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Original Article

Remuneration Practices and Organisational Performance in the Manufacturing Industry in Zimbabwe. A Case of Olivine Industries Ltd, Zimgold Oil Industries and United Refineries Ltd

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ABSTRACT

The aim of the study was to establish the relationship between remuneration practices and organisational performance in the manufacturing industry in Zimbabwe. A case of Olivine Industries Ltd, Zim Gold Oil Industries and United Refineries Ltd. The research was inspired by the marked decline of performances in the manufacturing industry in Zimbabwe, which includes Olivine Industries Ltd, ZimGold Oil Industries and United Refineries Ltd. The research also identified factors affecting the choice of remuneration practices in the manufacturing industry. The research used a mixed research approach that is qualitative and quantitative. Questionnaires were administered. The study was undertaken with a sample of 317 respondents drawn from the oil firms. The findings showed that cost of living, labour unions, labour market, government legislations, society and social factors are external factors affecting the choice of remuneration practices in the oil industry and the ability to pay, employee-related factors, job requirements, organisation's strategy, seniority and potential of employees are internal factors influencing the choice of remuneration strategy. Recommendations were that the manufacturing industry should use skill-based pay, pay for performance, as the best remuneration practices for improved performance.

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INTRODUCTION

A study of the American and German motor industry by Bagraim (2017) and Shields (2017:30) respectively, shows that an organisation's success lies in a motivated workforce, as highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated. Daft and Marcic (2017:475) also believe that employee motivation, organisational performance, and profits are interconnected and cannot be separated. The most talented and innovative employees are not solely motivated by financial rewards such as money, but seek satisfaction from their work. According to Shields (2017:30), reward management in the United Kingdom is not solely concerned with financial rewards. It is also concerned with non-financial rewards such as recognition, communication, work environment, training and career development. The financial rewards range from base pay, pay for performance, pay for skills and competencies, and indirect financial rewards such as benefits. Individuals are motivated by different factors, but employers usually use money as a strategy for retaining employees.

Archer (2019) notes that the transition from personnel management to human resources management in Africa has increased awareness of the importance of human resources in the success of the organisation. Archer (2019) maintains that employees are equally critical to the overall business success as are technology and other physical resources. The skills, knowledge, attributes, and brainpower that employees possess enable the organisation to have a sustained competitive advantage over other organisations in Africa. Employers in Sub-Saharan African nations face challenges of choosing rewards that respond to individual needs and improving the profits and financials of the organisation. Tschohi (2019) states that globally, the economy is in a dismal state, and companies are downsizing and freezing salaries in order to survive. Tschohi (2019) further suggests alternative remuneration strategies, which are less costly, such as employee recognition, better career programmes, improved organisational communication, and job enrichment programmes.

Maremare (2018), in his study of employee performance in the Zimbabwean Health industry, believes that organisations should implement remuneration systems that encompass both financial and non-financial aspects, as this would ensure the satisfaction of different employees' needs, thus increasing levels of employee commitment and performance. Non-financial remuneration systems include factors such as recognition, promotion, increased responsibilities, and personal growth. These endeavours are aimed at motivating employees through satisfaction of their esteemed needs and accomplishing organisational goals, as the success of the organisation is linked to human capital.

Organisational performance in Zimbabwe is measured by the steady increase of shareholders' wealth, profits, sales, return on investment, and increased market share (Chifodya, 2018). Up to seventy-five percent of market value is embedded in intangible assets, most notably 'human capital' or employees. Imperfect knowledge of the value of these individuals and unsatisfactory methods of remuneration allow talent to ebb away (Batsirai, 2013). As the economy is recuperating from the recessionary period, companies in Zimbabwe, including the edible oil industry, are continually

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changing the reward system in order to survive and to be competitive. The design of the compensation policy in the oil industry is mainly driven by the economic conditions. Henry and Schenk (2013:494) discuss various internal and external forces that influence the compensation design, such as the economy, the union, and the government.

This study focuses on the edible oil industry, an industry concentrating on the provision of cocking oil, margarine and many more. The oil industry is affected by the economic conditions experienced in the country, such as inflation, which has eroded the purchasing power of the country's currency; hence, leading to high standards of living. These conditions have led to the exodus of skilled labour, such as engineers and artisans, to neighbouring countries. Management at Lobels sees a great need to retain its employees by designing a competitive remuneration package that motivates employees and achieves organisational goals.

Pienaar (2017:21) postulates that the link between people and profits is well established. Organisations that treat employees like people have higher rates of productivity and lower rates of turnover. He further maintains that high employee turnover is costly. Organisations will have to replace the people who have been lost, together with the loss of knowledge, experience and customer relationships. An opportunity, therefore, presents itself to undertake an investigation of the impact of reward and remuneration systems on organisational performance, with much attention being rendered to the local oil industry. The above discussion offers the basis for the exploration of the main problem of the study

Statement of the Problem

The manufacturing industry in Zimbabwe continues to experience persistent challenges related to declining productivity, high employee turnover, low morale, and reduced competitiveness. Despite the strategic role that remuneration plays in attracting, motivating, and retaining skilled employees, many manufacturing firms struggle to design and implement effective remuneration systems that support high organisational performance. Zimbabwe's volatile economic environment—characterised by high inflation, currency instability, and fluctuating cost of living—has further complicated the ability of firms to maintain fair, competitive, and performance-based pay structures. In some companies, such as there is an ecdotal evidence and internal reports suggest increasing employee dissatisfaction with remuneration packages, including concerns over wage erosion, inadequacy of benefits, lack of clear reward structures, and limited alignment between employee performance and reward systems. These challenges appear to contribute to negative organisational outcomes such as reduced productivity, weakened employee commitment, increased absenteeism, industrial unrest, and difficulties in meeting production targets.

