



Investigating reward and recognition preferences of employees in Eskom's Project Management Office

I Maja

 **Orcid.org/0000-0002-1767-8892**

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Supervisor: Prof Y. du Plessis

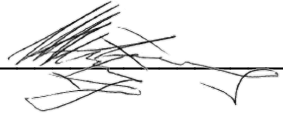
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Student number: 22569774

DECLARATION

I, **Itumeleng Maja**, declare that this research is my own work. It is being submitted in partial fulfilment of the requirements of the Master of Business Administration Degree with the North-West University. It has not been submitted either in part or in full, for examination for any degree at any other University.

Date: 12 July 2023

Signature: 

DEDICATION

I dedicate this work to my family, friends, and people who have shown me support along this incredibly character-building journey, who encouraged and challenged me to gain knowledge throughout my life. This dissertation is dedicated to me, in celebration of the inspiring life story of Tererai Trent, which shows that attaining one's goals is possible and achievable, "tingagona". I would also like to dedicate this to my cousin Lebohang Mokoena, for always believing in me, for her words, and always saying, "I am the gatekeeper of the family." Luthando Gqada for the support structure during the time when while working on the dissertation. I also dedicate it to my best friend, Nkululeko Mdalose, for all the persistent pushing. In times when I needed courage, they were always there. I would also like to honour my late grandmother, who always said, "No matter how educated you are, always remember where you're from and to respect others."

I dedicate it also to those who wish to actualise their own dreams, as I have mine. To them I say: With God, nothing is impossible.

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To God be the glory!

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ABSTRACT

The aim of the research was to investigate and explore the rewards and recognition preferences of employees in the Project Management Office (PMO) at a selected South African company. A company's reward and recognition practices can impact project outcomes such as employee morale, work performance, and company outputs. A strong positive relationship between employee performance and rewards and recognition has been established by previous scholars.

The problem investigated in this study is that the project management office employees indicated their dissatisfaction with rewards and recognitions practices. Therefore the purpose of this study was to investigate rewards and recognition preferences of the PMO employees and provide a remedy for management to mediate dissatisfaction and enable motivation enhancing organisational performance.

Three theories of motivation, namely Maslow's Hierarchy of Needs, Herzberg's two-factor theory, and Vroom's expectancy theory of motivation were used as the theoretical foundation of the study.

The research design and methodology included a deductive approach and descriptive survey cross-sectional design administering an online questionnaire to the whole population of 150 employees as sample group. From the 150 employees 72 fully completed the questionnaire from which data were extracted into an Excel spreadsheet and then cleaned for analysis. The data on reward and recognition preferences were analysed using a deductive content analysis approach and descriptive statistics. The results and findings are represented in the form of tables, bar graphs, and pie charts. Questions on rewards and recognition practices were grouped into seven categories to help answer the question of preference, and the high and low preference levels were averaged and then compared.

The results and findings indicated reward and recognition preferences, from highest to lowest (averaged) as: tangible rewards (94.90%), recognition (92.85%), nomination for good work (89.35%), events to feel appreciated (88.42%), cash bonuses (85.41%), and outings granted in recognition of good performance (77.77%).

In conclusion employees at the PMO have a high preference for a wide range of rewards and recognition practices, both tangible and intangible that are not only in the

form of cash bonuses, and which should be awarded very applicable at every completion stage within the project lifecycle phases – Planning, Execution, Delivery and Closure, and Handover.

Managerial implications: Management must understand that employees need to experience the rewards and recognition as true intentions and it must align with the expectations of the specific needs of the employees. The research may benefit the company under study by providing insights into the needs of employees with regard to recognition and reward.

Key words: awards, management, motivation, Project Office, recognition

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CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

Organisations are known to increasingly use employee rewards and recognition as a means of maximising performance and productivity. Employee performance is vital to companies being able to achieve their business strategy, and research has found a link between reward systems and desired performance (Flanner, Hofrichter & Platten, 1996; Francis, Zirra & Mambula, 2020). Employee recognition is also deemed a powerful motivator that encourages employees to expend energy towards the accomplishment of the company objectives (Imran, Ahmad, Nisar & Ahmad, 2014). Effective recognition has been noted to be applied in organisations that have an organisational culture of support (Rahim & Daud, 2013).

The South African company under study previously made use of a reward and recognition system to enhance the achievement of the company's strategic goals. In the Project Management Office (PMO), the system was used to ensure delivery on the company's mandate and encourage employees to increase their project success rates and make delivery of projects more standardised ensuring beneficial deliverables and outcomes. Studies have shown that reward and recognition, coupled with management support, improve employee engagement, yielding enhanced performance (Amoatema, 2016), which is very important in the project environment.

Several researchers, such as Bishop (1987), whose work dates back 35 years, and Manzoor (2021), whose work is more recent, have established a link between the application of rewards and recognition programmes, employee engagement, employee performance, and organisational success. The current study was underpinned by this findings.

Considering the size of the company under study and the important service it provides nationwide, it is paramount that its employees are engaged and satisfied. Therefore, the current study investigated the reward and recognition preferences of employees at the company under study's Project Management Office.

1.2 Problem Statement

In a research conducted by Zeb et al. (2018: 278), where the relationship between reward and recognition and employee job satisfaction was being studied, one of the primary findings were that employees' motivation in organisations was affected by the provision and availability of incentives, appreciations, concrete rewards and recognition. It was recommended that organisations seeking to achieve their goals, could make use of relevant rewards and recognition programs to boost job satisfaction and motivation, which will aid performance. The gap is that project organisations such as in this study operate on strict principles to ensure project goal achievement and as mentioned above must seek to ensure relevant reward and recognitions programmes, which are often neglected (Du Plessis, 2014).

Additionally, research conducted by Hansen, Smith, and Hansen (2002) showed that where employee job dissatisfaction was high, they did not offer their employees rewards and recognition other than just remuneration. They additionally noted that companies that fail to understand the role of an effective reward and recognition system, tend to cost the company where performance is concerned. Androtis (2018) notes that rewarding and recognising employees for performance reinforces good performance, leading to a positive impact on the organisation.

The problem investigated in this study is that the project management office employees indicated their dissatisfaction with reward and recognition practices. Employees showed signs of demotivation and job dissatisfaction, which negatively impacted their performance and also increased absenteeism. All of these are detrimental to the main purpose of doing project work. Project work is undertaken to ensure work is completed within scope, time, cost, quality and ensures a beneficial outcome (Du Plessis, 2014).

Therefore the purpose of this study was to investigate reward and recognition preferences of the PMO employees and provide a remedy for management to mediate dissatisfaction and enable motivation enhancing organisational performance.

The next section provides the research questions that guided the research.

1.3 Research Questions

The main research question (RQ) was:

What are the Project Management Office employees' preferred rewards and recognition that would aid job satisfaction and performance?

Based on the main RQ, the research sub-question (RSQ) was:

What measures can the company and management take to help remedy the impact of unsuitable rewards and recognition on individual and company performance?

1.4 Objectives of the Study

Based on the above, the main research objective (RO) was:

To investigate the rewards and recognition preferences of Project Management Office employees.

Further to the main RO, the research sub-objective (RSO) was:

To determine measures that management of the Project Management Office could take to improve rewards and recognition programmes.

1.5 Demarcation/Delimitation of the Study

This research study followed a qualitative approach, was conducted in the PMO department of a South African company. The study population consisted of all employees working in the company's PMO, and only their perceptions with regard to rewards and recognition were gathered.

1.6 Rationale and Significance of the Study

The study was aimed at investigating the preferences with regard to rewards and recognition programmes as perceived by the PMO employees of the company. Rewards and recognition are aimed at supporting a high-performance company culture by creating an environment in which outstanding performance and contributions are acknowledged and rewarded. In the absence of such a culture, it

becomes difficult to maintain the morale of employees, and trust between employees and the company is negatively affected.

While such changes may be justifiable in some instances as a means of cutting costs, employees experience such changes as inconsistency and instability, which negatively impacts their performance and commitment to the organisation. Therefore, the rationale for the present study was to determine the views of the participants with regard to rewards and recognition, in order to provide recommendations to the company under study.

The next sections provide an overview of the theories and constructs relevant to this domain, which are discussed in detail in the literature review in Chapter 2.

1.7 Literature Review

1.7.1 Introduction

The literature review covers aspects such as rewards management, the value of reward and recognition, and theories of motivation, as well as the relationship between the employee performance and an effective rewards and recognition programme.

The theories of motivation that will be discussed include Maslow's Hierarchy of Needs (1943), Herzberg's two-factor theory (1959), and Vroom's expectancy theory of motivation (1964). The theories are discussed to establish the psychological factors that affect employees' performance.

1.8 Definition of Key Concepts

Rewards are the incentives that a company offers to entice employees organisation to work more efficiently to accomplish the organisation's goals and to maintain high motivation amongst employees (Mottaz, 2016).

Recognition is "the process where performance, behaviour, effort, and accomplishment of a team which aids in achievement of organisations goals and values is acknowledged" (Ashmore & Gilson, 2015: 2).

Motivation is the attitude employees have towards their work, and includes the desire and energy to continually seek to do well in a job role (Sajuyigbe et al., 2013).

Job satisfaction is the extent to which employees are content with their jobs and work environment (Aziri, 2011).

Awards are the material representation of recognition (Morgan et al., 2017).

Token is “a voucher that can be exchanged for goods or services, typically one given as a gift or forming part of a promotional offer” (Merriam-Webster dictionary, n.d.).

The next section provides an overview of the methodology followed in the current study, which is discussed in detail in Chapter 3.

1.9 Research Methodology, Design and Methods Overview

1.9.1 Paradigm

This study followed the positivist paradigm, which is aimed at understanding the world from an objective point of view. In the positivist approach, the researcher has to ensure objectivity (Carr & Kemmis, 1986). This means that the researcher has to manage biases and ensure there is one preferred reality, the rewards and recognition preferences of employees of a PMO in South Africa.

1.9.2 Research approach and design

The research followed a deductive qualitative and descriptive approach, and was conducted by means of an online survey (see Annexure A). Doyle et al. (2020: 445) explain that this approach is largely utilised for its simplicity, flexibility, and utility. It is useful in determining the opinions and preferences of the target group in question.

1.9.3 Target population

The study's population comprised 150 PMO employees based in South Africa's nine provinces at the time of the study.

1.9.4 Sampling method and sample size

The sample was selected using the total population. Galloway (2005) states that this type of sampling often involves participants who are convenient to the researcher and may be recruited without excluding anyone, thus a very simple manner. The sample

strategy also included a form of judgement sampling because the researcher sought to ensure that all the relevant participants were secured and a true reflection and representation of the group of interest were included. Aranisola (2023) states that in a judgement sample, the researcher uses his or her judgement to determine which elements or criteria will be used to select the participants. In the current study, the researcher used elements such as occupation, age, gender, region, and workplace seniority.

1.9.5 Data collection tool

The data collection tool was an existing self-administered questionnaire on rewards and recognition practices of the American Management Association (see Annexure A), which was adapted to a project management context.

1.9.6 Data collection/fieldwork

A questionnaire was administered online, via a link provided to the gatekeeper of the PMO in the organisation, who then disseminated the survey via the organisation's internal electronic mail (e-mail) system.

1.9.7 Data analysis

Data were analysed using deductive content and descriptive analysis more particularly conceptual analysis and descriptive statistics (Columbia State University, 2012).

1.9.8 Ethical considerations

As indicated by the Leedy and Ormrod pole (2005:101) research ethical issues fall into the following categories: informed consent; protection from harm; and the right to privacy.

In the current study, these ethics principles were upheld as follows. Ethical clearance to conduct the study was obtained from North-West University's Ethics Committee (see Annexure A) prior to data collection. Permission to conduct the study was also obtained from the company (see Annexure B). Participants had to indicate their

informed consent to participate in the study (see Annexure C). Participants were informed of the aim of the study, and were assured of anonymity. Participation was voluntary, and participants could withdraw at any point during data collection, without any negative consequences. No personal identifiers were used in the reporting, and the data will be stored securely and destroyed five years after completion of the study.

The next section provides an overview of the layout of the dissertation.

1.10 Chapter Outline of the Dissertation

Chapter 1 provided an introduction and background to the study, including the rationale, the constructs of interest, the aims and objectives, and the delimitations.

Chapter 2 discusses extant literature in the domain under study, with a particular focus on rewards and recognition and relevant motivation theories.

Chapter 3 details the research design and methodology followed in conducting the study.

Chapter 4 reports the results and findings of the study in answering the main research and sub research questions.

Chapter 5 concludes the study with a discussion of the findings and related existing literature, the managerial implications, the study's limitations, and avenues for further research.

