

# The Impact of Reward Management Systems on Employee Retention will be Examined through a Case Study of the Anti-Corruption Commission in Freetown, Sierra Leone

**MOHAMED SANKOH 25305**

INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT (IPAM)  
UNIVERSITY OF SIERRA LEONE (USL)

SUBMITTED TO:  
DEPARTMENT OF BUSINESS ADMINISTRATION AND ENTREPRENEURSHIP  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION  
OCTOBER, 2022.

THE IMPACT OF REWARD MANAGEMENT SYSTEMS ON EMPLOYEE RETENTION IS BEING STUDIED AT THE  
ANTI-CORRUPTION COMMISSION-SIERRA LEONE IN FREETOWN, AT THEIR HEADQUARTERS.

## **DEDICATION**

I dedicate this dissertation to my dear mother, whose steadfast love, sacrifices, and guidance have been the foundation of my journey. Your continuous support and faith in me have given me the resilience to overcome challenges. I credit my accomplishments to your unwavering support and commitment. I am grateful for being consistently inspired by you.

## DECLARATION

I affirm that I have authored this dissertation and it is entirely original. It has not been presented, either partially or fully, for any academic credential at any other academic institution. I have appropriately credited all sources of information and concepts obtained from other works.

- **NAME:** Mohamed Sankoh

- **ID:** 25305

- **SIGNATURE...**

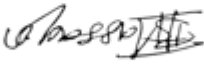


- **DATE:** .....1/12/2022...

## CERTIFICATION

The Department of Business Administration and Entrepreneurship has examined and approved for acceptance the dissertation titled "Effects of Reward Management Systems on Employees' Retention: A Case Study of the Anti-Corruption Commission-Sierra Leone, Freetown Headquarters" submitted by Mohamed Sankoh in partial fulfillment of the requirements for the degree of Bachelor of Science in Business Administration.

Supervisor: Mr. Massaquoi

Signature: 

Date: 1/12/2022

## TABLES LIST

- 1 Response Rate
2. Demographic Information of Respondents.
- 3 Sex of Respondents
- 4 Years of Working at ACC.
- 5 Have you ever gone for further training, workshops, etc.?
- 6 Are rewards administered based on the employee's choice?
- 7 If yes above, what kind of reward will you choose?
- 8 With your experience in this Commission, what do you think leads to employee turnover?
- 9 Have you in any way witnessed an employee leaving this organization because of salary payment?
- 10 Have you witnessed an employee quit their job here?
- 11 Have you witnessed an employee being sacked/fired at the ACC?
- 12 On what basis?
- 13 Do employees practice strikes or send turnover warnings due to the rewards system?
- 14 To your knowledge, have you seen employees exit at the end of the work season?
- 15 Have you ever considered quitting the ACC?
- 16 If yes, then why?
- 17 Is the reward system a major factor keeping you in this organization?
- 18 Is the reward system of ACC enough to keep you here for the next few years?
- 19 Is reward management an encouraging factor that holds you at the ACC?
- 20 Which is most important that might keep you at ACC?
- 21 Do you compare your rewards with another employee?
- 22 If you compare your rewards with another employee, on which of the following basis?
- 23 Which type of reward motivates you more?
- 24 Are you getting it?
- 25 Are you happy with the current reward system at the ACC?
- 26 Does a non-monetary reward system exist with value at ACC?
- 27 Does other people's salary line and positions make you feel motivated?
- 28 Have you been rewarded before?
- 29 Basis of Being Rewarded
- 30 Does the reward system directly influence your performance?
- 31 Do you believe some employees can still perform badly even if they are paid well?
- 32 If 'yes', then are you the type that salary does not influence?
- 33 Which type of reward would you prefer the ACC to improve on?

## **TITLE OF FIGURES**

- Figure 1: Age Distribution of Survey Participants
- Figure 2: Gender Distribution of Survey Respondents
- Figure 3: Length of Service of Respondents at ACC
- Figure 4: Participation in Further Training or Workshops
- Figure 5: Causes of Employee Turnover at ACC
- Figure 6: Employee Turnover Due to Salary Payment
- Figure 7: Have You Witnessed an Employee Quit Their Job at ACC?
- Figure 8: Have You Witnessed an Employee Being Sacked/Fired at ACC?
- Figure 9: Basis for Employee Dismissal at ACC
- Figure 10: Do Employees Strike or Send Turnover Warnings Due to the Rewards System?
- Figure 11: Have Employees Exited at the End of the Work Season?
- Figure 12: Have You Ever Considered Quitting the ACC?
- Figure 13: Reasons for Considering Quitting ACC
- Figure 14: Fairness of Reward Distribution at ACC
- Figure 15: Major Barriers in the Allocation of Rewards at ACC
- Figure 16: Comparison of Rewards Among Employees
- Figure 17: Types of Reward Systems that Motivate Employees
- Figure 18: Valued Recognition After Completing a Task

## **ACKNOWLEDGEMENT**

I want to express my deepest appreciation to Mr. Massaquoi, my supervisor, for his invaluable support, patience, and guidance during the research process. His insights and recommendations have played a crucial role in shaping this work.

I am forever grateful to my dear mother, Aisha Eunice Sankoh, for her unwavering love, sacrifices, and constant encouragement, which have been my source of strength. Thank you for always being my greatest supporter, believing in me, and motivating me to do my best.

I extend my sincere thanks to my family and friends for their understanding and encouragement during the most difficult times. Your support has been priceless throughout this journey.

Finally, I would like to show my gratitude to the staff and employees at the Anti-Corruption Commission, Sierra Leone, for their cooperation and assistance, which significantly contributed to the completion of this study.

Thank you all.

## ABSTRACT

Rewards are essential for any organization, as they help to engage and rejuvenate the sense of community and mission at the workplace. When properly implemented, reward systems can encourage high-quality work and improve employee retention. Conversely, if not managed well, they can lead to low morale, unproductive performance, and high turnover rates. To be successful, a reward system must be perceived as fair, consistent, and relevant by employees.

The main aim of this research was to examine how reward systems impact employee retention. It is advised that managers make it a habit to verbally acknowledge and appreciate employees' achievements when they excel in their tasks and meet goals.

In conclusion, reward systems are crucial for motivating employees to enhance their efficiency, effectiveness, and commitment to organizational objectives. These systems are planned activities that organizations use to motivate employees to achieve company goals. While some organizations view reward systems as an extra expense, it is important to understand that recognizing and rewarding employees is essential. The positive results of such recognition encourage employees to invest more effort, skills, and abilities, ultimately boosting overall productivity.

## TABLE OF CONTENT

DEDICATION	2952
DECLARATION	2953
CERTIFICATION	2954
TABLES LIST	2956
TITLE OF FIGURES	2957
ACKNOWLEDGEMENT	2958
ABSTRACT	2959
TABLE OF CONTENT	2960
CHAPTER ONE: INTRODUCTION	2961
CHAPTER TWO: LITERATURE REVIEW	2964
CHAPTER THREE: RESEARCH METHODOLOGY	2969
CHAPTER FOUR: ANALYSIS AND DISCUSSION OF FINDINGS	2971
CHAPTER FIVE: SUMMARY OF RESULTS, FINAL THOUGHTS, AND SUGGESTIONS	2990
REFERENCES:	2992
APPENDIX:	2993

## CHAPTER ONE INTRODUCTION

### *A. Background to the Study*

Every organization relies on its human resources, which is considered essential for its functioning, even in technology-driven environments. Organizations are actively seeking ways to motivate and retain their valuable employees. As per Chandra, Tripathi & Chaubey (2018), the development of human resource management practices plays a crucial role in motivating individuals and leveraging their collective skills, abilities, and experience, thus contributing significantly to organizational success and competitive advantage. Consequently, managers must ensure that employees are appropriately compensated for their contributions to the organization.

Reward Management is a structured management system aimed at compensating employees in workplaces. Global reward management is a critical concern for human resource managers in multinational enterprises, as it influences the behavior of managers and employees worldwide and significantly impacts overall organizational performance. The effectiveness of reward management in any organization is determined by the reward management system in place. In Africa, reward management systems play a significant role in the success and commitment of employees in institutions, with individuals often seeking organizations that offer high monetary rewards to improve their living standards and status.

In the context of Sierra Leone, employee rewards are often based on qualifications, positions, and the revenue they generate for the organization. Reward management can be categorized into two types: extrinsic (monetary) and intrinsic (non-monetary) rewards. The primary purpose of rewards is to motivate and influence a positive workforce, and this can be achieved through effective management.

Organizations aim to retain high-performing employees to mitigate the costs associated with employee turnover. According to Cloutier et al. (2015), high employee turnover leads to increased costs in terms of resources, recruiting, and time spent on replacing open positions. Therefore, successful employee retention is vital for an organization's stability, growth, and revenue. Employee retention refers to an organization's ability to retain its employees, especially those with exceptional talent, and reduce turnover. While every organization may desire to retain its employees, the focus is often on high-performing individuals.

Employee performance is directly related to their duties and the output of their work. Numerous factors in the workplace contribute to determining the performance of employees. Influencing high performers is a primary objective for organizations to ensure the achievement of their goals. Thus, improving employee performance remains a significant goal for every organization, as it directly contributes to its growth. Employee performance is influenced by two major factors: the organization and the individual. The reasons and mechanisms through which these factors influence performance in the workplace, particularly within the scope of this study, are the focus of this proposal.

Organizations that seek to retain their employees focus on developing strategies such as reward management, workplace flexibility, fostering positive manager-employee relationships, and providing training and development opportunities. Das and Baruah (2013) contend that the long-term health and success of any organization hinge on the retention of key employees.

### *B. Identification of the Problem*

The problem of employee turnover is widely recognized as a significant issue for all organizations. Research has indicated that a deficient reward management system can contribute to employee turnover, as employees may seek better pay or benefits elsewhere. This can lead to the departure of highly skilled employees who feel undervalued. Consequently, the organization's performance may be negatively impacted. Additionally, a poor reward system can affect employee performance by creating a perception of inadequate recognition for their contributions.

Given the critical nature of employee turnover, this study aims to investigate employee retention and determine whether reward management is responsible for high employee turnover, poor employee performance, and organizational underperformance. While there has been scientific research on the impact of rewards on employee retention, little is known about the specific context of organizations in Sierra Leone. Therefore, this proposed study will focus on examining how reward management can effectively retain employees, particularly highly skilled ones, and explore any potential connection between employee turnover and an organization's reward management system in Sierra Leone.

### *C. Hypotheses for the Research*

The proposed explanations presented here regarding the "Effects of Reward Management on Employees' Retention at Anti-Corruption Commission Sierra Leone" are based on limited evidence or scientific proof and require further investigation to be conclusive. The hypotheses to be tested are as follows:

- H1: Inadequate reward management system affects employee turnover.
- H2: An effective reward management system serves as a strategy for retaining current employees.
- H3: A good reward management system significantly and positively influences employee motivation.

#### *D. Goals and Objectives of the Research*

This study seeks to investigate how reward management affects employee retention to address turnover in organizations. The specific goals are as follows.

- To examine the factors that lead to employee turnover at the Anti-Corruption Commission.
- To determine how the reward management system can help retain employees at the Anti-Corruption Commission.
- To assess the importance of rewards and their impact on motivation, effectiveness, and efficiency at the Anti-Corruption Commission.
- To examine the relationship between reward management and employee performance at the ACC.1.5:

#### *E. Key Research Inquiries*

- What factors contribute to employees leaving the Anti-Corruption Commission?
- How does the reward management system contribute to retaining employees at the Anti-Corruption Commission?
- In what ways is reward management important as a tool for motivating managers at the Anti-Corruption Commission?
- How does reward management contribute to improved performance by employees at ACC?

#### *F. Extent of the Research*

##### ➤ *The Study's Scope Includes the Following Elements:*

- The research will focus solely on Sierra Leone and will not extend beyond the nation's boundaries.
- This study is specifically aimed at the Anti-Corruption Commission Sierra Leone.
- The research, inquiries, and overall investigation will specifically center around reward management as a strategy for employee retention at the Anti-Corruption Commission. Other strategies for employee retention, such as workplace flexibility and manager-employee relations, will not be addressed.

#### *G. Importance of the Research*

The study's results will be valuable in addressing issues concerning reward management and employee retention. This research is significant because it will provide insights into whether reward management positively or negatively impacts employee turnover at the Anti-Corruption Commission Sierra Leone. Other organizations interested in this topic will gain a better understanding of reward management. Once completed, this study will offer solutions to the previously mentioned problems. The findings will assist policymakers in developing more effective employee retention programs, either through reward management or other methods.

#### *H. Structure of the Remaining Sections of the Research*

The first chapter of this study will provide an introduction, presenting the theoretical basis for the study. It will outline the specific problem to be addressed, the study's objectives, its anticipated contributions, and ethical considerations.

Chapter two will focus on reviewing related literature, and establishing the conceptual and theoretical framework for the study. A comprehensive review of relevant literature will be conducted to identify any gaps in the existing research.

In chapter three, the research methodology will be detailed, covering the research design, population and sample, sampling methods, data collection tools, data sources, data analysis, and presentation, as well as the study's limitations.

Chapter four will involve the analysis and discussion of the collected data. The data will be analyzed using IBM SPSS and presented through frequency tables, graphs, and charts.

Finally, chapter five will summarize the findings, present conclusions, and provide recommendations. The conclusions will be drawn from the findings, and the recommendations will be based on these conclusions.

#### *I. Explanation of Key Terminology*

- Job satisfaction can be described as a mix of psychological, physiological, and environmental factors that lead an individual to genuinely feel content with their job.
- Employee turnover refers to the organization's inability to retain its current employees, resulting in them leaving for other job opportunities.

- Reward, in the context of the workplace, encompasses any form of recognition or incentive given to employees for their work, including both financial and non-financial rewards such as salary increases, promotions, appreciation, bonuses, and more.
- The reward management system comprises an organization's policies, processes, and practices for compensating its employees based on their contributions, abilities, and skills (Güngör, 2011).
- Employee retention involves the process of encouraging employees to stay with the organization for as long as possible or until the completion of a project (Das & Baruah, 2013).
- Employee performance refers to the actions or inactions of an employee. This includes the quantity and quality of output, timeliness of tasks, attendance, and cooperativeness (Güngör, 2011).

#### *J. Summary of the Chapter*

In this chapter, the need that sparked the research, the specific problem to be investigated, the study's objectives, the key questions to be addressed, the anticipated contributions, the hypotheses to be examined, the study's focus area, the definition of important terms, and the structure of the work were all discussed.

The following chapter will present a comprehensive review of relevant literature, define the topic conceptually, and establish the framework necessary for the study, with a focus on the variables under examination and the research questions.

## CHAPTER TWO LITERATURE REVIEW

### *A. Introduction*

This section of the research focuses on presenting a review of prevailing ideas in contemporary literature to provide a foundation for subsequent analysis. The review is centered around expectancy theory and the impact of reward management on employee retention.

