in-depth (Dawson, 2018). It involves collecting non-numerical data, such as narratives, interviews, observations, or textual analysis, to gain insights into participants' experiences, perceptions, and behaviours (Dawson, 2018). Quantitative research, on the other hand, involves the collection and analysis of numerical data to identify patterns, relationships, and causal effects, often using statistical methods (Gray, 2018). Mixed methods combine elements of both qualitative and quantitative research to provide a more comprehensive understanding of a research problem (Gray, 2018).

Taking into account the study's paradigm and approach, this study was conducted using a qualitative research method. The qualitative method was chosen because it aligned well with the inductive approach, which was used to collect specific data from cashiers' experiences and observations and to develop broader insights and theories about the relationship between compensation and organisational citizen behaviour. The qualitative method allowed for an in-depth exploration of complex phenomena, which was essential for understanding the nuanced relationship between compensation and organisational citizen behaviour among cashiers (Dawson, 2018).

As affirmed, the inductive approach guided the collection of data through in-depth interviews using a semi-structured interview guide. This approach enabled the researcher to explore the complex experiences and perspectives of the cashiers, providing a deeper understanding of how compensation influenced their organisational citizen behaviour. The use of semi-structured interviews allowed for flexibility in questioning, enabling participants to express their thoughts and feelings more freely, thus generating richer data.

To ensure that data collection was consistent and high-quality, fieldworkers underwent rigorous training focused on interview techniques, confidentiality, and organisational sensitivity. This training prepared them to accurately capture the nuances of compensation and organisational citizen behaviour among retail cashiers. The training equipped fieldworkers not only to ask pertinent questions but also to identify non-verbal cues and contextual subtleties that might influence responses.

Additionally, the qualitative methodology was chosen because it emphasised a deep, contextual understanding of the phenomena under investigation (Kumar, 2019). This approach was well-suited for exploring the intricacies of compensation and organisational citizen behaviour. Qualitative methods enabled the researcher to reveal underlying meanings, motivations, and emotions driving cashiers' behaviours, thereby providing rich insights into this dynamic relationship.

Furthermore, qualitative research was particularly appropriate for capturing the social interactions and organisational factors that might influence how compensation affect organisational citizen behaviour amongst retail cashiers. The study employed grounded theory techniques to analyse interview transcripts. This involved coding the data to identify patterns, categories, and themes that emerged from the interviews. Triangulation with other data sources, such as observation and document analysis, was also used to corroborate findings and ensure a more robust understanding of how these factors are interrelated within the unique organisational context of the retail outlet.

3.6 RESEARCH DESIGN

Research design refers to the overall framework of a study outlining how data will be collected, analysed, and interpreted. It serves as a blueprint for the entire research process (Kumar, 2019). According to Kara (2020), there are various research designs, including causal-comparative, correlational, explanatory, descriptive, and exploratory.

Causal-comparative research aims to identify cause-and-effect relationships between variables without manipulating the independent variable (Mertler, 2017). However, this approach is not suitable for this study, as it focuses on exploring how compensation strategies influence organizational citizenship behavior (OCB) among retail cashiers. The research does not aim to establish direct cause-and-effect relationships but seeks to understand the factors and conditions affecting OCB, which requires a more flexible, in-depth approach. Similarly, correlational research, which examines relationships between variables without implying causality (Hart & Rennison, 2019), is also inadequate for this study. It does not allow for a deeper exploration of the lived experiences and perceptions of employees, which is crucial for understanding the subjective influences of compensation on OCB.

Explanatory research, which seeks to explain causal factors through experiments or case studies (Kumar, 2019), is not appropriate because this study does not involve manipulating variables or testing hypotheses. The focus here is on exploring the subjective experiences of employees rather than explaining causal relationships in a structured manner. Descriptive research, which documents characteristics without manipulating variables (Mertler, 2017), also does not align with the study's goals. While it could describe employee characteristics or compensation systems, it lacks the depth needed to explore how these factors influence OCB. The study requires a more qualitative, open-ended approach to understand employees' perceptions, experiences, and motivations in detail.

3.6.1 Exploratory research

Exploratory research is typically employed when a topic is relatively new, underexplored, or when the researcher seeks to gain a deeper understanding of a phenomenon that has not been sufficiently studied (Kara, 2020). The primary objective of exploratory research is to investigate the problem in question, gather preliminary insights, and generate hypotheses that could guide further, more in-depth studies. By focusing on the context and variables that may affect the topic, exploratory research helps identify the key factors and conditions that could later be tested or examined more rigorously. It provides a foundation for more detailed research and allows researchers to uncover new perspectives or dimensions of a problem that had not been previously considered. Exploratory research does not attempt to provide definitive answers but rather lays the groundwork for future inquiry by offering a broader view of the issue at hand.

3.6.2 Chosen Research Design

For this study, the chosen research design was exploratory in nature. This design is especially appropriate for research topics that are relatively novel or not fully understood, such as the relationship between compensation and organizational citizenship behavior (OCB) among cashiers at a retail outlet in Sedibeng. Since this relationship has not been extensively studied, an exploratory design provided the flexibility and depth necessary to gain initial insights into how compensation strategies might impact OCB in this context. The exploratory approach enabled the collection of rich, qualitative data that allowed for the identification of key factors and underlying dynamics that influence the relationship between compensation and OCB.

One of the strengths of exploratory research in this study is its ability to uncover contextual factors that may significantly influence the relationship between compensation and OCB. These factors could include organizational culture, management practices, and the specific working conditions of cashiers. By considering these elements, the study was able to highlight how the work environment and organizational context shape employees' perceptions and behaviors related to OCB. Furthermore, exploratory research provided a platform for generating hypotheses that could be further tested in future studies, establishing a clearer understanding of the complexities surrounding compensation and OCB in the retail sector. Through this approach, the study was able to explore the subjective experiences of retail cashiers, ultimately contributing valuable insights to the broader body of knowledge on employee behavior and organizational dynamics.

3.7 TIME HORIZON

The 'Research Time Frame' or 'Research Duration' is defined as the period within which a project is intended to be completed, encompassing the time allocated for conducting the research, collecting data, and performing the analysis (Hart & Rennison, 2019). It is critical for planning and managing research activities effectively (Kumar, 2019). The two common types of research time frames are cross-sectional research and longitudinal research (Tracy, 2020).

3.7.1 Chosen time frame for the study

The study employed a cross-sectional research design, which involves collecting data from participants at a specific point in time, offering a snapshot of the current situation or relationships between variables (Kara, 2020). This approach was chosen for three key reasons:

- **Cost and Time Efficiency:** Cross-sectional research is cost-effective and time-efficient, as it gathers data at a single point in time, unlike longitudinal studies that require tracking participants over an extended period, which can be resource-intensive (Kumar, 2019).
- **Immediate Insights:** By providing a snapshot of the present, cross-sectional research allows for immediate insights into the relationship between compensation and organisational citizenship behaviour, addressing current concerns within the organisation (Tracy, 2020).

This approach is particularly effective for examining associations between variables at a single point in time (Hart & Rennison, 2019). In this study, cross-sectional research was instrumental in identifying the relationship between compensation levels and the extent of organisational citizen behaviour exhibited by cashiers at retail outlets in Sedibeng. The design enabled the simultaneous capture and analysis of data from a diverse group of cashiers, offering a comprehensive snapshot of the current dynamics between their compensation and organisational citizen behaviour (Kara, 2020). Through structured interviews and surveys, detailed information was gathered on cashiers' perceptions of their compensation and their willingness to engage in discretionary behaviours that benefit the organisation, providing valuable insights into the impact of financial rewards on employee behaviour and organisational culture (Kumar, 2019).

3.8 DEMARCATION/DELIMITATION OF THE STUDY

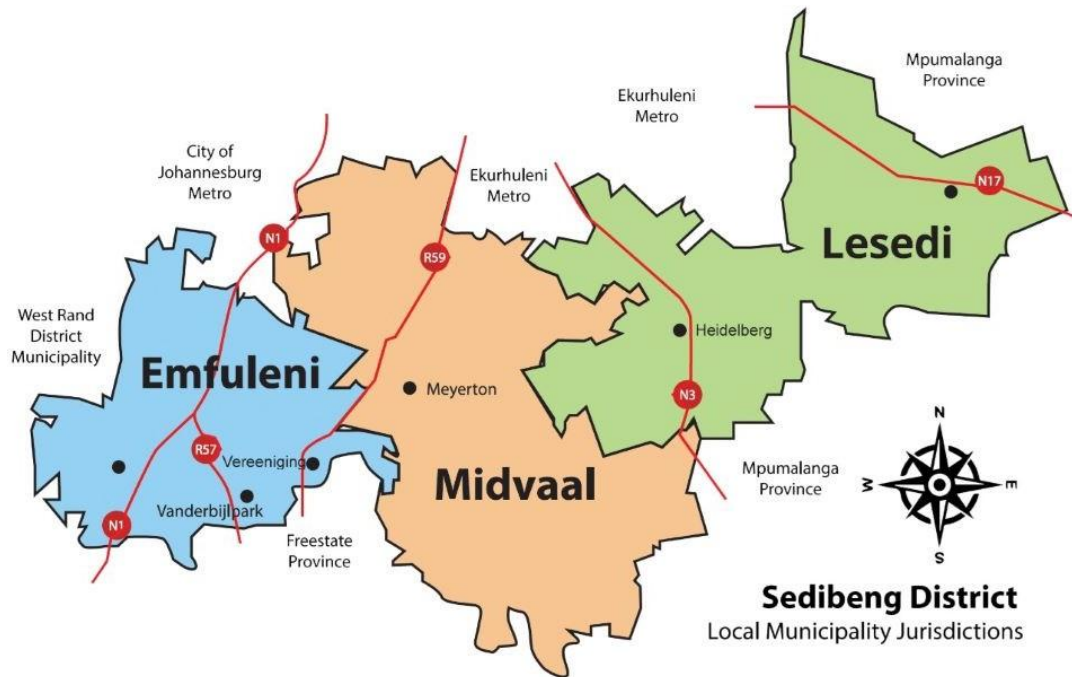


Figure 3.1: Sedibeng District Map (Google Maps)

The study was conducted in the Sedibeng Region of South Africa, focusing specifically on the cashiers working at retail outlets in the area. Sedibeng is a district municipality located in the southern part of the Gauteng Province, bordering the Free State Province to the south. The Sedibeng Region is predominantly rural, with small towns and urban centres scattered throughout the district. The retail industry, particularly the grocery sector, is one of the major economic drivers in the region, providing employment opportunities to a significant portion of the local population.

This study examined the relationship between compensation and organisational citizen behaviour among cashiers working in these retail outlets. The context of this study was significant as it shed light on the working conditions and behaviours of employees in the grocery sector in a region that relies heavily on this industry for economic growth. Understanding this relationship helped in identifying how compensation strategies could influence the willingness of cashiers to go above and beyond their job requirements, thereby potentially enhancing overall organisational performance in the retail sector of Sedibeng.

3.9 Inclusion-exclusion criteria

In this section, the inclusion and exclusion criteria is discussed,

3.9.1 Inclusion criteria

In this study, the inclusion criteria encompassed cashiers who were employed by retail outlets in Vanderbijlpark, Vereeniging, and Sharpeville within the Sedibeng region. Participants were required to have a minimum employment tenure of at least 6 months with the company and to have worked a minimum of 20 hours per week. These criteria ensured that participants had sufficient experience and engagement in their cashier roles to provide meaningful insights into the relationship between compensation and organisational citizenship behaviour.

3.9.2 Exclusion criteria

Conversely, the exclusion criteria included cashiers who had been employed for less than 6 months or who worked less than 20 hours per week. Additionally, participants unwilling to participate in the study or unable to provide informed consent were excluded. These criteria aimed to maintain the integrity and reliability of the study by focusing on cashiers who had established tenure and a consistent work commitment, ensuring the quality and depth of data collected regarding compensation and organisational citizenship behaviour in the retail sector of Sedibeng

3.10 RESEARCH METHODOLOGIES/PROCESSES

In this section, research methodologies in terms of population, sample method, data collection and analysis are discussed.

3.10.1 Population

Silverman (2020) defined the target population as the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. Similarly, Kara (2020) described the target population as 'the set of all individuals or subjects the scholar is interested in knowing about and from which the sample is selected. In research, the target population refers to the group of people sharing similar characteristics that are of interest to the study (Kara, 2020).

The target population for this study comprised cashiers working in retail outlets located in three specific areas within the Sedibeng region: Vanderbijlpark, Vereeniging, and Sharpeville. These locations were selected to represent both urban and semi-urban settings within Sedibeng, ensuring a diverse cross-section of cashiers in the grocery sector. The focus was on cashiers

who were actively employed during the study period, as their experiences and perceptions of compensation and organisational citizenship behaviour (OCB) were central to the research objectives. The population size was estimated to be approximately 150 cashiers across the selected retail outlets, based on available employment data from the retail sector in the Sedibeng region.

3.10.2 Sample method/technique and sample size

Sampling involves the process of selecting a subset, or sample, from a larger population to conduct research (Silverman, 2020). The sample serves as a representative of the population, enabling researchers to draw conclusions and generalize findings (Kara, 2020). This practice is essential in research due to practical constraints such as time, cost, and resources, which often make it impractical to study an entire population (Kara, 2020). By carefully selecting a sample that mirrors the population's characteristics, researchers can ensure the validity and reliability of their conclusions (Silverman, 2020). According to Walia and Uppal (2020), there are two primary types of sampling: probability sampling and non-probability sampling.