1.11 Chapter Summary

This chapter introduced the study and set the background to the research problem. Chapter 2 discusses the literature related to the topic under study.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter first provides an overview of literature on the relationship between employee performance and rewards and recognition programmes, followed by definitions of concepts pertinent to the current study. Thereafter, employee motivation is discussed in terms of Herzberg's (1996) two-factor theory of motivation, Maslow's (1943) Hierarchy of Needs, and Vroom's (1964) expectancy theory of motivation. The chapter concludes with literature on effective approaches to rewards and recognition.

2.2 The Relationship between Rewards and Recognition and Employee Performance

Employees are an organisation's most valuable asset, as they are the source of a company's competitive advantage, and organisations are increasingly realising the importance of "commitment to reward practices which are aligned with the goals of the organisation for attracting, retaining and motivating employees" (Juneja, n.d.). The benefits of efficient reward practices within organisations are numerous, and include attracting results-driven professionals who are able to thrive in performance-based environments. Andrew and Kent (2004) note the positive relationship between rewards (both intrinsic and extrinsic) and employee performance.

Scholars have described several key differences between intrinsic and extrinsic motivation (Mitchell, 2013):

Intrinsic Motivation	Extrinsic Motivation
Purpose of participation: Enjoyment in the process itself	Purpose of participation: Benefits derived from participating
Rewards: Effective rewards (enjoyment, pleasure)	Rewards: Social or material rewards
More likely to stay with a task long-term	More likely to do a necessary task of little interest
Self-motivation to take on new tasks and innovate Increases social learning compliance	Self-motivation to take on new tasks
Increases speed of task	
Slower behavioral change	Removing reward results in motivation loss
Emotions experienced: Pleasant (enjoyment, freedom, relaxation)	Emotions experienced: Tension and pressure (social approval is not under direct control)

Employees who are rewarded and recognised for their work contributions on a sufficiently frequent basis attain a greater level of job satisfaction and perform better at work, ultimately leading to enhanced company performance (Kumari et al., 2021). Sajuyigbe et al. (2013:82) state that, “when human beings are appreciated and praised, they tend to improve their performance, therefore recognition by rewards can be used to improve performance by setting targets in relation to the work given, e.g., surpassing some sales targets”. Desirable and relevant rewards also lower employee turnover (Carraher, Gibson & Buckley, 2006). In this regard, Muriuki (2018) suggests that rewards be tailor-made in order to target specific groups of employees.

A study conducted by Muriuki (2018) in Kenya showed that recognition through rewards is directly related to motivation, which positively impacts employee performance. Mariuki (2018) notes that, “employees take recognition as appreciation and a feeling of value and hence it boosts up morale of employees, ultimately increasing productivity of organizations”. While managers and supervisors play an important role in the motivation of employees, employees’ self-motivation is equally important.

In research that examined employee recognition and its impact on performance in Ghanaian universities, Amaotemaa and Kyeremeh (2016) found that effective recognition tends to occur in organisations that have a strong supportive culture and understand the psychological value of praising and reward employees for outstanding performance.

The section below offers definitions of the constructs of interest in the current study.

2.3 Definitions of Key Constructs

The key constructs of the current study are: rewards, recognition, and motivation. These are defined below.

2.3.1 Rewards

Rewards are the incentives that a company offers to entice and motivate employees to work more efficiently. Rewards are given mainly to show appreciation for the performance of employees and to motivate them to continue their high performance, in alignment with the company's goals (Eshun and Duah, 2011). There are two main types of rewards (Mottaz, 2016):

- a) Intrinsic rewards are incentives that are given to employees on an internal level to encourage workers to make a greater contribution to the organisation. In this way, they are motivated internally. Intrinsic rewards could be in the form of, for example, giving employees more independence, thus allowing them to take on more responsibilities in the workplace.
- b) Extrinsic rewards are tangible incentives, for instance, bonuses, time off, and perks. These rewards are more likely than intrinsic rewards to entice employees to perform better. However, this depends on where an employee is situated with regard to their hierarchy of needs.

Rewards are a vital source of motivation for employees, but only if these are administered under the right conditions. Some strategies that could improve the effectiveness of rewards include (Armstrong, 2009):

- Linking rewards with the performance;

- Implementing team rewards for interdependent jobs;
- Ensuring that the rewards are relevant;
- Ensuring that the rewards are valued by the employees;
- Monitoring undesirable consequences of rewards practices.

For example, in linking rewards with performance, Walmart, awards bonuses to top executives based on the company's overall performance, whereas the frontline employees earn bonus on the basis of the sales figures or targets attained by the store in which they work.

Besides monetary rewards, contemporary employees may desire non-monetary rewards in the form of, for example, better career opportunities, skills development, and recognition. Many IT and project-based organisations use non-monetary rewards to maximise employee satisfaction.

2.3.2 Recognition

Recognition is one of the most important factors in creating and maintaining higher productivity and engagement of employees in the workplace (Wickham, 2022). When employees' hard work and accomplishments are recognised, they feel more valued, thereby increasing productivity and organisational loyalty. As all employees are different, it is crucial that organisations implement recognition according to employees' personal needs and preferences (Ashmore & Gilson, 2015).

2.3.3 Motivation

Motivation is the level of energy, commitment, and creativity that employees display in performing their jobs, and includes their attitude towards their work (Mittelstaedt, 2012). However, level of motivation is hard to measure. An organisation ought to make use of both forms of motivation in order to appeal to the different types of employees in the workplace. Since employees are one of the most important resources in an organisation, it is imperative that organisations are aware of these factors and understand how best to bring out optimum performance from their employees in order to maximise the company's output (Mittelstaedt, 2012).

2.4 Theories of Motivation

There are psychological factors and influences underlying motivation that are a part of the human experience and cannot be separated from the experience of employees in their place of work. These psychological factors are discussed below according to Herzberg's (1996) two-factor theory, Maslow's (1943) Hierarchy of Needs, and Vroom's (1964) expectancy theory of motivation.

2.4.1 Herzberg's two-factor theory

This theory, which was developed by Fredrick Herzberg in 1996, states that there are two factors that influence employee motivation: motivators and hygiene factors. Motivators encourage employees to work harder. Examples of motivators are growth, achievement, and responsibilities. According to Herzberg (1996), the absence of intrinsic factors is not necessarily a cause of, or contributor to job dissatisfaction. However, the presence of these factors creates contentment and builds strong levels of motivation, which enhance job performance.

Hygiene factors are conditions related to the jobs context, such as supervision, salary, and company policies (Rainey, 2014). These factors are based on the general need to avoid dissatisfaction in the workplace, and while they are not present in the actual job role, they surround the job. Such hygiene factors contribute to job satisfaction. Therefore in other words, hygiene factors alone do not cause job satisfaction, but their absence causes job dissatisfaction (Management Study Guide, 2015). Herzberg, Mausner and Snyderman (1993:7) additionally noted that "there was a difference in the primary factors, depending on whether the investigator was looking for things the worker liked about his job or things he disliked".

This theory was tested in the field of criminal justice by Zhao, Thurman, and He (1999), who suggested that police officers' job satisfaction has a positive relationship with their perceptions of the significance of their work recognition, autonomy, and excellence. The table below shows a set of motivating factors against a set of hygiene factors.

Table 2.1: Motivator and hygiene factors according to Herzberg's two-factor theory

MOTIVATORS	HYGIENE FACTORS
Recognition	Security
Growth	Company policies
Achievements	Salary
The work belief	Working conditions
Responsibility	Manager supervision

The theory presents four possible scenarios which can be the outcome of the hygiene-motivation dynamic, and these are explained below:

High hygiene, high motivation: This is the ideal situation, where all employees are highly motivated and have very few grievances, which is the state that most organisations want to achieve.

- (i) High hygiene, low motivation: In this situation, employees have grievances, and they are not very motivated. An example of this is where the workers are paid well, but they are not really interested in their jobs.
- (ii) Low hygiene, high motivation: In this situation, the employees are highly motivated, yet have many grievances. For example, their work is interesting, but they are not satisfied with their remuneration.
- (iii) Low hygiene, low motivation: In this case, the employees are not motivated, and there are no hygiene factors in place.

Some of the practical applications of this theory in the workplace include changing bureaucratic company policies to ensure that organisations are in line with what other, more competitive organisations are offering, ensuring that managers are approachable and trustworthy mentors and not just impersonal bosses, ensuring that the compensation perks and bonuses are market-related, and delegating responsibilities to employees to make them feel valued.

2.4.2 Maslow's Hierarchy of Needs

This theory was developed by Maslow, who believed that humans inherently have motivation systems that operate separately from the appeal of rewards or desires that are beyond their control (McLeod, 2013). Maslow stated that "people are motivated to

achieve certain needs, and when one need is fulfilled, a person seeks to fulfil the next one, and so on” (McLeod, 2013:2). This hierarchy is expressed in the form of a pyramid with five levels: physiological needs, safety and security, social needs (love and belonging), self-esteem, and self-actualisation (Susman, 2022).

Based on this theory, employees’ need for rewards and recognition not being satisfied is likely to lead to unconscious and conscious poor work behaviours (Susman, 2022). This was the case in the company under study when, in 2018, employee dissatisfaction (which was caused by the company removing rewards and recognition preferences without engagement with employees), ultimately led to strikes. Another limitation of this theory is that complete satisfaction at any level is not actually possible. People also progress and regress through levels at different rates and in different ways, and it is not always possible to progress sequentially (Kenrick, 2010).

Due to these limitations, Maslow added three more levels of need to the pyramid. The revised Level 5 is the cognitive needs of humans, such as understanding and curiosity. Level 6 is aesthetic needs, such as appreciation and the search for beauty, and balance (Sodexo, 2022). In the revised pyramid, Level 7 is self-actualisation, and the last level, Level 8, is transcendence needs, which refers to needs related to nature, sex, science, and religion (Llanos & Martinez Verduzco, 2022).

The hierarchy not only served to revise how theorists study human motivation theories, it also influenced the emergence of another field of psychology. By extending his theory to include greater level growth needs, Maslow influenced the focus of an emerging paradigm, known as humanistic psychology (Aanstoos, 2016). Humanistic psychology is a psychological perspective that emphasises the personal growth, subjective experience, and potential of the individual (Schneider et al., 2011). It emerged in the mid-20th century as a reaction against the behaviorism and psychoanalytic approaches dominant at the time, and sought to provide a more holistic and positive view of human nature (Goble, 1970; Bugental, 1964).

Abraham Maslow was one of the key figures in the development of humanistic psychology. In particular, his concept of self-actualisation, which refers to the innate drive of individuals to fulfill their unique potential and achieve personal growth, became a central idea in the humanistic approach (Maslow, 1943). Maslow believed that self-actualisation was the highest level of Maslow's hierarchy of needs, a pyramid-shaped

model of human needs that also included physiological, safety, love/belonging, and esteem needs (Maslow, 1943).

Maslow also emphasised the importance of positive relationships, creativity, and spirituality in humanistic psychology. He saw these as fundamental aspects of a fulfilling life, and believed that they were often neglected in traditional psychological approaches (Maslow, 1954). Maslow's ideas had a significant impact on the development of humanistic psychology, and his work continues to be influential in the field today.

2.4.3 Vroom's Expectancy Theory

Expectancy theory, developed by Victor Vroom (1964), focuses on results rather than needs, unlike the theories of Maslow (1943) and Herzberg (1996). Vroom's Expectancy theory is a motivation theory that proposes that individuals' motivation to perform a particular behavior is determined by three factors: expectancy, instrumentality, and valence (Vroom, 1964). Expectancy refers to the individual's belief that their effort will lead to a desired level of performance. Instrumentality refers to the individual's belief that the desired level of performance will lead to specific outcomes or rewards. Valence refers to the individual's value or preference for those outcomes or rewards (Vroom, 1964).

According to Vroom's theory, motivation is highest when all three factors are present and positively correlated. In other words, when individuals believe that their effort will lead to a desired level of performance, that the desired level of performance will lead to specific outcomes or rewards, and that those outcomes or rewards are valuable to them, they are more likely to be motivated to perform the behavior (Porter & Lawler, 1968).

Vroom's Expectancy theory has been influential in the field of organisational behavior and has been used to explain employee motivation and satisfaction. It has also been applied in other domains, such as education, healthcare, and sports. Valence according to Porter and Lawler (1968) is the assessment of the likelihood that effort will lead to the expected performance (expectancy) and the belief that the performance will lead to a reward (instrumentality). Valence is therefore the expected result, not the actual satisfaction that employees expect to receive after attaining certain goals.