### *B. Historical Context*

According to Michael Armstrong and Helen Murlis (2007) in their Revised Fifth Edition reward management handbook, reward management is the development and execution of strategies and policies aimed at fairly and equitably rewarding individuals based on their value to the organization. It encompasses the design, implementation, and upkeep of reward processes and practices geared toward enhancing organizational team and individual performances.

The concept of reward management has largely been influenced by U.S. authors, particularly Lawler with "Strategic Pay," and more recently, Schuster and Zingheim with "The New Pay," as well as Armstrong and Brown with "Dynamic Pay," and Jensen, McMullen, and Stark who have worked to enhance reward literacy among line managers.

#### ➤ *Strategic Pay*

In his book "The New Pay," Lawler (1995) emphasized the need to strategically consider and act on reward policies, taking into account the organization's goals, values, culture, and the challenges of a more competitive global economy. In "Treat People Right," Ed Lawler emphasized the importance of creating a "victorious spiral" in which both employers and employees benefit.

#### ➤ *The New Pay*

Lawler's concept of the new pay was developed by Schusser and Zingheim, who outlined its fundamental principles as follows:

- Total compensation programs should be designed to reward results and behaviors consistent with key goals.
- Pay can be a positive force for organizational change.

Reward can be defined as something given in recognition of service rendered, effort delivered, or results achieved, whether monetary (extrinsic) or non-monetary (intrinsic). Reward management systems are strategically planned activities that organizations implement to motivate employees to achieve specific long-term or short-term organizational goals.

Managing human resources is the most critical yet important aspect for all organizations. This is because human resources are the main asset of any organization. Recently, there has been increased focus on this area, as better treatment of human resources can yield significant benefits for organizations. Therefore, reward systems are outcomes in the organization that satisfy employees' work-related needs (Szilgyi, 1981; 574).

Many companies perceive their employee reward systems as an additional cost to their business operations, but it is crucial to reward employees as it serves to motivate them to work with the organization for extended periods. This, in turn, leads to increased effort, effectiveness, and efficiency. Employees who are motivated by rewards can contribute more skills, effort, and ability, ultimately leading to higher productivity in the long run.

In an economy centered on service and knowledge acquisition, where compensation can make up 70% or more of operational expenses, incentives can be seen as a significant factor in competitive advantage. By implementing high-reward systems, organizations can secure and retain top talent in their respective industries. An effective organizational reward system contributes to building a skilled, dedicated, capable, and highly motivated workforce, positioning the organization ahead of its competitors (Carter: 2002).

### *C. Relevant Theories for the Research Questions*

The expectancy theory, as articulated by Victor Vroom in the book "Work Motivation" (1994), is relevant to human resource management. Vroom identified key variables that influence employees' attraction to rewards and how these incentives, whether positive or negative, impact their performance.

#### ➤ *Theory of Expectancy*

This study is grounded in motivation theories, particularly the expectancy theory as expounded by Victor Vroom in "Work Motivation" (1994). This theory pertains to human resource management, where employees exert effort expecting extrinsic rewards such as salaries, bonuses, promotions, and other forms of recognition (Vroom, 1994). The theory is instrumental in explaining how rewards can effectively enhance employee performance. The variables of expectancy theory include:

- Expectancy, encompassing performance and outcomes
- Valence, addressing outcomes and rewards
- Instrumentality, handling performance, and outcomes

Expectancy reflects the belief that diligent effort leads to achieving set targets and improving performance. Instrumentality involves the belief that performance will be rewarded when goals are achieved. However, not all organizations consistently uphold reward systems to motivate employees, leading to issues such as office politics and lack of discipline.

➤ *The Expectancy Theory Enables a Clearer Understanding of the Research Objectives, Including:*

- Examining the causes of employee turnover
- Determining how reward management contributes to retention
- Assessing the significance of rewards and their impact on motivation at ACC
- Examining the relationship between reward management and employee performance

#### *D. Current Research Studies Pertinent to the Research Questions*

The research on the impact of reward management on employee retention is an area that has been overlooked and requires more attention to understand its effects fully. This research is crucial for the Sierra Leone economy, and we have chosen to focus on how it influences the Anti-Corruption Commission of Sierra Leone. Hay Group (1990) conducted empirical research in the United Kingdom and elsewhere, suggesting that employees prioritize inspiration and values, followed by future growth and opportunity, with tangible rewards being of lesser priority. However, in organizations where there has been a decline in salary market competitiveness, pay attention has increased.

According to Hafiza Nayah (2013), an empirical review in the technical education authority of Pakistan showed that extrinsic rewards led to faster improvement in employee performance and reduced turnover, but this was only evident in the specific area of their research.

Allen and Helms (2002:19) observed in their study "Reward Practices and Organizational Performance and Employees" Retention in Tennessee" that certain reward practices are associated with greater perceived employee retention, thus reducing turnover and improving performance, especially among highly skilled employees.

In another study on "Employee perceptions on the relationship between turnover, reward, and organizational performance in Dalton State College", Allen and Helms (2002:200) explored the relationship between organizational employee turnover, reward practices, and firm performance, an area that has not been extensively investigated.

Zulkyla et al (2001: 2162) suggested in their study that successful approaches to reward management are influenced by cultural, legal, organizational, and administrative challenges in the Islamic world and that designing reward programs could help reduce employee turnover.

Mooney (2009:3) identified gaps between expectations and experiences of performance appraisals in a small public sector organization in the UK, with the main recommendation being the development of a more comprehensive system that incorporates training and guidelines through engagement with staff.

Prashanth (2011:2012) noted in his study on "Reward system and its impact on employees" motivation in Commercial Bank of Sri-Lanka in Jaffna District" that organizations are recognizing the need to establish a balance between employees' contributions to the organization and the organization's contributions to the employees.

Maintaining a fair balance is crucial for rewarding employees. Research findings indicate that employees from non-white racial backgrounds tend to receive less recognition and motivation, leading to high turnover rates. However, it's important to interpret these results with caution as the sample may not fully represent the broader population.

Akanbi (2000) examined the impact of extrinsic and intrinsic motivation on employee performance in Oyo State. The study involved 100 workers at Flour Mills of Nigeria plc in Lagos and utilized a self-designed questionnaire for data collection. Statistical analysis, including the use of the Pearson product-moment correlation coefficient, was conducted, and all findings were tested at a significance level of 0.05.

The analysis revealed a significant relationship between extrinsic motivation and employee performance, while no such relationship was found with intrinsic motivation.

Extrinsic Reward Management System, also known as a financial reward system, primarily encompasses payments such as salaries, bonuses, allowances, and benefits. Rewards are typically linked to employees' performance, roles, and qualifications, with personal contributions taken into account.

According to Ernest T. Udeh's book on performance management concepts, employees are more likely to exert high effort and remain with an organization when they believe that their efforts will be recognized through rewards such as bonuses and salary increments.

Before administering rewards, management may follow specific criteria and processes. It's important to note that acceptable performance results from a combination of individual skills, abilities, and experience, rather than motivation alone.

Different organizations may evaluate performance for rewards in various ways. Many organizations divide their reward systems into intrinsic and extrinsic components, aligning their reward behavior with their organizational values.

Bonus plans are strategic tools used by organizations to incentivize employees for improved performance based on previous achievements.

Fringe benefits, such as pensions, sick pay, holidays, and insurance, are designed to supplement employees' monetary compensation and protect them and their families from various risks.

Intrinsic reward management involves non-monetary reward systems in organizations, which still significantly influence employee motivation.

Employees' autonomy in the workplace, which includes self-direction, self-reliance, and self-sufficiency, is crucial. It demonstrates the importance of upholding employees' rights and privileges to make decisions, fostering a sense of connection and motivation within their roles. In contrast, in highly structured work environments controlled by management, it is challenging to create tasks that promote employee autonomy (McClelland, 1961).

➤ *The Above Literature can Guide us in Exploring the Following Research Questions:*

- What are the causes of employee turnover?
- How can reward management contribute to retention?
- In what ways does reward management act as a motivation for employees?
- How does reward management lead to improved performance?

#### *E. Literature on Individual Variables*

##### ➤ *Employee Retention*

The workforce is a crucial aspect of an organization's operations, with human resources being the most important factor. According to Barber and Bretz (2000), the management of rewards has a significant impact on an organization's ability to attract, retain, and motivate high-potential employees, leading to high levels of performance. In a study by Karami, Dolatabadi & Rajaeepour (2013) on the impact of reward management systems on employee performance through the mediation of employee motivation, it was found that reward management positively and significantly affected employee motivation, encouraging long-term retention.

Das & Baruah (2013) emphasized that an organization's long-term health and success hinge on retaining key employees. They pointed out that customer satisfaction, increased sales, and effective succession planning are all dependent on retaining the best employees, which contributes to the organization's long-term growth and goodwill. However, retaining and satisfying these resources is a challenging task for organizations.

Numerous studies have explored the causes and issues related to employee turnover, as well as the reasons employees choose to stay with an organization for an extended period. Susskind et al. (2000) stressed the need for careful strategies focused on human resource issues to address turnover problems. Kevin et al. (2004) noted the absence of a standard framework for understanding employee turnover but highlighted various factors useful in predicting it.

High turnover rates pose a risk to organizations, as skilled professionals are likely to be reemployed by competitors within the same industry. Studies investigating the causes of employee turnover have yielded diverse reasons, indicating a lack of consistency in the findings. Therefore, Das & Baruah (2013) summarized several reasons why people leave organizations or move to other ones, including job dissatisfaction, poor personnel and recruitment policies, lack of motivation, inadequate compensation, unsafe working conditions, conflict with management, lack of career opportunities, and an unstable work environment.

Cloutier et al. (2015) discussed the components contributing to retention strategies and highlighted that high employee turnover leads to increased costs in recruiting, resources, and time for filling vacant positions. They recommended four strategies: effective communication, hiring a diverse workforce, recruiting appropriately skilled individuals, and offering employee training and development programs. It was emphasized that a motivated workforce is a crucial factor in organizational success.

➤ *Task Achievement:*

A positive perspective suggests that achievement is reaching a goal or obtaining something one has been working toward. Achievement can also be seen as a personal reward that satisfies a desire.

McClelland (1961) noted that some individuals aim for challenging goals while others aim for more moderate ones. Achieving a task requires consistently high levels of inclusiveness, performance, and corresponding rewards.

➤ *Salaries and Wages:*

Bob Nelson, in his book "1001 Ways to Reward Employees," emphasizes that the connection between performance and financial rewards must be effectively communicated by managers. Money alone cannot be a strong motivator if employees do not see the link between performance and merit-based rewards. Implementing a proper appraisal system can help make this connection clear to employees.

Money has traditionally been the primary means of motivating employees and rewarding their performance, but not everyone understands how it works. To understand the value of money as a reward, it is important to first understand the employees' appreciation or hunger for it. Salaries and wages are direct payments made based on an employee's work.

➤ *Promotion:*

According to James F. Reda (2005), a promotion involves moving up from one level to another in the workplace, leading to increased rewards and responsibilities. Promotions are not given frequently and require a period of appraisal. Granting a promotion signifies assigning higher responsibilities. Organizations carefully consider promotions as they directly impact the position where the promotion is applied. Improperly handled promotions can impede the entire goal-achievement process.

#### *F. Literature on Specific Combinations of Variables*

➤ *Influence of Reward Management on Employee Retention*

In the 1990s, American authors such as Lawler E.E. (1990) and Schuster, Jr. and Zingheim, plc (1992) proposed that compensation policies can significantly impact organizational cultures, processes, and outcomes. Duncan Brown also stated that "pay and formal reward policies are one of the most tangible symbols of a company's culture."

According to Rosabeth Moss Kanter, reward strategies are designed to influence present actions for the future and serve as vehicles for instilling and institutionalizing positive attitudes for change.

The coordination of rewards with the right strategy can influence the energy of a workforce. However, Mintzberg, Quinn, and James suggest that reward strategy encompasses more than just being a plan.

While there is no single strategy for retaining every employee within an organization, dissatisfaction with salaries and promotional opportunities have been identified as predictors for employee turnover. For instance, Harrington et al. (2001) studied various predictors of intentions to leave a job and found that emotional exhaustion, lower levels of intrinsic job satisfaction, and dissatisfaction with salary and promotional opportunities were the main predictors.

➤ *Equity and Fairness in Reward Management Systems*

Inadequate or unfair distribution of rewards in an organization may lead to high employee turnover and reduced productivity from employees who notice this. Some employees may feel they are underpaid for the effort they put in, while others feel adequately compensated. When employees perceive biased treatment in the reward system, it can impact the system and cause turnover.

Considerable research has been conducted on what determines individuals' satisfaction with their rewards, as summarized by Lawler (1988:68-71). Employees are satisfied when their expectations are met by their rewards. If they expect moderate and receive high, it's beneficial, but if they expect high and receive less, they become dissatisfied, prompting them to seek better working conditions elsewhere. Another important aspect is the level of fairness in how employees are treated in comparison to others at their level of work.

It is the perception of fairness that may lead employees to become dissatisfied if they perceive inequality between themselves and colleagues with whom they share the same work stage. The concept of equal work for equal pay is significant. Once again, satisfaction is influenced by the alignment of employees' expectations.

*G. Chapter Overview*

Organizations worldwide are encountering challenges related to reward systems and their impact on employee retention. Most of the literature reviewed has focused on how employee performance is influenced by rewards. In Sierra Leone, there is a scarcity of literature addressing the impact of reward systems on employee retention. Therefore, this study aims to address this gap by examining the influence of reward management systems on employee retention, specifically within the Anti-Corruption Commission Sierra Leone. In summary, this study has delved into the impact of organizational reward management systems on employee retention. We sought to determine the extent of influence that rewards have on employee retention.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### *A. Introduction*

In this section, the focus is on providing a thorough analysis of the practical implementation of the research. This includes detailing the research design, study location, sample population, sample size, sampling technique, data sources, data collection methods, and presentation of the findings. The research methodology encompasses all the methods used to achieve the results presented in the entire work, incorporating both quantitative and qualitative research methods. Questionnaires were used as the primary data collection tool, comprising mainly closed-ended questions due to their efficiency, but open-ended questions were also included to allow respondents to express and justify their views. The questionnaires were distributed to selected respondents, and information was gathered from both primary and secondary sources.

#### *B. Design of the Research*

Research design, as defined by Cooper et al (2003), refers to the plan and structure of the investigation to obtain answers to research questions. This study employed a descriptive research design, which involves surveying individuals and recording their responses for analysis. The research is descriptive by design as it aims to explore the "Effects of Reward Systems on Employees' Retention at the Anti-Corruption Commission Sierra Leone." Data were collected from both primary and secondary sources.

#### *C. Population and Sample Selection*

The target population, as defined by Patterned (2003), refers to the individuals we aim to describe using our sample. For this study, the focus is on employees of the Anti-Corruption Commission (ACC) in Sierra Leone. The study specifically targets the population and sampling within the ACC's Freetown headquarters, which is comprised of 256 employees, making the population for this study 256 individuals.