Furthermore, existing studies on remuneration in Zimbabwe have largely focused on public sector organisations, leaving a gap regarding how manufacturing firms, particularly in the fast-moving consumer goods (FMCG) subsector, are affected. Therefore, the problem this study seeks to address is the lack of empirical understanding of the extent to which remuneration practices influence organisational performance in Zimbabwe's manufacturing sector, with particular reference to Olivine Industries Ltd, Zimgold Oil Industries, and United Refineries Ltd. Without such understanding, these companies may continue to implement ineffective remuneration strategies, thereby undermining their capacity to improve performance, remain competitive, and ensure long-term sustainability.

LITERATURE REVIEW

Remuneration Practices

According to Blazing Solutions (2015:91), remuneration strategy is how the organisation positions its remuneration, or pay levels. The organisation may implement any of the following pay levels:

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Pay-for-performance

Pay-for-performance is a compensation practice in which remuneration is systematically tied to a measurable output (Jensen & Murphy, 1990; Cadsby, Song and Tapon, 2017). In a performance-based pay practice, the pay consists of two components: a) the fixed component and b) the variable component. Initially, variable pay was a concept for the top employees; later, it became a practice at the lower level also, as noted by Maslow (1995). The fixed variable ratio also changes based on the job description and hierarchy. Top management has a high variable pay compared to lower-level employees. Variable pay plans refer to payments that are used on objective or quantitative assessments of individual, group, or company performance and are not added to the base salary (Konard & Deckop, 2021). According to Madhan (2020), the fixed component consists of a non-contingent reward which is not tied to performance and is predictable.

The variable component is a performance contingent reward given based on a specified quality of performance of employees (Goktan, 2021). The increase in the usage of variable pay practices shows that employers are giving more importance top erformance-based pay. Variable pay schemes are typically motivated by the incentive effect they exert on the employees by linking pay to performance. Research by Madhan (2020) shows that good-performing employees prefer a system which recognizes performance. An organisation can choose between paying employees the same amount on a predictable basis or providing a substantial portion of income on a variable basis (Gomez Mejia & Balkin, 2022).

Beer and Cannon (2024) explained that the pay system at Hewlett-Packard consists of merit pay based on ratings by superiors and performance ranking of employees. They also have a profit-sharing system for all employees that pays out the same percentage of salary, regardless of the level. Pay-for-Performance compensates an individual's achievement as compared to the accepted objectives. The logic behind pay for performance is that a part of the salary of employees is paid based on their performance. In this plan of compensation, pay will vary with some measures of individual, team or organisational performance. It is a process that benefits in two ways, i.e., individual benefits from enhanced rewards and organisations benefit from the cumulative boost in performance (Summers, 2014).

The Variable pay programs allow employees to feel that they have more control over their bonuses.

Skill-based Pay

Skill-based pay, which focuses on the breadth of the skills an individual possesses, and gain sharing involves rewards shared by involved group members for group-level improvements in cost savings, productivity and quality.

Fixed Pay System

In a fixed-pay system, an individual's pay is originally determined at the time of recruitment and continues to increase with an annual pay raise given for each year of service (Kwon et al., 2018). In a fixed-pay system, hikes and promotions will be based on seniority and experience; therefore, high performers always have a problem with this type of pay practice, and they will be more concerned with the fairness of the system. Adam's (1963) equity theory also supports these issues associated with pay practices. If inequity persists in an organisation, employees may change their output, quit and seek other places to work, change comparison, change perceptions of others, compare self to a different person, decrease level of effort, change perceptions of self or produce more quantity with less quality (David Terpstra and Honoree, 2015). Therefore, maintaining equity is an important consideration for HR Managers.

Now, most of the oil sector employees are paid based on their performance level, as noted by Chinembiri (2020). Hence, the current study seeks to confirm or refute the claim by Chinembiri. A part of an employee's salary is fixed, and the other

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is performance-based pay. Most of the recent studies also support this argument. A report on salary surveys conducted by the Hay Group consulting firm in Africa and around the world shows that the proportion of variable pay component in the salary structure is increasing. The usage of variable pay plans is found to be higher in technological firms than in traditional firms (Ballkin and Mejia, 2017; Milkovich et al., 20211). Lots of research raised doubts about the success of performance-based incentives and their effectiveness.

Michael Beer and Mark Cannon (2014) explored the reason for the decision to abandon 12 of 13 pay-for-performance practices at Hewlett-Packard in the mid-1990s. The present study focuses on the impact of the aforesaid remuneration strategies on employee performance. The research also looks into how different dimensions of pay satisfaction, commitment and turnover intention vary with fixed pay practices and variable pay (performance-based pay) practices. Oil companies are increasingly opting for the variable pay system to bring discipline in terms of rewarding a performer and penalising a non-performer. Thus, this system focuses on the performance of employees and their retention.