Expectancy is influenced by factors such as possessing crucial information before doing certain tasks and getting the required support from management to get the job done. Instrumentality is affected by factors such as having faith in the managers who decide who receives what income, as well as clarity regarding the relationship between performance and outcomes (Latham & Pinder, 2005).

Therefore, expectancy theory focuses on the following three relationships:

- (i) Effort–performance — whether employees' efforts are recognised in their performance appraisals;
- (ii) Performance–reward — the extent to which employees believe that good performance leads to organisational rewards; and
- (iii) Rewards–personal goals — how appealing the potential outcome is to the employees.

2.5 Rewards and Recognition Solutions for Maximum Company Output and Employee Satisfaction

Organisations can attain high levels of both employee job satisfaction and company output by formulating organisation-specific and worker-related reward systems (Kathure, 2018). According to Juneja (n.d.), a mix of elements is required, such as a performance development system, performance-based pay, and ample learning opportunities, all of which should be situated in a healthy work environment. Juneja (n.d.) adds that variable pay could enhance the performance of the employees, especially that of star performers, and that it is more effective than fixed-pay packages. Such reward practices may take the forms of gain-sharing, bonuses, team-based incentives, profit-sharing, and employee stock ownership plans (ESOPs), which are equity-based awards (Nyberg et al., 2018). A pay-for-performance strategy should incorporate the components listed in Table 2.2.

Table 2.2: Components of a pay-for-performance strategy

Pay-for-Performance Strategy		
Category	Performance Measures	Basis for Rewards
Corporate leaders	Balanced scorecards, shareholder returns, and economic value added	Stock ownership and profit-sharing
Business-unit leaders	Profitability of the unit	Results-sharing
Functional leaders	Level of contribution towards the corporate goals	Milestone awards
General employees	Key result areas achieved (measured periodically)	Profit/gain-sharing and bonuses

Source: Risher (1999)

Geraghty (2017) recommends the following in implementing a pay-for-performance system:

- Incorporation of the relevant department representatives when implementing and revising rewards programmes, to ensure representation and contribution at various levels;
- Ensuring that employees regard the rewards as worthwhile (so that employees are motivated to work hard to obtain them, and uphold this as a culture);
- Making sure that employees understand how to acquire the rewards points;
- Setting transparent performance standards for rewards, including offering employees tools to track their progress;
- Linking rewards directly to performance, and “associating praise, recognition, cash rewards and non-cash rewards to specific results”, to ensure that employees understand the relationship between their reward and their performance;
- Rewarding the achievement of both large and small goals to prevent employees not receiving any rewards for extended periods, which could be demotivating;

- Rewarding team efforts, to build a strong team dynamic and increase performance, which has been found to be more effective than incentives for individuals;
- Providing immediate recognition or reward after the achievement of the desired behaviour, to enhance trust in the organisation and immediately impact subsequent behaviour;
- Matching the reward to the employee through employee input;
- Long-term rewards through competitive and non-competitive rewards to ensure long-term results; and
- Frequent upgrading of rewards, to renew employees' motivation and participation.

2.6 Conclusion

The literature reveals the positive relationship between rewards and recognition programmes, motivation, employee performance, and, ultimately, company output. From the literature, it is also apparent that successful companies make use of these programmes at all levels. Such companies engage in rigorous planning, implementation, and realisation of rewards and recognition to successfully harness employees' sustained motivation and effort. While monetary rewards are often regarded as the most popular, non-monetary rewards may also be effective, depending on individuals' psychological characteristics. Companies should consider the motivational theories discussed in this chapter when constructing rewards programmes.

The next chapter discusses the research methodology followed in conducting the study.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter discusses the methodological choices the researcher took in order to best answer the research questions, including the philosophical paradigm, the research approach and design, and the methods used.

The justifications for the methodological choices are discussed in the sections to follow.

3.2 Research Paradigm

A research paradigm, as described by Terre Blanche and Durrheim (1999), is a system of interrelated practices and thinking that defines the nature of enquiry along three major dimensions in any research process, i.e., ontology, epistemology and methodology. The current study followed the positivist paradigm, where scientific research in a positivist paradigm focuses on explanation. Positivism can also be used in deductive qualitative research as indicated in this study to indicate preferences in a specified sample group (Park, Konge, & Artino, 2020:).

In using the deductive qualitative and descriptive approach, the researcher is a participant-observer (Carr & Kemmis, 1986) who engages in the activities and determines the meanings of descriptions as they are expressed within specific social contexts, in this case the rewards and recognition preferences of employees in a PMO in South Africa.

A paradigm encompasses the nature of reality, i.e. the ontology, and the nature of knowledge, i.e. the epistemology (Cantrell, 2001). The positivist ontology and epistemology are summarised in Table 3.1.

Table 3.1: Characteristics of positivism

Positivistic	Description
Ontology	• There is one reality in terms of how people make sense of their social worlds. There is one defined reality, fixed, measurable, and observable.
Epistemology	• Genuine knowledge is objective and quantifiable. The goal of science is to test and expand theory.
Method	• The data are usually quantitative, in the form statistics or numbers..

3.3 Research approach

When planning a research project, researchers have to decide whether to employ a qualitative, quantitative, or mixed-methods approach (Creswell, 2014). The choice of approach is influenced by the research problem, issue being studied, the personal experiences of the researcher, and the audience for whom the researcher writes (Creswell, 2014). As noted in Table 3.1, the current study followed a deductive qualitative and descriptive approach, whereby the researcher collected data in the form of participants' views based on existing research construct on the phenomenon of rewards and recognition (Creswell, 2014).

3.3 Research Design

As noted in Table 3.1, the current study followed an deductive survey cross-sectional design. Doyle et al. (2020) explain that this type of design is largely utilised for its simplicity, flexibility, and utility, and is useful in determining the experiences, opinions, feelings, and perceptions of participants. Wang and Cheng (2020) additionally highlight that unlike other types of observational studies, cross-sectional studies do not follow individuals up over time. They are usually inexpensive and easy to conduct, and are useful for establishing preliminary evidence in planning a future advanced study. Since the current study was aimed at uncovering the reward and recognition preferences of the PMO employees, this research design was considered most suitable, as it enables a researcher to capture their opinions in agreement of specific reward and recognition methods (Bradshaw et al., 2017).

A cross-sectional study presents findings based on research at a particular point in time, as opposed to longitudinal research, in which the researcher conducts the same study intermittently in order to compare the results and determine changes over time (Dawadi et al., 2022). The suitability of a cross sectional study for this research is shown by the benefits that can be attained from employing them. Sedgwick (2014) states that cross sectional studies are generally quick, easy, and cheap to perform, and are often based on a questionnaire survey. For the present study, it ran from March 2022 to November 2022.

3.4 Population

“A population is a group of individuals or items that share one or more characteristics from which data can be gathered and analysed” (Du Plooy, 2006:100), i.e., the population is all possible units of analysis in a study, from which the researcher selects a representative group, i.e. the sample (Kibuacha, 2021). The population is the group to which the researcher wishes to generalise the results (in the case of quantitative research) or to which the findings may be transferable (in the case of qualitative research) (O'Dwyer & Bernauer, 2014). The population is defined in terms of characteristics such as demographics, geographics, age, and occupation, amongst others. The current study's population was all 150 employees (at the time of the study) of the PMO of the company under study, located in various provinces around South Africa.

3.5 Sampling and Sample Size

Sampling is choosing a group of representative participants from the population, and sample size refers to the number of participants or observations included in a study (Institute for Work and Health, 2008).

3.6 Sampling Method/technique

The sample was selected using the total population. Galloway (2005) states that this type of sampling often involves participants who are convenient to the researcher and may be recruited without excluding anyone, thus a very simple manner. The sample strategy also included a form of judgement sampling because the researcher sought

to ensure that all the relevant participants were secured and a true reflection and representation of the group of interest were included. Aranisola (2023) states that in a judgement sample, the researcher uses his or her judgement to determine which elements or criteria will be used to select the participants. In the current study, the researcher used elements such as occupation, age, gender, region, and workplace seniority. This was done to ensure that there was a wide range of employees that would be participating in the study, and that would give insights and enrich the results of the research.

3.7 Data collection tool

The data-collection tool was a self-administered online questionnaire. The questionnaire of the American Management Association was adapted to a project management context.

The instrument consisted of two sections: 1) Demographic questions, to enable the researcher to describe the sample and ii) items related to rewards and recognition. Before the questionnaire was administered, the instrument was pilot tested using a group of 10 PMO employees, to ensure that the items and instructions for completion were clear.

3.8 Data collection/fieldwork

The questionnaire was administered online by the PMO gatekeeper, via a Google link. Reminders were also sent to participants via the PMO gatekeeper. This virtual setup was advantageous, because there was no need to interact directly with the participants, who were situated across the country. This ensured unbiased analysis and aided ethical compliance regarding the POPI Act and confidentiality. The completed questionnaires were returned electronically, whereupon the data were drawn into an Excel spreadsheet and cleaned in preparation for analysis.

3.9 Data analysis

The data were analysed by means of deductive content analysis and descriptive statistics. This research made use of conceptual analysis as the researcher sought to determine the frequency of rewards and recognition preferences at the company in

question. According to Columbia State University (2012) conceptual analysis determines the existence and frequency of concepts in a text. The main goal of conceptual analysis is to examine the occurrence of selected terms, which are either implicit or explicit, in the data. The findings of which are reported in Chapter 4.

Additionally, in analysing the data, the study made use of the deductive approach. Deductive analysis, which is also often referred to as the *a priori* analysis, refers to applying existing theoretical frames and investigate if the data collected relates to the theoretical frame. Bingham and Witkowsky (2022) view deductive analysis as a top-down approach and refer to it as applying codes that have already been predetermined, to the data. Such codes are considered to be developed from literature, from theory, or from propositions. In the case of this study, the framework was provided by the available rewards and recognition questionnaire and adapted using codes from Maslow's theory, Vrooms expectancy theory and Hertzberg's theory in relation to the project office context.

3.11 Strategies to Ensure Trustworthiness

Guba (1981) noted that the trustworthiness of the deductive qualitative study is achieved through strategies ensuring credibility, transferability, dependability, and confirmability. The strategies applied in the current study are discussed below.

3.11.1 Credibility

Credibility refers to the findings being a true reflection of the participants' views. It asks the question of "how congruent are the findings with reality?" (Stahl & King, 2020: 26). One method of promoting credibility is through the various processes of triangulation –which when loosely defined, refers to the using of several sources of information or procedure from the field to repeatedly establish identifiable patterns.

Stahl and King (2020) provide the examples of triangulation as:

(i) Methodological triangulation which involves the use of more than one method of collecting or analysing data (i.e., in a study of reading demands in a gatekeeper course drawing upon a student survey, focus groups, and class observations);

(ii) Data triangulation, involving the use of more than a single type of data to establish findings (i.e. data from transcript audits, test scores, protocol analyses, all focused on the same phenomenon);

(iii) Investigator triangulation, consisting of the use of multiple researchers to complete comparative analyses of individual findings (i.e., each member of a research team studying the effectiveness of an adjunct study strategy class fully evaluates the data from a source(s) and draws conclusions to be shared and analysed by team members);

(iv) Theoretical triangulation, involving the use of multiple theoretical orientations to understand findings or to direct the research (i.e., employing social constructivism, transactional theory, and poststructuralism to study the curriculum and instruction for a college reading class); and

(iv) Environmental triangulation, which entails using more than one situation or context to study the intended focus (i.e., studying basic composition instruction at several community colleges).

In further enhancing credibility, the data-gathering instrument was based on a recognised questionnaire of the American Management Association, which had been used in comparable studies.

3.11.2 Transferability

Transferability of a research finding refers to the extent to which it can be applied in other contexts and studies. It is thus equivalent to or a replacement for the terms generalizability and external validity (Coghlan & Brydon-Miller, 2014).

3.11.3 Dependability

Shenton (2004:71) defines dependability as follows: “[I]f the research were repeated, in the same context, with the same methods and with the same participants, similar results would be obtained.” Credibility and dependability are closely linked; Lincoln and Guba (1985) state that ensuring credibility goes a long way in ensuring dependability.

Dependability can also be ensured by reporting the research processes in detail, thereby enabling a future researcher to repeat the study. The methodology of the present study is discussed in detail in this chapter, including how the analysis was conducted and conclusions were drawn (Johnson, 2020).

3.11.4 Confirmability

Shenton (2002) notes that confirmability can be enhanced by ensuring as far as possible that the findings are the result of the experiences and ideas of the informants, rather than the characteristics and preferences of the researcher". Miles and Huberman (1994) state that researchers have to acknowledge their own biases and predispositions. Researchers also have to provide reasons for favouring one approach where another could have been taken (Shenton, 2002).