##### ➤ *The Study Involves Six Departments within the ACC:*

- Prosecution Department
- Investigations and Intelligence Department
- Public Education and Outreach Department
- National Strategist Department
- Administrative Department
- Human Resource Department

Three employees from each department were selected to complete questionnaires and undergo unstructured interviews to provide insight into the research questions. A total of 20 employees participated in the study, with three from each of the six departments, totaling 18, and an additional two administrative heads, making the sample size 20 respondents.

#### *D. Research Procedures*

This section covers the various methods and techniques employed both during and after the data collection process. The research methods and procedures are outlined in the following subsections:

- Area of Sample
- Size of Sample
- Technique of Sampling

##### ➤ *Sample Size and Area*

The size of the working population at the Anti-Corruption Commission Sierra Leone, Freetown Headquarters, and the available time for writing this project work were taken into account when selecting a sample size of twenty (20) employees. This sample included three (3) employees from each of the three six (6) departments, along with an additional two (2) administrative heads, making a total of twenty (20) participants.

##### ➤ *Sampling Methods*

The sampling techniques used included both simple random sampling and purposive sampling, ensuring that every employee at the commission had an equal chance of being selected as a respondent. Purposive sampling was employed to choose heads of departments, while simple random sampling was used to select middle staff at the Anti-Corruption, Freetown Headquarters.

*E. Data Collection*➤ *Primary Data*

primary data is defined as original, unpublished data collected directly from the field. The methods and tools used to collect primary data included the utilization of a questionnaire and conducting interviews. A questionnaire is a research tool comprising a series of questions aimed at gathering information from respondents. It was chosen for its ability to efficiently gather information from a large number of people in a cost-effective manner. Interviews, on the other hand, involve direct conversations between researchers and respondents to elicit factual information. This method was utilized to establish direct contact with key informants at the Anti-Corruption Commission, enabling the collection of vital information on the impact of reward systems on employee performance.

➤ *Secondary Data*

In section 3.5.2, secondary data refers to pre-existing data that has been collected through various methods, including documentary review. This involves analyzing files, books, and documents to gather information on important topics from a variety of sources such as libraries and online materials (Scott 2006). During this process, we had the opportunity to examine different documents and files related to the project from ACC, as well as books from libraries and online articles about Reward Systems and Employee Retention.

*F. Data Analysis and Presentation*

Respondents' data underwent editing and coding for analysis purposes. Manual processing stages included editing, classification, coding, transcription, and tabulation. Descriptive analysis was used to determine the current reward system at ACC SL by analyzing both primary and secondary data. Pearson's Correlation Coefficient and Regression were utilized to assess the impact of rewards on employee retention at ACC. The analysis focused on the relationship between rewards and retention. IBM Statistical Package for Social Sciences, Version 22 (SPSS v22) was used for the analysis. After analysis, data were presented in tables, graphs, and pie charts to highlight important variables related to the impact of rewards on organizational performance. This presentation helped in facilitating easy understanding and interpretation of the gathered responses.

*G. Reliability and Validity*

Reliability and validity serve as measures of quality control for any research. The following outlines the reliability and validity of this research.

➤ *Reliability*

If research produces consistent results under similar conditions, it is considered to have high reliability. To ensure reliability in this study, appropriate random sampling and a purposive sampling technique were employed. Additionally, the study incorporates supervisor feedback and recommendations regarding the impact of reward systems on employee retention.

➤ *Validity*

The concept of validity is discussed. Validity pertains to how accurately a study represents or evaluates the specific concepts that the researcher(s) are trying to measure (Field 1993). There are different types of validity, such as internal validity, which deals with cause and effect within research, and external validity, which focuses on the generalizability of research findings. In this particular study, internal validity was utilized to examine the impact of rewards on employee retention at ACC. Additionally, since the research is non-statistical and aims for widespread sampling, external validity was attained through analytical generalization by comparing research evidence with existing literature.

➤ *Ethical Consideration*

During the data collection process, ethical considerations were carefully observed at both primary and secondary levels.

- All respondents chosen were fully informed and participated voluntarily.
- Only individuals who provided both verbal and written consent were included in the study.
- The research's purpose was communicated to ACC SL and all participating employees.
- Finally, proper acknowledgment was given to all books, documents, files, and authors whose works contributed to the data collection.
- There was no conflict of interest.

*H. Chapter Overview*

In this chapter, the research methodology is discussed, including the data collection process, methods of analysis, and presentation, all in the context of the Anti-Corruption Commission Sierra Leone, Freetown Headquarters, and its impact on employee retention through reward systems. The chapter provides a detailed description of both quantitative and qualitative aspects.

## CHAPTER FOUR

### ANALYSIS AND DISCUSSION OF FINDINGS

#### A. Introduction

Chapter 4.1 provides an analysis and discussion of the findings obtained from the questionnaire data collection. It includes the research question responses, response rate, study limitations, and a summary of the chapter.

#### B. Presentation and Examination of Findings

##### ➤ Response Rate

In the data collection process, a questionnaire was used as the research instrument. A total of twenty (20) questionnaires were distributed to match the sample size of the study. Each questionnaire comprised forty (40) questions, including both open-ended and close-ended questions. All questions received responses from at least ten participants, and none were excluded during the data analysis. The response rate, as depicted in Table 1, was 100%, indicating that all twenty questionnaires administered were returned. This high response rate underscores the significance of the study to the respondents. Additionally, the simplicity of the questions contributed to the high response rate, as they were easy to comprehend and answer, requiring minimal effort and time.

##### ➤ Data on the Demographics of Survey Participants

##### • Data Analysis

##### ✓ Age Distribution of Survey Participants

N	Valid	20
	Missing	0

Table 1: Respondents' Age Categories are shown in

	Rate	%	Valid Percent	Cumulative Percent
Valid for less than 25 years	2	10.0	10.0	10.0
less than 35 years	5	25.0	25.0	35.0
less than 45 years	6	30.0	30.0	65.0
less than 60 years	5	25.0	25.0	90.0
above 60 years	2	10.0	10.0	100.0
Total	20	100.0	100.0	

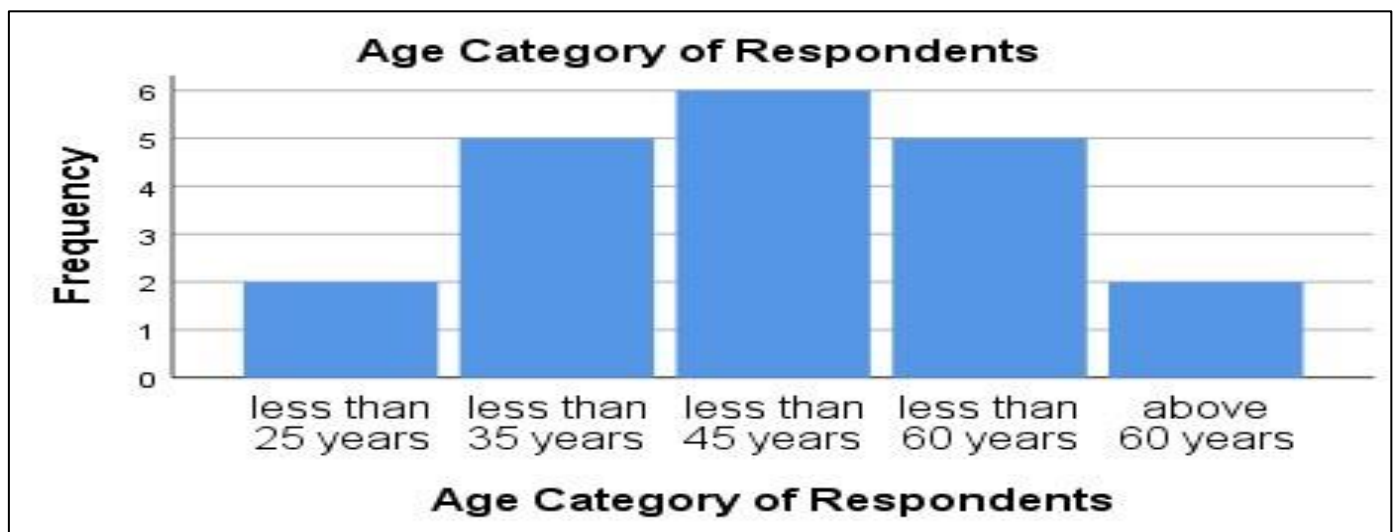


Fig 1: Age Category of Respondents

Table 2 and Figure 1 display the age category of respondents. They show that the majority of the respondents who participated in the study were between the ages of 35 years to 44 years. These respondents represented 30% of the sample. Respondents who were less than 25 years old and between 25 years and 34 years were 25% of the sample. The findings can be relied on since the majority of the study participants were people who have the drive to feel rewarded.

- Statistics Sex of Respondents

N	Valid	20
	Missing	0

Table 2: Sex of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Male	13	65.0	65.0	65.0
	Female	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

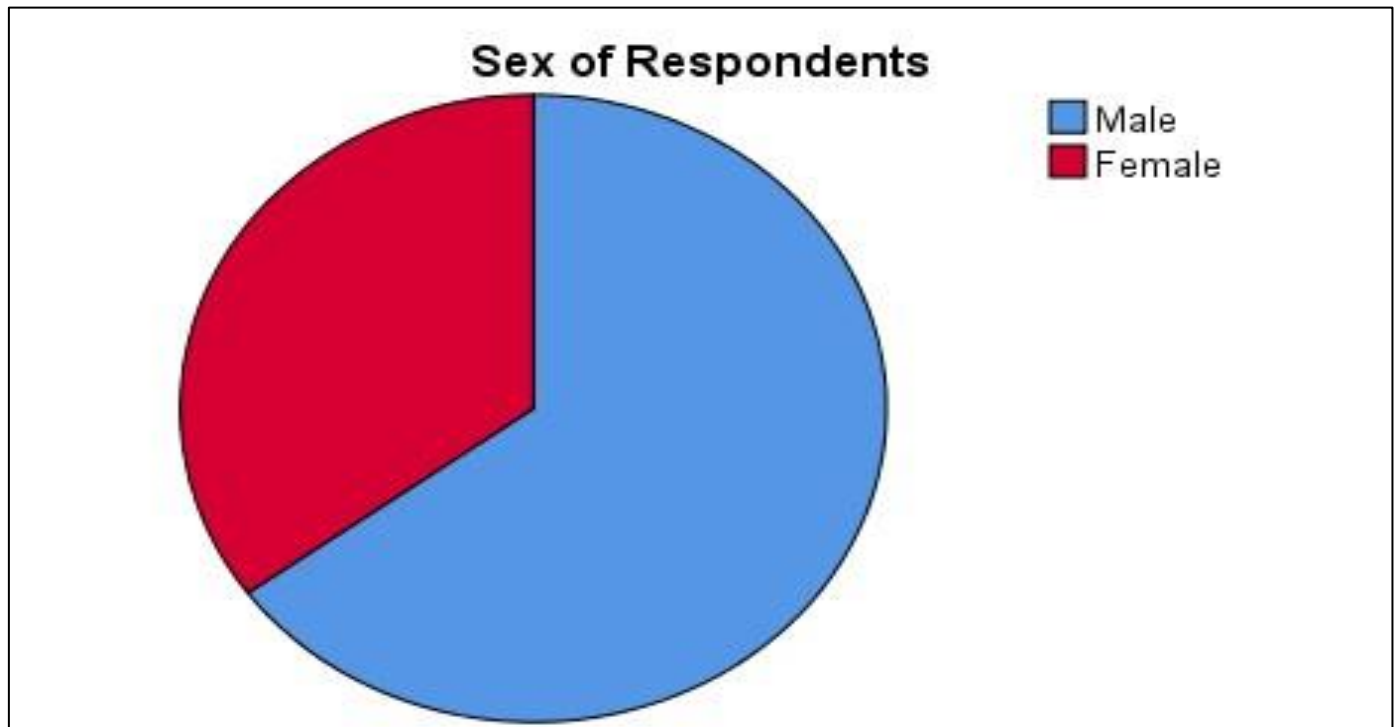


Fig 2: Sex of Respondents

Table 2 and Figure 2 shows the sex of respondents. From the table and figure, it is evident that the majority of the respondents were male. Thirteen (13) of the respondents were male. This represented 65% of the sample, whereas 35% of the respondents were female. This is an indication that more male respondents participated in the study than their female counterparts. This also qualifies the reliability of the results.

- Statistics

Years of Working at ACC

N	Valid	20
	Missing	0

Table 3: Years of Working at ACC

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid 1-2 years	10	50.0	50.0	50.0
	3-4years	3	15.0	15.0	65.0
	at least 5 years	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

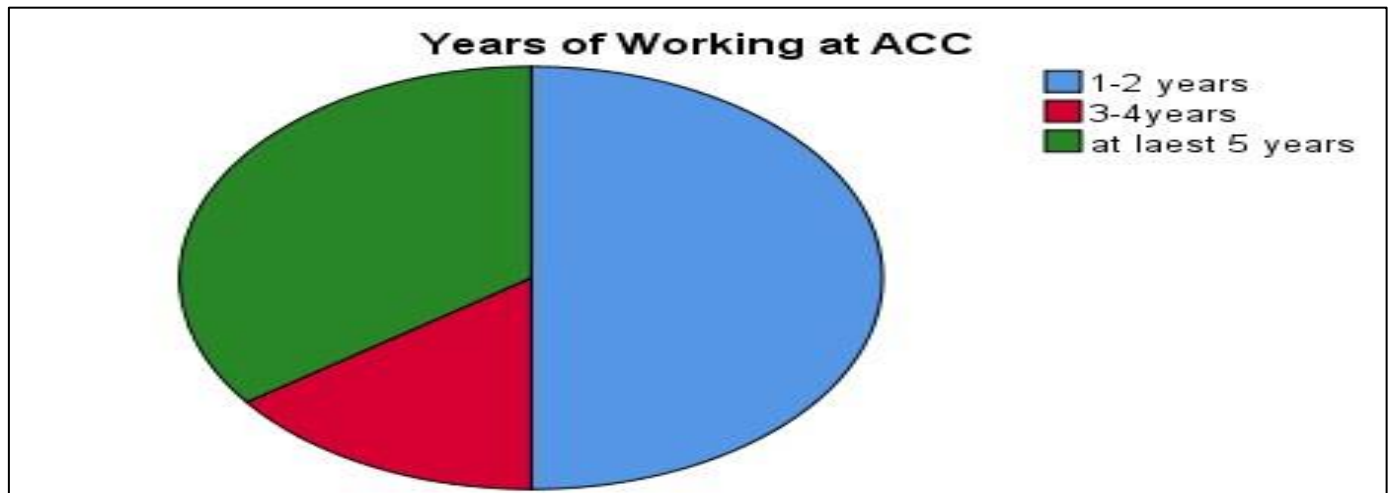


Fig 3: Years of Working at ACC

Table 3 and Figure 3 shows the number of years the respondent has worked at ACC. They show that 50% of the respondents have worked for at most two years, 15% of the respondents have worked for three to four years and 35% of the respondents have worked for at least five years. The finding shows that the majority of the respondents have worked for at most two years. So the result can be reliable since they are new and may see reward as their utmost means of motivation and retention strategy.