However, other sampling methods were not used due to their limitations in relation to the study's objectives and context. Probability sampling, including simple random and stratified sampling, was not feasible because there was no comprehensive sampling frame and accessing the entire population of cashiers across the Sedibeng region posed logistical challenges (Kumar, 2019). Additionally, the study's qualitative focus on in-depth insights rather than generalizability made these methods unsuitable (Silverman, 2020). Purposive sampling was also not chosen, as the study aimed to capture a broad range of experiences from cashiers in various retail outlets, rather than focusing on a narrowly defined group (Walia & Uppal, 2020). Lastly, snowball sampling was deemed inappropriate because it relies on participant referrals, potentially introducing bias and limiting the sample to a network of connected individuals, thereby excluding diverse perspectives.

3.10.2.1 Non-probability sampling

Non-probability sampling involves selecting participants based on unknown or intentionally unequal probabilities of inclusion (Forrester, 2016). Non-probability sampling refers to a sampling technique where participants are selected based on non-random criteria, and the chances of any individual being selected for the sample are not known or are intentionally unequal (Forrester, 2016). Unlike probability sampling, which ensures every individual has an equal and known chance of being included in the sample, non-probability sampling allows for more flexibility in selecting participants but often lacks the ability to generalize findings to the broader population.

(Kumar, 2019). This approach is commonly used when a researcher's goal is to explore a specific phenomenon in-depth, particularly in qualitative studies, where the emphasis is on obtaining detailed, rich insights rather than achieving statistical representativeness.

3.10.2.3 Chosen sampling technique

Within this study, a non-probability sampling approach was strategically chosen. This method was deemed most appropriate due to the practical constraints of accessing and recruiting participants within the limited timeframe and resources available. Convenience sampling allowed the researcher to select cashiers who were readily accessible and willing to participate, ensuring efficient data collection from a specific demographic group. This approach was particularly suitable given the study's qualitative nature, which aimed to gather rich, in-depth insights into cashiers' experiences and perceptions.

To address potential biases, the study used the principle of saturation to guide the sampling process. Saturation was reached when new data provided minimal additional insights, ensuring that the sample provided a comprehensive understanding of cashier experiences. By closely monitoring data collection and analysis, the study ensured that the findings reflected diverse perspectives within the limitations of convenience sampling. This approach was considered the best fit for the study's exploratory nature, allowing for an in-depth exploration of the relationship between compensation and OCB.

3.10.2.4 Sample size and selection

Considering the study's context and the narrow scope of the target population, convenience sampling was utilised. Approximately 9 cashiers from three Retail branches were involved, with roughly 3 participants from each location.

Saturation, crucial in qualitative research, was identified when new data and analysis yielded minimal additional information. This signified a comprehensive understanding of the selected sample. Researchers monitored data collection and analysis to determine when saturation was reached. Once redundancy in participant responses became apparent and no significant new insights emerged, saturation was achieved. This indicated a thorough exploration of cashier experiences related to the research questions.

To ensure the rigour and quality of findings, potential biases associated with convenience sampling were acknowledged and addressed. Despite its limitations, convenience sampling was suitable for capturing in-depth experiences and viewpoints relevant to the study's qualitative

nature. Thus, saturation guided the sampling process and data analysis, aligning with the study's goal of understanding participant perspectives comprehensively.

3.10.3 Data collection instruments

In this study, semi-structured interviews were selected as the primary data collection method, following the recommendations of Barto (2016) for their flexibility and depth in exploring participant perspectives. These interviews were conducted face-to-face, allowing for richer communication and more profound interaction, as highlighted by Gray (2018). The interviews were scheduled at mutually convenient times for both the researcher and participants, with each interview lasting approximately 30 to 45 minutes, depending on the depth of the conversation. To ensure consistency and thorough exploration of the key themes, an interview guide was developed, covering the following thematic categories: background information, organisational citizenship behaviour, compensation, and the relationship between compensation and organisational citizenship behaviour.

The guide, detailed in Appendix A, included questions organized into four thematic categories:

- Background information of participants
- Overview of organisational citizenship behaviour
- Compensation
- Relationship between compensation and organisational citizenship behaviour

The interviews were recorded with the consent of the participants, and the recordings were transcribed verbatim to ensure that all details and nuances of their responses were accurately captured. These transcriptions were stored securely, in accordance with the Protection of Personal Information (POPI) Act, ensuring the confidentiality of participants. Participants were assigned unique identification codes known only to the researcher to maintain anonymity. The transcribed data was kept in a locked cabinet with restricted access, and it will be discarded after three years in a secure manner. By adhering to these ethical guidelines, the study ensured participant confidentiality and autonomy while promoting transparency in the research process. Furthermore, participants were informed about the study's purpose and procedures, and no incentives were provided to maintain the integrity of their responses and avoid any biases.

3.10.4 Measuring instrument: validity, reliability, trustworthiness

Trustworthiness in research refers to the degree of confidence and believability attributed to the study's findings, interpretations, and conclusions (Kara, 2020). Establishing trustworthiness is essential to ensure the rigour and validity of research outcomes (Kumar, 2019). Trustworthiness includes five key criteria: credibility, confirmability, transferability, dependability, and authenticity (Tracy, 2020).

3.10.4.1 Credibility

Credibility refers to how accurately the research findings represent participants' experiences, perspectives, and realities (Hart & Rennison, 2019). To ensure credibility, the data collection is carefully designed and executed, maintaining open and honest communication with participants to minimize bias in data collection, analysis, and interpretation (Tracy, 2020).

3.10.4.2 Confirmability

Confirmability relates to the objectivity and neutrality of the research findings, ensuring that interpretations and conclusions are directly derived from the data and not influenced by researchers' biases or preconceptions (Kara, 2020). To establish confirmability, detailed documentation of the research process, data analysis, and decision-making is maintained (Kumar, 2019).

3.10.4.3 Transferability

Transferability refers to the extent to which the study's findings can be applied or transferred to other contexts or settings (Hart & Rennison, 2019). To enhance transferability, the study provides rich, detailed descriptions of the research methods, participants, and context, allowing readers to assess the relevance and applicability of the findings in different situations (Kara, 2020).

3.10.4.4 Dependability

Dependability pertains to the consistency and stability of the research findings over time and across different researchers (Tracy, 2020). Ensuring that the research design and methods are documented and can be replicated is crucial for establishing dependability, with attention to consistent data collection and analysis procedures (Hart & Rennison, 2019).

3.10.4.5 Authenticity

Authenticity refers to the degree to which the study or its results are genuine, original, and credible (Kara, 2020). It is crucial to establish the integrity and legitimacy of the findings, ensuring that conclusions are based on accurate and reliable data (Tracy, 2020). To ensure authenticity, the study outlines the research methodology, including data collection procedures, sample selection criteria, and data analysis techniques, and employs multiple sources of evidence to enhance credibility through triangulation (Kumar, 2019).

3.10.5 Data collection/fieldwork

The data collection field was accessed through retail outlets in the Sedibeng Region, with cashiers serving as the primary informants for the study. Additionally, store managers were engaged as key informants to provide further insights into the relationship between compensation and organisational citizenship behaviour. Field workers were recruited and trained to assist with data collection, particularly for face-to-face interviews, in line with Tracy's (2020) recommendation to expedite the process and transcription of data.

Data collection was primarily conducted through face-to-face interviews with cashiers and store managers. This method was selected for its ability to deeply explore participants' perspectives and experiences. Face-to-face interviews allowed for a personal and interactive approach, enabling researchers to establish rapport, ask follow-up questions, and clarify responses (Kumar, 2019). Observing non-verbal cues during these interviews added context to participants' verbal responses, enriching the data collected (Tracy, 2020). Trust and open communication were fostered through these interactions, potentially leading to more candid and detailed insights (Hart & Rennison, 2019).

Strict measures were taken throughout the data collection process to ensure participant privacy and confidentiality. Participants were made to feel comfortable and secure, with the non-intrusive nature of the data-gathering method emphasised. Clear measuring instruments and interview guides were provided to maintain consistency and clarity in responses (Kara, 2020). Confidentiality agreements were established with participants, guaranteeing that their responses would remain confidential and that their identities would not be disclosed without explicit consent. These measures were crucial for building trust and cooperation among participants, thereby enhancing the validity and reliability of the data obtained (Tracy, 2020).

3.10.6. Power relationships and gatekeeper intervention

To safeguard the integrity of the research study at Retail and mitigate any perceived or actual conflicts of interest due to the researcher's role in the HR unit, several precautionary measures were implemented. One key measure involved the researcher refraining from direct participation in data collection to avoid any potential bias or influence over participants. Instead, a fieldworker, Thabo from the head office, was assigned this responsibility.

Thabo received extensive training to equip him with the necessary skills and knowledge to conduct structured interviews effectively. This training included a thorough review of the interview questions, ensuring Thabo understood the purpose and context of each question. Additionally, practice interviews were conducted between Thabo and the researcher to simulate real interview scenarios, preparing Thabo for various potential responses and situations. These mock interviews continued until Thabo demonstrated proficiency and confidence in conducting interviews independently. This rigorous preparation ensured Thabo was well-equipped to engage with both cashiers and store managers, thereby protecting participants from any undue pressure or influence that might arise from interacting with an internal HR staff member. This approach not only upheld the integrity of the research process but also ensured the collection of unbiased and reliable data.

To further maintain transparency and build trust among participants, the purpose and procedures of the study were communicated to all involved. Thabo was also briefed on the importance of maintaining confidentiality and adhering to ethical standards throughout the data collection process. By implementing these measures, the study aimed to create an environment where participants felt secure, ensuring their responses were genuine, thereby enhancing the overall quality and validity of the research findings. This structured and ethical approach underscored Retail's commitment to conducting research that is both respectful of its employees and rigorous in its methodology.

These interventions were designed concerning best practices in qualitative research methods, as recommended by experts like Fink (2018). These strategies were intended to enhance the objectivity of the data collected, prevent researcher bias, and ensure fairness throughout the research process. Together, these steps fortified the study against potential critiques regarding partiality or concerns about research ethics.

3.11 ETHICAL CONSIDERATION

The researcher obtained ethical clearance from the relevant institutional review board by seeking approval from the NWU Ethics Committee. In addition, the following ethical considerations were addressed:

3.11.1 Informed consent

Informed consent was ensured, where participants were provided comprehensive information about the study's objectives, procedures, potential risks, and benefits before consenting to participate (Smith et al., 2020). A consent document was prepared outlining participants' rights regarding participation, withdrawal, and confidentiality.

3.11.2 Permission to carry out the study

Ethical research requires obtaining appropriate permissions from relevant authorities or institutions. Before initiating the study, official approval was obtained from the ethical review board to confirm adherence to ethical protocols and protect participants' rights (Jones & Jenkins, 2016).

3.11.3 Anonymity and confidentiality

Anonymity was maintained to protect participants' identities, with data coded to ensure confidentiality. Access to identifiable information was restricted to authorized researchers, and all data were securely stored (Johnson et al., 2018).

3.11.4 Avoiding harm

The study prioritized participants' well-being and emotional security, ensuring no harm was imposed during data collection related to their occupational experiences (Flick, 2018). Participants were informed of their right to withdraw from the study at any time without repercussions, ensuring voluntary participation (Flick, 2018). Researchers treated participants with respect, creating a comfortable environment during interviews and addressing any concerns they had.

3.11.5 Avoiding bias

Efforts were made to prevent bias in research, including selection and confirmation biases. Open-ended questions were used to encourage participants to share genuine experiences and perspectives (Silverman, 2020).

3.11.6 Honesty and professionalism

The investigation was conducted with honesty, openness, and professionalism, accurately representing the study's goals and findings while adhering to ethical principles of integrity in reporting (Babbie, 2016).

3.11.7 Confidentiality and compliance with POPI Act

In compliance with the Protection of Personal Information (POPI) Act, participants' confidentiality was strictly maintained. Personal information was anonymized, and securely stored, and access was restricted. Research data and participant information were securely managed according to legal requirements, ensuring long-term protection.

3.12. CHAPTER SUMMARY

This chapter presents a detailed explanation of the research methodology adopted for the study, focusing on the constructivist/interpretive paradigm that emphasises the subjective nature of reality and individual experiences. The study employs a qualitative, inductive approach, which allows for in-depth exploration of cashiers' perceptions of their compensation and how these perceptions influence their behaviour. Data collection was conducted through semi-structured interviews with cashiers from retail outlets in Sedibeng, to develop new insights into the relationship between compensation and organisational citizen behaviour. The research design, time horizon, and sampling techniques are outlined, with a focus on the exploratory nature of the study and the use of convenience sampling. Ethical considerations and the protection of participants' confidentiality are also discussed, ensuring that the research adheres to ethical standards. The chapter concludes by highlighting the reliability and validity of the data collection process, ensuring the research findings are both credible and transferable.

The next chapter covers the discussion, interpretation and analysis of the findings following the techniques and methods outlined in the preceding chapter.

CHAPTER FOUR

REPORTING OF RESULTS

4.1 INTRODUCTION

In Chapter 3, the structured methodological approach to this research investigation is used to present the empirical findings. After this second stage of the Morse and Field technique for qualitative data analysis, the data is organised into themes and categories based on the questions asked during the in-depth interviews and begins with an overview of these questions. The details of each category are discussed, and the insights provided demonstrate how cashiers think about compensation, engage in organisational citizen behaviour, and respond to workplace dynamics. The chapter ends with a summary of the main findings and identifies the main factors that affect employee motivation and engagement.

4.2 RESEARCH QUESTIONS

The research questions guiding this study are listed in this section

4.2.1 Main research question

What is the relationship between compensation and organisational citizenship behaviour amongst cashiers at a retail outlet in the Sedibeng Region?