Employee Performance

Human Resources is the most important resource of any organisation, and its performance is the key area that is always at the centre stage in any organisation. Organisations always try to create an environment that supports the employees to perform at their best and adds to the productivity and profitability of the organisation. The ultimate goal of recruiting any employee in the organisation is to extract the best performance out of him, thereby leading to organisational development along with his personal and professional development. Employee performance is based on a number of factors like intrinsic and extrinsic motivation, organisation's culture, financial and non-financial incentives, role clarity, personal development, continuous learning, competitive compensation practices and the employee's efficiency and effectiveness (Shethi, 2020). HR departments always try to study the factors that are hindering employee performance and work on eliminating them to promote smooth, positive and effective employee performance.

Employee performance is the measure of output vis-à-vis input. Employee performance is dependent on a lot of organisational factors like Organisational Culture and Environment, Job Security, Salary, Incentives, and Job Satisfaction (Saeed & Asghar, 2022). The current study seeks to concentrate on one factor (remuneration) for an in-depth understanding of the correlation.

Theoretical Framework

The models that align with this research arethe Equity theory and Expectancy theory, which investigate issues around employee performance and motivation (Sujatha & Shivany, 2018).

Equity Theory

Equity theory suggests that employees compare their pay with what other employees get as their pay. Satisfaction with pay is connected with the pay employees receive from their job compared with the amount obtained by others. The theory also indicates that pay satisfaction depends on the difference between the actual pay received by employees and what they feel they should have received (Armstrong & Murlis, 20244:38).

According to Bagraim (2017:88), employees who perceive that they have been under-rewarded or over-rewarded restore equity by changing their own inputs, or choosing a different person for comparison, or ultimately quitting the job. Equity theory is important because it highlights the fact that employees are not only concerned with the absolute amount of rewards they receive, but with the rewards they receive relative to the rewards of others. This suggests that managers should not underpay or overpay some of their employees, but ensure that every employee is treated fairly (Bagraim, 2017:88).

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Expectancy Theory

According to Shields (2017:78), the theory assumes that work behaviour is determined by individual expectations. Money is used to satisfy these different needs. If employees perceive that good performance will result in good remuneration, then money can serve as a motivator. Expectancy theory is rooted in three expectancies that determine the motivational force of each person, and these are:

Valence (reward attractiveness) is when employees place value on potential rewards.

I**nstrumentality** (perceived performance-reward linkage) is the degree to which employees believe that certain levels of performance will produce different rewards.

Expectancy (effort-performance linkage) has to do with an employee's level of confidence in performing a certain task.

Bagraim (2017:90) believes that expectancy theory has been well researched and is regarded as the most advanced motivation theory. Managers should understand the different needs of employees by paying attention to the following: Rewards should be created to meet different individuals' needs (valence). Managers should increase expectancy by training employees to be more efficient and eliminating any barriers to performance. Gerber et al (2018:186) put forward the following suggestions that managers should consider when designing pay systems:

The remuneration system of an organisation should satisfy the various needs of different employees. Pay offered by the organisation should be internally and externally equitable because equity issues are the source of discontentment and employee turnover. Too low remuneration within the company may lead to absenteeism. There should be clear alignment of performance and the rewards (instrumentality), and managers should communicate to employees the behaviours that will be rewarded. The theories of motivation (equity theory and expectancy theory) discussed show that money is important in motivating employees. The equity theory assists management to understand human behaviour, with management offering rewards that are equitable since equity issues influence employee satisfaction, productivity and labour turnover.

Factors Affecting the Choice of Remuneration Practices

The Blazing Solutions (2015:93) define parameters that are used when implementing a pay system. The choice and appropriateness of the remuneration approach would depend on the following:

External Factors

The external factors that may affect the choice of remuneration practices include:

Labour Market

Demand for and supply of labour influence wage and salary fixation. A low wage may be fixed when the supply of labour exceeds the demand for it, as noted by Shields (2015). A higher wage will have to be paid when the demand exceeds supply, as in the case of skilled labour.

The going rate of pay is another labour-related factor influencing employee remuneration. Going rates are those that are paid by different units of an industry in a locality and by comparable units of the same industry located elsewhere. This is the only way of fixing salary and wages in the initial stages of plant operations (Milkovich & Newman, 2020:2). Subsequently, a comparison of going rates would be highly useful in resolving wage-related disputes.

Technological changes also influence the fixation of wage levels. Due to the advancements in technology, there may be a shortage of skilled manpower in that area. So, the organisation will provide high wages for skilled personnel.

Cost of Living

Next in importance to the labour market is the cost of living. This criterion matters during periods of

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rising prices, and is forgotten when prices are stable or falling. According to Mondy and Noe (2005:291-292), the justification for cost of living as a criterion for wage fixation is that the real wages of workers should not be allowed to be whittled down by price increases. An increase in the prices of commodities and a decrease in the value of the money is called inflation, which also affects wage rates. The causes of inflation are many, which are rising costs, a fall in the currency value in international markets, rising taxes by the government and stagnation in the development of the economy, etc.

Labour Unions

The labour unions attempt to work and influence the wages primarily by regulating or affecting the supply of labour. The unions exert their influence for higher wages and allowances through collective bargaining with the representatives of the management. If they fail in their attempt to raise the wages and other allowances through collective bargaining, they resort to strike and other methods whereby the supply of labour is restricted, as asserted by Pienaar (2017). This exerts a kind of influence on the employees to partially test the demands of the labour unions. According to Elworthy (2015), the employers of strongly unionised employees therefore have no freedom in wage and salary fixation due to pressure from labour representatives in determining and revising pay scales. Employers in non-unionised factories enjoy the freedom to fix wages and salaries as they please. Because of large-scale unemployment, these employers hire workers at little or even less than the legal minimum wage. Government Legislation laws and regulations

The laws passed and the labour policies formed by the Government have an important influence on wages and salaries paid by the employees. Wages and salaries can't be fixed below the level prescribed by the government (Mtazu, 2013). The laws on minimum wages, hours of work, equal pay for equal work, payment of dearness and other allowances, payment of bonus, etc., have been enacted and enforced to bring about a measure of fairness in compensating the working class.