#### ➤ Answer to Research Questions

- *What are the causes of employee turnover at the Anti-Corruption Commission*
- **Statistics** Have you ever gone for further training, workshops, etc.?

N	Valid	20
	Missing	0
Mean		1.50

Table 4: Have you Ever Gone for Further Training, Workshops, etc.?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	10	50.0	50.0	50.0
No	10	50.0	50.0	100.0
Total	20	100.0	100.0	



Fig 4: Have you Ever Gone for Further Training, Workshops, etc.?

Table 4 and Figure 4 show how respondents reacted to the question “Have you ever gone for further training or workshops?” The finding established that the number of respondents who have gone for further workshops and training is the same as those who have not. Half of the respondents (50%) said yes, whereas the same percentage of respondents said no. This is a manifestation that employees have the opportunity to go for further training and workshops, although not every employee has this opportunity.

- **Statistics** Are Rewards Administered Based on Employee's Choice?

N	Valid	20
	Missing	0

Table 5: Are Rewards Administered based on Employee's Choice?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Yes	3	15.0	15.0	15.0
	no	17	85.0	85.0	100.0
	Total	20	100.0	100.0	

Table 5 shows whether rewards are administered based on employee's choice. The table shows that 85% of the respondents did not accept that rewards are administered based on their choice. However, a small number of them accepted. This is therefore an indication that rewards at ACC are not administered based on the employee's choice.

- **Statistics** If yes above, what kind of reward will you choose?

N	Valid	3
	Missing	17

Table 6: If yes above, What Kind of Reward will you Choose?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Promotion	2	10.0	66.7	66.7
	further studies	1	5.0	33.3	100.0
	Total	3	15.0	100.0	
Missing System		17	85.0		
Total		20	100.0		

Table 6 shows the kind of reward that those who said rewards are administered based on their choice would choose. The table shows that 66.7% of the respondent who accepted that rewards are administered based on their choice stated that rewards would be administered based on promotion while 33.3% said based on further studies. It is therefore evident that if rewards were to be administered based on the employee's choice, it could have been promotion.

- **Statistics:** With your experience in this Commission, what do you think leads to employee turnover?

N	Valid	20
	Missing	0

Table 7: With your Experience in this Commission, what do you Think Leads to Employee Turnover?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Growth	2	10.0	10.0	10.0
	promotion	6	30.0	30.0	40.0
	salary increment	4	20.0	20.0	60.0
	Travels	2	10.0	10.0	70.0
	better opportunities elsewhere	2	10.0	10.0	80.0
	don't know	2	10.0	10.0	90.0
	job satisfaction	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

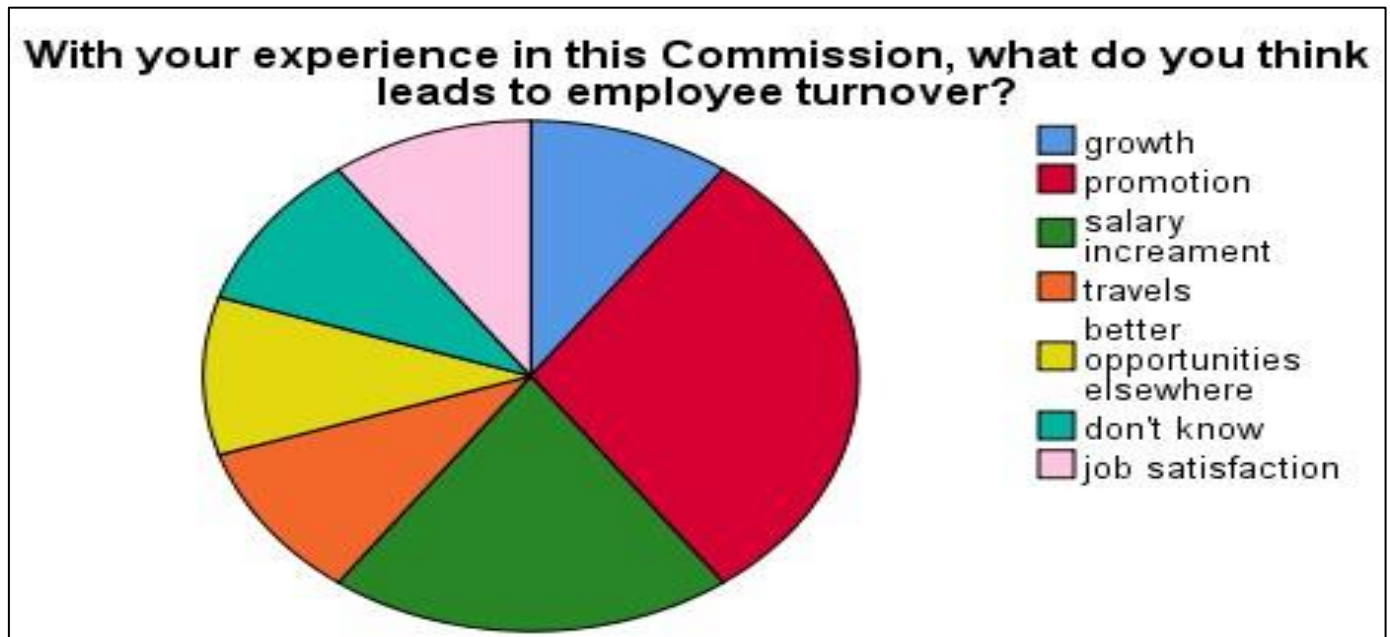


Fig 5: With your Experience in this Commission, what do you Think Leads to Employee Turnover?

Table 7 and Figure 5 show the factors that cause employee turnover at ACC. The result revealed that growth, travel, better opportunities, and jobs have the same percentage, which is 10%. 30% and 20% of the respondents said promotion and salary increment respectively. This shows that the majority of employees leave ACC because of a lack of promotion in the institution.

- **Statistics** Have you in any way witnessed an employee leaving this organization because of salary payment?

N	Valid	20
	Missing	0

Table 8: Have you in Any Way Witnessed an Employee Leaving this Organization because of Salary Payment?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	7	35.0	35.0	35.0
No	13	65.0	65.0	100.0
Total	20	100.0	100.0	

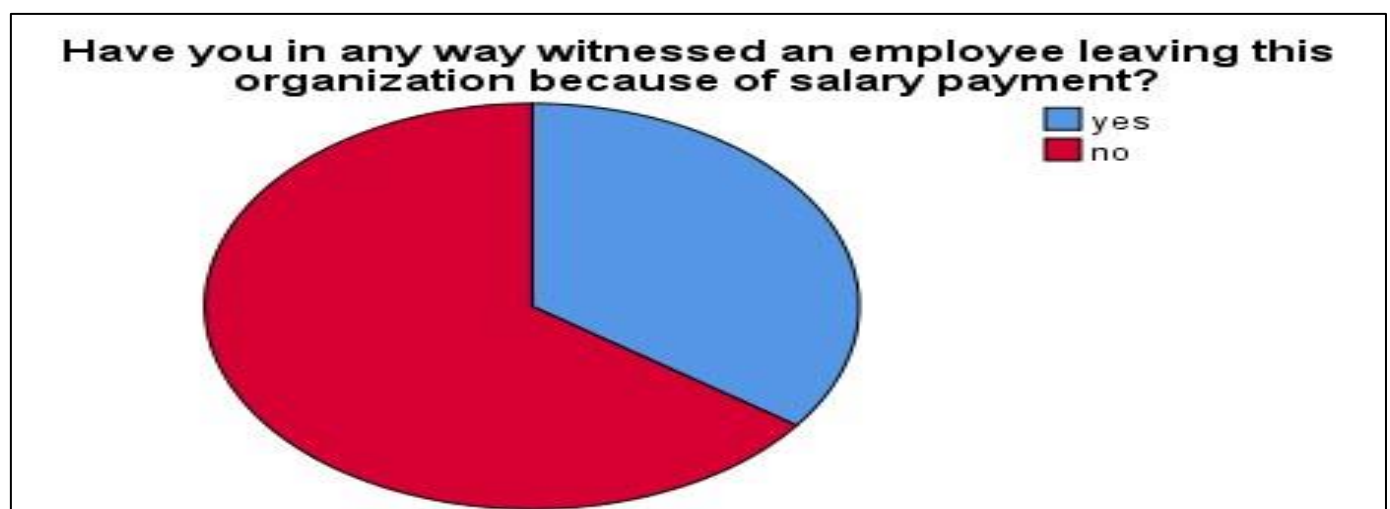


Fig 6: Have you in Any Way Witnessed an Employee Leaving this Organization because of Salary Payment?

Table 8 and Figure 6 show whether an employee has left the organization as a result of salary payment. 65% of the respondents said they have never seen an employee leaving the organization as a result of salary payment. However, 35% of the respondents stated otherwise. This therefore shows that salary payment may not be the cause of employee turnover at ACC. Employees leave the organization for many reasons besides salary payment.

- **Statistics** Have you witnessed an employee quit their job here?

N	Valid	20
	Missing	0

Table 9: Have you Witnessed an Employee Quit their Job Here?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	90.0	90.0	90.0
	No	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

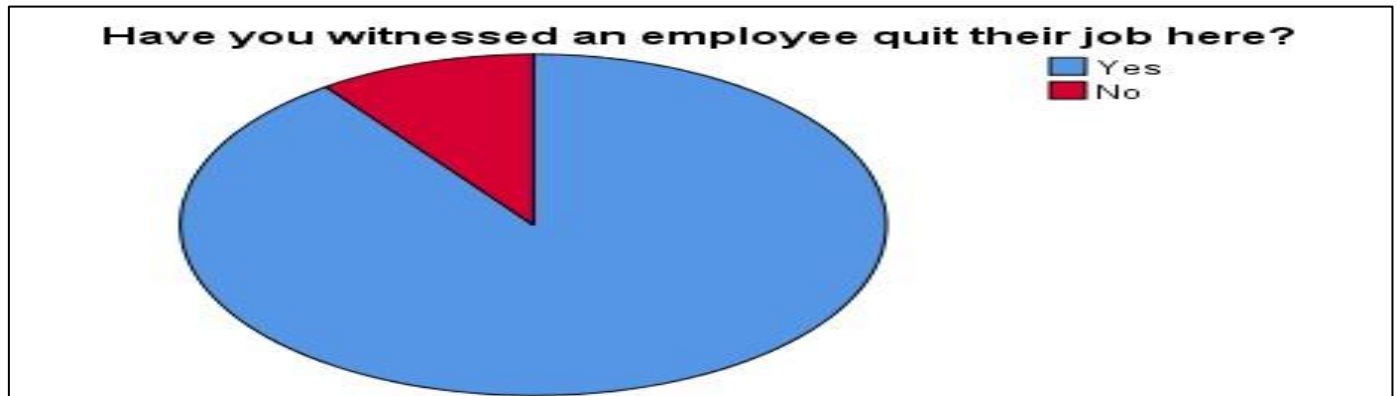


Fig 7: Have you Witnessed an Employee Quit their Job Here?

Tables 9 and Fig 7 show whether an employee has ever left the organization. It is established that employee turnover is high at ACC. This is because 90% of the respondents affirmed that they have seen an employee quit their job. However, 10% of the respondents said they had never seen an employee quit their job at ACC. Therefore., it is clear that employee turnover is witnessed at ACC.

- **Statistics** Have you witnessed an employee being sacked/fired at the ACC?

N	Valid	20
	Missing	0

Table 10: Have you Witnessed an Employee being Sacked/Fired at the ACC?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	20	100.0	100.0	100.0

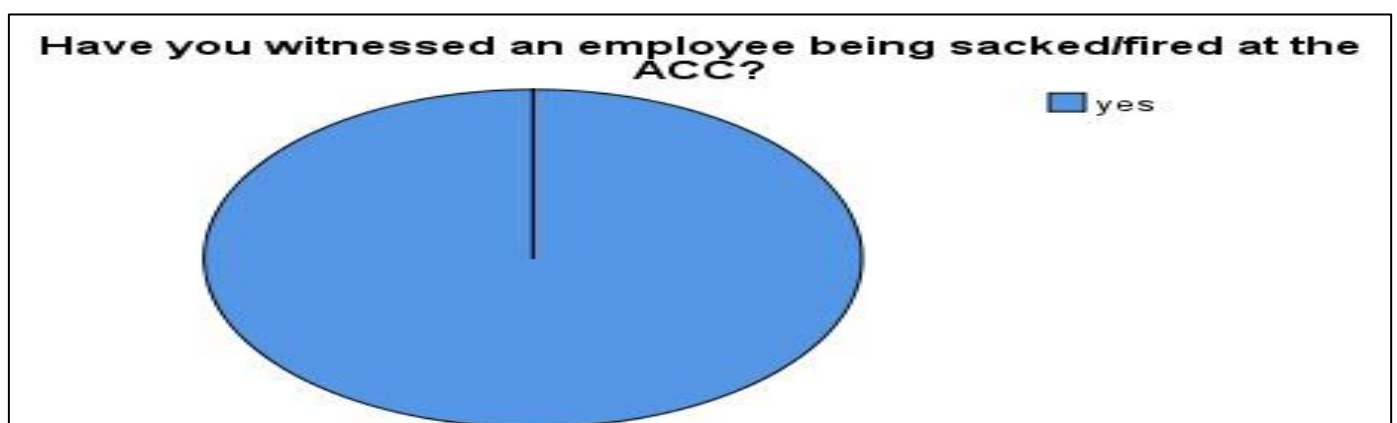


Fig 8: Have you Witnessed an Employee being Sacked/Fired at the ACC?

Table 10 and Figure 8 reveal whether the employee has ever been sacked or fired at ACC. All the respondents, representing 100% of the sample, agreed that an employee had been sacked or fired at ACC. This is also another cause of employee turnover at ACC.

- Statistics On What Basis?