The present researcher acknowledged that he may hold biases because he is an employee of the company under study, and the research question is a topic that affects him in a professional capacity. To address this, the researcher kept a reflexive journal. This was done as a personal 'self-check' to maintain objectivity in the analysis and interpretation the findings, as recommended by Lincoln and Guba (1985).

3.10 Ethical Considerations

It is important that research ethics be upheld throughout a study (Resnik, 2020). Ethical clearance to conduct the study was obtained from the Ethics Committee of North-West University (see Annexure C). Permission to conduct the study was obtained from the company under study (see Annexure D). Prior to data collection, participants had to indicate their willingness to participate in the study on the Informed Consent Form (See Annexure B) that was attached to the instrument. The email sent to participants also explained the purpose of the study, and assured participants of anonymity. In adherence to the Protection of Personal Information (POPI) Act 4 of 2013, no personal identifiers were used in reporting the findings. Participation was voluntary, and participants could withdraw from the study at any point during data collection, without any negative consequences. The data are stored on a password-protected file to which only the researcher and study supervisor have access. The data will be deleted five years after completion of the study.

3.11 Chapter Summary

The chapter detailed the research methodology used in conducting the study. The chapter also discussed issues relating to research ethics and the strategies adopted to ensure the trustworthiness of the study.

The next chapter reports the results and findings of the study.

CHAPTER 4: RESULTS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter reports the results and findings of the study in answering the main research question: *What are the preferred rewards and recognition of the Project Management Office (PMO) employees of the company under study?*

4.2 Participant Profile

A total of 72 participants completed the questionnaire. Table 4.1 provides a demographic profile of the participants.

Table 4.1: Demographic profile of the participants

Category	Categories	Number of Participants
Organisational level	Executive management	1
	Supervisor	1
	Manager	12
	Middle management	18
	Officer	13
	Assistant officer	18
	Candidate attorney	1
	Project co-ordinator	1
	Senior advisor	15
	Other	3
Province	Gauteng	28
	Northern Cape	1
	KwaZulu-Natal	6
	Limpopo	16
	Free State	4
	Eastern Cape	4
	Mpumalanga	18
	Western Cape	4
	North West	2

Age group	18–29	4
	30–39	39
	40–49	20
	50–59	19
	60+	1
Gender	Male	49
	Female	33
	Rather not say	1

Of the 72 participants, 33 (39.8%) were women, 49 (59%) were men, and one preferred not to say. The purpose of gathering data on gender was to establish whether there was a link between gender and preferred rewards and recognition. The data showed that there was no link between gender and preferred rewards or recognition.

The majority of participants were assistant officers (making up 25%) and middle management (also consisting of 25% of the participants).

All nine provinces of South Africa were represented, with most participants from Gauteng (33.7%), Mpumalanga (21.6%), and Limpopo (19.2%). These provinces are also where most of the company's projects are situated.

4.3 Participants' Preferences of Rewards and Recognition

Participants were asked to indicate their level of acceptability towards certain types of rewards and recognition derived from existing literature. Table 4.2 below reports the results.

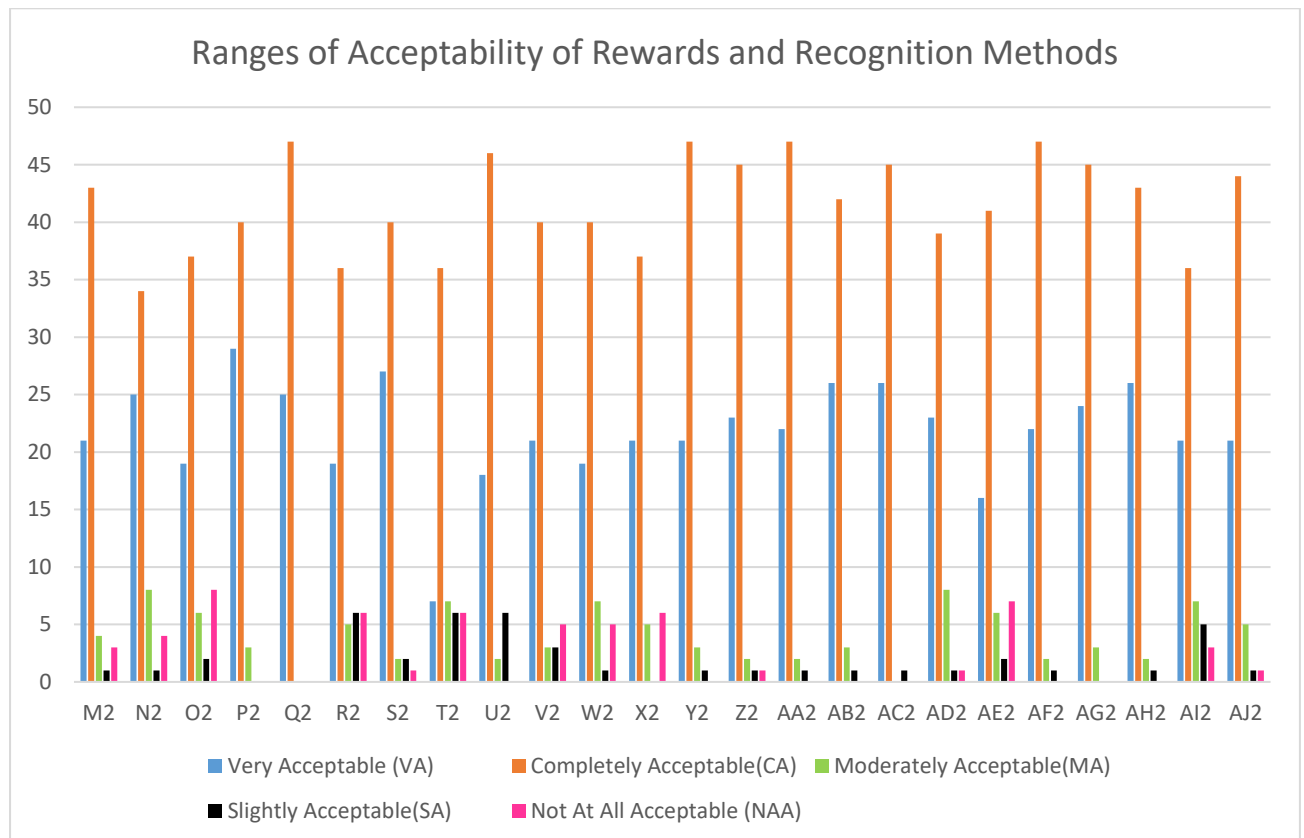
Table 4.2: Acceptability of Methods of Reward and Recognition

	ACCEPTABILITY (Frequency)				
	HIGH-LEVEL PREFERENCE - Number of responses		LOW-LEVEL PREFERENCE- Number of responses		
	Very Acceptable (VA)	Completely Acceptable (CA)	Moderately Acceptable (MA)	Slightly Acceptable (SA)	Not at all Acceptable (NAA)
QUESTION COLUMN (As shown in the results in Excel Spreadsheet Annexure A)					
M2: Special cash bonus for successful project completion	21	43	4	1	3
N2: 'On-the-spot' special cash bonuses	25	34	8	1	4
O2: Trips to resort locations for 'winners' (where the trip includes spouses or family packages)	19	37	6	2	8
P2: Special recognition by top management	29	40	3	0	0
Q2: Recognition for outstanding customer service	25	47	0	0	0
R2: Anyone in the PMO should determine who receives an award or recognition	19	36	5	6	6
S2: Special recognition by management at team meetings	27	40	2	2	1
T2: Voucher for 'dinner for two' or 'evening out'	17	36	7	6	6
U2: Plaques/certificates /trophies	18	46	2	6	0

V2: A tangible gift	21	40	3	3	5
W2: Time off with pay	19	40	7	1	5
X2: Letter of appreciation	21	37	5	3	6
Y2: Team reward	21	47	3	1	0
Z2: Individual reward	23	45	2	1	1
AA2: Individual and a team reward	22	47	2	1	0
AB2: Recognition for outstanding project delivery	26	42	3	1	0
AC2: Recognition for creative suggestions that improve project performance	26	45	0	1	0
AD2: Recognition for significant achievement, 'on the spot'	23	39	8	1	1
AE2: Recognition only for sustained outstanding performance at formal appraisal time	16	41	6	2	7
AF2: Project stakeholders should be able to nominate the team or peers for an award or recognition	22	47	2	1	0
AG2: Team members should be able to nominate other teams or peers outside of their team for recognition	24	45	3	0	0
AH2: Formal recognition events	26	43	2	1	0
AI2: Informal recognition events	21	36	7	5	3
AJ2: Broad recognition at a national event	21	44	5	1	1

Figure 4.1 below reports on the above figures in Table 4.2 in a column chart format.

Figure 4.1: Acceptability of Methods of Rewards and Recognition



In the column chart, the vertical axis indicates the frequency, and the horizontal axis indicates the number of the item in the questionnaire.

Participants indicated that they considered on-the-spot cash bonuses; trips with family; special recognition; certificates, trophies, and plaques; and individual and team awards very acceptable or completely acceptable. Fewer employees felt that the rewards and recognition methods were only moderately acceptable, and an even smaller percentage felt that the methods were slightly acceptable or not at all acceptable.

The following section compares the findings on the participants preferences with regard to rewards and recognition, thereby answering Research Sub-questions 2 and 3.

4.4 Rewards and Recognition Preferences — a Comparison

The items in the questionnaire were grouped into seven categories: (i) cash bonuses, (ii) outings, (iii) recognition, (iv) events, (v) nomination, (vi) group or individual rewards, and (vii) tangibles. Equations were used to calculate and deduct preference levels per method of reward and recognition.

To calculate the high-level preference percentage:

$$\frac{\text{Very acceptable (VA)} + \text{Completely acceptable (CA)} \times 100}{72 \text{ (Total participants)}}$$

For example, for *Special cash bonuses* (Item M2):

$$\frac{(21 + 43) \times 100}{72} = 88.88\%$$

To calculate the low-level preference percentage:

$$\frac{\text{Moderately acceptable (MA)} + \text{Slightly acceptable (SA)} + \text{Not at all acceptable (NAA)} \times 100}{72 \text{ (Total participants)}}$$

For example, for *Special cash bonuses* (Item M2):

$$\frac{(4 + 1 + 3) \times 100}{72} = 11.11\%$$

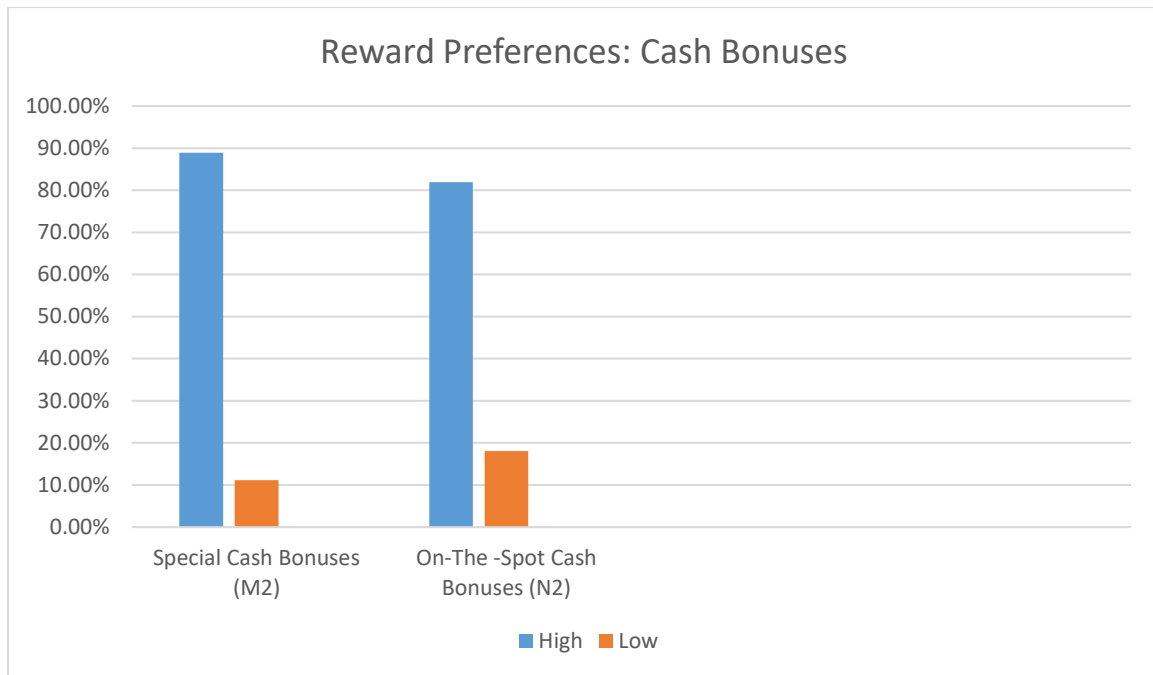
4.4.1 Cash bonuses

In this category, there were two types of cash bonuses:

- Special cash bonuses (Item M2); and
- On-the-spot cash bonuses (Item N2).