4.2.2 Sub-research questions

- How do wages, salaries, and benefits shape the willingness of cashiers in the Sedibeng Region to engage in organisational citizenship behaviour?
- How do cashiers perceive the fairness and adequacy of their compensation in relation to their attitudes and voluntary workplace behaviours?
- In what ways do contextual factors, such as the local economic environment and organisational norms, relate to the relationship between compensation and organisational citizenship behaviour among cashiers in retail outlets?

4.3 OVERVIEW OF THE SAMPLE DESCRIPTION

In this section, the demographic traits of the 9 participants are discussed in depth.

4.3.1 Response rate

The study was able to achieve a phenomenal response rate of 100 per cent, meeting its target of interviewing all nine selected cashiers in Retail. Such a high complete response rate is important because it meant that the perspectives of all participants were described and captured, leading to an overall view of the attitudes and experiences of cashiers on compensation and organisational citizen behaviour. The reliability of the findings increases with full participation because no data was lost to nonresponses. The validity of the study is improved by the robust response rate that guarantees that the conclusions are drawn accurately from the view of the entire intended sample.

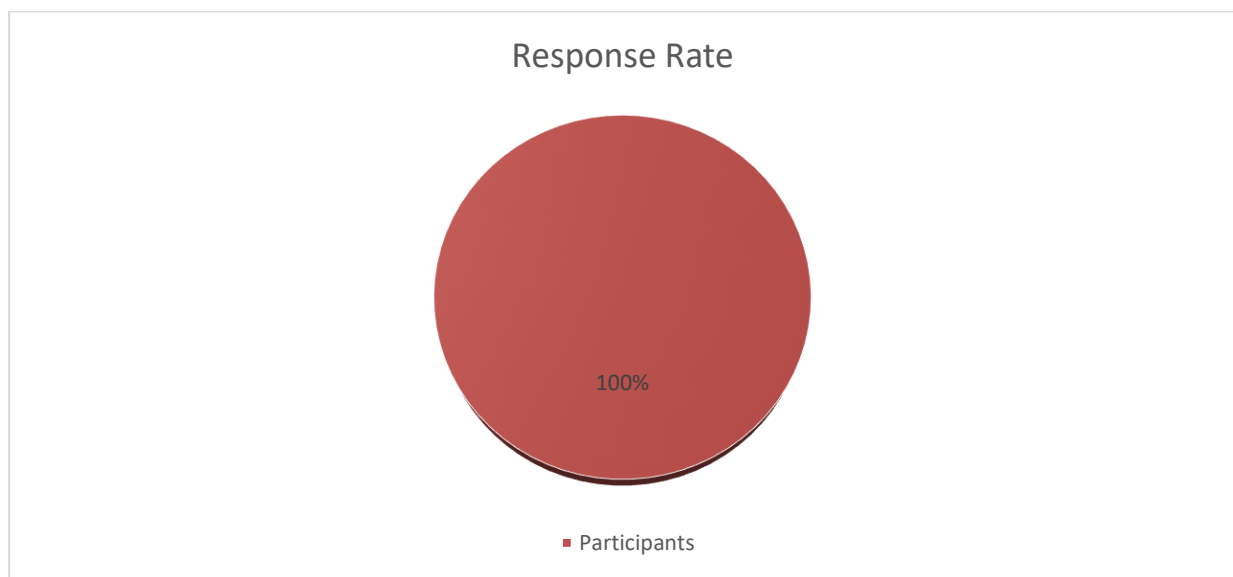


Figure 4.1: Study response rate (Author's own)

4.3.2 Demographic attribute of the participants

The discussion of the demographic attributes of the participants in this section commences with the participants' age distribution.

4.3.2.1 Participant Age Distribution

Within this subsection the participants' age distribution is discussed and illustrated in Figure 4.2 below:

Table 4.1: Participant Age Distribution (Author's own)

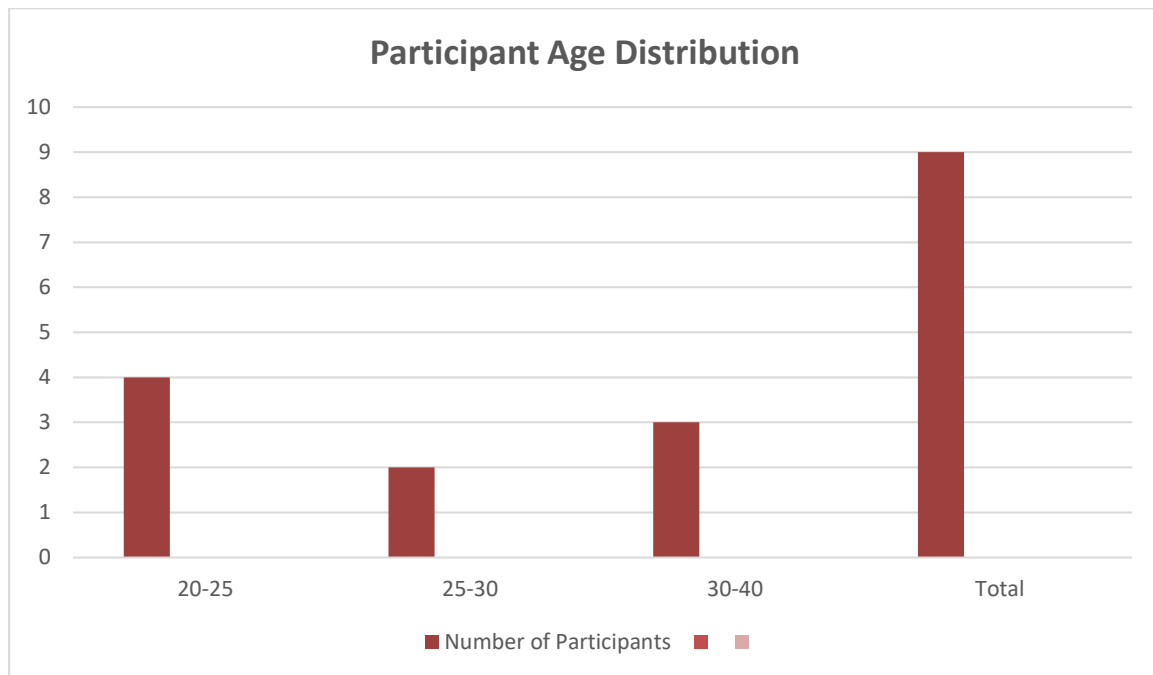


Figure 4.2: Participant Age Distribution (Author's own)

The age bracket of the participants with four in 20-25 and two in 25-30 years. Perhaps though, these newer participants may have new expectations regarding compensation and job satisfaction, different perspectives. The remaining three participants are all between 30-40, and are therefore more experienced and potentially more stable in the workforce with different expectations of career longevity and even compensation adequacy than their younger counterparts. The distribution of this study suggests that the study encompasses a range of opinion, from new to the workforce to those with more seasoned.

4.2.2.2. Participant years of experience

Within this sub section, the participants' years working within the retail sector are discussed and illustrated in figure 4.3 below:



Figure 4.3: Years Working at Retail Distribution (Author's own)

This subsection examines the participants' years of experience within the retail sector, as shown in Figure 4.3, and how their tenure influences perceptions of compensation, job satisfaction, and organisational citizenship behaviour (OCB). The range of experience levels among participants provides valuable insights into how tenure impacts attitudes and behaviours. As illustrated in Figure 4.3, participants' experience levels vary, with two having less than one year, four with 1-3 years, and three with 5 or more years of experience. The diversity in experience allows for a nuanced understanding of how employees at different stages of their careers view compensation and OCB. New employees may offer fresh perspectives on initial impressions of compensation and OCB, while those with intermediate experience can provide insights into how these factors influence discretionary effort. Long-term employees bring a deeper understanding of how compensation relates to loyalty, retention, and the evolution of OCB over time.

4.4 RESEARCH RESULTS

The results of the study are presented in this section in terms of what are identified as the key themes and sub-themes emerging from the participant interviews. Each theme investigates the determinants of cashiers' perceptions of compensation, organisational citizen behaviour and workplace attitudes, to provide an integrated framework for understanding the factors affecting employee motivation and engagement.

4.4.1 Themes emerging from the empirical research results

Within this ongoing subsection, the main themes emerging from the data analysis and their categories are tabulated in Table 4.3 and discussed.

Table 4.3: The thematic and categorical framework for empirical research results

Theme		Category (A)	Category (B)	Category (C)
1.1.	Perception of Compensation and Motivation for ORGANISATIONAL CITIZEN BEHAVIOUR	1.1.1. Fairness and Adequacy	1.1.2. Enthusiasm for Extra Roles	1.1.3. Negative Emotions and Resentment
2.1.	Types of Organisational Citizenship Behaviours Displayed	2.1.1. Helping Behaviour and Team Support	2.1.2. Customer-focused organisational citizen behaviour	2.1.3. Community-oriented organisational citizen behaviour
3.1.	Influence of Compensation Perception on Attitude	3.1.1. Job Satisfaction and Loyalty	3.1.2. Job Dissatisfaction and Disengagement	-
4.1.	Impact of Economic and Organisational Context	4.1.1. Economic Pressures and Job Security	4.1.2. Organisational Values and Ubuntu	-
5.1.	Recognition and Appreciation	5.1.1. Anticipation of Rewards	5.1.2. Lack of Acknowledgment	5.1.3. Connection between Recognition and organisational citizen behaviour

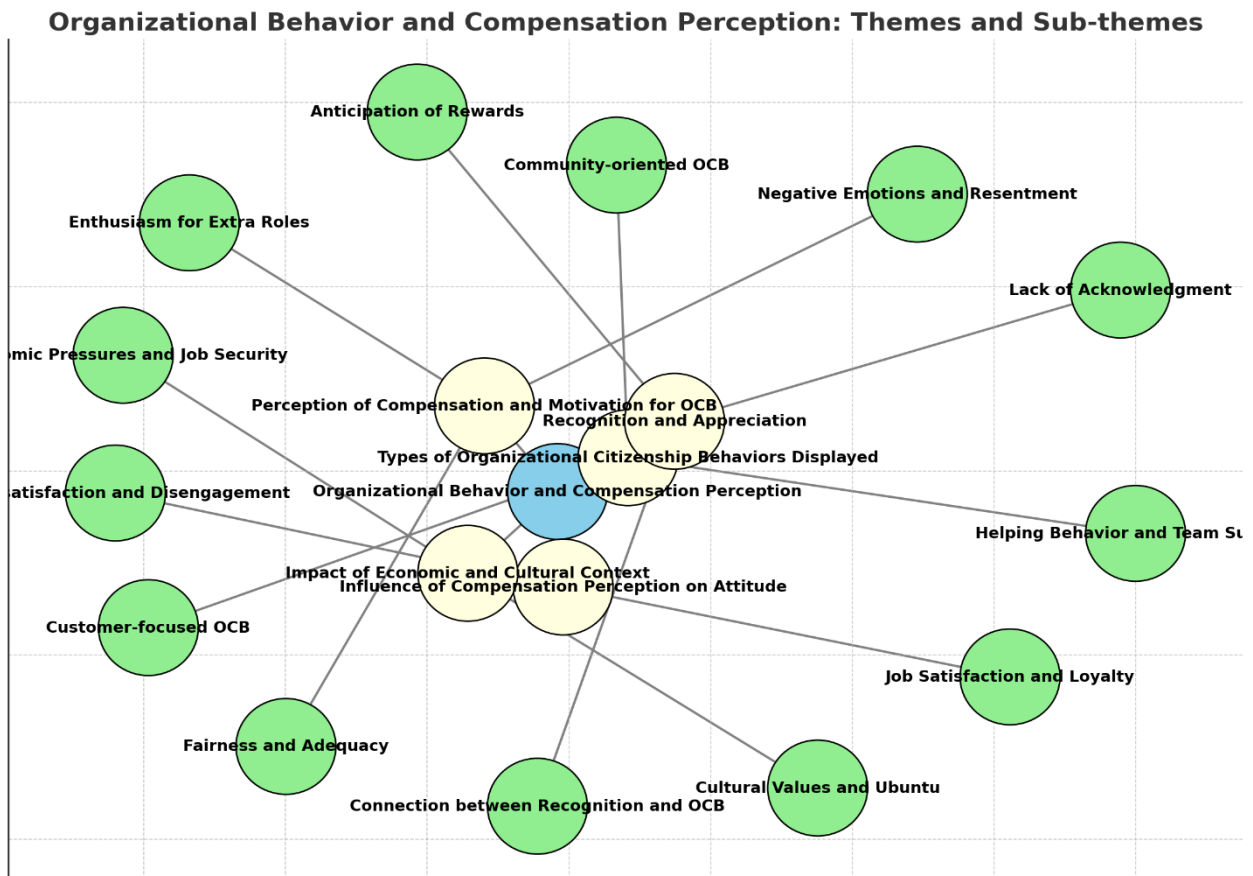


Figure 4.3: Representation of the thematic and categorical framework for empirical research results (Author's own)

This thematic map depicts the various employee attitudes and actions determined to be influenced by, and causative of, the combinations of Organisational Behaviour and Compensation Perception. At the central topic, major themes are formed including Perception of Compensation and Motivation for organisational citizen behaviour, Types of organisational citizen behaviour displayed, Compensation Perception Influence on Attitude, Economic and Organisational Context Influence, and Recognition and Appreciation. Each theme is broken down further into sub-themes to provide a discrimination of what affects organisational behaviour.

4.4.2 Discussions

The discussion of findings as per the research questions and the emerging themes are discussed accordingly in this section.