N	Valid	20
	Missing	0

Table 11: on What Basis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid reward system		4	20.0	20.0	20.0
	performance	12	60.0	60.0	80.0
	others	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

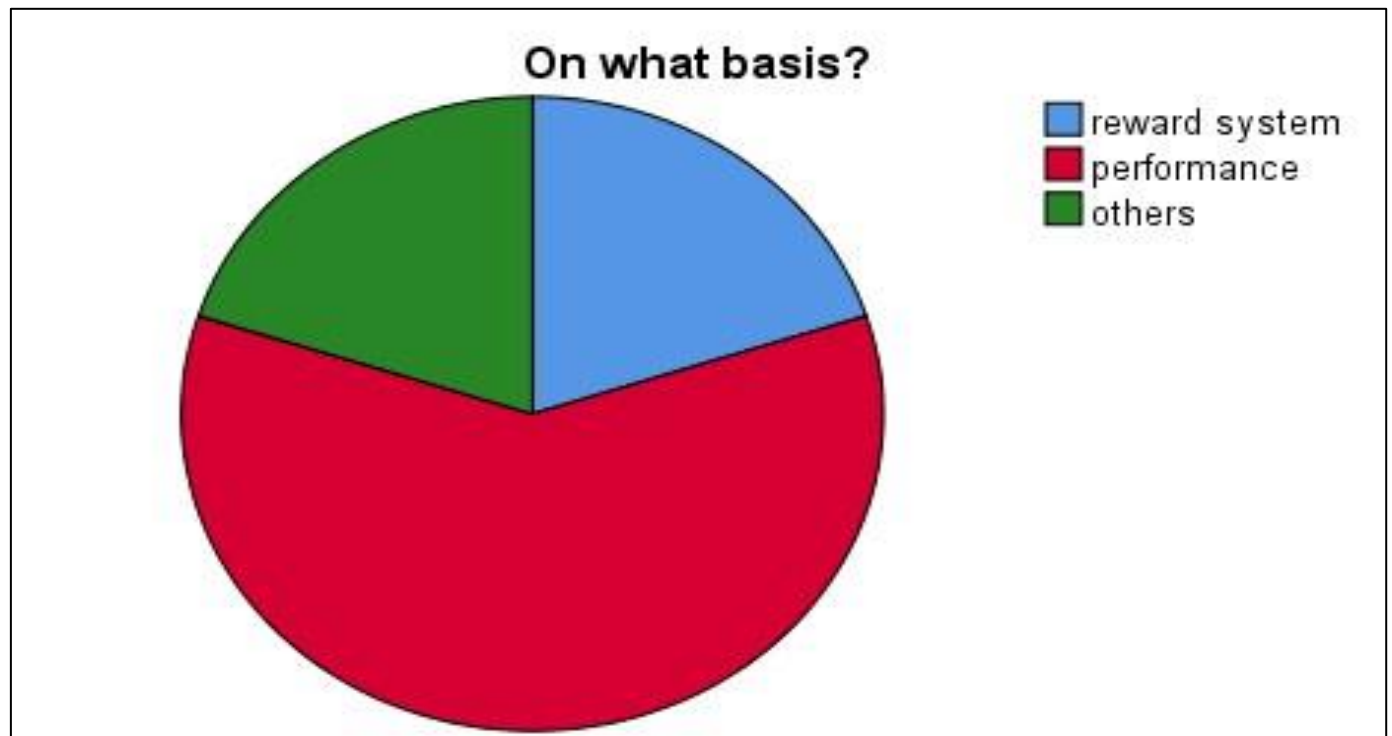


Fig 9: On What Basis?

Table 11 and Figure 9 show the reasons employees have been sacked at ACC. 20% of the respondents said that employees are sacked as a result of reward systems and other reasons, whereas 60% of the respondents explained that employees have been sacked because of poor performance. The result from the table reveals that the majority of the employees have been sacked as a result of poor performance. Reward has little or no bearing on the reason an employee is sacked.

- Statistics Do employees practice strikes or send turnover warnings due to the rewards system?

N	Valid	20
	Missing	0

Table 12: Do Employees Practice Strikes or send Turnover Warnings due to the Rewards System?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	20	100.0	100.0	100.0

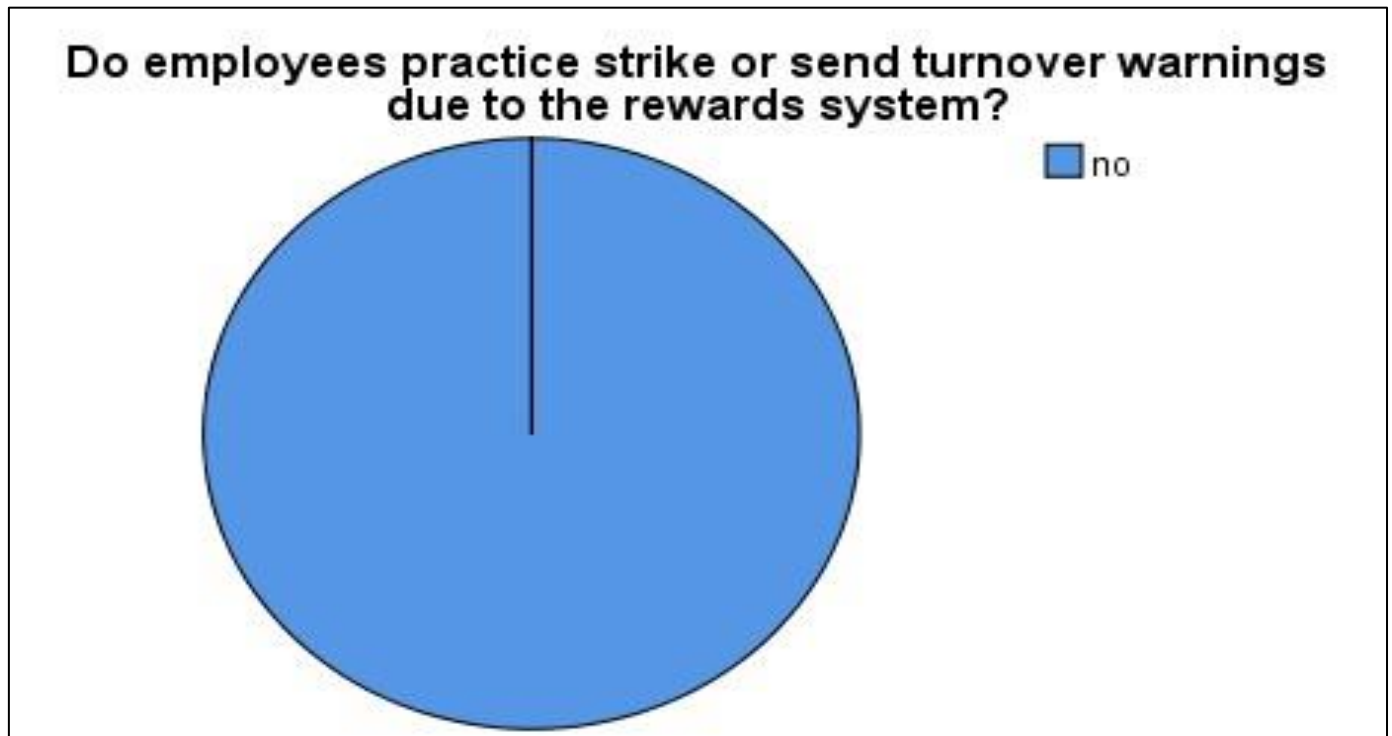


Fig 10: Do Employees Practice Strikes or send Turnover Warnings due to the Rewards System?

Table 12 and Figure 9 reveal whether employees practice strike or send turnover systems due to the reward system. All the respondents, representing 100% of the sample, stated that employees do not go on strike nor do they send turnover warnings due to the reward systems. This indicates that employees are satisfied with the reward system.

- **Statistics** To your knowledge, have you seen employees exit at the end of the work season?

N	Valid	20
	Missing	0

Table 13: To your Knowledge, have you Seen Employees Exit at the End of the Work Season?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	9	45.0	45.0	45.0
No	11	55.0	55.0	100.0
Total	20	100.0	100.0	

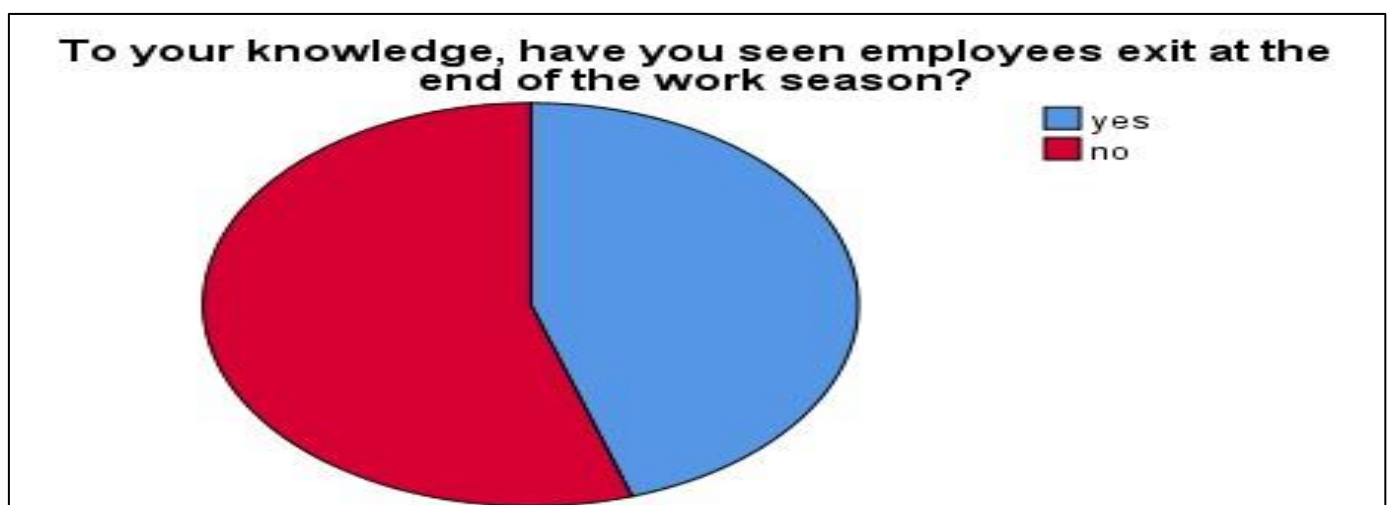


Fig 11: To your Knowledge, have you Seen Employees Exit at the End of the Work Season?

Table 13 and Figure 11 show whether the employee has left at the end of the work season. According to the result, 45% of the respondents stated that they have seen employees exit at the end of the work season, while 55% of the respondents said they have never seen employees exit at the end of the work season. This therefore shows that employees have left at the end of the work season. However, it is not often.

- Statistics** Have you ever Considered Quitting the ACC?

N	Valid	20
	Missing	0

Table 14: Have you ever Considered Quitting the ACC?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	6	30.0	30.0	30.0
no	14	70.0	70.0	100.0
Total	20	100.0	100.0	

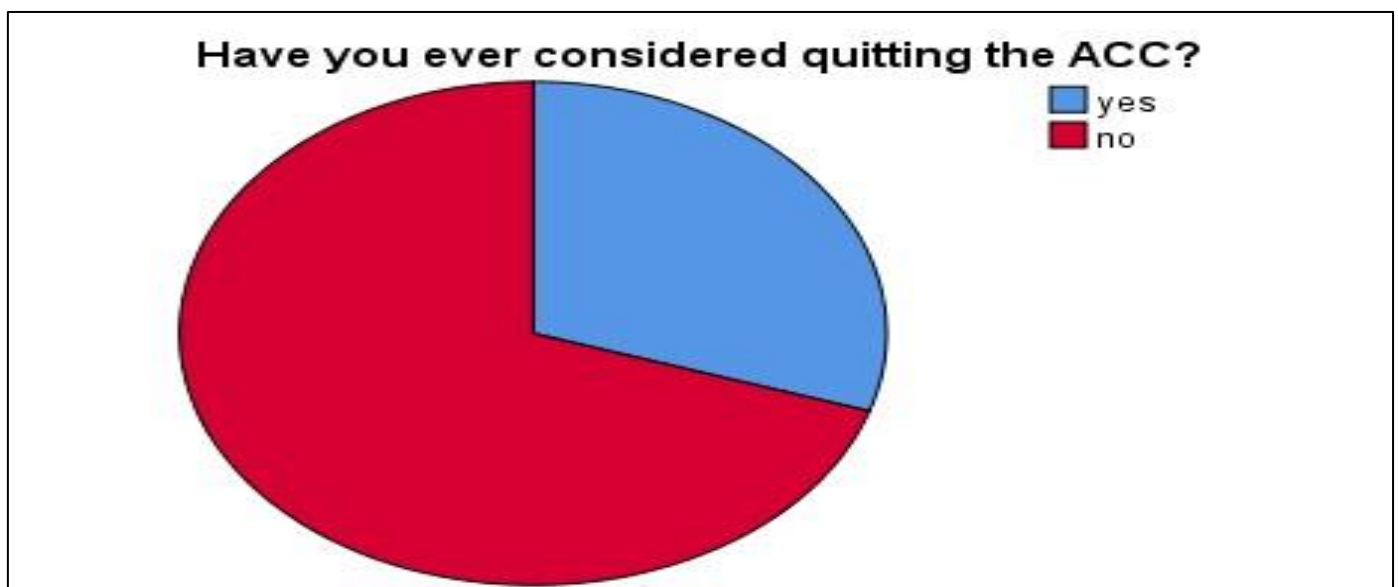


Fig 12: Have you ever Considered Quitting the ACC?

Table 14 and Figure 12 show the answers to the question “Have you ever considered quitting the ACC?” The result revealed that 70% of the respondents had no plan of quitting the ACC. Yet, 30% of the respondents want to quit the ACC. This therefore demonstrates that the majority of the employees want to be at ACC.

- Statistics** If yes, then why?

N	Valid	6
	Missing	14

Table 15: If yes, then why?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid growth	2	10.0	33.3	33.3
career advancement	4	20.0	66.7	100.0
Total	6	30.0	100.0	
Missing System	14	70.0		
Total	20	100.0		

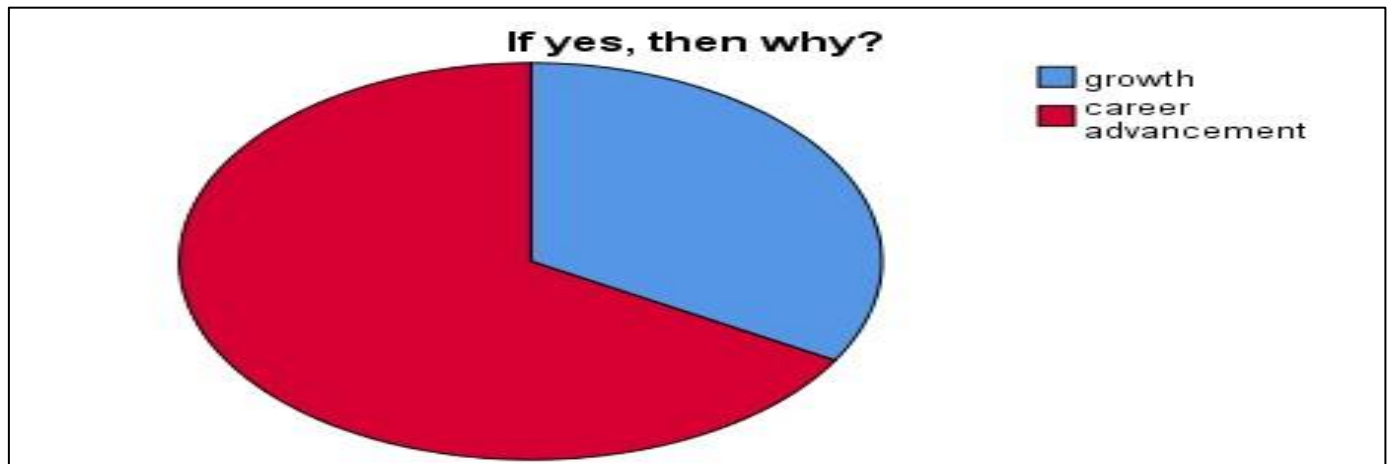


Fig 13: If Yes, then Why?