Society and Social Factors

According to Shields (2017), society also affects remuneration in that remuneration paid to employees is reflected in the prices fixed by an organisation for its goods and services. For this reason, the consuming public is interested in remuneration decisions. In addition, whether the wage is adequate and equitable depends not only upon the amount that is paid but also upon the perceptions and the views of the recipients of the wage. Even though the wage is above the going wage rate in the community, if it is lower than that of a fellow worker, it may be deemed inferior; it will be regarded as inequitable in the eyes of the recipients of the wage. A man's perception of the equity of his wage will undoubtedly affect his behaviour in joining and continuing in the organization as concluded by Shields (2017).

Internal Factors

Internal factors are those that the organisation can control and include: ability to pay; employee-related factors like Performance, Experience, Seniority and Potential; Job requirements; job evaluation and the organisation's strategy.

The internal factors that may affect remuneration policy and wage determination are:

Ability to Pay

Ability to pay is one of the most significant internal factors influencing employee compensation. Generally, affirm, which is prosperous and successful, has the ability to pay more than the competitive rate as cited by Byars and Rue (2004:305). This way, it can attract a superior calibreof personnel. Often, the labour unions also demand an increase in compensation on the grounds that the organisation is prosperous and is able to pay more.

Employee-Related Factors

Numerous employee-related factors also influence his or her compensation. These include

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performance, experience, seniority and potential. High performance is always rewarded with a pay increase, and as a result, it motivates the workers to do better in future. Experience makes a person perfect by providing valuable insights and is thus also rewarded. Employers presume that an experienced candidate possesses leadership skills which influence the other behaviour and performance. Generally, experienced candidates perform the job without the need for training, which is time-consuming and involves a matter of cost to the company. Hence, the experienced candidates demand more pay than an inexperienced candidate.

Seniority and Potential of Employees

In today's environment seniority of employees also influences remuneration. Naturally, senior employees demand a higher salary than fresher employees because of their hold on related jobs and their functions, as concluded by Tschohi (2009). Today, many companies are demanding senior employees for key positions by offering high pay, and even sometimes offering retired employees a handsome salary for key positions. Firms also pay their employees, especially young ones, on the basis of their potential.

Job Requirements

Wages are also influenced by the requirements of a job, such as physical and mental requirements. Jobs, which demand more skill, responsibility, effort and are hazardous in nature, will carry a high wage tag with them. Job evaluation establishes a consistent and systematic relationship among base compensation rates for all jobs. In other words, it establishes satisfactory wage differentials.

Organisation's Strategy

The organisation's strategy regarding wages also influences employee compensation. For example, an organization, growth will set higher wages than competitors. On the other hand, organisations that want smooth going and just maintain the current earnings will pay average or below average.

Relationship between Remuneration Practices and Employee Performance

Although job applicants are not aware of the exact wages offered by different organisations in the same job market, they do usually compare pay scales. Applicants who receive more than one job offer make salary comparisons since it is easier to compare money than intrinsic rewards such as task variety and job challenges. Organisations in competitive markets use high pay level strategies as a way of attracting and retaining employees. Other companies try to remain competitive by offering salaries that are similar to those offered by competitors. To be fair, employers obtain information on wages and salaries from local chambers of commerce and from union and trade services, since inequity is an important cause of employee turnover (Carrel et al, 2015). Variable pay, such as stock options and pay for skills, creates commitment between employers and employees. Employees see the organisation as their own because the success of the organisation depends on their performance. "Skills and competency pay increases work flexibility and productivity, and it reduces absenteeism in that employees perceive skills upgrading as an opportunity to enhance their marketability" (Shields, 2017:241).

Money as a motivator is particularly important because the majority of the labour force comes from the lowest socio-economic levels of society, and money is required for survival. Most strikes are related to money issues, showing the importance of money in motivating employees (Gerber et al., 2018). Motivation at work takes place in two ways: namely, intrinsic motivation and extrinsic motivation. Intrinsic motivation arises from the work itself when management empowers employees by giving them more responsibilities and possibilities for career development. Extrinsic motivation arises from financial needs that management controls, such as pay increases and promotion. The development of pay policies, structures, and practices is based on the theories of motivation (Armstrong & Murlis, 2014).

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The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualised, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments, they help to satisfy the employees' physiological needs, which in turn also increases their performance. These authors (Koch, 1990; Stuart, 1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback. Positive feedback follows the principles advocated in Reinforcement Theory, which states that behaviour is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen & Green, 2020).

Bowey and Thorpe (2020:81) believe that to be effective, remuneration systems need to be based on a sound understanding of how people at work are motivated. Theories of motivation help management to understand employee behaviour and motivation.

Empirical Review

The Effect of Motivation on Employees' Performance: Empirical Evidence from the Brong Education Directorate by Boamah Richard (2011), Ghana.