The findings are presented in Figure 4.2.

Figure 4.2: Preference for cash bonuses



In terms of cash bonuses, special cash bonuses had a higher level of acceptability (88.88%) than on-the-spot cash bonuses (81.94%). Although the difference is not significant, it could be attributable to the fact that employees may prefer rewards that can be anticipated, rather than rewards that are sporadic and spontaneous (Islam, 2004).

4.4.2 Outings

This category is defined as rewards that allows time away from the workplace-PMO. The category consists of three types of outings:

- Trips to resorts (spouse and family packages) (Item O2);
- Dinner for two or an evening out (Item T2); and
- Time off, with pay (Item W2).

The findings are shown in Figure 4.3.

Figure 4.3: Reward preferences: Outings



The most preferred reward was time off, with pay, while a dinner for two ranked the highest, low ranking preference. This may be indicative of how employees at the PMO prefer using their time away from the office. The first preference may indicate that employees nowadays recognise that time is a resource, and prefer time off, with pay, instead of being rewarded with enjoyment (dinner for two or trips to resorts) when they are not working.

4.4.3 Recognition

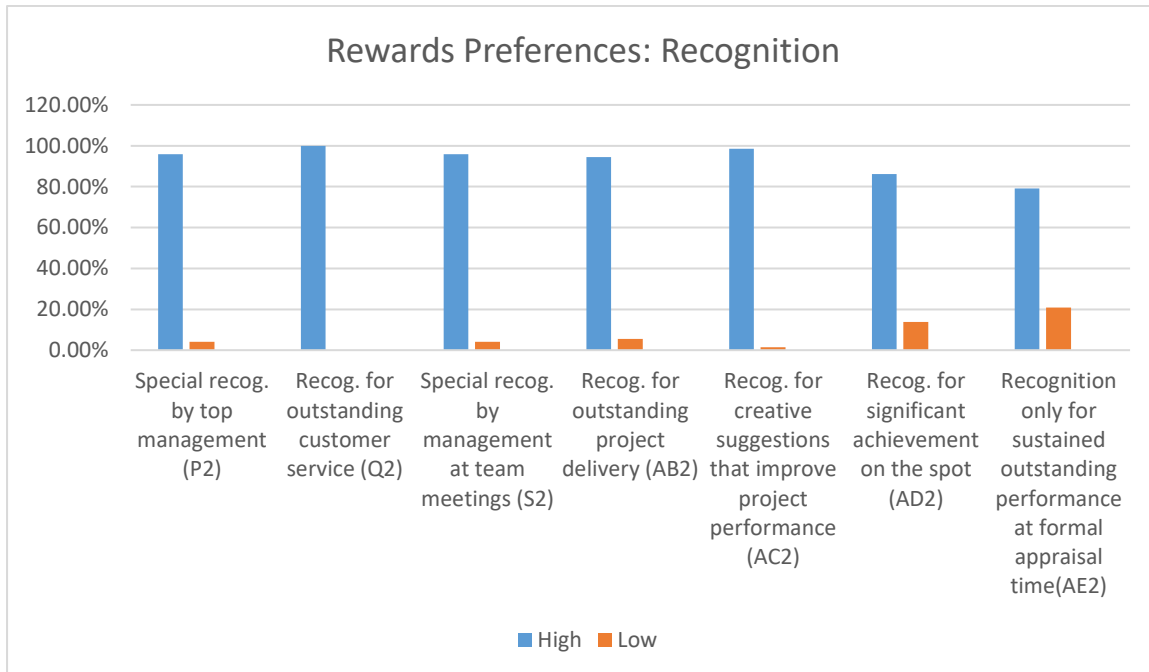
In terms of recognition, the following types were grouped under one category:

- Special recognition by top management (Item P2);
- Recognition for outstanding customer service (Item Q2);
- Special recognition by management at team meetings (Items S2);
- Recognition for outstanding project delivery (Item AB2);
- Recognition for creative suggestions that improve project performance (Item AC2);
- On-the-spot recognition for significant achievement (Item AD2); and

- Recognition only for sustained outstanding performance during formal appraisal (AE2).

The preferences are illustrated in Figure 4.4.

Figure 4.4: Rewards preferences: Recognition



In terms of recognition, the levels of acceptability were found to be generally high and very close in percentages, except for recognition given during formal appraisals (Item AE2). This may indicate that employees prefer to be given recognition throughout the life cycle of the project, instead of only being recognised at the end of the project. The data also show that employees appreciate recognition from different groups of people. Of particular interest is that all participants indicated that recognition for outstanding customer service is 100% acceptable.

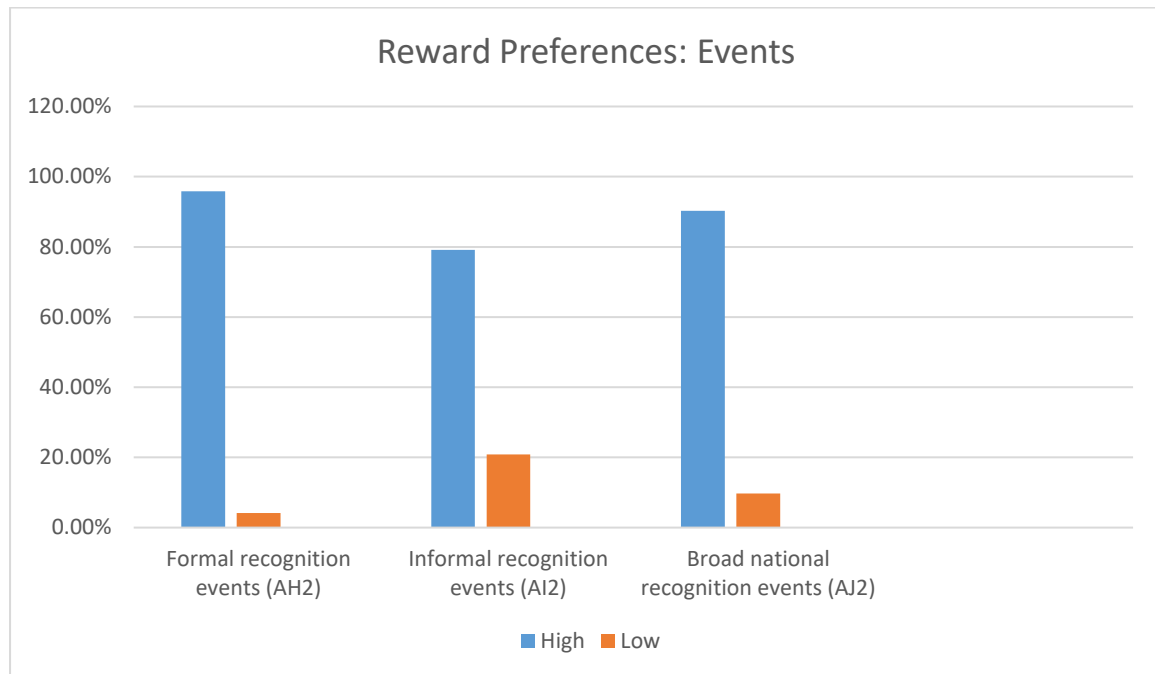
4.4.4 Events

The category of events consisted of the following:

- Formal recognition events (Item AH2);
- Informal recognition events (Item AI2); and
- Broad recognition events (Item AJ2).

The findings are illustrated in Figure 4.5.

Figure 4.5: Reward Preferences: Events



The data showed that the employees prefer to be recognised more formally, i.e., at formal events, followed by broad national events and informal events. This may be attributable to formal recognition having more professional significance than informal recognition, especially in a professional context.

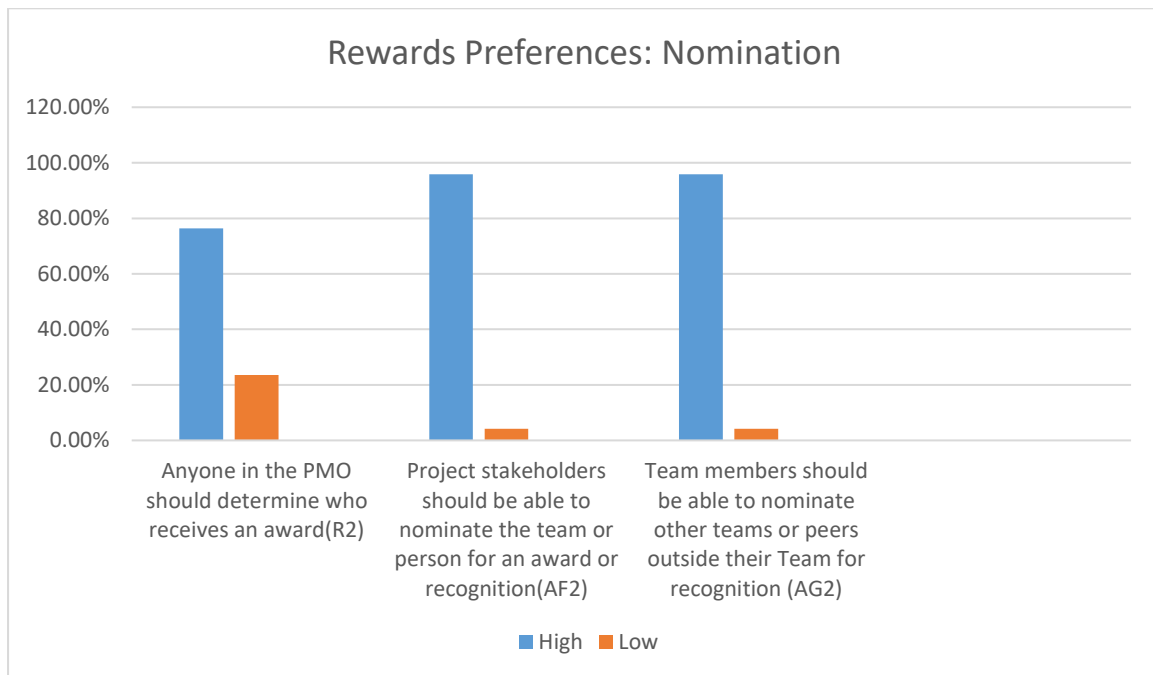
4.4.5 Nomination

The following category was that of nomination, which category consisted of the following:

- Anyone in the PMO should be able to determine who receives an award (Item R2);
- Project stakeholders should be able to nominate a team or person for an award or recognition (Item AF2);
- Team members should be able to nominate other teams or peers outside their team for recognition (Item AG2).

The findings are illustrated in Figure 4.6.

Figure 4.6: Rewards preferences: Nomination



Participants indicated that they were least keen to have anyone in the PMO determine who receives an award, and preferred having project stakeholders or team members making the nomination.