Table 15 and Figure 13 show the reasons that employees who have considered quitting the ACC for leaving the institution. The result revealed that 33.3% of the respondents have considered quitting the institution because of a lack of growth opportunities. Also, 66.7% of the respondents have considered quitting because of career advancement. It is therefore believed that employees who have considered quitting have decided not to because of the reward system.

➤ *How Can Reward Management System Lead to Employees Retention at the AntiCorruption Commission*

- **Statistics** *How equitable or fair are rewards distributed at ACC headquarters?*

N	Valid	20
	Missing	0

Table 16: How Equitable or fair are Rewards Distributed at ACC Headquarters?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Satisfactory	7	35.0	35.0	35.0
	Satisfactory	9	45.0	45.0	80.0
	Unsatisfactory	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

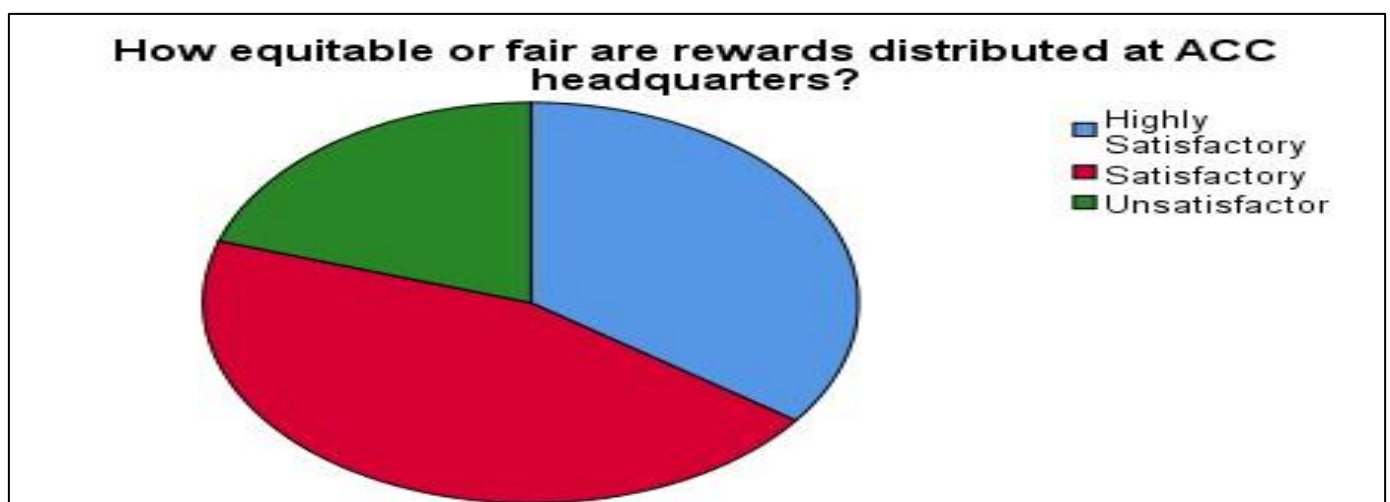


Fig 14: How Equitable or fair are Rewards Distributed at ACC Headquarters?

Table 16 and Figure 14 show the result ascertained based on the question “How equitable or fair are rewards distributed at ACC headquarters?” From the findings done, 35% of the respondents are highly satisfied with the fairness and equitability of the reward system, 45% of the respondents are highly satisfied and 20% of the respondents are unsatisfied. This therefore shows that the reward system is fair and equitable. As a result, almost all employees are satisfied with it.

- **Statistics** Which of the following acts as a major barrier in the allocation of rewards?

N	Valid	20
	Missing	0

Table 17: Which of the Following Acts as a Major Barrier in the Allocation of Rewards?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	fairness in distribution	2	10.0	10.0	10.0
	individual discrimination	2	10.0	10.0	20.0
	lack of fund	11	55.0	55.0	75.0
	employee dissatisfaction	5	25.0	25.0	100.0
	Total	20	100.0	100.0	

Table 17 exhibits the barriers in the allocation of rewards. The factors that were considered as barriers were fairness in distribution, individual discrimination, lack of fund and employee dissatisfaction. The result reveals that 10% of the respondent believed that fairness in distribution and individual discrimination are barriers, 55% of the respondent accepted that lack of fund is a barrier and 25% of the respondents were of the opinion that employee dissatisfaction is a barrier. It is therefore clear that ACC faces barrier in their reward systems. However, the most common barrier is lack of fund.

- **Statistics** Is the reward system a major factor keeping you in this organization?

N	Valid	15
	Missing	5

Table 18: Is the Reward System a Major Factor Keeping you in this Organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	11	55.0	73.3	73.3
	Yes	4	20.0	26.7	100.0
	Total	15	75.0	100.0	
Missing System		5	25.0		
Total		20	100.0		

Table 18 shows whether employees want to stay at the ACC as a result of the reward system. The result revealed that 73.3% of the respondents who answered wanted to stay at the ACC due to other reasons apart from the reward system. However, 26.7% of the respondents who answered are motivated to be in the institution as a result of the reward system. This is therefore proof that only a few employees perceive the reward system as a means for employee retention.

- **Statistics**

Is the reward system of  
ACC enough to keep you here for the next few years?

N	Valid	20
	Missing	0

Table 19: Is the Reward System of ACC Enough to Keep You Here for the Next Few Years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	65.0	65.0	65.0
	No	5	25.0	25.0	90.0
	undecided	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

Table 19 shows whether employees would be satisfied to be at the ACC because of adequate reward system administered. From the findings done, 65% of the respondents said that the reward system is enough to keep them in the institution for the next few years, 25% of them said no and 10% of them did not know what to choose. So it is obvious that the reward system can serve as an ambience for most employees to be at the ACC for the next few years.

- **Statistics** Is Reward Management an Encouraging Factor that Holds you at the ACC?

N	Valid	20
	Missing	0

Table 20: Is Reward Management an Encouraging Factor that Holds you at the ACC?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Yes	11	55.0	55.0	55.0
	No	9	45.0	45.0	100.0
	Total	20	100.0	100.0	

Table 20 shows the answers ascertained from the question “Is reward management an encouraging factor that holds you at the ACC?” The outcome of the finding revealed that 55% of the respondents thought that reward management is an encouraging factor that holds them at the ACC, so they chose yes. However, 45% of the respondents were dissimilar in belief to the others, so they chose no. This exhibits that reward management can be an encouraging factor for employee retention.

- **Statistics** Which is most important that might keep you at ACC?

N	Valid	20
	Missing	0

Table 21: Which is most important that might keep you at ACC?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Salary	2	10.0	10.0	10.0
	Promotion	8	40.0	40.0	50.0
	good working relationship	8	40.0	40.0	90.0
	all of the above	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

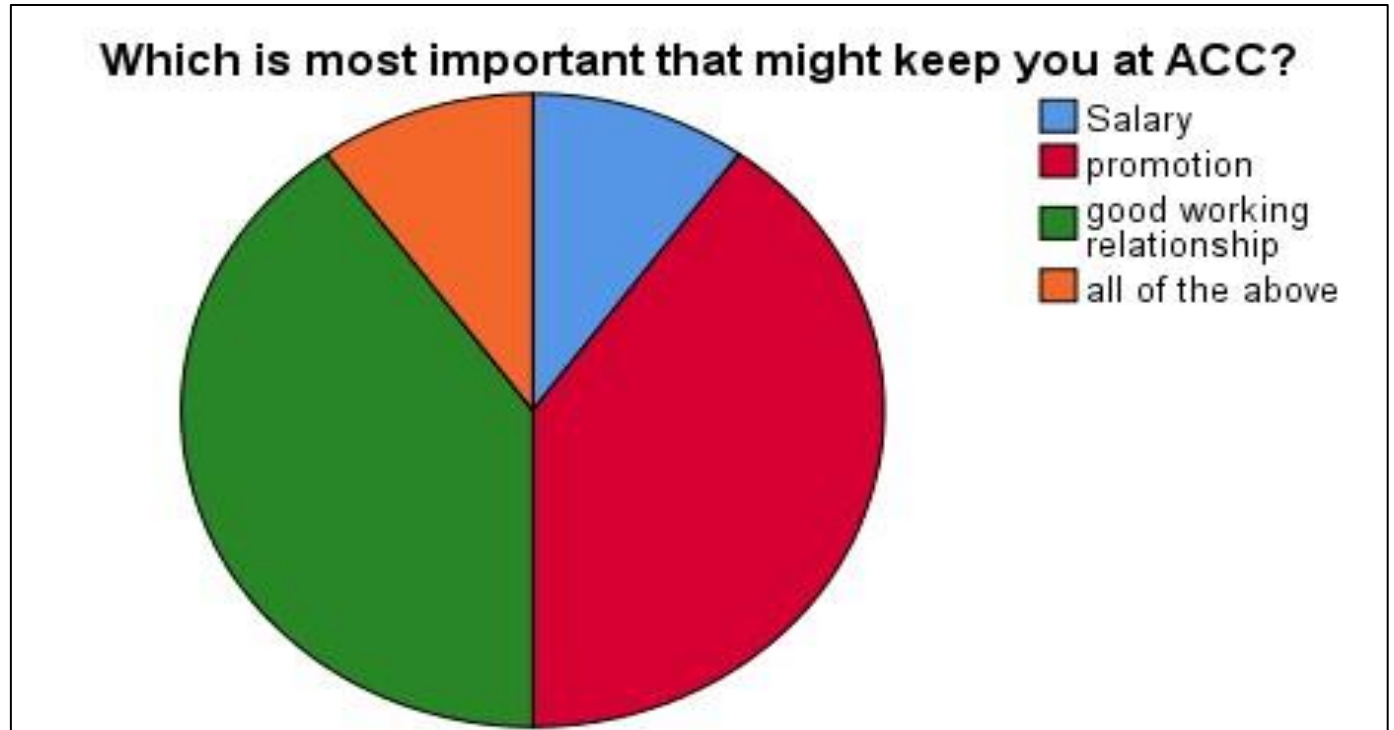


Fig 15: Which is most important that might keep you at ACC?

Table 21 and figure 15 show the factor that is most important to employees to promotion their retention. From the finding, three items were found to be important; these factors were salary, promotion and good working relationship. 10% of the respondents said salary is the most important, 40% each of the respondents said promotion and good working relationship and 10% said all of the items are most important. The result revealed that promotion and good working relationship are the most important.

➤ *In what ways is reward management important as a motivational tool for managers at the ACC*

- **Statistics** *Do you compare your rewards with another employee?*

N	Valid	18
	Missing	2

Table 22: Do you Compare your Rewards with Another Employee?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	30.0	33.3	33.3
	No	12	60.0	66.7	100.0
	Total	18	90.0	100.0	
Missing System		2	10.0		
Total		20	100.0		

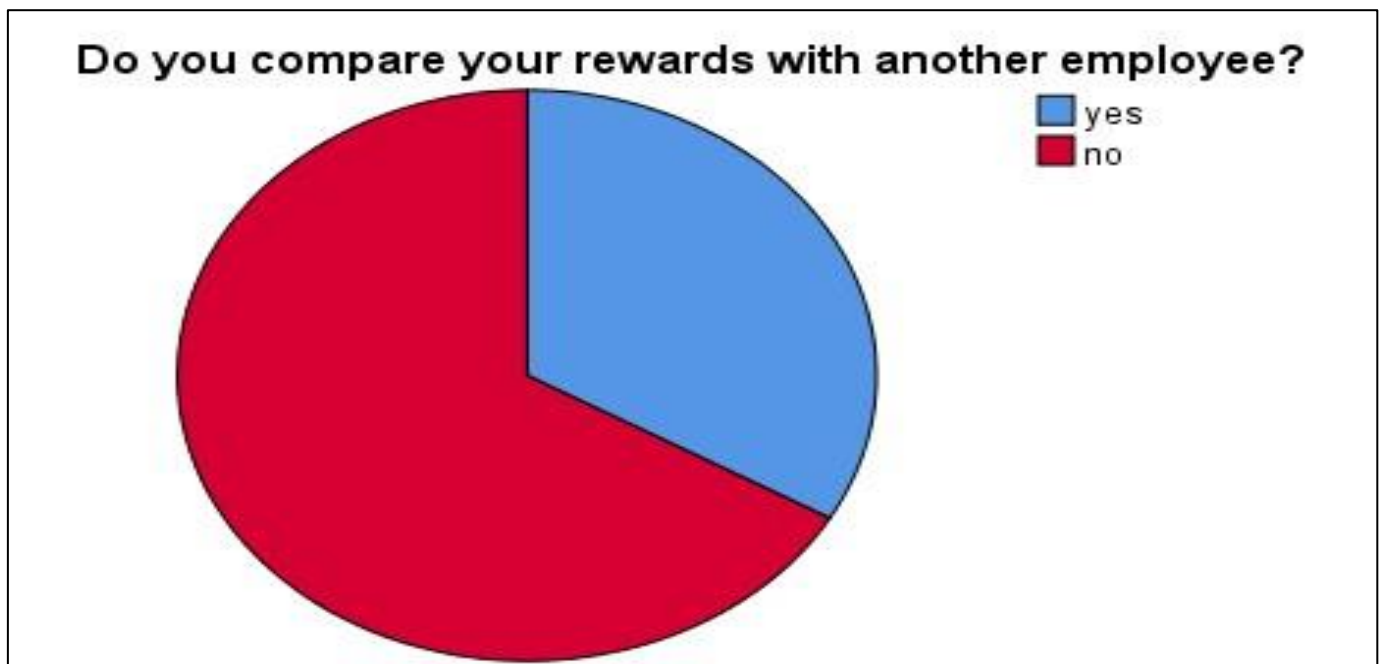


Fig 16: Do you Compare your Rewards with Another Employee?

Table 22 and figure 16 above display the answers to the question “do you compare your rewards with another employee?” The result revealed that 33.3% of the respondents compare their rewards with another employee and 66.7% of the respondents said they do not compare their reward with another employee. This implies that employees feel that there is fairness.

- **Statistics** *If you compare your rewards with another employee, on which of the following basis?*

N	Valid	6
	Missing	14

Table 23: If you Compare your Rewards with Another Employee, on Which of the Following Basis?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Seniority	2	10.0	33.3	33.3
	Performance	4	20.0	66.7	100.0
	Total	6	30.0	100.0	
Missing System		14	70.0		
Total		20	100.0		

Table 23 shows on what basis do employees who stated that they compared their reward with another employee compare their reward with their colleagues. 33.3% of the respondents said they compared their reward with another employee based on seniority and 66.7% of the respondents said they do it based on performance. It is therefore obvious that comparison is done either on the basis of seniority or of performance. However, performance is the most preferable for employees.

- **Statistics** As an Employee, Which of These Types of Reward Systems Motivates?