On the factors that motivate employees, the majority of the respondents agreed that the nature of work that they do motivates them, and at the same time, promotion in the organisation is a major source of motivation. This, therefore, means that promotion in the Ghana Education Service should be done fairly to continue to motivate its employees. Another finding by Richard is that the greater majority of 76% were in favour of opportunity for advancement as a motivator, and a sense of responsibility at work place factor that motivates them. Also, appreciation for work done and salary were another source of motivation for them. Most of the respondents were in agreement that working condition motivates them, and the greater majority indicated that their relationship with their colleagues motivates them, but their relationship with superiors is demotivating. An empirical study on the factors that affect employee motivation and their relationship with job performance," by Lubna Javed (2012)

This research was carried out to know the factors of motivation and their relation with the performance of the employees studying in one private university in Karachi. The findings of this study presented the factors of motivation and further showed that the male employees are slightly more oriented towards remuneration than the female employees. However, they have the same needs for learning opportunities and job security in order to get motivated and perform well.

RESEARCH METHODOLOGY

Research Approach

The researcher employed a mixed research approach comprising both a correlational research design and an explanatory research design, to cater for both quantitative and qualitative approaches respectively. Applying the mixed method of research allowed the researcher to tackle a broader and more complete range of research questions owing to the fact that the researcher was not confined to the tenets of a particular method of research. In addition, researchers had the ability to use the strength of one method of research to counter or overcome the weaknesses in another method. In other words, it incorporates the concept of complementarity (McCombo Shona, 2020). However, the researcher was aware that a single research approach has caused a lot of arguments among researchers, and hence the outcry for the need to adopt the use of mixed research methods. Glaser

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(2009) has further blurred the idea by stating that the grounded theory emanated from quantitative work and that it is some sort of general methodology for use on both qualitative and quantitative work.

More unfortunately, this method of research also had a few shortcomings despite its overwhelming support from the researcher. Firstly, owing to its duplicity content, the application of the mixed design in one study proved difficult to handle by the researcher and other previous researchers (Glaser and Strauss, 2007). By so doing, it became difficult to generalise the findings from this research. The aforementioned research design was applied to the focus group of the study, that is, employees in edible oil firms in Zimbabwe.

Research Design

The research employed a mixture of designs, namely correlational and exploratory analysis. A correlational research design measures a relationship between two variables without the researcher controlling either of them (McCombo Shona, 2020) whilst explanatory research is conducted for a problem which was not well researched before, demands priorities, generates operational definitions and provides a better-researched model (Saunders, 2007)A correlational analysis offers a good start as it allows researchers to determine the strength and direction of a relationship so that later studies can narrow the findings down and, if possible, determine causation experimentally Cresswell, (2010). On the other hand, exploratory design had a lot of flexibility and could adapt to changes as the research progressed.

Study Population

The target population for the study was all employees in edible oil manufacturing firms in Zimbabwe. According to Zimstats (2020), Zimbabwe had a total of over 13 registered oil manufacturing firms operating in major cities and employing a minimum of 14,000 workers. However, the study chose to concentrate on the top three big companies in the industry, namely ZimGold, Olivines Industries and United Refineries (Zimtrate, 2020). Study samples were drawn from the three firms, and data were collected from the same with the view to generalising the findings to the broader sector and industry.

Sampling Techniques

Sampling involved first drawing representative samples from individual firms and later drawing a final sample in which a stratified sampling technique was used, and the basis of stratification was the respondent's level in the organisation. The main advantage drawn from stratified random sampling was that it captured key population characteristics in the sample, especially age, for the purpose of objective 4 of the research. Stratified random sampling ensured that each subgroup of the population was adequately represented within the whole sample of a research study (Loudon, 2012). The researcher used a proportionate stratified method in which the sample size of each stratum was proportionate to the population size of the stratum. More so, according to Crawshaw (2007), stratification gives a smaller error in estimation and greater precision than the simple random sampling method because the greater the differences between the strata, the greater the gain in precision.

However, stratification could not go without cons since the researcher had to identify every member of a population being studied and classify each of them into one, and only one, sub-population, making the research tiresome (Molhothra et al, 2010). As a result, stratified random sampling was disadvantageous because the researcher could not confidently classify every member of the population into a subgroup. Also, finding an exhaustive and definitive list of an entire population was challenging, though the researcher ended up consulting the companies' registry personnel for the same. The employee bases for the firms were as follows: Olivine (700), Zimgold (500) and United Refineries (600). The stratum was as shown in Table 1 below.

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Table 1: Sample Stratification

Strata	Organisational level
1	General hand
2	Operational level workers
3	Line managers
4	Middle-level managers
5	Executive

After the initial stratification, Table 2 presents all the results obtained.

Table 2: Strata Breakdown

Company	General hand	Operational workers	Line managers	Middle-level managers	Executive	Total population
ZimGold	30	380	65	15	10	500
United Refineries	69	430	73	17	11	600
TOTAL	**149**	**1295**	**258**	**82**	**26**	**1800**

From Table 2 above, it is evident that the whole population under study was 1800 employees for the three oil firms, in which Olivine contributed 44.8%, United Refineries 37.3% and ZimGold 17.9%. The advantage of proportional allocation is that it produces a sample size that is representative of the size of the stratum within the population (Creswell, 2007).

Sample Size

The researcher adopted Krejcie and Morgan's (1970) sample size determination method. He used the Krejcie and Morgan (1970) table to determine the sample size for 1800 employees from three firms. Hence, the sample for the study is 317, and it represents the total population.