Research question 1: How do cashiers perceive the fairness and adequacy of their compensation in relation to their attitudes and voluntary workplace behaviours?

Theme	Category (A)	Category (B)	Category (C)
1.2. Perception of Compensation and Motivation for Organisational Citizen Behaviour	1.2.1. Fairness and Adequacy	1.2.2. Enthusiasm for Extra Roles	1.2.3. Negative Emotions and Resentment

Table 4.4: Tabulated representation of theme 1 and categorical framework for empirical research results (Author's own)

4.4.2.1 Theme 1: perception of compensation and motivation for organisational citizenship behaviour

A key determinant of the motivation to engage in organisational citizen behaviours voluntary behaviours that help the organisation succeed when not expected in the scope of formal job roles is the perception of compensation. These behaviours are all behaviours that fit into organisational citizen behaviour and which are all behaviours that are important to fostering a cooperative and committed workforce for organisations (Rahman & Chowdhuri, 2018). This thesis explores how the perception of compensation affects organisational citizen behaviour amongst Retail cashiers in Sedibeng, by dissecting employees' perceptions of compensation, and how fairness, adequacy, enthusiasm for extra roles and experience of negative emotions and resentment affect organisational citizen behaviour. Supporting literature contextualises these insights and shows that the compensation organisational citizen behaviour relationship is complex.

4.4.2.1.1 Category 1 (A): Fairness and adequacy of compensation

The basic elements that influence employee motivation are fairness and adequacy of compensation. Compensation fairness is the belief that one's pay is fair based on how much one is responsible for, how hard one works and how much one contributes, whereas adequacy is whether they are being paid enough to meet one's needs. Participants emphasised that these aspects were key factors influencing their organisational citizen behaviour motivation.

Participant 2: "My salary is already enough, but if it was higher, I would certainly be more inspired to do extra."

Participant 7: "I dislike my pay, as it was not commensurate with my efforts."

Participant 5: “I feel my pay is fair for the work I do, but I don’t think I get enough for the extra hours I put in.”

Participant 3: “Sometimes, I feel like I am doing too much for the salary I receive. I work harder, but I don’t see any additional compensation for it.”

Participant 6: “I am happy with my salary, but I would feel more motivated if there were other rewards or bonuses for extra work.”

The responses from participants reveal a clear connection between the fairness and adequacy of compensation and their willingness to engage in Organisational Citizenship Behaviour (OCB). Employees who perceive their compensation as fair, in relation to their efforts and responsibilities, are more likely to demonstrate extra-role behaviours that contribute positively to the organisation. Participant 2's statement highlights that while they feel their salary is sufficient for their basic needs, a higher salary would inspire them to contribute more voluntarily. This aligns with Chen and Mustafa (2020), who suggest that when compensation is perceived as fair, employees feel valued and are motivated to engage in OCB. However, when employees feel their efforts are not adequately compensated, as noted by Participant 7, they may become demotivated, withdrawing from extra-role activities. Chen and Mustafa (2020) affirm that offering non-monetary rewards or bonuses can enhance employees' motivation to engage in additional responsibilities, indicating that a holistic approach to compensation, including both financial and non-financial incentives, is key to fostering ongoing OCB. This perception of inequity can significantly diminish motivation and engagement, a view supported by Rahman and Chowdhuri (2018), who argue that perceived compensation inequities lead to reduced discretionary efforts from employees.

4.4.2.1.2 Category 1 (B): Enthusiasm for extra roles

Fair and adequate compensation is a critical outcome of making employees more enthusiastic about taking on extra roles. Enthusiasm for organisational citizen behaviour is a positive attitude and willingness to expend effort above and beyond normal requirements. Participants who thought their pay was fair were enthusiastic.

Participant 6: “Fair compensation helps make the workplace proactive through the volunteers who help their colleagues with different tasks.”

Participant 4: “I have worked beyond normal hours to help customers; a way that compensation satisfaction could lift employees' commitment to the organisation's objectives.”

Participant 3: “When I feel that my compensation is fair, I am more willing to go the extra mile to help the company succeed.”

Participant 5: “A fair compensation check makes me feel valued, and that motivates me to do more, like assisting other departments even when it’s not my responsibility.”

The responses from participants demonstrate how fair and adequate compensation directly influences their enthusiasm to take on extra roles and responsibilities. Participant 6 highlights that when employees perceive fair compensation, it fosters a proactive workplace where individuals are willing to help colleagues with various tasks. This aligns with Kimbrough and Combs (2023), who suggest that fair compensation instills a sense of obligation and trust in the workplace, motivating employees to engage in extra-role behaviors that benefit the team. Similarly, Participant 4 notes that compensation satisfaction encourages employees to work beyond normal hours, thereby enhancing their commitment to organizational objectives. Participant 3 echoes this sentiment, stating that when they feel their pay is fair, they are more inclined to contribute voluntarily to the organization’s success. Participant 5 further underscores this idea, explaining that feeling valued through fair compensation motivates them to go above and beyond, even assisting other departments. These responses reflect the theoretical underpinnings of Olson-Buchanan et al. (2021), who suggest that when compensation meets both practical and psychological needs, employees are more likely to exceed job expectations, which in turn boosts morale and strengthens organizational performance.

4.4.2.1.3 Category 1 (C): Negative emotions and resentment

Negative emotions and resentment towards the compensation are generated when compensation is perceived as insufficient, unfair or you did not bring something to the company to compensate. This directly decreases motivation for doing organisational citizen behaviour. They often come from employees' feeling that their contributions are not valued.

Participant 1: “I feel frustrated to be compensated, and that’s why I don’t have the motivation to do organisational citizen behaviour.”

Participant 2: “Low pay leads to more stress, and leads to the less likelihood to do extra work.”

Participant 3: “My salary is already enough to cover my basic needs and support my family, but if it was higher, I would certainly be more inspired to do extra things beyond my formal responsibilities.”

Participant 6: “I dislike my pay because it doesn’t match the amount of effort I put into my work. I often feel like my hard work goes unnoticed and unrewarded, which is disheartening. It’s not just about the money—it’s about feeling appreciated for the time and energy I invest in my role.”

The responses from participants illustrate how perceived inadequacies in compensation generate negative emotions, such as frustration and resentment, which significantly hinder employees’ motivation to engage in organizational citizenship behavior (OCB). Participant 1 expressed frustration with their compensation, noting that it reduces their motivation to contribute beyond their formal job duties. This frustration is echoed by Participant 3, who links low pay with increased stress and a decreased likelihood of going the extra mile. Although Participant 2 also acknowledged that their salary meets their basic needs, they suggested that a higher salary would motivate them to engage more in OCB, highlighting the importance of adequate compensation in driving discretionary effort. Participant 6 shared similar sentiments, emphasizing that a perceived lack of reward for their efforts leads to feelings of being undervalued and unappreciated, which negatively affects their motivation. These responses align with the “citizenship paradox” described by Bolino and Klotz (2022), where employees would otherwise be motivated to help the organization but withhold their efforts due to compensation injustices. Participant 7 further emphasized how inadequate pay leads to resentment and a desire to seek alternative employment, reflecting how perceived compensation inequities erode organizational commitment. This is consistent with Vigoda-Gadot and Beerli’s (2021) findings that resentment towards compensation results in disengagement and reduced OCB, fostering a negative work environment. Ultimately, these findings underscore the critical role of fair compensation in maintaining employee motivation and engagement, as inadequacies not only decrease discretionary effort but also contribute to a toxic organizational culture.

Research question 2: What are the specific ways in which cashiers' perceptions of fairness and adequacy of compensation influence their attitudes and behaviours related to organisational citizenship at retail outlets in the Sedibeng Region?

2.1. Types of Organisational Citizenship Behaviours Displayed	2.1.1. Helping Behaviour and Team Support	2.1.2. Customer-focused ORGANISATIONAL CITIZEN BEHAVIOUR	2.1.3. Community-oriented ORGANISATIONAL CITIZEN BEHAVIOUR
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Table 4.5: Tabulated representation of theme 2 and categorical framework for empirical research results (Author’s own)

4.4.2.2 Theme 2: Types of organisational citizenship behaviours displayed

This theme examines the distinct types of organisational citizen behaviour demonstrated by retail cashiers, focusing on three main categories; customer-focused organisational citizen behaviour, community-oriented organisational citizen behaviour, and team support. It turns out that employees' compensation perceptions, organisational values, and perception of fairness are closely linked to the expression of these behaviours (Vigoda-Gadot & Beerli, 2021). Insight is given into ways in which cashiers support each other, interact with customers, and also give back to the community, revealing that such discretionary effort is motivated by values embodied, and experiences informed by.

4.4.2.2.1 Category 2 (A): *Helping behaviour and team support*

Foundational aspects of organisational citizen behaviour are helping behaviour, and team support, which are actions that help colleagues, enhance team morale, and support the operational flow. Many of the cashiers interviewed voiced that they would be willing to help other team members with tasks outside of their regular job duties.

Participant 2: "Supplying shifts for colleagues whom they saw as supporting goodwill more than being reasons to be paid financially."

Participant 4: "When a colleague is struggling with something or falling behind, I always step in to assist. It's not something I think about too much—it just feels right to help because I know they would do the same for me if needed."

Participant 7: "The positive impact that helping behaviours have on team morale above direct compensation of the behaviour."

Participant 9: "Whenever I step in to help, like covering for someone's shift or assisting with tasks during busy times, it makes our work process smoother. It's not just about my role—it's about making sure the team and the customers do not suffer."

The responses highlight the significant role that helping behavior and team support play in fostering a positive work environment and improving organizational citizenship behavior (OCB). Participant 2 emphasizes that helping colleagues is driven more by goodwill than the expectation of financial compensation, reinforcing how positive behaviors, like covering shifts, contribute to team cohesion and trust. This sentiment is echoed by Participant 4, who shares that stepping in to assist a colleague feels like a natural response, driven by mutual support and the understanding

that they would receive the same help in return. Participant 2 further emphasizes that the morale-boosting impact of helping behaviors surpasses any direct monetary rewards, showing that employees see value in fostering a supportive environment. This aligns with the findings of Nabi et al. (2019), who argue that fair compensation helps eliminate feelings of competition and resentment, which, in turn, enhances willingness to help one another. Participant 9 similarly highlights how helping behaviors, such as covering shifts, not only smooth the workflow but also contribute to ensuring team and customer satisfaction. These responses support the argument that a fair compensation system encourages cooperation and teamwork by fostering a sense of loyalty, ultimately contributing to the seamless operation of the organization. The willingness to help colleagues and support team efforts enhances organizational performance, as fair compensation aligns personal and collective interests, reinforcing the idea that compensation is key to maintaining strong team dynamics.

4.4.2.2.2 Category 2 (B): Customer-focused organisational citizen behaviour

Organisational citizen behaviour focuses on customers' behaviours that are intended to benefit customers and increase their customer experience, sometimes outside formal job requirements to meet customer needs. Several participants mentioned that they did customer-focused organisational citizen behaviour as discretionary efforts.

Participant 4: “When I am no longer on hours I still will often go over and help customers with questions because they are so committed to customer service and it is not out of a monetary expectation.”

Participant 6: “When I’m off shift, I still find myself helping customers who are unsure about something. It’s not because I’m getting paid extra, but because I care about our customers having a good experience here.”

Participant 7: “Even if I’m no longer working for the day, I’ll often stop to answer a customer’s question or show them where something is. I believe in the company’s values and know that doing this extra bit helps keep customers happy.”

Participant 9: “I always go the extra mile to make sure the customers leave happy. I know this isn’t in my job description, but I do it because I want them to feel valued and appreciated.”

The verbatim responses clearly illustrate the discretionary efforts employees make to ensure customer satisfaction, even outside their formal work hours. Participant 4 highlights that their

motivation to assist customers after shifts stems from a commitment to customer service, not monetary rewards, showcasing how intrinsic motivation plays a role in customer-focused organizational citizenship behavior (OCB). This sentiment is mirrored by Participant 5, who is also driven by the company's values rather than a financial incentive. These employees' willingness to go beyond their formal responsibilities shows that they view customer service as an integral part of their role, aligning with Vigoda-Gadot and Beer's (2021) assertion that higher perceived compensation encourages more customer-oriented behavior. Additionally, the employees' strong identification with the company's goals reflects the idea that fair compensation fosters employee satisfaction and commitment, which in turn drives behaviors aimed at improving customer experiences. Participant 6 reinforces this point, as their desire to ensure customer satisfaction contributes to the company's reputation, illustrating how OCB directed at customers enhances long-term business goals. The consistency across these responses supports the literature suggesting that when employees feel valued and fairly compensated, they are more likely to engage in behaviors that benefit both the customers and the organization. This results in improved customer loyalty and a positive company image, which is vital for success in service-oriented industries like retail.

4.4.2.2.3 Category 2 (C): Community-oriented organisational citizen behaviour

For community-oriented organisational citizen behaviour, the behaviours are those that support the well-being of the broader community and are related to local organisational norms and values. Responses from participants in Sedibeng showed participants' values such as ubuntu, a community value based on collective welfare and mutual support.