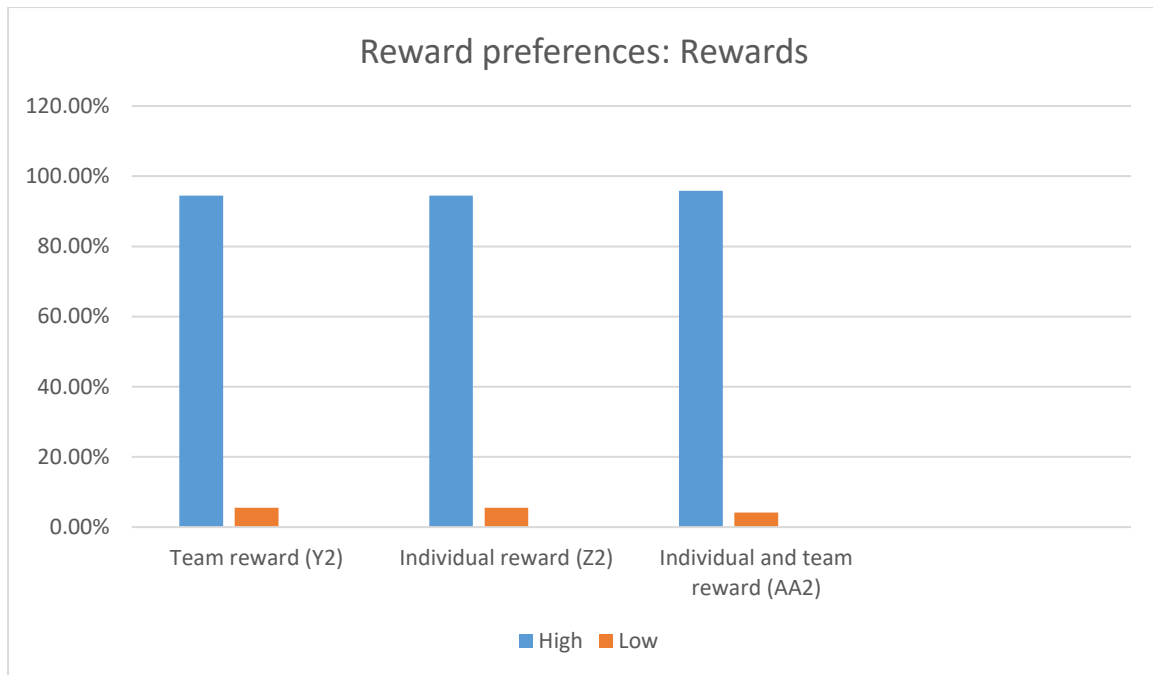
4.4.6 Group and Individual Rewards

This category consists of three types of rewards:

- Team rewards (Item Y2);
- Individual rewards (Item Z2); and
- Individual and team rewards (Item AA2).

The findings are illustrated in Figure 4.7.

Figure 4.7: Reward preferences: Rewards



Participants indicated that all three forms of rewards are highly acceptable. Thus, employees see value in both individual and team rewards.

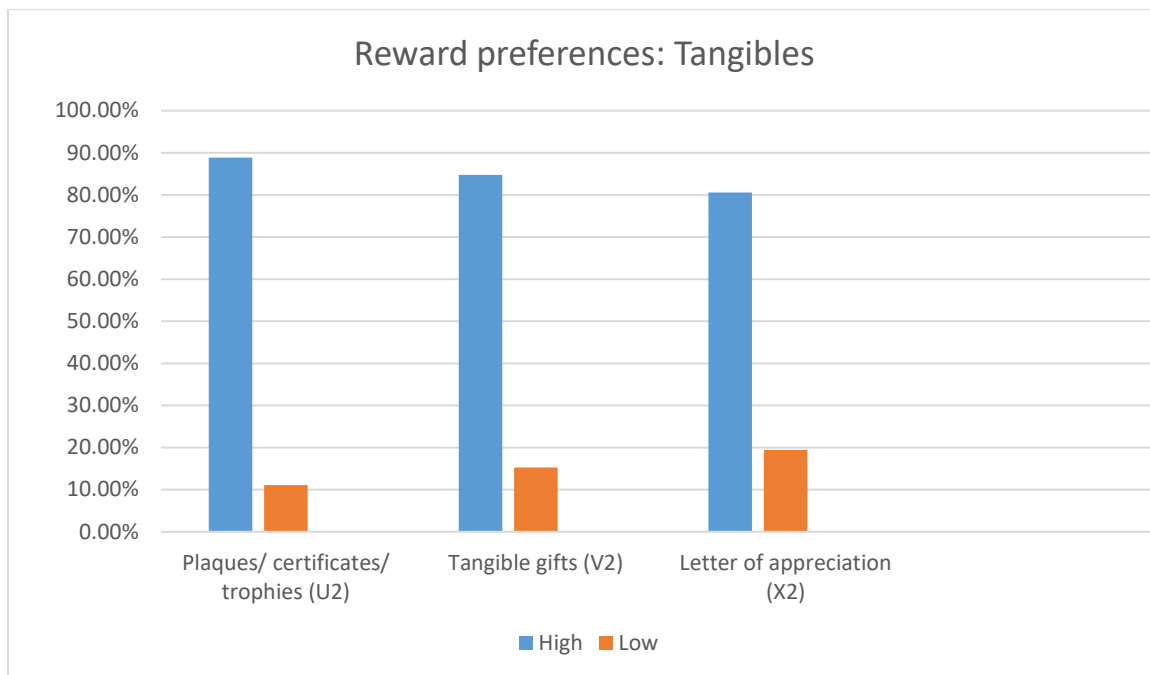
4.4.7 Tangibles

This category consists of three tangible rewards:

- Plaques/certificates/trophies (Item U2);
- Tangible gifts (Item V2); and
- A letter of appreciation (X2).

The findings are illustrated in Figure 4.8.

Figure 4.8: Reward preferences: Tangibles



Participants indicated that they valued the rewards similarly, with a slightly higher preference for plaques, trophies, and certificates and the lowest preference for letters of appreciation.

4.5 Comparison of the Categories of Preferred Rewards and Recognition

This section reports and compares the averages of each category. The averages of categories with the highest and the lowest preference were calculated using the equations shown below.

To calculate average high-level preference for a category (%):

$$\frac{\text{Sum of all percentage of high-level preferences in a category}}{\text{Total number of reward methods in the category}}$$

For example, cash bonuses:

$$\frac{88.88\% + 81.94\%}{2} = 85.41\%$$

To calculate average percentage of the low-level preference in a category:

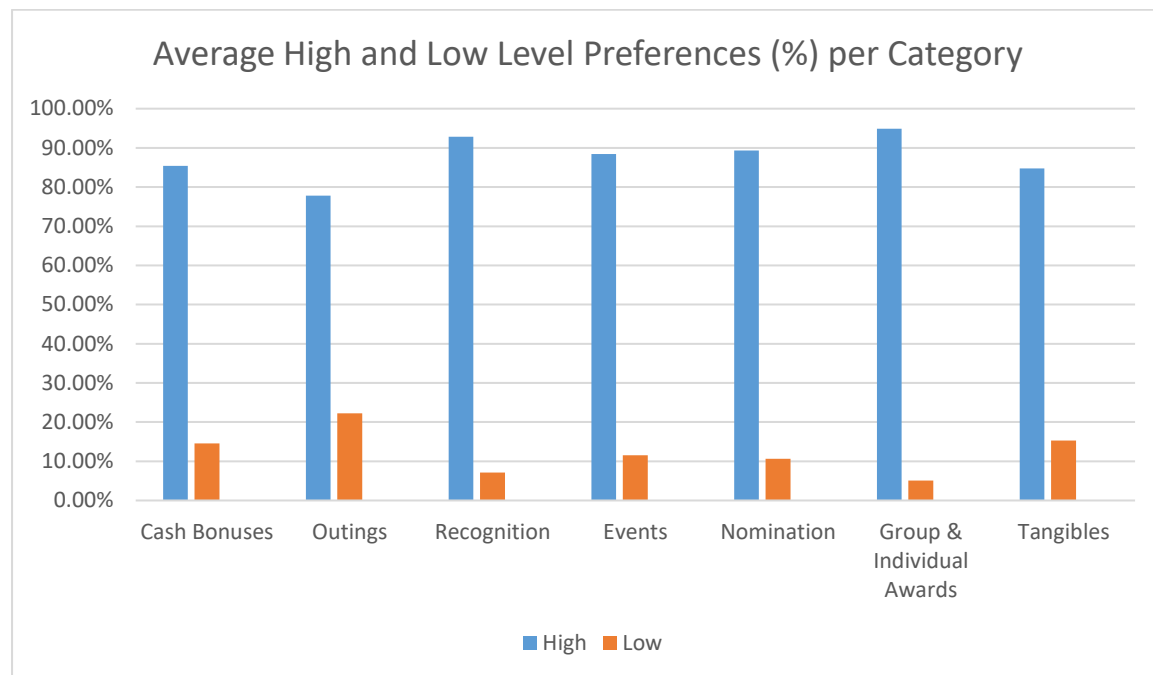
$$\frac{\text{Sum of all percentages of low-level preferences in a category}}{\text{Total number of reward methods in the category}}$$

Total number of reward types in the category

For example, cash bonuses:

$$\frac{11.11\% + 18.05\%}{2} = 14.58\%$$

The findings are illustrated in Figure 4.9.



The 'Rewards' category had both the highest (94.90%) and lowest (5.10%) averages, while the 'Outings' category had the least high-level preference (77.77%) and the greatest low-level preference (22.23%).

The difference between the average high-level preferences and average low-level preference was more than 50% for each category. That being said, all the rewards and recognition types were generally highly preferred.

4.6 Research Sub-Question 1: What are the project management Office employees' preferred rewards and recognition?

The findings reveal that the PMO employees generally have a high acceptability for a variety of rewards and recognition methods. The table 4.3 below shows the category of preferences and the average percentage acceptability.

Table 4.3: Ranking of average high-level preferences

CATEGORY	AVG. PREFERENCE LEVEL (%)
1. Group and Individual Rewards	94.90%
2. Recognition	92.85%
3. Nomination	89.35%
4. Events	88.42%
5. Cash bonuses	85.41%
6. Tangibles	84.72%
7. Outings	77.77%

This finding is consistent with Maslow's (1943) hierarchy of needs, which states that humans generally have a desire to move up a hierarchy of needs, i.e., physiological, safety, social needs and love, esteem, and self-actualisation. In this regard, McLeod (2013:2) states that "people are motivated to achieve certain needs, and when one need is fulfilled, a person seeks to fulfil the next one, and so on". Maslow (1943) stated that the needs need not necessarily be chronologically achieved or sequentially acquired, as long as there exists the potential for their fulfilment.

Alternatively, participants' desire for the rewards and recognition may be explained by expectancy theory (Vroom, 1964). It is possible that valence is the motivating factor behind the participants' views of the rewards and recognition.

The next section discusses the factors that affect participants' preference levels.

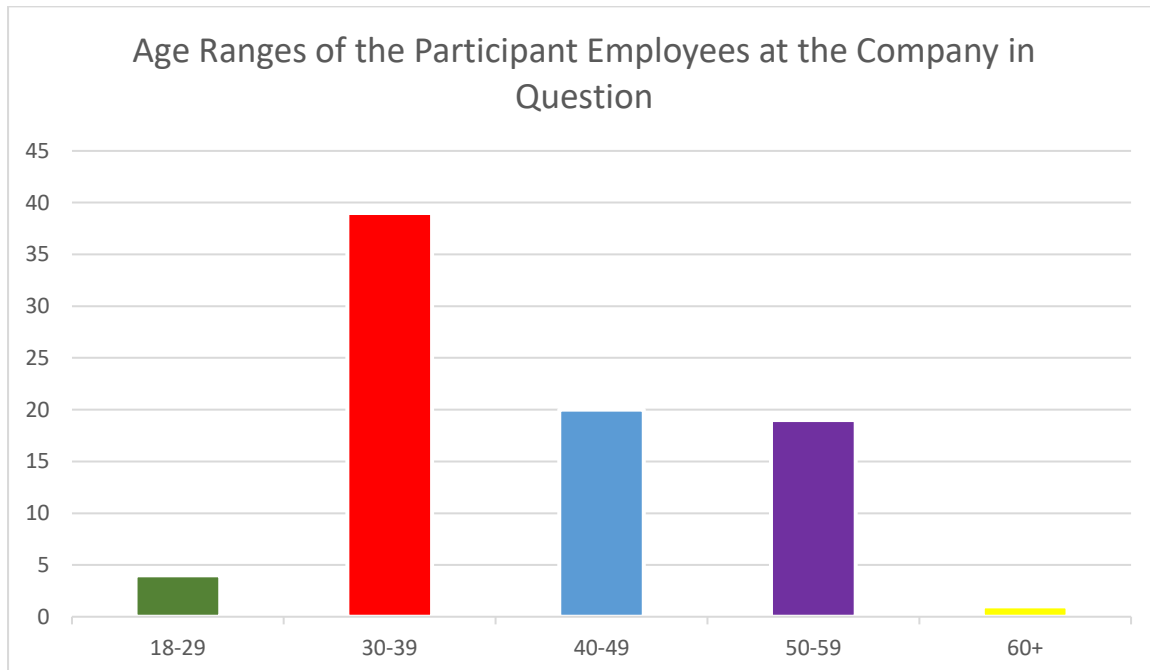
4.7 Demographic Factors that Affect Preferences for Rewards and Recognition

The literature discussed in Chapter 2 highlights that some of the factors that may affect acceptability of rewards and recognition are demographic in nature, namely gender, age, and level of seniority within the company. These factors are discussed below.

4.7.1 Age

Figure 4.10 depicts the number of participants per age range.