N	Valid	20
	Missing	0

Table 24: As an Employee, Which of These Types of Reward Systems Motivates?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid achievement of a	3	15.0	15.0	15.0
challenging goal or task				
completion of task within time set	3	15.0	15.0	30.0
all of the above	14	70.0	70.0	100.0
Total	20	100.0	100.0	

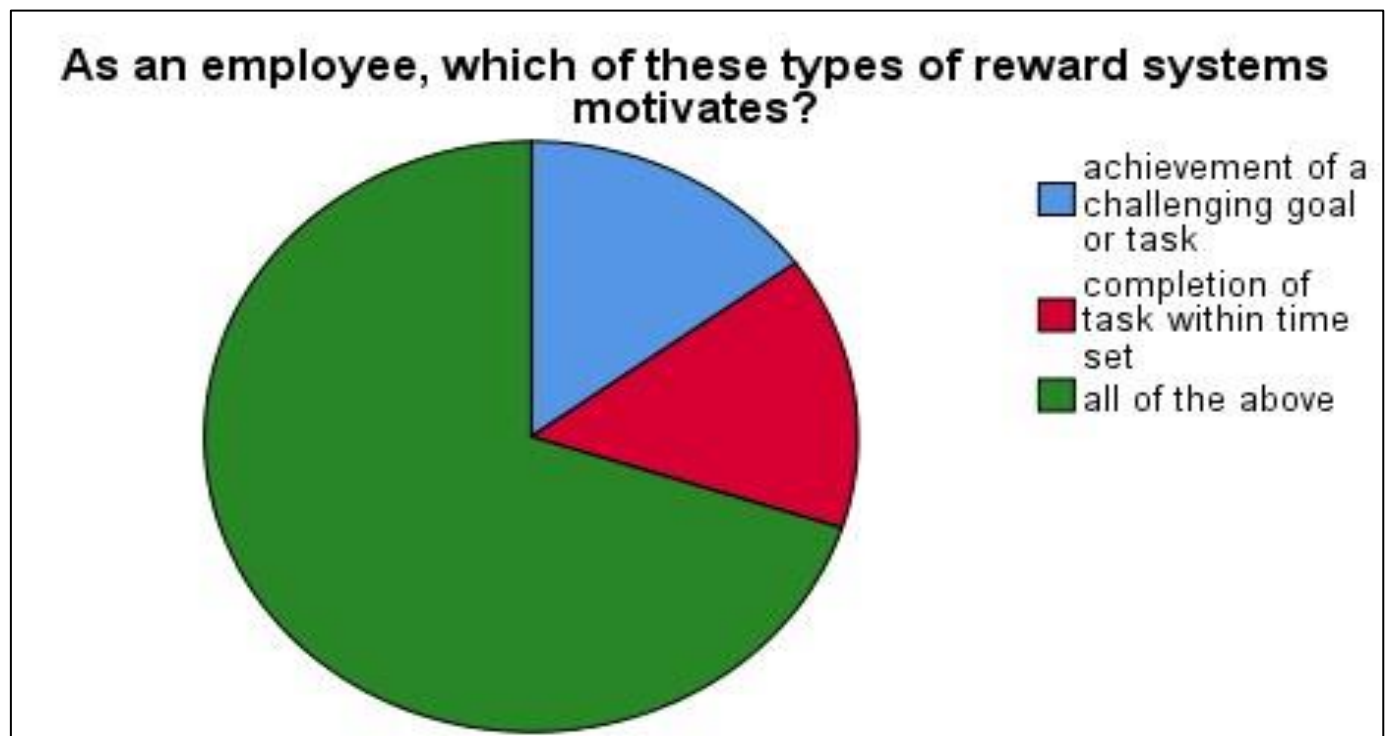


Fig 17: : As an Employee, Which of These Types of Reward Systems Motivates?

Table 24 and figure 17 show the type of reward system that motivates employees. 15% each of the respondents said the achievement of a challenging goal or task and completion of task within time set. 70% of the respondents said both achievement of a challenging goal or task and completion of task within time set are the types of reward systems that motivate them.

Concluding from their responses, non-financial rewards are at the centre of employees' motivation at the ACC.

- **Statistics** Which of the following would you appreciate or value after the performance of a difficult task?

N	Valid	20
	Missing	0

Table 25: Which of the following would you appreciate or value after the performance of a difficult task?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid a simple "thank you"	4	20.0	20.0	20.0
pay reward	4	20.0	20.0	40.0
an award	4	20.0	20.0	60.0
recognition	8	40.0	40.0	100.0
Total	20	100.0	100.0	

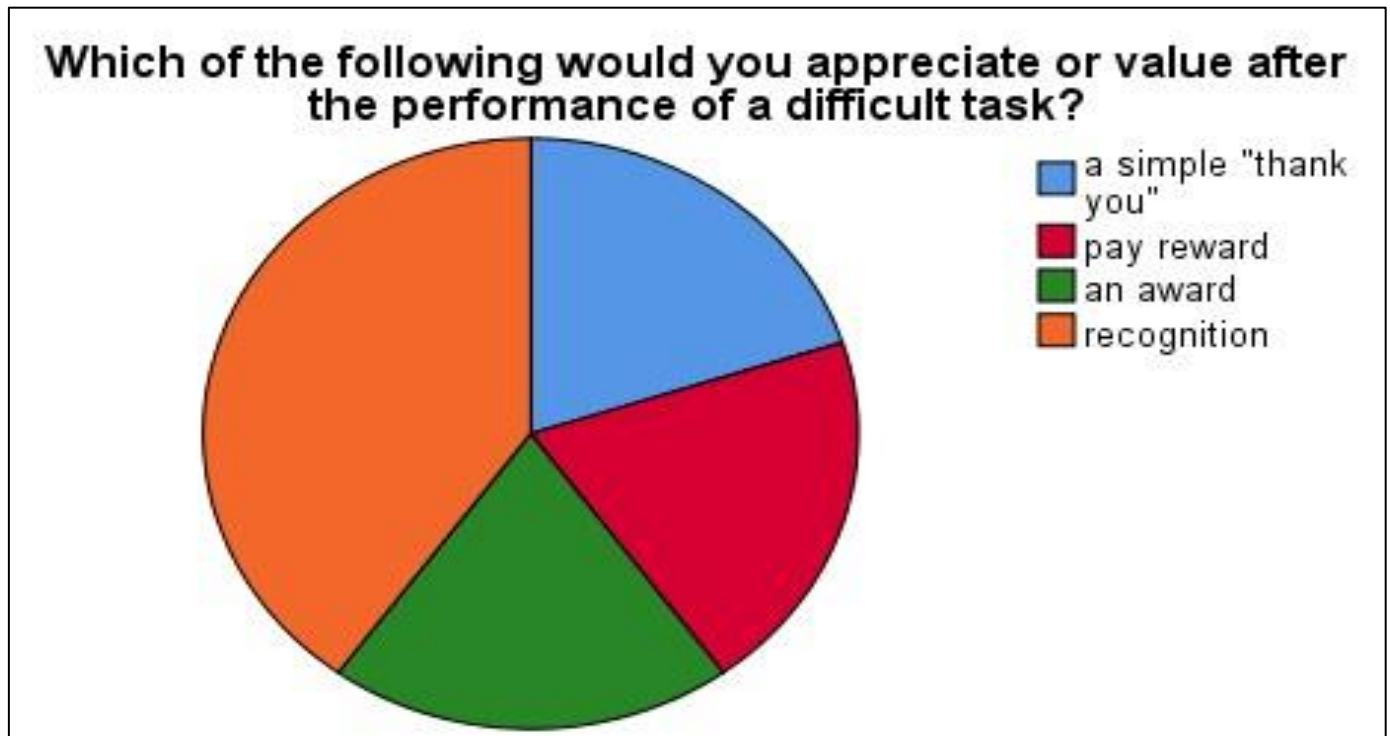


Fig 18: Which of the following would you Appreciate or Value after the Performance of a Difficult Task?

Table 25 and figure 18 show what makes employees to be motivated after they have performed a difficult task. According to the responses, 20% each of the respondents feel appreciated when they are told a simple thank you, are given reward and given an award. 40.0% of the respondents stated that they would appreciate recognition. This is also another proof that non-financial reward motivates employees.

- **Statistics** Which type of reward motivates you more?

N	Valid	20
	Missing	0

Table 26: Which type of Reward Motivates you more?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Monetary	14	70.0	70.0	70.0
Nonmonetary	6	30.0	30.0	100.0
Total	20	100.0	100.0	

Table 26 shows whether employees prefer monetary rewards to non-monetary rewards. The result obtained disclosed that 70% of the respondents prefer monetary reward whereas 30% of the respondents prefer non-monetary reward. However, this is in contradiction with the previous question.

- **Statistics** Are you getting it?

N	Valid	20
	Missing	0

Table 27: Are you getting it?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	9	45.0	45.0	45.0
No	11	55.0	55.0	100.0
Total	20	100.0	100.0	

Table 27 shows the results obtained from the question relating to whether the employees are getting the type of rewards that they prefer. 45% of the respondents said they are getting the type of rewards they prefer while 55% of the respondents said they are not getting the type of reward they prefer. This implies that most employees are not getting what they want.

- **Statistics** Are you Happy with the Current Reward System at the ACC?

N	Valid	20
	Missing	0

Table 28: Are you Happy with the Current Reward System at the ACC?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Yes	13	65.0	65.0	65.0
	No	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

Table 28 gives the reaction of respondents based on the question “Are you happy with the current reward system at the ACC?” it is revealed that 65% of the respondents are happy with the current reward system at the ACC. However, 35% of the respondents are not happy with the current reward system. Those who are not happy maybe because they are not getting what they prefer.

- **Statistics** Does a non-monetary reward system exist with value at ACC?

N	Valid	18
	Missing	2

- Does a non-monetary reward system exist with value at ACC?

Table 29: A non-monetary reward system exists

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	13	65.0	72.2	72.2
	no	5	25.0	27.8	100.0
	Total	18	90.0	100.0	
Missing System		2	10.0		
Total		20	100.0		

Table 29 shows whether a non-monetary reward system exists with value at ACC. The majority of the respondents, representing 72.2% of the sample, stated that a non-monetary reward exists with value at the ACC whereas 27.8% of the respondents said otherwise. Non-monetary reward system with value exists at the ACC.

- **Statistics** Do other people” ‘s salary lines and positions make you feel motivated?

N	Valid	20
	Missing	0

Table 30: Does other people’s salary line and positions make you feel motivated?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes, it does	11	55.0	55.0	55.0
	no, it does not	7	35.0	35.0	90.0
	don't know	2	10.0	10.0	100.0
	Total	20	100.0	100.0	

Table 30 shows whether the salary line of other people and their positions make you feel motivated. 55% of the respondents said other people” ‘s positions and salary lines make others feel motivated, 35% said they do not feel motivated because of other people” ‘s positions and salary lines, and 10% were undecided. Employees get motivated as a result of other people” ‘s salary lines and positions.

Table 31: How does reward management lead to better employees’ performance at the ACC Statistics Have you been rewarded before?

N	Valid	20
	Missing	0

Table 32: Have you been rewarded before?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid yes	12	60.0	60.0	60.0
	no	8	40.0	40.0	100.0
	Total	20	100.0	100.0	



Fig 19: Have you been Rewarded Before?

Table 32 and Figure 19 show the responses derived from the question “Have you been rewarded before?” The result revealed that 60% of the respondents have been rewarded whereas 40% of the respondents stated that they have not been rewarded. So it is obvious that a large number of employees at the ACC have been rewarded.

- Statistics Basis of Being Rewarded**

N	Valid	12
	Missing	8

Table 33: Basis of Being Rewarded

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Performance	4	20.0	33.3	33.3
	Position	2	10.0	16.7	50.0
	Seniority	1	5.0	8.3	58.3
	Skills	3	15.0	25.0	83.3
	Length of Service	2	10.0	16.7	100.0
	Total	12	60.0	100.0	
Missing System		8	40.0		
Total		20	100.0		

Table 33 shows the percentages and frequencies of the bases on which employees have been rewarded. 33.3% of those rewarded have been rewarded based on performance, 16.7% of the respondents have been rewarded based on position, 8.3% of the respondents have been rewarded based on seniority, 25% of the respondents have been rewarded based on skills, and 16.7% of the respondents have been rewarded based length of service. The reward is mostly based on performance.

- Statistics In terms of salary-based rewards, how is it administered?**

N	Valid	20
	Missing	0

Table 34: In terms of salary-based rewards, how are they administered?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid performance	5	25.0	25.0	25.0
	service delivery	3	15.0	15.0	40.0
	promotion	9	45.0	45.0	85.0
	none of the above	3	15.0	15.0	100.0
	Total	20	100.0	100.0	

Table 34 shows how salary-based reward is administered at the ACC. The result revealed that salary-based reward is administered based on performance, service delivery, promotion, and other factors. However, 45% of the respondents stated that it is based on promotion, 25% of the respondents stated that it is based on performance and 15% of the respondents said it is based on service delivery and other factors apart from performance, service delivery, and promotion.

- **Statistics** Does the reward system directly influence your performance?

N	Valid	20
	Missing	0

Table 35: Does the reward system directly influence your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Yes	9	45.0	45.0	45.0
	No	11	55.0	55.0	100.0
	Total	20	100.0	100.0	

Table 35 shows whether the reward system directly influences the performance of employees at the ACC. 45% of the respondents said that the reward system directly influences their performance whereas 55% of the respondents said that the reward system has no direct influence on their performance. So it is obvious that many employees perform well even though they might not be properly rewarded.

- **Statistics** Do you believe some employees can still perform badly even if they are paid well?

N	Valid	20
	Missing	0

Table 36: Do you believe some employees can still perform badly even if they are paid well?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid yes	9	45.0	45.0	45.0
	no	11	55.0	55.0	100.0
	Total	20	100.0	100.0	

Table 36 shows the answers to the question “Do you believe some employees can still perform badly even if they are paid well?” According to the responses, 45% of the respondents believe that a well-paid employee can still perform badly while 55% of the respondents do not believe it.

So the reward system may serve as a means for good performance.

- **Statistics** If „yes”, then are you the type that salary does not influence?

N	Valid	9
	Missing	11

Table 37: If ‘yes’, then are you the type that salary does not influence?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid Yes	9	45.0	100.0	100.0
	Missing System	11	55.0		
	Total	20	100.0		

Table 37 shows the percentage of people who believed that a well-paid employee can still perform poorly and whether they are one of those people. All the respondents, representing 100% of the total respondent who believed a well-paid employee can still perform poorly, stated that they are not in this group.

- **Statistics** Which type of reward will you prefer the ACC to improve on?