Participant 5: *"helping young girls also by distributing sanitary pads which demonstrate the feeling of social responsibility rooted in the community's culture of ubuntu and it sticks to collective welfare"*

Participant 7: *"I feel it's important to give back to our community, especially when I can see how much others benefit from it. I help out with community events or donate to local initiatives because I believe it's part of who we are as a community".*

Participant 8: *"When I help out in the community, whether through charity or volunteering, I know I'm representing my company too. It makes me proud to be part of a company that supports these causes".*

The verbatim responses clearly illustrate the discretionary efforts employees make to ensure customer satisfaction, even outside their formal work hours. Participant 4 highlights that their motivation to assist customers after shifts stems from a commitment to customer service, not monetary rewards, showcasing how intrinsic motivation plays a role in customer-focused organizational citizenship behavior (OCB). This sentiment is mirrored by Participant 5, who is also driven by the company's values rather than a financial incentive. These employees' willingness to go beyond their formal responsibilities shows that they view customer service as an integral part of their role, aligning with Vigoda-Gadot and Beeri's (2021) assertion that higher perceived compensation encourages more customer-oriented behavior. Additionally, the employees' strong identification with the company's goals reflects the idea that fair compensation fosters employee satisfaction and commitment, which in turn drives behaviors aimed at improving customer experiences. Participant 6 reinforces this point, as their desire to ensure customer satisfaction contributes to the company's reputation, illustrating how OCB directed at customers enhances long-term business goals. The consistency across these responses supports the literature suggesting that when employees feel valued and fairly compensated, they are more likely to engage in behaviors that benefit both the customers and the organization. This results in improved customer loyalty and a positive company image, which is vital for success in service-oriented industries like retail.

Research question 2: What are the specific ways in which cashiers' perceptions of fairness and adequacy of compensation influence their attitudes and behaviours related to organisational citizenship at retail outlets in the Sedibeng Region?

3.1. Influence of Compensation Perception on Attitude	3.1.1. Job Satisfaction and Loyalty	3.1.2. Job Dissatisfaction and Disengagement	-
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Table 4.6: Tabulated representation of theme 3 and categorical framework for empirical research results (Author's own)

4.3.2.3 Theme three: Influence of compensation perception on attitude

This study on the compensation theme examines how employees' perceptions of their compensation affect their attitudes toward their job (job satisfaction and job loyalty versus job dissatisfaction and disengagement). It was found that levels of satisfaction, motivation, and commitment of employees were highly influenced by how fair and adequate an employee saw themselves to be getting paid. They not only affect employees' day-to-day performance but also

influence their long-term engagement and contribution towards the organisation with a positive attitude (Buchanan et al. 2021).

4.4.2.3.1 Category 3 (A): Job satisfaction and loyalty

The participants felt that their compensation was adequate and fair to the organisation based on their job satisfaction and their sense of loyalty to the organisation.

Participant 2: “Being appreciated by fair compensation raises the commitment to the job for, and that feeling motivated and committed beyond basic tasks.”

Participant 6: “Compensation to me has acted as a motivator to generate a level of loyalty in me so that I would then behave in ways to my colleagues and enhance a positive working environment.”

Participant 7: “When I feel fairly compensated, I feel more committed to my work, and I want to go beyond what is expected of me. It makes me loyal to the organization.”

Participant 8: “Fair compensation makes me want to stay in this job long-term. I feel valued, and that gives me the motivation to keep performing well and contributing to the team.”

The verbatim responses illustrate how fair compensation fosters job satisfaction and enhances loyalty to the organization. Participant 2 highlights that fair compensation boosts their commitment and motivation, which aligns with the idea that employees' perception of compensation plays a pivotal role in their engagement and willingness to exceed basic job expectations. Participant 6 further emphasizes how compensation serves as a motivator, not just for personal commitment but also for fostering a positive work environment, as they feel driven to act loyally toward colleagues. This is consistent with Kimbrough and Combs' (2023) research, which suggests that fair compensation builds relational trust between employees and the organization, creating a sense of loyalty and reducing the likelihood of turnover. Participant 7 reinforces the idea that fair compensation strengthens their commitment, encouraging them to perform beyond the minimum, thus highlighting the emotional and psychological attachment employees develop toward their organizations when they feel valued. Lastly, Participant 8 reflects the sentiment that fair compensation supports long-term retention by making employees feel valued and motivated to continue contributing, supporting Olson-Buchanan et al. (2021), who argue that compensation satisfies employees' psychological contract expectations, thereby enhancing job satisfaction and organizational loyalty. These responses collectively emphasize that fair compensation serves as

both a financial and emotional incentive, strengthening job satisfaction, reducing turnover intentions, and enhancing employee loyalty, which is crucial for organizational success.

4.4.2.3.2 Category 3 (B): Job dissatisfaction and disengagement

On the other hand, when employees believe that their compensation is unfair or not enough, such as unfair wages or job dissatisfaction and disengagement are frequent results. Compensation dissatisfaction has the potential to dampen employees' desire to do an excellent job of their work and to resist putting in more time and effort than the minimum.

Participant 3: "I am not happy with the low pay, and it makes me frustrated that I do not perform more than I am required."

Participant 8: "For some employees here at work, feelings of dissatisfaction may end in consideration of alternative employment as they had considered for a job for inadequate pay."

Participant 9: "Once colleagues feel dissatisfied with pay, it generates a 'negative vibe' that leads to a general mood of lack of motivation to engage in organisational citizen behaviour."

Participant 5: "I am having a feeling of dissatisfaction because of not good pay, a lack of link to the job, which resulted in a sense of not being noticed by the job."

The verbatim responses reflect the detrimental effects of perceived unfair compensation on job satisfaction, engagement, and overall employee attitudes. Participant 3 directly links dissatisfaction with low pay to frustration and a lack of motivation to exceed job requirements, suggesting that pay dissatisfaction stifles discretionary effort. Participant 8 highlights how inadequate compensation can trigger thoughts of seeking alternative employment, indicating that employees who feel underpaid may consider leaving, which could lead to turnover. This aligns with Bolino and Klotz (2022), who found that dissatisfaction with pay directly results in disengagement, as employees fail to find value in their work or feel they are receiving insufficient rewards for their efforts. Moreover, Participant 9 notes the contagious nature of dissatisfaction, where negative attitudes spread throughout the workplace, contributing to collective disengagement. This reinforces Vigoda-Gadot and Beerli (2021), who emphasize that shared dissatisfaction with pay can foster a demotivated, disengaged workforce, creating a negative work culture. Lastly, Participant 5 illustrates how the disconnect between compensation and job satisfaction erodes employees' sense of fulfillment and career progression, indicating that unfair compensation diminishes long-term loyalty. This sentiment is supported by Olson-Buchanan et

al. (2021), who argue that fair compensation is necessary for maintaining positive job attitudes and alignment with organizational goals. Overall, the findings suggest that job dissatisfaction from unfair compensation leads to disengagement, reduced discretionary effort, negative attitudes, and higher turnover intentions, undermining organizational culture and employee morale. Fair compensation, therefore, plays a critical role in sustaining job satisfaction and loyalty.

Research question 3: In what ways do contextual factors, such as the local economic environment and organisational norms, relate to the relationship between compensation and organisational citizenship behaviour among cashiers in retail outlets?

4.1. Impact of Economic and Organisational Context	4.1.1. Economic Pressures and Job Security	4.1.2. Organisational Values and Ubuntu	-
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Table 4.7: Tabulated representation of theme 4 and categorical framework for empirical research results (Author's own)

4.4.2.4 Theme 4: Impact of economic and organisational context

The theme of this paper looks at how economic pressures and organisational values have an impact on employees' perceptions of compensation and their tendency to engage in organisational citizen behaviour. In economically tough areas such as Sedibeng, workers often subject themselves to higher financial stress and employment insecurity all of which may impact some discretionary behaviours. Furthermore, the structuring of attitudes toward compensation and regarding organisational citizen behaviour is influenced by organisational values, especially the ones based on community welfare and collective welfare (Kabwe & Heleta, 2022). This theme covers two primary categories: impelled by economic pressures for example, or job security, and by organisational values such as ubuntu (a South African concept that refers to community and mutual support).

4.4.2.4.1 Category 4 (A): Economic pressures and job security

When economic pressures (a high cost of living, and limited job opportunities) combine with a high level of job insecurity, employees may be more likely to prioritise job security over engagement in organisational citizen behaviour. Several participants felt that the economic environment of Sedibeng is a main determiner of how they see compensation and discretionary behaviour.

Participant 1: "In this area, with the high unemployment rate, most of us are just focused on keeping our jobs. We know we have to perform well in our basic duties, but we're less likely to volunteer for additional tasks unless we're specifically asked or compensated for it."

Participant 3: "The cost of living has skyrocketed. I can barely manage the bills, so I'm not looking for extra responsibilities unless I'm paid for them. Even if I could do more, I need to be sure it's worth my time financially."

Participant 8: "Employees in the region are worried about retaining their job, rather than taking on more voluntary work."

Participant 5: "I feel like I could do more for the company, but with the uncertainty around jobs in this area, it's hard to focus on anything but securing my position. I think if I had more job security, I'd be more likely to help out beyond my role."

The findings indicate that economic pressures, such as the high cost of living and limited job opportunities, play a critical role in shaping employees' attitudes toward engagement in organizational citizenship behaviors. The participants expressed that the economic uncertainty and high unemployment rate in the Sedibeng area made job security a primary concern, with many choosing to focus solely on their core responsibilities. As Participant 1 and Participant 3 mentioned, employees were less willing to volunteer for extra tasks unless they were compensated for them, reflecting the belief that job security should take precedence over discretionary efforts. This aligns with Kimbrough and Combs (2023), who argue that economic pressures often lead employees to prioritize stability and job preservation rather than engaging in behaviors that carry no immediate financial benefit. Additionally, Participant 8 highlighted that job retention, rather than taking on extra work, was the primary focus for employees, which further emphasizes the reluctance to engage in tasks beyond basic job responsibilities. Participant 5 also noted that with job insecurity prevalent in the area, their willingness to perform additional tasks would increase if job security was more assured, suggesting that when employees perceive their compensation as inadequate or their job stability as uncertain, they limit their engagement to only the essential aspects of their roles. This confirms the argument presented by Rahman and Chowdhuri (2018), who suggest that when alternative job opportunities are scarce, employees become more focused on their primary job duties and are less likely to engage in extra-role behaviors.

4.4.2.4. Category 4 (B): Organisational values and ubuntu

Participants harped on organisational values, especially ubuntu that influence their organisational citizen behaviour, particularly on how they see relationships with their colleagues and community. A philosophy of human interconnectedness, empathy, and collective welfare, Ubuntu, is also an important motivating factor because the employees are also encouraged to make an effort if they are not overly paid.

Participant 6: "Ubuntu, the notion that collective support is organisationally important in encouraging discretionary behaviours even where financial remuneration is lacking, is referred to as a reason to help colleagues."

Participant 5: "I have a willingness to dedicate myself to community-focused projects, for example, donating for people in need, and so organisational value extends out of the workplace to encourage a social responsibility."

Participant 7: "In a community-oriented environment, having a feeling that my efforts are helping others may make me less resentful of what I feel is a low wage or pay."

Participant 8: "I feel like I could do more for the company, but with the uncertainty around jobs in this area, it's hard to focus on anything but securing my position. I think if I had more job security, I'd be more likely to help out beyond my role."

The organisational value of ubuntu significantly influences employees' willingness to engage in organizational citizenship behaviors (OCBs), even in the absence of high financial rewards. Participant 6 highlights that ubuntu encourages employees to prioritize collective support and collaboration over personal gain, aligning with Olson-Buchanan et al. (2021)'s assertion that organisational values shape attitudes toward workplace behavior. Participant 5 reinforces this idea by expressing a sense of responsibility beyond the workplace, contributing to social causes, driven by a collective spirit. Participant 7 further adds that in a community-oriented culture, employees can overlook low wages when their contributions are seen as part of a greater collective good. This resonates with Vigoda-Gadot and Beerli (2021)'s view that collective well-being can soften individual dissatisfaction with pay. However, as Participant 5 also notes, the uncertainty around job security can influence the willingness to go beyond basic job responsibilities. This highlights the balance between economic pressures and organisational motivations: while ubuntu fosters a sense of duty to contribute, the economic environment and job insecurity can impact employees' overall willingness to engage in discretionary behaviors.

Research question 3: In what ways do contextual factors, such as the local economic environment and organisational norms, relate to the relationship between compensation and organisational citizenship behaviour among cashiers in retail outlets?

5.1. Recognition and Appreciation	5.1.1. Anticipation of Rewards	5.1.2. Lack of Acknowledgment	5.1.3. Connection between Recognition and organisational citizen behaviour
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Table 4.8: Tabulated representation of theme 5 and categorical framework for empirical research results (Author's own)

4.3.2.5 Theme 5: Recognition and appreciation

Recognition and appreciation are powerful motivators and while strong, they are not always the most apparent drivers in the world of organisational citizen behaviour, which is a set of discretionary efforts that can help a group to succeed but which fall outside of a formal job description. Recognition can appear in many different forms, from praise to bonuses, to tangible and intangible without all of them being the same (Olson-Buchanan et al., 2021). Finally, organisational citizen behaviour was affected by recognition and appreciation, which was an important factor in inducement in the Retail employee interviews. This theme can be explored through three primary categories; lack of recognition, anticipation of rewards, and how recognition affects organisational citizen behaviour.

4.4.2.5.1 Category 4 (A): Anticipation of rewards

The degree to which employees are willing to engage in organisational citizen behaviour is strongly influenced by the anticipation of rewards, whether monetary or non-monetary. Of several participants, some expressed that they would be more likely to do more than their basic duties if they knew they would be rewarded or acknowledged.

Participant 4: "I expect a bonus for working extra hours, which motivates me to take on more work."

Participant 5: "When I know there's a bonus at the end of the month for extra hours worked, I'm more motivated to take on additional tasks. It's like an incentive to give more, knowing that I'll be rewarded for it."

Participant 6: “I’ve always felt more driven when I know that my effort will be rewarded, whether through a bonus or other incentives. It gives me the push to do extra work, as I feel that my contributions will be valued.”