Figure 4.9: Age ranges of participants



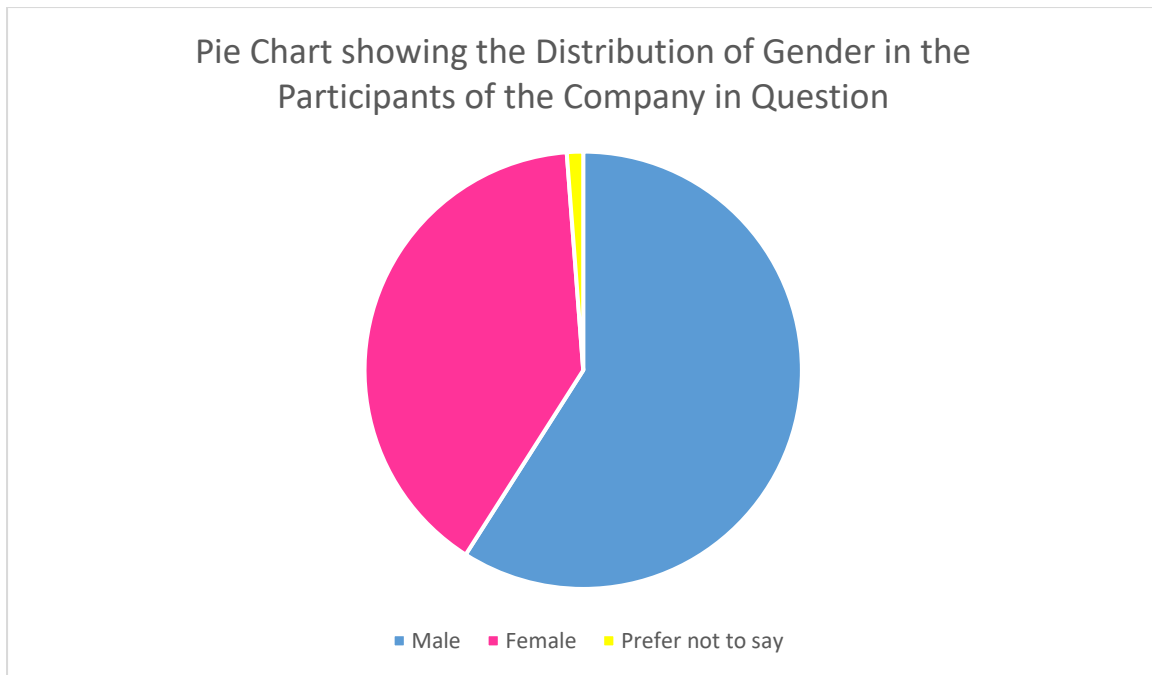
Only four employees were in the 18–29 age range, 39 were in the 30–39 age range, 20 were in the 40–49 age range, 19 were in the 50–59 year age range, and only one was in the 60+ age range.

The largest number of employees were aged 30 to 59 years. Employees in this age range are generally still striving to develop their careers and climb the corporate ladder. Maslow's (1943) Hierarchy of Needs holds that these employees desire to be of value to the company, and seek the fulfilment of their social, safety, self-esteem, self-actualisation needs in the workplace.

Sodexo (2022), referring to Maslow's (1943) theory, states that employees whose lowest-level needs have not been met will likely make decisions based on compensation, safety, or stability concerns.

4.7.2 Gender

Figure 4.11 depicts the distribution of participants' gender.

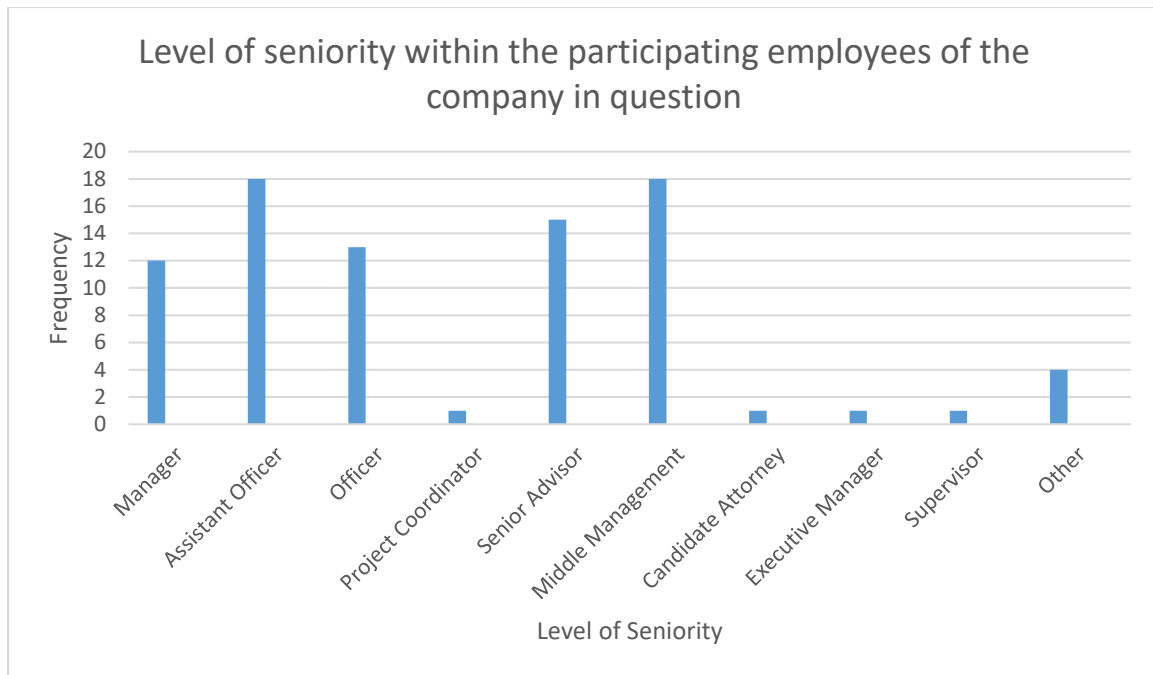


In a study conducted by P&MM Workplace Recognition Audit (2014) in the United Kingdom, it was found that companies generally have three levels of recognition schemes. Almost one-third (30%) give rewards in the form of “a 'thank you' gesture, 58% use low-level monetary awards and 12% give high-level monetary awards”. The study found that men both give and receive more financial incentives than women. Three-quarters (75%) of rewards handed out to men had a financial value, compared to 64% of those given to women. The study also found that male leaders award almost twice as many high-value rewards than their female counterparts. Almost two-thirds (65%) of awards are given by men, compared to 35% by women (2014). P&MM’s Motivation Director stated that the data shows a gender divide in workplace recognition. He ascribed this to women valuing intrinsic recognition higher than men do; men favour extrinsic rewards, which include financial incentives.

4.7.3 Level of seniority

Figure 4.10 illustrates the distribution of the sample according to level of seniority in the company.

Figure 4.10: Level of seniority



The largest groups of participants were either assistant officers or middle managers.

4.8 Conclusion

This chapter reported the findings of the study, which were illustrated by means of graphs. Overall, participants indicated that most of the rewards and recognition options are highly acceptable. Therefore the main RQ: *What are the Project Management Office employees' preferred rewards and recognition?* Was answered, and RO1 was achieved. The next chapter discusses the findings, which will answer RSQ1: *What measures can the company take to help remedy the impact of the reward cuts on company performance?* and achieve RSO1. The chapter also contains recommendations and offers avenues for future research.

CHAPTER 5: CONCLUSION, MANAGERIAL IMPLICATIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings of the study, together with managerial implications and recommendations.

Kerr and Slocum (2005) state that, to the extent that rewards and recognition are congruent with the organisational strategy, structure, and process, it will effectively contribute to the achievement of organisational goals. The findings of the current study offer insights into the rewards and recognition preferences of the employees of the PMO of the company under study.

5.3 Recommendations and Managerial Implications

The following are recommendations for the managerial team at the company in question.

The findings of the present study show that not all desirable rewards have a monetary value. While the company under study has implemented budget cuts, it is still possible to reward deserving employees. The current study found that employees have a greater preference for recognition in the form of plaques, trophies, certificates, nominations, and events than they have for cash bonuses.

Cybage (2022) states that employees are no longer satisfied with merely receiving a pay check for their efforts. This view is supported by the findings that participants highly prefer time off work, even without pay (the 'Outings' category; see Figure 4.3). The company should thus note that employees value time off and incorporate this into the rewards programme.

The company could also implement different types of employee recognition, such as manager-to-employee recognition; peer-to-peer recognition, which is considered a more contemporary approach; and organisation-to-employee recognition, which is a more formal and highly effective method of recognition (Cybage, 2022). This would be highly suitable for the company under study as participants responded that they

wanted to be recognised by peers and supervisors on an individual basis and team basis, either by peers, supervisors or the company itself.

The company under study could also implement an organisation-wide employee engagement platform where all members could express appreciation for others' performance. Such platforms could serve as a hub of recognition activity and communication related to ongoing contests, leader boards, quizzes, surveys, and polls that aid in tracking the pulse and sentiment of the employees" (Cybage, 2022). These polls could be anonymous, to allow employees to engage freely and without fear of judgement.

Management must understand that employees need to experience the rewards and recognition as true intentions and it must align with the expectations of the specific needs of the employees. The research may benefit the company under study by providing insights into the needs of employees with regard to recognition and reward.

The next section discusses the limitations of the study.

5.4 Limitations of the Research

The response rate of the current study was low. Although the questionnaire was disseminated to 150 potential participants, only 72 (less than 50%) completed the questionnaire. The open questions to gather participants' suggestions also had a poor response rate. Furthermore, the study was limited to a single department in an organisation in one industry in South Africa.

5.5 Areas for Further Research

Future studies could be conducted across organisations and industries, and the findings could be compared across different countries. As the present study was qualitative, future research could use a larger sample and gather a larger amount of quantitative data for statistical analysis. Longitudinal study could also be undertaken to compare employees' perceptions over time and to determine the effects of rewards on employees' and the company's performance.

5.6 Conclusion

This study provides insights into the preferred methods of reward and recognition of the PMO under study. An important conclusion is that employees in the PMO greatly value non-monetary rewards, which the company should focus on, considering the limited budget available.

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Annexure A: Ethical Clearance



Private Bag X1290, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Fax: 018 299-4910
Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics
Tel: 018 299-4849
Email: nkosinathi.machine@nwu.ac.za

30 June 2022

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the **Economic and Management Sciences Research Ethics Committee (EMS-REC)** on 24/06/2022, the Economic and Management Sciences Research Ethics Committee hereby approves your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-REC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: Investigating reward and recognition preferences of employees in Eskom's Project Management Office
Study Leader/Supervisor (Principal Investigator)/Researcher: Prof Y du Plessis - MBA
Student: Maja, I (22569774)

Ethics number:

N W U - 0 0 7 0 6 - 2 2 - A 4

Institution Study Number Year Status
Status: S = Submission R = Re-Submission P = Provisional Authorisation; A = Authorisation

Application Type:

Commencement date: 30/06/2022

Risk:

Low

Expiry date: 30/06/2023

Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.

Special in process conditions of the research for approval (if applicable):

•

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:

- The study leader/supervisor (principle investigator)/researcher must report in the prescribed format to the EMS-REC:
 - annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and
 - without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.
- The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the EMS-REC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.
- Annually a number of studies may be randomly selected for an external audit.
- The date of approval indicates the first date that the study may be started.
In the interest of ethical responsibility, the NWU-SCRE and EMS-REC reserves the right to:
 - request access to any information or data at any time during the course or after completion of the study;

- to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;
- withdraw or postpone approval if:
 - any unethical principles or practices of the study are revealed or suspected;
 - it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented;
 - submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or
 - new institutional rules, national legislation or international conventions deem it necessary.
- Please note that the ethics approval of this application is subject to the Covid-19 protocols.

The EMS-REC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the EMS-REC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely,

**Mark
Rathbone**

Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-West
University, ou=Business management,
email=mark.rathbone@nwu.ac.za, c=ZA
Date: 2022.07.06 17:25:12 +02'00'

Prof Mark Rathbone
Chairperson: NWU Economic and Management Sciences Research Ethics Committee

- to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;
- withdraw or postpone approval if:
 - any unethical principles or practices of the study are revealed or suspected;
 - it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented;
 - submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or
 - new institutional rules, national legislation or international conventions deem it necessary.
- Please note that the ethics approval of this application is subject to the Covid-19 protocols.