Research Instruments

The researcher employed questionnaires for the purposes of collecting quantitative data and interviews to cover the collection of qualitative data, both of which targeted the same key informants, that is, the bank clients who passed the aforementioned inclusion criterion. (Buglear, 2005). This choice was dictated by the virtue and nature of the study objectives, which were meant to fulfil both the qualitative and quantitative needs of the study. Using multiple methods to study a phenomenon, such as remuneration, especially considering the fact that it concerns social behaviour, has proved to produce results that are more robust and compelling than single-method studies on the same problem area (Alise & Teddlie, 2010).

While questionnaires could provide evidence of patterns amongst large populations, qualitative interview data gathered more in-depth insights on participant attitudes, thoughts, and actions (Kendall, 2008). Neither were interviews neutral tools; here data were based on personal interactions, which would have led to negotiated and contextually based results (Fontana & Frey, 2000; Silverman, 2006). While interviews provided contexts where participants could ask for clarification, elaborate on ideas, and explain perspectives in their own words, the interviewer was running the risk of questioning to lead or manipulate interviewee responses, though he was guided by the ethical requirements and need for accurate data.

Data Collection Procedures

After setting the research objective, the researcher went to do an investigation into compliance

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issues, discriminatory tendencies and the organisational hierarchies of each individual firm so as to minimise shortcomings of being deprived access to data and premises by the banks in question (Shiraj, 2015). Appointments were done using email, telephone and a face-to-face approach to employees. Appointments were made to ensure that the respondent would be available on the scheduled data collection day (Buglear, 2005). Questionnaires were then distributed to the targeted respondents using ground mail, email and WhatsApp platform. This was done so as to ensure a higher degree of convenience for both the researcher and the respondents (Fiona Middleton, 2019). Interviews with 26 executive employees were conducted through cell phone calls as a result of the need to adhere to COVID-19 prevention guidelines. Respondents were advised to return the completed material through the platform through which they had reached them.

Data Presentation and Analysis Procedures

Although a mixed approach was used in data collection, the researcher adopted quantitative analysis of both quantitative and qualitative data, the reason being that the researcher wanted to make the research predominantly quantitative but used mixed data collection means to eliminate the shortcomings of using quantitative techniques alone. This was made possible after a successful coding of all the qualitative research data into categories corresponding to the research questions of the study. The advantage of converting qualitative data into quantitative data was that the source of qualitative data, which is a direct encounter of the user's experience, could reveal nuances in usability, perhaps otherwise missed in more formal quantitative and correlational designs (Jeff Sauro, 2012). For quantitative data, no scrutiny was needed; hence, the researcher analysed them in the same state. Data analysis was then done using SPSS software version 20.S.

FINDINGS AND DISCUSSION

The findings and discussion are here in presented here based on the research questions as given below:

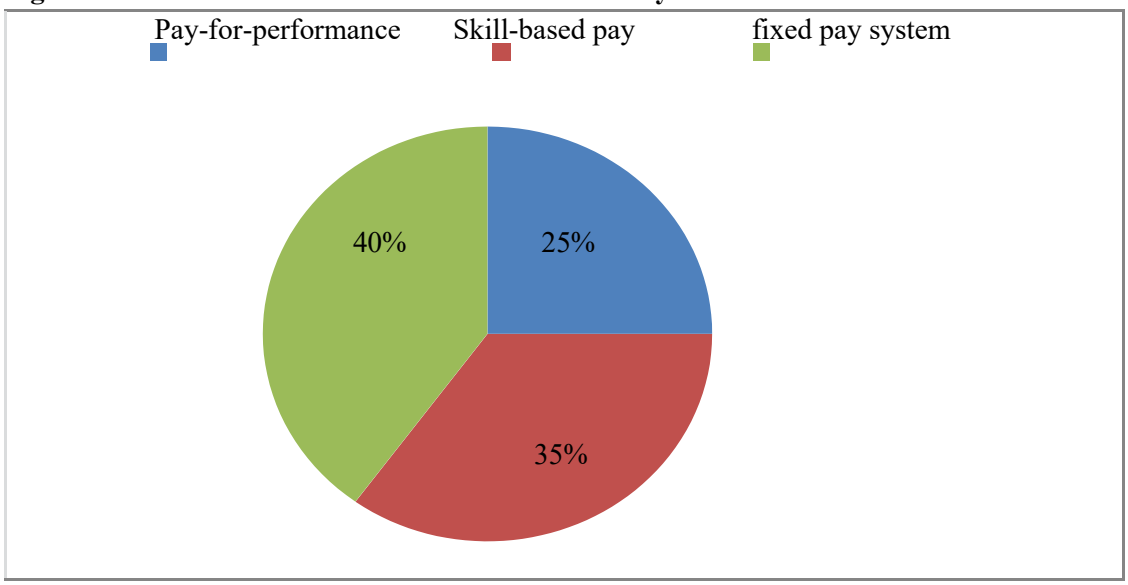
Research Question 1: What are the current remuneration practices in the oil industry in Zimbabwe, and to what extent are they being used in accordance with theoretical guidelines?

On the current remuneration practices in the oil industry in Zimbabwe, the respondents were asked to disclose the most frequently used remuneration practices in their respective organisations. This was done so as to ascertain the current remuneration practice in the oil industry in Zimbabwe and determine the extent to which they are being used in accordance with theoretical guidelines. Most employees agree that the skills based remuneration pracxticves are the main remuneration practices that are beneficial to the organisation. This notion was supported by Pienaar (2017), who argues that remuneration practices must be competitive for it to be attractive and accepted by the subordinates.