Participant 8: “Sometimes, I don’t expect a bonus, but even a small gesture like a 'great job' from management can make me feel like I’m doing something worthwhile. Those non-financial rewards motivate me just as much.”

The anticipation of rewards, both monetary and non-monetary, plays a pivotal role in motivating employees to engage in organizational citizenship behaviors (OCBs). As Participant 4 and Participant 5 suggest, knowing that additional effort will be rewarded—whether with a bonus or incentive—encourages employees to go beyond their basic duties. This aligns with Rahman and Chowdhuri (2018), who emphasize that employees are motivated to contribute extra effort when they expect to be recognized and rewarded. Participant 6 echoes this sentiment, indicating that the promise of reward fosters a sense of accomplishment and drives them to take on additional work. Interestingly, Participant 8 highlights that non-monetary rewards, such as simple recognition or praise, can be just as motivating as financial incentives. This speaks to the importance of both tangible and intangible rewards in maintaining employee engagement. Olson-Buchanan et al. (2021) support this idea, noting that non-monetary recognition reinforces the psychological contract between employees and employers, creating a supportive environment where employees feel valued. Thus, the anticipation of rewards, whether financial or non-financial, can significantly boost job satisfaction and foster a culture of performance and contribution to organizational success.

4.4.2.5.2 Category 5 (B) Lack of acknowledgement

The interviews revealed a recurring theme of recognition’s impact on employees’ motivation to engage in organisational citizen behaviour, and if they were willing to continue doing so. Several participants were demotivated because their extra effort was not recognised.

Participant 3: “I often help out with tasks beyond my role, but when no one acknowledges it, I wonder why I bother. It feels like my efforts don’t matter.”

Participant 9: “When I went out of my way to help a customer past closing hours, but I was disappointed no one noticed that effort.”

Participant 8: "I went above and beyond to meet a tight deadline, expecting at least a thank you from my manager. Instead, it felt like no one even noticed, which was disheartening."

Participant 5: "It's demotivating to see my colleagues' work go unnoticed. It sends the message that extra work doesn't get recognized."

The lack of recognition for organizational citizenship behaviors (OCBs) can have a significant demotivating effect on employees, as evidenced by the experiences shared by several participants. Participant 3 and Participant 9 express feelings of frustration and disappointment when their extra efforts, such as helping beyond their formal duties or staying late to assist customers, go unacknowledged. This aligns with the findings of Vigoda-Gadot and Beerli (2021), who suggest that when employees' discretionary efforts are ignored, they may disengage from going above and beyond, leading to reduced OCBs. Moreover, Participant 8's sentiment about not even receiving a simple "thank you" after putting in extra effort to meet a tight deadline further highlights how even small acts of recognition can have a large impact on employee motivation. The absence of acknowledgement can be perceived as a breach of the psychological contract, as Olson-Buchanan et al. (2021) discuss, where employees feel their contributions are not valued. This breach not only affects individual motivation but can also impact the broader work environment, causing a ripple effect where colleagues feel that their efforts are similarly overlooked, as noted by Participant 3. When such perceptions of undervaluation spread, it can lead to a collective disengagement from OCB, potentially harming the overall morale and performance culture within the organization. Therefore, recognition, both formal and informal, is crucial in maintaining motivation, trust, and a positive work environment.

4.4.2.5.3 Category 5 (C) Connection between recognition and organisational citizen behaviour

Recognition has been proven to be well connected with the organisational citizen behaviour in both research and practice. Analysis of retail cashiers' interviews shows that employees who are recognised, however small, are likely to continue paying organisational citizen behaviour.

Participant 2: "When a simple acknowledgement of my involvement went a long way towards building a nurturing, contribution-fostering work culture."

Participant 4: "When my manager praised my extra effort during a team meeting, it made me want to contribute even more. It's a great motivator."

Participant 7: "While a bonus is great, hearing someone say 'thank you' or recognising my effort in front of others feels more personal and inspiring."

Participant 9: "When I was thanked for stepping in during a busy shift, it made me feel like my role truly mattered, which encouraged me to keep helping out."

The interviews illustrate a clear and significant connection between recognition and organizational citizenship behavior (OCB). Participants consistently highlighted how even simple forms of acknowledgment, such as verbal praise or public recognition, significantly motivated them to continue contributing beyond their formal duties. Participant 2 emphasized that a "simple acknowledgement" fostered a positive work culture, underlining that recognition helps create an environment where employees feel valued and encouraged to engage in OCB. Similarly, Participant 4 and Participant 7 stress that public recognition, whether in a team meeting or through a "thank you," is a more powerful motivator than financial rewards. This aligns with findings by Fordham et al. (2024) and Vigoda-Gadot and Beerli (2021), who assert that recognition is not only a reward but also a source of intrinsic motivation. It reinforces the idea that employees who feel appreciated are more likely to continue engaging in behaviors that benefit the organization. Recognition, as Rahman and Chowdhuri (2018) suggest, fulfills employees' psychological needs for respect and appreciation, which strengthens their connection to the organization. Importantly, Participant 9's experience demonstrates how recognition can enhance employees' sense of purpose and value within their role, further driving OCB. Overall, recognition serves as a reinforcement tool that encourages continued positive behaviors and strengthens the overall organizational culture, where employees are motivated to contribute beyond their defined roles.

4.5 CONCLUSION

Chapter 4 presents the results of the study in detail and analyses how compensation, recognition and organisational factors influence employee motivation and engagement in organisational citizen behaviour at Retail. This chapter then structures the findings in specific themes, illuminating the central ways in which compensation perception in terms of both fairness and adequacy affects cashiers' propensity to expend effort beyond their formal duties. Employees who believe their compensation is fair are more enthusiastic, loyal, and committed and can provide discretionary effort that helps the workplace.

On the other hand, the study concludes that when employees are feeling under-compensated, they are likely to experience negative emotions (frustration and resentment) that limit motivation and the organisational citizen behaviour. Recognition and appreciation, especially as they occur

in the form of anticipated or actual rewards, are also important to sustain employee engagement. There are implications in the findings that acknowledgement, even in non-monetary forms, is a powerful driver for organisational citizen behaviour as this legitimises employees' feeling of value and belonging within the organisation.

Finally, the chapter concludes with a broader economic and organisational context (economic pressures and organisational values; for example, ubuntu) on employee workplace attitudes. In the economically challenging environment, job security becomes the priority and employees do not look at discretionary roles but focus on core duties. But even without gains in pay, organisational values focused on community and collective welfare bolster an environment conducive to organisational citizen behaviour, since drivers are ultimately inclined to paint a positive picture of the job, regardless. Chapter 4 in general demonstrates how the interplay of compensation, recognition and culture affect the motivations and barriers towards organisational citizen behaviour among the cashiers of Retail.

The next chapter will deal with the recommendations and limitations of the study.

CHAPTER FIVE

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

5.1 INTRODUCTION

The conclusions, recommendations and limitations of the study are presented in chapter 5. The synthesis of key findings from the study attempts to bring together the study objectives and makes this chapter provide a complete understanding of how compensation of cashiers at Retail outlets in the Sedibeng Region impacts engagement in organisational citizenship behaviour. Through the addressing of each research objective, the chapter provides practical recommendations for improving employee motivation and retention through fair compensation and recognition programmes. It also describes the study's limitations and suggests future research directions, to enhance researchers' knowledge about the role of compensation for inducing organisational citizen behaviour in retail settings.

5.2 RESEARCH OBJECTIVES

- To assess the influence of wages and salaries on cashiers' engagement in organisational citizenship behaviour (OCB) at retail outlets in the Sedibeng Region.
- To evaluate the role of employee benefits such as health insurance, bonuses, and retirement plans in shaping cashiers' perceptions of fairness and their propensity to exhibit OCB.
- To explore how contextual factors, such as the local economic environment and organisational norms (ubuntu), moderate the relationship between compensation and OCB among cashiers in the Sedibeng Region.

5.3 OVERVIEW

Chapter 2 presents a brief review of the study objectives, the themes that were reviewed in the literature review (Chapter 2), and the research methods (Chapter 3), which are used to contextualise the findings and recommendations presented regarding each of the study's research objectives in section 14. It examines the connection between compensation and organisational citizen behaviour in cashiers at Retail outlets in the Sedibeng Region. An inductive approach was used to understand complex factors that affect cashiers' perceptions and behaviours.

Several secondary objectives were formulated to address this primary objective, such as investigating how specific perceptions of compensation fairness are associated with organisational citizen behaviour, and second, to examine how local economic and organisational contexts influence these perceptions. Due to the high turnover rates and competitive pressures in retail and the lack of exploration of compensation perceptions and organisational citizen behaviour therein, this study fills a critical gap.

Chapter 2 (Literature Review) defined a baseline of knowledge by reviewing important theories like Social Exchange Theory that will allow the employees to reciprocate perceived organisational support through organisational citizen behaviour. Compensation is highlighted as being of prime importance in shaping job satisfaction and financial security, which are closely associated with discretionary behaviours including organisational citizen behaviour, and the literature supports that. Clark and Lee (2022), and Fitzgerald and Schmitt (2022) have also conducted studies that back the fact that fair compensation will result in higher job satisfaction, loyalty and engagement in organisational citizen behaviour. A review of other such factors that influence organisational citizen behaviour in retail allied with perceived organisational support, leadership style and employee empowerment gave a multi-dimensional understanding of the drivers of organisational citizen behaviour.

Chapter 2 presents this background to emphasise the importance of having fair compensation and recognition systems in retail settings. The review of the literature was of great help in understanding the relationship between compensation, job satisfaction and employee motivation which the study used as a basis for examining how Retail cashiers in Sedibeng experience and interpret their compensation. The study adds to the understanding of compensation perceptions of cashiers, and how their attitudes and behaviours are affected, in economically sensitive environments where job security and financial adequacy are paramount issues.

Based on the findings, this study provides practical strategies to increase employee engagement and loyalty in retail by dealing with compensation fairness, and recognition, and matching organisation practises to organisational values like ubuntu that claim collective welfare. The study provides important insights for Retail and other organisations in the retail industry to understand and possibly improve compensation-related practises to encourage more motivated and loyal employees which will lead to better organisational performance generally.

This research was based on the nature of employee motivation and behaviour in the South African retail industry, through which primary data was collected using a qualitative research approach through in-depth interviews with Retail cashiers in the Sedibeng region. Participants were told to

give insights into how compensation and engagement have affected their views about organisational citizenship behaviour. Section 3.10.2.3 outlines how convenience non-probability sampling was used to select the participants for these interviews to make sure that there was a diversity of experiences.

The qualitative data was analysed thematically using Atlas.ti 23 software to code and help organise the themes. In Chapter 4, the findings are presented in separate categories and themes based on participants' responses allowing for a deep examination of the intricate connexions between compensation, recognition, organisational influences, and organisational citizen behaviour among retail employees. The themes tell us much about how cashiers perceive fairness, adequacy and recognition and how this affects their organisational citizen behaviour engagement given the economic and organisational context of the Sedibeng Region.

This chapter explains and interprets the results of the concepts discussed in previous chapters in the pursuit of the study's predetermined objectives. The study makes practical recommendations for Retail and other retail organisations concerning compensation, recognition, and organisational support for a motivated, loyal workforce. Conclusions and suggestions on each of the research objectives for each of the achievements are presented in the subsequent sections to provide actionable insights into strategies that could increase employee engagement and organisational performance in the retail sector.

5.4 ADDRESSING THE RESEARCH OBJECTIVES

In this section, the objectives of research for this study are revisited and addressed. The study's primary objective is answered first by examining each of the secondary objectives separately. The linkages between the research objectives, literature review and empirical findings are shown in Table 5.1. To this end below is an analysis of each objective, based on the results from both the literature and in-depth interviews with Retail cashiers in Sedibeng Region.

Table 5.1: Summary of the Linkages Between the Research Objectives, Literature Review, and Empirical Study

Research Objectives	Literature Review	Empirical Study
Primary Research Objective	The primary aim of this study was to examine the relationship between compensation and	Chapters 1 & 2

	organisational citizenship behaviour amongst cashiers at Retail outlets in the Sedibeng Region.	
Secondary Objectives		
1. • To assess the influence of wages and salaries on cashiers' engagement in organisational citizenship behaviour (OCB) at retail outlets in the Sedibeng Region.	Chapters 1 & 2	In-depth interview questions
2. To evaluate the role of employee benefits such as health insurance, bonuses, and retirement plans in shaping cashiers' perceptions of fairness and their propensity to exhibit OCB.	Chapter 2	In-depth interview questions 1
3. To explore how contextual factors, such as the local economic environment and organisational norms (ubuntu), moderate the relationship between compensation and OCB among cashiers in the Sedibeng Region.	Chapter 2	In-depth interview questions 2

5.4.1 Conclusions and recommendations

Each secondary objective is addressed in this section summarising the literature findings, drawing conclusions from research, and making recommendations for each. Analysis helps to illustrate the relationship between Retail cashiers' perceptions of compensation, fairness, organisational context and their willingness to behave in an organisational citizenship behaviour. These insights are meant to guide management based on strategies to create a motivated, loyal workforce in retail environments.

5.4.1.1 Secondary objective 1

Secondary objective 1 aimed to determine how cashiers at Retail outlets in the Sedibeng Region perceive the impact of their compensation packages on their willingness to engage in discretionary organisational citizenship behaviour.