N	Valid	20
	Missing	

Table 38: Which type of reward will you prefer the ACC to improve on?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Monetary	13	65.0	65.0	65.0
nonmonetary	5	25.0	25.0	90.0
Both	2	10.0	10.0	100.0
Total	20	100.0	100.0	

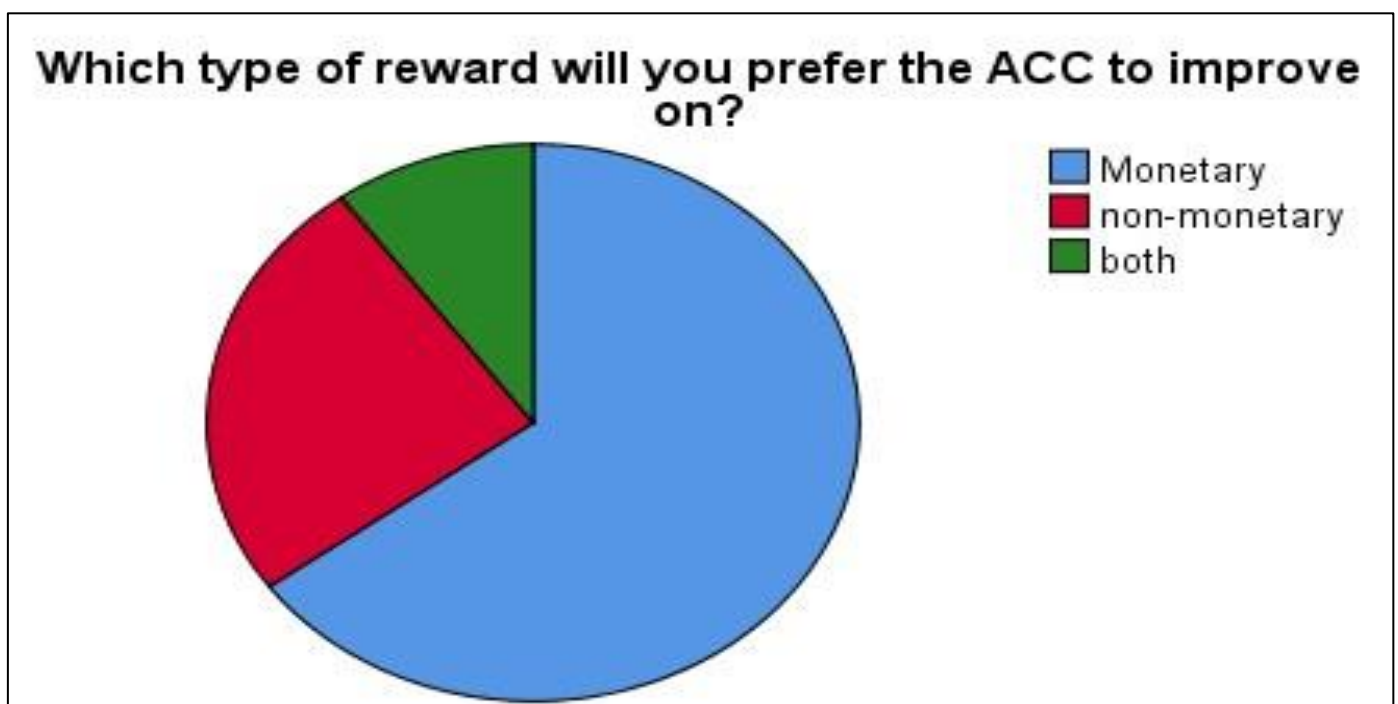


Fig 20: Which type of reward will you prefer the ACC to improve on?

Table 38 and figure 20 reveal the results from the question “which type of reward will you prefer the ACC to improve on. 65% of the respondents said monetary reward, 25% of the respondent said non-monetary reward and 10% of the respondent said both. It is therefore obvious that ACC needs to improve its rewards especially the monetary reward.

#### C. Limitations to the Study

The limitations of the study are that the researchers might have had limited access to information since the study involves an organization and people. The researchers had problems with access to the organization. In addition, time constraints could have affected the study since the time given may not be sufficient. This is because some respondents refused to answer some questions or did not want to participate in the study. However, their fear will be dispelled and allayed by explaining to them the intention of the study. Finally, the respondents might have been biased in providing the answers to the questions that will be designed in the questionnaire. So the researchers were objective in the data analysis.

#### D. Chapter Summary

This chapter discussed the data presentation and analysis concerning the research questions. Each question was answered through the answers provided in the questionnaire. The findings were analyzed, presented, and discussed in each section above.

## CHAPTER FIVE

### SUMMARY OF RESULTS, FINAL THOUGHTS, AND SUGGESTIONS

#### A. Introduction

In this chapter, we aim to present an overview of the research findings, draw significant conclusions, and provide practical recommendations based on the study's analysis. The findings will serve to highlight the need for various policy stakeholders to take effective measures to improve the reward systems within the Anti-Corruption Commission Sierra Leone, to enhance employee retention.

The data collected revealed that there is a higher proportion of male employees compared to female employees in the Commission. Additionally, it was found that the majority of the workforce is under the age of 45. These findings indicate that the Commission's employee population consists of energetic and potentially productive individuals.

#### B. Summary of Findings

In this study, the main focus was to examine the impact of reward management systems on staff retention at the Anti-Corruption Commission Sierra Leone, Freetown Headquarters. Reward systems play a crucial role in organizations by motivating employees to enhance their productivity, efficiency, and commitment to the organization's objectives. Rewards can take the form of extrinsic or intrinsic incentives. This research will provide valuable insights for businesses and stakeholders, emphasizing the significance of recognizing employees as a vital resource that should be nurtured, developed, and retained. The study involved the use of comprehensive questionnaires designed to address various research objectives. The analysis revealed that while the ACC offers rewards such as promotions and bonuses, many employees believe that financial incentives are important but they also value recognition and simple gestures of appreciation.

##### ➤ *Identify the Effects of Rewards on Employee Retention*

Among the employees surveyed, just under half reported not having received any rewards previously. Those who hadn't been rewarded typically had tenure of one to two years at the Commission, suggesting that longer service increases the likelihood of receiving rewards. The findings also suggest that the Commission's reward system is primarily performance-based rather than skill-based. Lack of promotions and a rigid financial reward system are key factors contributing to turnover at the Commission, and employees expressed that they perform better when they are rewarded, which could potentially lead to higher retention. Additionally, the employees prefer recognition for completing tasks and achieving goals, and they are motivated by challenging goals, autonomy, and timely task completion. It's noteworthy that the employees compare their rewards with those of their colleagues. The study confirms a positive correlation between effective reward management systems and employee retention at the anti-corruption commission. Better rewards lead to a greater willingness to stay and work. This emphasizes the significant influence of a proper reward management system on the performance of anti-corruption commission employees.

##### ➤ *Identify the Types of Reward Systems in Anti-Corruption Commission, Sierra Leone Freetown, Headquarters*

Although there are variegated systems of rewarding employees across various organizations, the Anti-Corruption Commission also has its systems. One of the various ways of rewarding employees is the salary-based reward and the Commission operates this system. The Commission through the questionnaire rated to improve based on promotion as not improving employees through promotion by performance recognition and increase in financial reward will bring a positive push in retention. Therefore, the commission motivates the employees using the extrinsic method largely; however, it can be identified from the submission of the employees that they also desire the intrinsic method of motivation.

##### ➤ *Identify the Methods/ Strategies used in Implementing Rewards at Anti-Corruption*

At the Freetown Headquarters of the Anti-Corruption Commission, the methods and strategies utilized for implementing rewards include performance-based and promotion-based approaches, primarily focusing on extrinsic rewards. However, there is a desire among employees for management to also consider intrinsic methods/strategies. Overall, employees expressed satisfaction with the distribution of rewards within the Commission. Respondents identified fairness and distribution as the main barriers to the allocation of rewards within the Commission.

#### C. Conclusion

In conclusion, reward systems are strategic initiatives implemented by organizations to incentivize their employees or individuals to achieve the organization's goals and encourage their continued commitment. This research suggests that employees leave when they are unable to foster personal growth within the organization. Managing human resources, the most valuable asset of an organization has recently garnered significant attention, highlighting the potential benefits of improved human resource management. Despite many organizations viewing employee reward systems as an additional operational cost, it is crucial for motivating employees, leading to increased effort, skills, abilities, and retention, ultimately boosting productivity. However, in a growing knowledge and service-based economy where compensation can represent 75% of total operating costs, forward-thinking organizations are starting to recognize reward systems as a source of competitive advantage. An effective organizational reward

system will aid in retaining and cultivating a skilled, dedicated, competent, and motivated workforce, ensuring the organization maintains a competitive edge over its rivals (Carter, 2012).

#### *D. Recommendations*

After thoroughly examining the reward systems of the ACC and their impact on employee retention, the study proposes the following recommendations:

- Supervisors, department heads, and all other managers should regularly acknowledge employees' exceptional achievements verbally to demonstrate their significance and influence on the work system, thereby contributing to their retention.
- The Commission should uphold fair promotion and employee development systems for its employees.
- Maintaining and potentially enhancing salary and remuneration packages is crucial, as higher-ranking employees highly value their compensation, which directly contributes to their retention.
- Additionally, employees proposed the following:
  - ✓ Implementation of a system to acknowledge employees when they achieve set targets, potentially through citations or promotions for exemplary performance.
  - ✓ Use of bonuses as a motivational tool.
  - ✓ Provision of house rent allowances to aid in employee retention.

The Commission should reward employees based on performance, and consider promotions and salary increases to strengthen this approach. This will not only enhance work efficiency and effectiveness but also boost overall productivity and employee retention.

## REFERENCES

- [1]. A.D. Szilagyi and M J, Wallace, *Organizational Behavior and Performance* 2nd ed. (Santa Monica, Calif; Good Year, 1981), pp 149 – 157.
- [2]. Anti-Corruption Commission, Sierra Leone
- [3]. DeMatteo, J.S. Eby, L. T. & Sundstrom, E. (1998) Team-based rewards: Current empirical evidence and direction for future research in B. M. Staw & Cunnings (Eds.), *Research in Organizational Behavior: An Annual Series of Analytical Essays and Critical Reviews*: Vol. 20, pp, (141 – 183), Greenwich, CT: JAI Press Inc.
- [4]. Dr. Kwaku Ahenkora *Business Research Methods* (2012)
- [5]. Ernest T. Udeh, *Performance Management Basics and Practices* 2nd ed. (London, UK: DEVICTORS Limited,2020)
- [6]. Hitchcock, D. and Willard, M. (1995). *Why teams can fail and what to Do About it: Essential Tools for Anyone Implementing Self – Directed Work Teams*, Chicago IL: Irwin Professional Publishing, pp. 55 – 66 & 138 – 141.
- [7]. Ivancevich, J M (1983). Contrast effects in performance evaluation and rewards practices: *The Academy of Management Journal*, 26 (3), pp. 465 – 476
- [8]. JOURNALS
- [9]. Lawler, E. E. (1981) *Pay and Organizational Development*, Reading M A: Addison – Wesley Publishing Co. pp. 11 – 27.
- [10]. Mrs. Evelyn Owusu Frempong (2012), *Compensation and Rewards Management*.
- [11]. *The state of the Ghanaian Economy*: ISSER (Institute of Statistical Studies and Economic Research), University of Ghana, (2001), p. 34
- [12]. Victor H. Vroom (1960), “Organizational Choice: A Study of pre and post – education processes”: *Organizational Behavior and Human Performance*, pp. 212 – 225 36 Wilson TB (2004) *Innovative rewards system for changing workplace*, (2nd ed.) New York:
- [13]. McGraw – Hill, pp. 212 – 214.

## APPENDIX

### THE IMPACT OF REWARD MANAGEMENT SYSTEMS ON EMPLOYEE RETENTION WILL BE EXAMINED THROUGH A CASE STUDY OF THE ANTI-CORRUPTION COMMISSION IN FREETOWN, SIERRA LEONE.

#### QUESTIONNAIRE

➤ *Please Select the Appropriate Option Provided Below:*

- Age a. Under 25 b. 25-34 c. 35-44 d. 45-59 e. 60 and above
- Sex a. Male b. Female
- How long have you been employed at the Anti-Corruption Commission (ACC)? A. 12 years b. 3-4 years c. 5 years
- Have you received any rewards previously? a. Yes, b. No
- If yes, what was the basis for the reward? a. Performance b. Position c. Seniority d. Skills e. Length of service
- Have you participated in further training, workshops, etc.? a. Yes, b. No
- How fair are rewards distributed at ACC headquarters? a. Highly Satisfactory b. Satisfactory c. Unsatisfactory d. Poor
- How are salary-based rewards administered? A. Based on performance b. Length of service c. Promotion d. None of the above
- Are rewards given based on employee preference? a. Yes, b. No
- If yes in No.9, what kind of reward would you choose? a. Promotion b. Further studies c. Car d. House e. Other
- Do you compare your rewards with another employee? Please select: a. Yes, b. No
- If you answered "Yes" to question 11, on what basis do you compare rewards? Please select: a. Skills b. Seniority c. Performance
- What is the major barrier in the allocation of rewards? Please select a. Fairness and distribution b. Individual discrimination c. Lack of funds d. Employee dissatisfaction
- As an employee, which type of reward system motivates you? Please select a. Achievement of a challenging goal or task b. Having the autonomy to operate without supervision c. Completion of task within the set time d. All of the above
- What would you appreciate or value after the performance of a difficult task? Please select: a. A simple "Thank you" b. Pay rewards c. An award d. Recognition
- Is the reward system a major factor keeping you in this organization? Please comment below
- With your experience in this Commission, what do you think leads to employee turnover? Please share your thoughts.
- Have you witnessed an employee leaving this organization because of salary payment? Please select: a. Yes, b. No
- Is the reward system of ACC enough to keep you here for the next few years? Please select: a. Yes, b. No
- Have you witnessed an employee quit their job here? Please select: a. Yes, b. No
- Have you witnessed an employee being sacked/fired at the ACC? Please select: a. Yes, b. No
- On what basis? Please select: a. Reward system b. Performance
- Do employees practice strikes or send turnover warnings due to the reward system? Please select: a. Yes, b. No
- To your knowledge, have you seen employees exit at the end of the work season? Please select: a. Yes, b. No
- Have you ever considered quitting the ACC? Please select: a. Yes, b. No
- If yes, then please explain why.
- Is reward management an encouraging factor that holds you at the ACC? Please select: a. Yes, b. No
- Which type of reward motivates you more? Please select a. Monetary b. non-monetary
- Are you satisfied with the current reward system at the ACC? Please select: a. Yes, b. No
- Does a non-monetary reward system exist with value at ACC? Please select: a. Yes, b. No
- Does the reward system directly influence your performance? Please select: a. Yes, b. No
- Do you believe some employees can still perform badly even if they are paid well? Please select: a. Yes, b. No
- If "yes", are you the type that salary does not influence? Please select: a. Yes, b. No
- What is most important that might keep you at ACC? Please select a. Salary b. Promotion c. good working relationship
- Which type of reward would you prefer the ACC to improve on? Please select a. Monetary b. non-monetary
- Does other people's salary and positions make you feel motivated? Please select: a. Yes, it does b. No, it does not c. Don't know
- As far as reward is concerned at ACC, are you being paid fairly like others with whom you are at the same level? Please select: a. Yes, b. No c. Don't know
- In your own words, describe the reward management system at the ACC. Is it satisfactory or not?
- How comfortable are you with the reward you receive for your level, qualification, and positioning? Please select a. Satisfactory b. Less satisfactory