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Figure 1: Remuneration Practices in the Oil Industry



It emerged from the study that the majority of the respondents were on a fixed pay system, being 40%. This was followed by skill-based pay with 35%, and lastly, pay for performance with 25%. The results are in contrast to the findings by Chinembiri (2010), who asserts that most of the oil sector employees are paid based on their performance level.

The Extent to Which Remuneration Practices are Being Used in Accordance with Theoretical Guidelines.

According to Bowey and Thorpe (2010), effective remuneration systems need to be based on a sound understanding of how people at work are motivated. Moreso, the extent to which remuneration practices are being used in concurrence withtheoretical guidelines is equally important to ensure that the intended objectives are realised. Thus, the study also sought to understand the extent to which each of the identified remuneration practices wasbeing applied in relation to theoretical guidelines and the results are shown in Table 3 below:

Table 3: Remuneration Practices in Relation to Theoretical Guidelines

To what extent do the following practices concur with the theoretical guidelines?	Very great extent	Great extent	Moderate extent	Slight extent	Not at all
	Table N%	Table N%	Table N%	Table N%	Table N%
Fixed Pay system	9.6%	40.0%	14.4%	28.0%	8.0%
Skill-based pay	1.6%	41.6%	21.6%	32.8%	2.4%
Pay-for-performance	1.6%	4.8%	44.8%	41.6%	7.2%

The research noted that the fixed pay system and skill-based pay being applied concur with theoretical guidelines to a great extent, with 40% and 41% respectively, while pay-for-performance concur to a moderate extent, with 44.8% of the respondents confirming that assertion. This was supported by Mtazu (2013), who postulates that the skill-based pay system brings a greater degree of motivation.

Research question 2: What are the factors affecting the choice of remuneration practices in the oil industry in Zimbabwe

The information from the respondents gave an insight into the factors affecting the choice of remuneration practices in the oil industry, with the view to ascertain employees' perception of current remuneration policies within their respective firms. Mondy & Noe (2005) submit

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that government legislation is the main determinant of remuneration strategy.

To get data in that regard, the researcher had to ask managers to proffer information on the basis of their choices and employees to tell what they deem are the reasons for the choice of current remuneration practices. The information obtained was summarised and presented in Table 4 below. Respondents for both questionnaires and interviews were asked to put across their views as to the factors affecting the choice of remuneration practices. The table below summarises the extent to which respondents were in agreement with the suggested factors.

Table 4: Factors Influencing Choice of Remuneration Strategy

Factor	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)
External Factors					
Labour market	20	35	20	15	10
Cost of Living	21	16	30	22	11
Labour Unions	27	1	4	7	21
Government Legislation – laws and regulations	32	2	2	14	35
Society and Social Factors	-	-	45	21	35
Internal Factors					
Ability to Pay	10	27	21	17	25
Employee-Related Factors	2	-	1	29	38
Seniority and Potential of Employees	31	42	12	15	-
Job Requirements	33	50	5	-	4
Organisation's Strategy	2	42	3	11	22

From the statistics presented in Table 4 above, it can be noted that job requirements, seniority of employees and organisational strategy, with 50%, 42% and 42% respectively, were picked as the major determinants of the choice of remuneration strategy within the oil industry. Employee-Related Factors, society and Social Factors and Government Legislations are the factors with the highest levels of strong disagreement by respondents, that is 38%, 35% and 35% respectively.

The majority of the employers concur with the finding that job requirements, seniority of employees and organisational strategy are the critical factors which influence the choice of a remuneration system. When asked the extent to which they agree or disagree that remuneration practices being applied are the best, the results shown in Table 5 below indicate that the majority of employers 58% strongly agreed, and 23 % agreed, while 10% disagreed, 5% were not sure, and only 4% strongly disagreed.

Employers' Perception of Remuneration Systems

Table 5: Employer's Perception of Remuneration Systems

	Strongly Agree	Agree	Not Sure	Disagree	Strongly disagree
	Table N %	Table N %	Table N %	Table N %	Table N %
To what extent they agree or disagree that the remuneration practices being applied are the best	58%	23%	5%	10%	4%