5.4.1.1.1 Literature findings: secondary objective 1

Compensation has a big impact on employee engagement, satisfaction, and willingness to go beyond regular job responsibilities, according to the literature. Research shows consistently across the board that fair and adequate payment is associated with positive behaviours in the workplace (commitment, and loyalty) (Clark & Lee, 2022; Fitzgerald & Schmitt, 2022). When employees believe that their compensation is fair, they would value their organisation more, which subsequently increases their job satisfaction and their willingness to participate in organisational citizen behaviour (Rahman & Chowdhuri, 2018).

By closely associating with compensation adequacy and the perception that financial reward is an indication of an employee's contribution (Nsulwa & Wabala, 2017), organisational citizen behaviour has become an important part of the retail sector. Grocery store cashiers specifically, especially in economically deprived areas, are as concerned about compensation as they are for other employees because it directly influences their income and the extent of their self and family's ability to live well. Compensation research indicates that when compensation matches beliefs, it fosters employees' sense of appreciation and commitment, which in turn, causes higher performance for organisational citizen behaviour, such as helping out coworkers, being polite, and representing the organisation well to customers (Fordham et al., 2024).

5.4.1.1.2 Conclusions: Secondary Objective 1

Results show that Retail cashiers' perception of their compensation significantly influences their motivation to perform organisational citizen behaviour. If employees perceive their pay as fair and adequate, they are more likely to "discretionary behaviour," such as helping colleagues or giving helpful and positive customer interactions. Instead, on the contrary, when compensation is seen to be inadequate, cashiers feel undervalued and are not motivated to do something extra than make their assignments.

The feeling of inadequacy causes negative emotions, like frustration and resentment to deter employees from performing organisational citizen behaviour. The study found that many cashiers

in Sedibeng did not feel adequately compensated to allow for meeting the basic living expenses directly affects the attitudes they possess towards their roles. As a result, perceptions of fairness and adequacy in the compensation are important factors which either facilitate or impede the will of Retail cashiers to engage in organisational citizen behaviour.

5.4.1.1.3 Recommendations: Secondary Objective 1

Recommendation 1.1: Competitive Compensation Packages

Retail should consider reviewing and adjusting its compensation packages to ensure they are competitive with industry standards. A critical aspect of fostering organizational citizenship behavior (OCB) is ensuring that employees feel their basic financial needs are being met. If employees perceive that their compensation is not on par with industry standards, they may feel undervalued and less motivated to engage in discretionary behaviors that benefit the organization. Retail management can achieve this by benchmarking current compensation against industry standards, allowing employees to see that they are being fairly compensated and, as a result, increasing their willingness to contribute extra effort toward the success of the organization.

Recommendation 1.2: Transparent Pay Structures

To address frustrations surrounding compensation, Retail should establish and communicate transparent pay structures. Employees often develop negative attitudes when they do not understand how their salaries are determined or feel their compensation is arbitrary. Clear communication about how pay levels are structured—such as performance-based raises, tenure, or role-specific compensation—can alleviate concerns about fairness. Transparency not only helps mitigate dissatisfaction but also strengthens the employee-employer relationship, ensuring that employees are motivated to perform beyond their formal duties because they trust that the organization values their contributions.

Recommendation 1.3: Small Financial Incentives for OCB

Retail could introduce small, targeted financial incentives to encourage specific organizational citizenship behaviors (OCBs). Incentives such as bonuses or prizes for consistently good customer service or for helping colleagues can motivate employees to go beyond their basic duties. Linking these incentives directly to OCB reinforces the idea that the organization values and appreciates employees' extra efforts. This practice strengthens the overall culture of OCB

within the company by recognizing and rewarding employees who contribute positively, further encouraging them to continue displaying behaviors that benefit the organization.

5.4.1.2 Secondary objective 2

Secondary objective 2 aimed to understand the specific ways in which cashiers' perceptions of fairness and adequacy of compensation influence their attitudes and behaviours related to organisational citizenship at Retail outlets in the Sedibeng Region.

5.4.1.2.1 Literature Findings: Secondary Objective 2

It is emphasised by the literature that employee perceptions of fairness in compensation are of the most importance in explaining their attitudes towards their roles. The perceived fairness in the pay corresponds to the Social Exchange Theory that, due to employees getting treated favourably they will return the favour with positive behaviours (Greenberg, 2019). employees are more likely to show loyalty, job satisfaction and consumption of ORGANISATIONAL CITIZEN BEHAVIOUR (Keith & McWilliams, 2017) when they feel that their compensation is fair and decent.

Where employees are low wage, fairness perceptions have a disproportionate impact because employees depend so heavily on their income to meet their most basic needs. Fair compensation from research shows that it causes employees to enter into a reciprocal relationship where they are more willing to contribute positively to their workplace beyond job requirements (Huang & Lin, 2022). However, pay inequity perceived among employees reduces motivation as well as diminishes dislike for organisational citizen behaviour.

5.4.1.2.2 Conclusions: Secondary Objective 2

This study finds that fairness and adequacy of compensation significantly affect cashiers' involvement in organisational citizen behaviour. Fairly compensated retail cashiers show greater commitment, loyalty to the retail brand and their willingness to assist customers than other cashiers. However, where cashiers perceive they are underpaid, they also report lower levels of motivation and are less likely to engage in organisational citizen behaviour due to the perception of limited reciprocity by the organisation.

The cashiers see compensation fairness as important for being treated as valuable and respected employee by their employer. Fair compensation is consistent with what they expect of respect and recognition which should enhance a feeling of belonging and spur them to reciprocate through discretionary behaviours.

5.4.1.2.3 Recommendations: Secondary Objective 2

Recommendation 2.1: Pay structures in retail should be equitable and equitably represent the complexity and the responsibilities of the pay structures of cashier roles. With regular inflation and cost of living based pay adjustments one could certainly help maintain perceptions of fairness.

Recommendation 2.2: Formally recognise and reward employees who continually practise organisational citizen behaviour, including the employee who always assists his customers or who exceeds the customer service expectations. This could be non-monetary rewards such as public recognition, certificate and even 'Employee of the Month' award to foster fairness in culture.

Recommendation 2.3: Supervisors should be provided by management with some training on how to create a fair and respectful work environment. Having leaders that value fairness and respect in the workplace helps employee perceive compensation fairness and encourages organisational citizen behaviour.

5.4.1.3 Secondary objective 3

Secondary objective 3 aimed to investigate how the contextual factors, such as the local economic environment and organisational norms, shape the interplay between compensation and organisational citizenship behaviour among cashiers working in Retail outlets within the Sedibeng Region.

5.4.1.3.1 Literature findings: secondary objective 3

Given that economic and organisational contexts influence employee attitudes toward compensation and organisational citizen behaviour so heavily, the literature reviews these relationships. Engagement in discretionary behaviours is also limited by job security and meeting basic financial needs, while employees in economically challenging regions are also often more focused on (Hall & Lopez, 2020). The organisational values too, can inspire the employee to motivate him in a way to have a sense of mutual support and of course community oriented behaviour (Lee & Kim, 2019).

In the South African context, the South African concept of ubuntu — that is of connectedness, caring for each other and working for the collective well-being — is significant. This culture which leads to employees supporting each other and a strong sense of community can even push engagement in organisational citizen behaviour when financial rewards are limited (Fordham et al., 2024).

5.4.1.3.2 Conclusions: secondary objective 3

Given that economic and organisational contexts influence employee attitudes toward compensation and organisational citizen behaviour so heavily, the literature reviews these relationships. Engagement in discretionary behaviours is also limited by job security and meeting basic financial needs, while employees in economically challenging regions are also often more focused on (Hall & Lopez, 2020). Employee Motivations in them are also shaped by organisational values, especially in the collectivist society culture, seeing employees as a product for productivity where a sense of the mutual support and community-oriented behaviours (Lee & Kim, 2019) are encouraged.

The idea of ubuntu, a living corporate values and culture emphasising connectedness and collective wellbeing, is particularly insightful in the South African context. This culture which leads to employees supporting each other and a strong sense of community can even push engagement in organisational citizen behaviour when financial rewards are limited (Fordham et al., 2024).

5.4.1.3.3 Recommendations: secondary objective 3

Recommendation 3.1: Without doubt, retail should set policies that accommodate the local organisational values such as it should endorse team building activities that enhances the society belonging and the shared existence and support. Apart from ensuring organisationally sensitive work environment, Retail can develop the organisational culture that encourages organisational citizen behaviour even in the economically constrained context.

Recommendation 3.2: Retail can help to counter the impact of economic pressures by providing the employees with small, non-money benefits meant to relieve their financial stress like meal vouchers or transport subsidies. However, these supports show organisation commitment, and they help to lower employees' economic worries.

Recommendation 3.3: In the workplace, management should focus on the value of community values like ubuntu. It identifies the values exemplified by employees who recognise and celebrate, and exemplifies the value of recognising and celebrating, recognising the value of a sense of belonging and its impact on loyalty and the willingness of employees to engage in organisational citizen behaviour.

5.5 LINKING ALL ASPECTS OF THE STUDY: RESEARCH OBJECTIVES, QUESTIONS, MAIN FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The aim of this study was to examine how Retail outlets in the Sedibeng Region perceive the effect that their compensation packages have on their motivation to participate in discretionary organisational citizenship behaviour. A qualitative, constructivist approach was used to study specific research objectives in detail by detailed questions to cashiers' perceptions and behaviour. The insights from each research objective on the influence of compensation, fairness, organisational norms and economic context on organisational citizen behaviour engagement are provided.

The main research objective was to decipher the bigger picture impact of compensation on organisational citizen behaviour among cashiers in Sedibeng. The main findings suggest that the more the cashiers feel that their compensation is fair, the more they are motivated to perform organisational citizen behaviour, such as helping customers, demonstrating a good attitude towards customers. On the other hand, people who feel underpaid because they get paid so little feel frustrated, and have lower engagement in discretionary behaviours. The study suggests that only fair and adequate compensation will promote favourable attitude and organisational citizen behaviour.

The literature on compensation and job satisfaction with regard to organisational citizen behaviour was explored in Secondary Objective 1. Findings on literature discussed how compensation is an important element in motivating employees by fairer pay, increasing job satisfaction and loyalty. This was empirical, and empirical findings supported it, finding that cashiers who see their compensation as fair are more likely to engage in organisational citizen behaviour. Salaries should be regularly benchmarked, with transparent pay structures in place to ensure perceptions of fairness, the recommendations state.

The second of Secondary Objectives was to explore the relationship between how cashiers perceive compensation fairness and how this influences cashiers' organisational citizen behaviour. Results of literature and findings suggest that fairness and adequacy of compensation are critical to job satisfaction while fair compensation correlates to higher loyalty and discretionary effort. Conclusions suggest that perceived fairness is important and urge pay structure reviews and small incentives with organisational citizen behaviour to reinforce positive perceptions.

The third secondary objective was to investigate contextual factors (economic pressures and organisational values) which influence the relationship between compensation and organisational

citizen behaviour. Results indicated that economic environment prioritises job security over discretionary behaviour, whereas organisational values, especially ubuntu, foster support for mutual and community-oriented behaviour. The conclusions suggest policies that support organisational values (such as team building activities and nonmonetary benefits) to encourage organisational citizen behaviour.

Results from the study explain how compensation, perceived fairness, organisational factors, and economic context affect organisational citizen behaviour. By making all connexions between research objectives, questions, primary findings and recommendations, we show how compensation plays a critical role in determining cashiers' behaviours and attitudes towards organisational citizen behaviour in retail. Actionable insights on how management can create a supportive environment that is aligned with employee's values and financial expectation are provided.

5.6 LIMITATIONS OF THE STUDY

A number of limitations restricted the scope and applicability of this study. Then, through a constructivist/interpretive paradigm inherent in qualitative investigation, the study's approach was contextualised first. This approach was useful to gain understanding of the unique perception and experience of cashiers in Sedibeng but it does not generalise the findings. The small sample size (nine cashiers), in addition, limits the applicability of results to a larger population. To enhance the sample's representativeness, if retail is widened to cover wider geographical areas and less well off as well as more well-off cashiers a more representative picture of the sector might emerge.

In addition, the use of convenience sampling was employed because of the accessibility constraints, despite this imposing bias on the sample, they were selected based on availability rather than systematic randomization. This could limit the representativeness of sample because cashiers easy to get access to may have different perception from those that were excluded. Validity of the findings can be strengthened by a random sampling approach, which would give a broader range of views.

Another limitation of the study is that semi-structured interview is used as they responses are subjective to the questions asked and the interviewer's interpretation. So, this format was great for deep exploration, but at the expense of the possibility for the interviewer to subtly influence the responses with their interpretations. In future studies to triangulate these findings and to help mitigate this limitation, more methods for data collection, such as surveys or focus groups, may be incorporated.

The scope of data was also limited by time constraints, which allowed the study to be conducted over a short time horizon. This provides us with an opportunity to study longitudinally how perceptions of compensation and organisational citizen behaviour evolve over time, starting perhaps with how perceptions of compensation and organisational citizen behaviour might change in response to changes in economic conditions or organisational policies. Although limited, these findings are interesting because they provide understanding of compensation and organisational citizen behaviour in retail, as well as insights into perceptions of Retail cashiers.

5.7 RECOMMENDATIONS FOR FUTURE RESEARCH

Several points for future research are recommended that would build on the findings of this study. Future studies may then consider a larger, more diverse sample of retail employees, away from cashiers, and among employees at different levels and across a wider range of retail environments. A second wrinkle that would assist in generalizability of findings from one region, retail chains, and job roles to another would be such research, which would yield in a more complete view of the impact of compensation on organisational citizen behaviour.

Qualitative results could also be supplemented by quantitative measures which relate compensation perceptions to particular organisational citizen behaviour measures. Future research can quantify the relationship strength of the compensation fairness and organisational citizen behaviour by using standardized scales and statistical analysis to further enhance the tangible figure of finding.