The EMS-REC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the EMS-REC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely,

**Mark
Rathbone**

Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-West
University, ou=Business management,
email=mark.rathbone@nwu.ac.za, c=ZA
Date: 2022.07.06 17:25:12 +02'00'

Prof Mark Rathbone
Chairperson: NWU Economic and Management Sciences Research Ethics Committee

Annexure B: Company Permission Letter



The Registrar

Date: 10 May 2022

Enquiries: T.M. Pudikabekwa
Tel +27 11 629 5131

To whom it may concern

ETHICAL CLEARANCE: PERMISSION AND SECURITY CLEARANCE TO CONDUCT THE STUDY FOR TUMI MAJA

Research topic: *"Investigating reward and recognition preferences of employees in Eskom's Project Management Office"*

This serves as consent for student Itumeleng Maja at North-West University, Business School, student number 22569774, to perform a study within Eskom Project Management Office, as part of his research project/ mini dissertation. Tumi Maja followed Eskom processes in terms of gaining permission for the research study. This letter serves as permission and security clearance for the research study.

Eskom recognises that under the academic institutions' policies, the results of research work must be publishable and agrees that the Researchers engaged in the research shall be permitted to present at a symposium, at national or regional professional meetings and to publish in journals, theses or dissertations, or other methods of reporting of their own choice, results of the Research. The academic institution may publish or allow the publication of the data of Eskom, on whatever medium, concerning the research provided that this does not affect the image of Eskom. Eskom shall be given 30 (thirty) days prior written notice of any planned publication of the research to take steps necessary to protect its image.

If, before the end of this period, Eskom so request a copy, the planned publication shall be provided to Eskom within 30 (thirty) days after receipt of such request. Eskom may require the removal of any information from a planned publication in order to protect its interests and the Researchers will be required to comply with any such requirement prior to publication.

Yours sincerely

A handwritten signature in black ink, appearing to read "T.M. Pudikabekwa".

T.M. Pudikabekwa.

Chief Advisor Environmental Management.

Date: 10 June 2022

Head office
Eskom – Research, Testing and Development Centre
Rosherville, Johannesburg

Annexure C: Informed Consent Form

**NWU**[®]

Ethics informed consent form

MBA-STUDY: _____

FIELD OF STUDY: Masters in Business Administration

NORTH-WEST UNIVERSITY

RESEARCHER: Itumeleng Maja

SOUTH-AFRICA

CELL: 0723460530

Email: tumi.maja@icloud.com

Dear Interviewee

This **Informed Consent Statement** serves to confirm the following information as it relates to the MBA mini-dissertation Investigating reward and recognition preferences of employees in Eskom's project management office context

1. The sole purpose of this study is to obtain information from experts (such as yourself) employed and/or operating in the energy industry in an attempt to determine the nature of your everyday experience related to the research topic.
2. The procedure to be followed is a mixture between qualitative and quantitative research design, which includes structured, controlled and prescriptive questions but also open-ended questions where you will have the opportunity to communicate your views on the relevant topic during a face-to-face in-depth interview. Basic background information related will be asked e.g. your name, academic qualifications and related experience to the topic.
3. The duration of the interview will take no longer than a maximum of 2 hours.
4. If at any point during the interview you should feel uncomfortable, you will be provided with the opportunity to make your discomfort known or immediately have the option to end your participation.
5. This interview takes place on a voluntary basis.
6. The confidentiality of the interview data is guaranteed. Fictitious names will be utilised when quoting statements in the dissertation.
7. Any confidential information that prohibits the researcher to publish it in the final dissertation should be communicated during the interview.
8. A list of questions to be asked in the interview will be made available to the interviewee prior to the interview. This is done to ensure a mutual understanding of what will be asked to avoid confusion during the interview.
9. A summarised copy of the final dissertation will be made available to the interviewee upon request.
10. The data gathered from the interview will only be used for research purposes.

I, _____ (name and surname), hereby declare that I have read and understand the contents of the Informed Consent Statement, and give my full consent to _____ progress with the interview on _____ (date) and use the information communicated by myself to him in his MBA dissertation.

Name and designation	Signature	Date
Interviewee		

Annexure D: Research Questionnaire

(Adapted and revised from AMA template)

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Reward and Recognition Questionnaire Participation and Informed Consent Form

Reward and Recognition Questionnaire

Participation and Informed Consent Form

The survey should not take more than 20 minutes to complete.

Dear Participant

You are invited to voluntarily participate in a research study conducted by Itumeleng Maja, a registered MBA student at the North-West University (NWU) Business School. This research study aims to 'Investigate reward and recognition preferences of employees in Eskom's Project Management Office'. The following information is provided to inform you of the research to be conducted:

1. This study was approved by the EMS-Rec Ethical committee: NWU – 00706-22-A4.
2. The research study is a mini dissertation that will be submitted as part of the Master of Business Administration degree requirements at the North-West University.
3. Your participation in this study is voluntary and you may withdraw at any time without any form of coercion.
4. The confidentiality, anonymity and privacy of respondents are guaranteed. All soft data and digital documentation from the on-line questionnaires on google forms, will be kept on a secure digital hard drive with password-protected electronic files.
5. The time it will take to complete the questionnaire should not take more than 20 minutes.
6. The questionnaire comprises three sections: A. Demographics; B. Reward Program Questions and C. Recognition Program Questions. There will only be four demographic questions to describe the sample group: Assigned Province, and Occupational Grade. The demographic information will not be used for further analysis. As a result of this, you grant consent to the processing of certain personal information provided by you in terms of section 18 of the POPI Act.
7. The researcher will use expert assistance with data analysis. The data will be kept safe with a password, and after five years, it will be destroyed.
8. The data obtained through the questionnaire will only be accessible to the researcher, supervisor and statistician and will be used for this MBA research study and academic publications.
9. The online link to the questionnaire will be sent to you via email through the Camden Communication Department. After your completion of the questionnaire, the "submit" button should be clicked, which will send the anonymous data directly to the researcher's google form data base and no personal information to identify you will be available.

If you have any questions, you can contact the research supervisor, Prof Yvonne du Plessis at yvonne.duplessis@nwu.ac.za or the researcher Tumi Maja 072 346 0530 or tumi.maja@ickoud.com

* Required

Consent Form

1. If you wish to participate then - Please complete the Informed Consent below and save a copy of this form: *

- ☐ I confirm that I have read and understand the participant information sheet for the above study.
- ☐ I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.
- ☐ I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, and without any adverse consequences or penalty.
- ☐ I understand that this project has been reviewed by, and received ethics clearance through, EMS-REC (Ethics Committee).
- ☐ I understand how this research will be reported and published.
- ☐ I understand how to raise a concern or make a complaint.
- ☐ I agree to take part in the study.

2. Consent to process personal information

With this, I consent to the use of my personal information contained herein (as well as demographic information provided during the interview) and confirms that:

- ☐ The information is supplied voluntarily, without undue influence from any party and not under any duress.
- ☐ I acknowledge that I am aware that I have the following rights regarding personal information, which is collected. I have the right to:
 - ☐ Access the information at any reasonable time to rectify the information.
 - ☐ Object to the processing of the information in which case this agreement will terminate.

SECTION A: DEMOGRAPHICAL INFORMATION
QUESTIONNAIRE: Reward and Recognition Programs

Dear Participant

Thank you for volunteering to participate in this study. Please complete Section A and Section B below.

SECTION A: DEMOGRAPHICAL INFORMATION

The following demographic information is needed to describe the sample group. The purpose of collecting the data is not to discriminate, but to have a profile of the participants.

Please complete question 1 to 6 by selecting the appropriate option in the list.

3. Your Age Group *

Select your answer



4. Your Gender *

Select your answer



5. Your Project Management Division *

Select your answer



6. Indicate the province of your Project Management Office *

Select your answer



7. Indicate your occupational grade *

Select your answer



8. Your Job Title *

SECTION B: REWARD AND RECOGNITION PROGRAMS AT ESKOM PROJECT MANAGEMENT OFFICE

Definition of Reward and Recognition Programs

Typically, reward and recognition programs are designed to encourage and reward individual and/or team achievement. They can be either "spot award" programs or programs that focus on long-term objectives and continuity. For the purposes of this survey, teams include project teams which are employees in a Project Management Office delivering project objectives.

Directions for Completing the Questionnaire

The following Sections B1, B2 and B3 ask for your response to a series of items on rewards, recognition and administrative practices as it should be applied, according to your preference, to the Project Management office. You will be asked to tick an item for 1 being "Not at all acceptable to 5 being- "Completely acceptable " Please indicate your acceptance from 1 to 5, using the following scale:

- 1 – Not at all acceptable
- 2 – Slightly acceptable
- 3 – Moderately acceptable
- 4 – Very acceptable
- 5 – Completely acceptable

B1 Reward types in a project management office

In this section of the questionnaire, you are asked to indicate the reward types, as perceived by you, to be more acceptable in a project management office environment. For each item, you should tick one response under the option 1 – Not at all acceptable, 2 – Slightly acceptable, 3 – Moderately acceptable, 4 – Very acceptable, 5 – Completely acceptable. Responses will indicate the degree to which you view each item as acceptable.

9. Receiving a Reward with a special cash bonus for successful project completion *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

10. Receiving a Reward with "on-the-spot" special cash bonuses *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

11. Receiving a Reward with trips to resort locations for "winners" (where the trip includes spouses or family packages) *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

12. Receiving a Reward with special recognition by top management in Eskom *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

13. Receiving a Reward with special recognition by management at team meetings *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

14. Receiving a Reward voucher for "dinner for two" or 'evening out' *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

15. Receiving a Reward with plaques/certificates/trophies *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

16. Receiving a Reward with a tangible gift *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

17. Receiving a Reward with time off with pay *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

18. Receiving a Reward with letter of appreciation *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

19. Receiving an individual reward *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

20. Receiving a team reward *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

21. Receiving both an individual and a team reward *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

22. If your preferred award is not indicated above, please name your preferred reward for the project management office and briefly describe it

B2. Types of Recognition

In this section of the questionnaire, you are asked to indicate the recognition types, as perceived by you, to be more acceptable in a project management office environment. For each item, you should tick one response, where 1 – Not at all acceptable, 2 – Slightly acceptable, 3 – Moderately acceptable, 4 – Very acceptable, 5 – Completely acceptable. Responses will indicate the degree to which you view each item as being acceptable.

23. Recognition should be given for outstanding customer service *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

24. Recognition should be given for outstanding project delivery *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

25. Recognition should be given for creative suggestions that improve project performance *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

26. Recognition should be given for significant achievement "on the spot" *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

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Reward and Recognition Questionnaire Participation and Informed Consent Form

27. Recognition should be given only for sustained outstanding performance at formal appraisal time *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

28. If the preferred recognition is not indicated above, please name the preferred recognition and briefly describe the type of recognition that you would prefer

Section

B3. Reward and Recognition Administrative Practices

In this section of the questionnaire, you are asked for a response to a series of statements about administrative practices of reward and recognition programs that will be acceptable in a project management office. For each statement, you should tick one response, where 1 – Not at all acceptable, 2 – Slightly acceptable, 3 – Moderately acceptable, 4 – Very acceptable, 5 – Completely acceptable. Responses will indicate the degree to which you view each statement as acceptable in a project management office.

29. Anyone in the project management office should determine who receives an award or recognition? *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

30. Project stakeholders should be able to nominate the team or peers for an award or recognition? *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

31. Team members should be able to nominate other teams or peers outside of their team for an award or recognition? *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

32. Formal recognition events *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

33. Informal recognition events *

⋮

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

34. Broad recognition at a national event *

- ☐ Not at all acceptable
- ☐ Slightly acceptable
- ☐ Moderately acceptable
- ☐ Very acceptable
- ☐ Completely acceptable

35. If the preferred Reward and Recognition Administrative Practices are not indicated above, please name and describe the type of Reward and Recognition Administrative Practices that you would prefer in the project management office.

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 Microsoft Forms

Annexure E: Turnitin Report

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Annexure F: Language editing

TERESA KAPP

Phone:
+27 82 789 7878
E-mail:
tekapp@nwweb.co.za
info@teresakapp.com

This serves to certify that I duly edited:

Investigating reward and recognition preferences of employees in Eskom's Project Management Office context

I Maja



Orcid.org/0000-0002-1767-8892

I am an accredited editor with the University of Johannesburg, University of Stellenbosch Business School, NWU, UP, UCT, and GIBS, and my clients include the United Nations Global Compact, Absa, FNB, Takealot, and various other universities and organisations in South Africa and Namibia.

Please note that all editing is done in *Track Changes*, and I therefore have no control over what is accepted or rejected by the author. Furthermore, I have no control over text added at a later stage.

Should there be any queries, please contact me on the number provided above.

A handwritten signature in grey ink, appearing to read 'Kapp' with a stylized flourish.

Teresa Kapp