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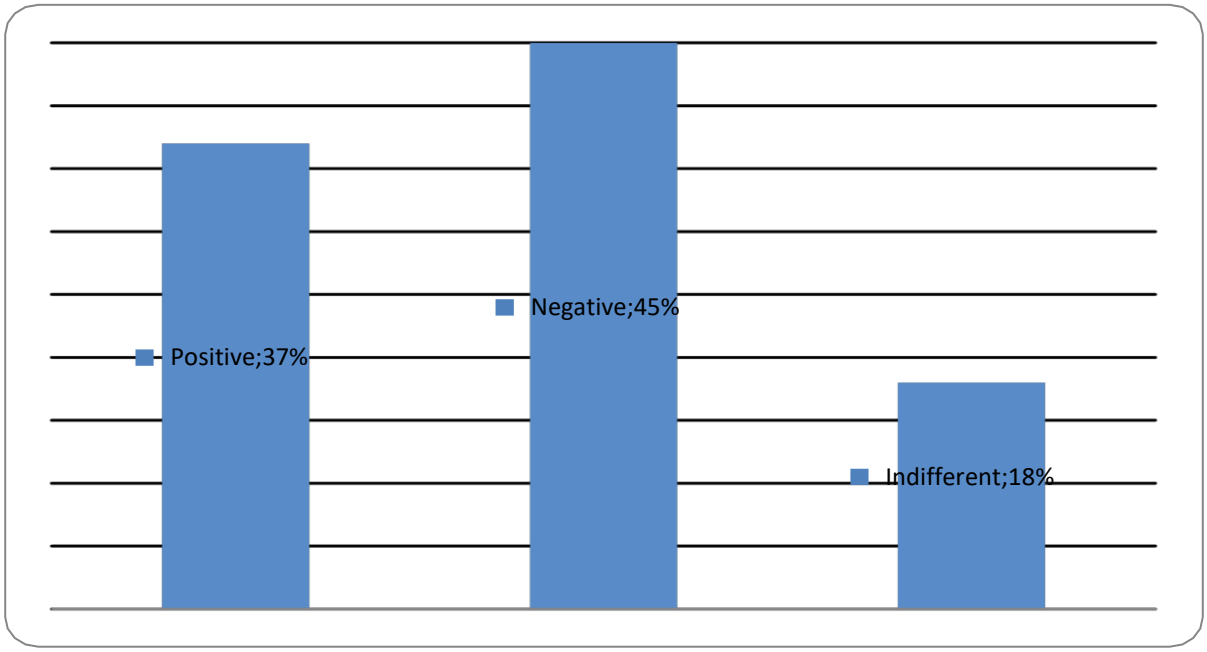
This basically shows that the remuneration system in this sector is highly liberalised and the labour Unions have no significant influence on the choice of a remuneration system. As an example, one employer explained:

"Sometimes the Labour Unions may advocate for a change of remuneration systems, but in many cases they do not succeed. The organisation has the prerogative to establish a system in line with the organisation's goals and objectives". In contrast, Elworthy (2005) elucidates that employers of strongly unionised employees have no freedom in wage and salary fixation due to pressure from labour representatives in determining and revising pay scales. However, in most cases, employers are faced with a dilemma of providing rewards that are competitive against constrained budgets.

Employee's Perception about Current Remuneration Strategies

It was also imperative to assess the employees' perception of current remuneration strategies across the companies identified. The results are shown in Figure 2 below.

Figure 2: Employees' Perceptions about Remuneration



From the data presented in the bar graph above, a majority, 45% of the employees had a negative perception of the current remuneration practices in the oil industry, followed by a 37% of the respondents who had a positive perception about the current remuneration strategies and finally, a staggering 18% were not certain about how to perceive the current remuneration practices in the oil industry.

Research question 3: What is the relationship between remuneration practices and employee performance in the oil industry in Zimbabwe?

The initial hypothesis was:

H0: There is no correlation between remuneration practices and employee performance\

H1: There is a significant correlation between remuneration practices and employee performance

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Table 6: A Correlation Between Remuneration Practices and Employee Performance.

Spearman's rho	**Estimated % remunerations**	**Correlation Coefficient**	**1.000**	**-.282**
		Sig. (2-tailed)	.	.154
		N	27	27
	Employee output	Correlation Coefficient	-.282	1.000
		Sig. (2-tailed)	.154	.
		N	27	27

The Spearman's Rank correlation coefficient obtained was negative 0.282 at a two-tailed level of significance of 0.154, implying that there is a weak positive correlation between remuneration practices and the average output per employee. The negative weak correlation between remuneration and employee output indicates that employee performance is less likely to respond to a change in remuneration. The graph in Figure 3 below shows summarised responses as to how employees change their performance in relation to a change in remuneration.

Employee's Response to Change in Remuneration Practices

A majority, 40% of the respondents, indicated that they are poorly responsive to change in remuneration, of which 36% said that they maintain their work habits regardless of what they get, while 23% indicated that their work output is strongly influenced by the remuneration they get.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The results showed that the majority of respondents stated that the most frequently used remuneration practice is the fixed pay system. Furthermore, skills-based pay is also frequently used. It implies that the oil industry is utilising the fixed pay system, and this reduces performance and productivity because there is no motivation to work hard, since at the end of the day, the employees' salaries do not change. The results have shown that society and social factors are not the main factors affecting the choice of remuneration. Respondents have a positive perception of the current remuneration strategies. This implies that the oil industry should introduce schemes such as performance-related pay and skill-related pay to boost organisational performance since these schemes motivate employees.

Recommendations

The above conclusions enabled the researcher to come up with the following recommendations. The employer should continue to do surveys and benchmarking in order to pay employees market-related rates. Management should put in place policies that ensure a continuous learning process. For example, training will enable the employees to produce more for the organisation, thereby creating surplus profits which will in turn be used to improve their salaries. The oil manufacturing industry should lobby with the government for duty-free raw materials to cut production costs. The employer should make sure that there is a sound relationship between core workers and management. This can be achieved through communication among organisation members. The oil manufacturing industry should increase its lines of credit with international bodies such as the World Bank for the purpose of capital injection. For example, foreign currency. The employer should abolish the fixed pay system and introduce schemes such as performance-related pay and skill-related pay. Fixed pay has some disadvantages, like the employees will not perform since they are guaranteed that they will get their salaries. The employer should introduce other incentives at the workplace to help motivate the employees and boost their morale. The employer should allow trade unions in the workplace since they represent the interests of the

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majority of employees. The employees should engage the employer to make sure they are attractively rewarded. Since employees have their own career aspirations, they should engage management in their aspirations. The government should relax the political environment prevailing in Zimbabwe for organisations to invest.

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