Further, studies could be cross organisational studies that determine how organisational citizen behaviour is affected by organisational values within different cultures. As this study examined the specific ecological and organisational setting of the Sedibeng region, extending the analysis of organisational citizen behaviour to other organisational backgrounds will provide insight into whether organisational variables, like ubuntu, can be applied universally in motivating the discretionary behaviour.

The evolution of compensation perceptions and organisational citizen behaviour over time would be well suited to longitudinal studies. For example, such research could help look at how long-term changes in compensation policies, economic conditions, or organisational support systems are related to long-term changes in employee behaviour and attitudes, and help us understand the sustainability of organisational citizen behaviour in the retail industry.

Lastly, it could be further researched to see if non-monetary recognition actually increases organisational citizen behaviour, after finding that recognition and appreciation in this study were key motivators. Future studies could focus on specific non-monetary reward systems, for example, employee recognition programmes, and find out if they are equally effective in increasing organisational citizen behaviour on retail employees.

5.8 CONCLUSION

An investigation of the effect of compensation perceptions on levels of organisational citizen behaviour among cashiers at Retail outlets in Sedibeng Region was explored. The study of compensation and cashiers' motivation to engage in organisational citizen behaviour was conducted through a qualitative, constructivist approach and it revealed that cashiers' views on compensation, especially perceptions of fairness and adequacy, have a very strong influence on their motivation to engage in organisational citizen behaviour. If employees think their compensation is fair, they're more likely to exhibit loyalty, job satisfaction and a tendency to go beyond the call of duty. On the contrary, perceived inadequacy or unfairness of compensation provokes negative attitudes towards the compensation system, and stimulates unwillingness of employees to engage in discretionary behaviours.

The study shows that economic pressures in the Sedibeng Region has a large input in the shaping of cashiers' compensation and job security attitudes. Cashiers prioritising job security tend to be less likely to perform organisational citizen behaviour relative to responsibilities. Nevertheless, the effect of financial incentives is mitigated by organisational values, and particularly by ubuntu, which encourages mutual support and community-oriented behaviour, even when financial incentives are not present. The findings highlight the need for closing the gap between employees' financial and organisational expectations and compensation practises to create a motivated and engaged workforce.

Finally, the results indicate that the retail employees are encouraged to engage in organisational citizen behaviour if they are compensated fairly, recognised appropriately, and the policies governing them are organisationally sensitive. For Retail and other organisations, recommendations include competitive pay, programme for recognition, and the support of community-oriented workplace values. Focusing on these areas will create a positive work environment that encourages employees to engage in behaviours that help the organisation and its workforce at the same time which will generate organisational performance in the retail sector.

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ANNEXURES

Annexure A: Permission Letter



REG. NO. 1929/001817/07 (PTY) LTD

Goodwill permission:

In the capacity of Divisional People Partner, I would like to confirm that Ms Nomfundo Refilwe Khumalo (Researcher) has been granted consent to conduct her master's degree research at the organisation with the provisional title:

TITLE OF THE PROJECT:

The relationship between compensation and organisational citizenship behaviour amongst cashiers at retail outlets in Sedibeng.

The researcher must share all the information with the organisation (Shoprite) before submitting it anywhere else. The researcher may not mention or state the Name, Division, People and the organisation name should be kept confidential within the context of the research.

Declaration by the researcher

Confidentiality and protection of identity

Participants will be assigned a unique participant ID. The interview will be recorded and saved with reference to the ID, data collected shall be regarded as confidential and will not be shared with any 3rd party that is not directly involved in the research process. Personal details of participants and their direct input to the research study shall not be made public. All records of the research shall be kept for a retention period and destroyed by an appropriate means. The researcher will adhere to the POPI Act and not expose any of the participants information.

N.Khumalo

Researcher



K. Engelbrecht

Divisional People Partner

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DIRECTORS: P G CHOUBRECHT (CEO), J V R BRONKH, A DE BRUYN, D S COHN, P G DU PREEZ, G FRITZ, A B GARDNER, B HARSLENGER,
W J HUNTER, N M MCGILLAN, J H PIERMAR, N L-BCHWEIDER, Z A SMYTH

Registered Credit Provider: Reg. no. CP 55

Registered Financial Services Provider: Reg. no. 7732

Annexure B: Informed Consent

20 Jan. 2024

DEAR PARTICIPANT

INFORMED CONSENT TO COMPLETE SURVEY

You are invited to take part in a research study that forms part of a Master of Business Administration (MBA) degree. Please take some time to read the information presented here, which will explain the details of this study. Please ask the researcher or person explaining the research to you any questions about any part of this study that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this research is about and how you might be involved. Also, your participation is entirely voluntary, and you are free to say no to participating, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part now.

Biographical data will just be collected to give the researcher the understanding of the theoretical foundation, also knowledge of the personal and professional background of the participant. The biographical data is also to learn more about job applicants and to determine if they are a good fit for the position. This information will not be disclosed to anybody, and the participant and the institution will remain anonymous and will not be disclosed to anybody. The researcher will strictly adhere to the POPI Act.

This study has been approved by the NWU Economic and Management Sciences Research Ethics Committee (EMS-REC) and will be conducted according to the ethical guidelines and principles of the North-West University and other international ethical guidelines applicable to this study.

Title of the project: The relationship between compensation and organisational citizenship behaviour amongst cashiers at retail outlets in Sedibeng.

Institution: NWU Business School

Ethics Reference Number: NWU-XXXXXX-XX-xx

Names and contact details of project staff

	Supervisor	Researcher
Title, name & surname	Prof Anna-Marie Pelser	Nomfundo Khumalo
Full Names	Anna, Magrieta, Fredrika, Pelser	Nomfundo Refilwe
Function in Project	Principle Investigator	Researcher
Telephone	082 375 6636	0737245873

What is this research study all about?

To determine the compensation rate of cashiers at Shoprite outlets in Sedibeng Region. To ascertain how cashiers at Shoprite perceive organisational citizenship behaviour. To determine the relationship between compensation and organisational citizenship behaviour amongst cashiers at Shoprite outlets in Sedibeng Region.

What will be expected of you?

You will be expected to:

- Complete the survey, which should take approximately 30 minutes of your time.
- Respond to the questions in an open and honest manner.

Please note that your responses are completely anonymous and no personally identifiable data will be collected. All collected data will be allocated codes, and any identifiable information will be eliminated or concealed to guarantee participants' anonymity. Furthermore, the data will be securely stored, with access granted only to authorised researchers.

Compliance with POPI Act:

In compliance with the Protection of Personal Information (POPI) Act, the confidentiality of all participants will be strictly maintained. Participants' identities will be kept anonymous, and they will be assigned a unique code known only to the researcher. All research data and files containing participant information will be securely stored in a locked cabinet, with access restricted to the researcher using a special code. After three years, these files will be responsibly discarded to ensure long-term protection of participants' personal information.

By abiding by these ethical considerations, the investigation on the connection between remuneration and organisational citizenship behaviour among cashiers at Shoprite outlets in

Sedibeng will safeguard the well-being, self-governance, and entitlements of participants while preserving the accuracy and credibility of the research.

Furthermore, to maintain transparency and foster trust among participants, the purpose and procedures of the study will be clearly communicated to all involved and no incentive will be given to participants.

DECLARATION

Declaration by participant

By selecting the option below, I agree to take part in the research study titled: The relationship between compensation and organisational citizenship behaviour amongst cashiers at Shoprite outlets in Sedibeng.

- 1) Regarding the confidentiality and anonymity of participants: data collected from participants will be kept anonymous and confidential. This data will not be revealed to anybody.
- 2) The data collected will be used for research purposes and will be published. Nor the organisation or the participants will be exposed, both will remain anonymous.
- 3) There is no incentive for participants to participate in the study, no payment of any kind will be done to the participants or organisation.
- 4) The study will adhere to POPIA 2020, and the researcher will guarantee the following:
 - a) the anonymity of participants – participants will be given a code only known to the researcher. Nor the participants, nor the organisation will be exposed.
 - b) the data will be stored in a file with a code only known to the researcher and will be disposed of after three years.
 - c) only the researcher will have access to the data,
 - d) the data will be destroyed after three years.
- 5) The reason for collection biographical data is to give the researcher the understanding of the theoretical foundation, also knowledge of the personal and professional background of the participant. The biographical data is also to learn more about job applicants and to determine if they are a good fit for the position.

After reading the above, the participant states the following:

1. I confirm that I have read the information sheet for the above study. I have had the opportunity to consider the information, ask questions, and have these answered satisfactorily.
2. I understand that as I have completed the study anonymously it will not be possible to remove any information I have provided, as you will not be able to identify me in any way.
3. I understand that individuals from the University may look at anonymous research data collected during the study, to ensure that the study is conducted appropriately.
4. I agree that my anonymous information can be shared with individuals from the project team detailed above.

I agree to take part in the above study

Yes	No

N Khumalo

N.R khumalo

Nomfundu Khumalo (Researcher)

Annexure B: Research Instrument

INTERVIEW SCHEDULE

For clarity purpose, please see the questions below:

SURVEY QUESTIONS

The Bio information is to give the researcher the understanding of the theoretical foundation, personal and professional background.

1. BACKGROUND INFORMATION

i. What is your age bracket?

ii. How long have you been working at Shoprite as a cashier?

2. Perception of compensation and organizational citizenship behaviour:

1. How do you perceive the impact of your compensation package on your willingness to engage in discretionary organizational citizenship behaviours?
2. Can you give examples of specific organizational citizenship behaviours that you have observed or engaged in at Shoprite? How do you think your compensation influences your engagement in these behaviors?
3. Have you ever felt that your compensation was unfair or inadequate? If so, how did it affect your motivation to engage in organizational citizenship behaviours?

3. Influence of compensation perception on attitudes and behaviours:

1. How do you believe your perceptions of the fairness and adequacy of your compensation affect your attitude towards your job and the organization?
2. Have there been instances where your feelings about your compensation influenced your willingness to go above and beyond your job duties? If yes, could you please describe one such instance?
3. In your opinion, how do your colleagues' perceptions of compensation affect their behavior towards the organization and their willingness to engage in organizational citizenship behaviors?

4. Contextual factors and compensation-org citizenship behavior relationship:

1. How do you think the local economic environment in the Sedibeng Region impacts the relationship between compensation and organizational citizenship behaviour among cashiers at Shoprite?
2. Are there any organisational norms or values in the Sedibeng Region that you believe influence how cashiers perceive compensation and engage in organizational citizenship behaviours?
3. Have you noticed any differences in compensation-related attitudes and behaviours between Shoprite outlets in different areas within the Sedibeng Region? If so, what do you think contributes to these differences?

Annexure C: Turnitin Report

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ORIGINALITY REPORT			
14%	9%	7%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	Submitted to Mancosa Student Paper	2%	
2	Submitted to Regent Business School Student Paper	1%	
3	repository.nwu.ac.za Internet Source	1%	
4	Submitted to North West University Student Paper	1%	
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7	Submitted to Colorado Technical University Student Paper	<1%	
8	www.researchgate.net Internet Source	<1%	

k

Annexure D: Editor's Certificate



Editing Confirmation

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Website: www.kznlanguageinstitute.com

Registration number: 131 804 NPO

21/11/2024

Report on a dissertation by: Nomfundo R. Khumalo (Student number: 35574569)

Dissertation title: Investigating the Relationship Between Compensation and Organisational
Citizenship Behaviour Among Cashiers at Retail Outlets in Sedibeng

This serves to confirm that the above document (excluding Table of Contents, List of Figures, and Reference list) was edited substantively by members of the KZN Language Institute's professional English language editing team. The document was returned to the author with numerous tracked changes and comments intended to correct errors and to clarify meaning. It was the author's responsibility to attend to these changes.

Please note that the final, corrected version of the document was not proofread by an editor from the KZN Language Institute.

Ms G. Coertze *MSocSc (Culture, Communication and Media Studies)*
Outsourced Editing Manager

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KZN Language Institute – Transforming Words

Annexure E: Proof of Registration

 NWU NORTH-WEST UNIVERSITY VANDERBIJLPARK CAMPUS VANDERBIJLPARK 1900	PO Box 1174, Vanderbijlpark South Africa, 1900 Tel: (016) 910-3111 Web: http://www.nwu.ac.za		
PROOF OF REGISTRATION 2024			
It is hereby certified that			
NOMFUNDO REFLIWE KHUMALO (Date of birth: 1991/06/18) (Student number: 36574668 - 2020)			
is registered as a student on the Vanderbijlpark Campus (NWU Business School)			
for			
MASTER OF BUSINESS ADMINISTRATION (5BE Q01 2) Curriculum - MBA (E701V) PARTTIME CENTR (Final)			
Academic year : 2 Historical year : 3			
Modules: Module: H = core module; X = non-core module; A = additional module Module Period: S1 = Semester 1; S2 = Semester 2; YR = Year Module			
MBAC 8 11	S1	STRATEGIC MANAGEMENT	Core
MBAC 8 13	S1	FINANCIAL MANAGEMENT	Core
MBAC 8 15	S1	MARKETING MANAGEMENT	Core
MBAC 8 25	S2	INTERNATIONAL BUSINESS ISSUES	Core
MBAC 8 27	S2	COMPANY PROJECT	Core
MBAC 8 73	YR	MINI-DISSERTATION	Core
Registration date: 2024/01/02		Date of issue: 2024/11/18	
Last date of qualification and module amendments:			
First semester	2024/06/15		
Second semester	2024/06/15		
Year Subject	2024/06/15		
			
REGISTRAR	2024/11/18		