

MBA RESEARCH PROPOSAL

Turn it in Report – 16%

Analyzing the effects of employee benefits on productivity in a mine in Rustenburg.

By

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Mini-dissertation submitted in partial fulfilment of the requirements for the degree
Master's in Business Administration (MBA)

in the

NWU BUSINESS SCHOOL

at the

NORTH-WEST UNIVERSITY

Subject:

Research Methodology (MBAA 874)

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Date of submission:

9 October 2020

RESEARCH METHODOLOGY- MBAA 874

RESEARCH PROPOSAL EXAMINATION EVALUATION FORM

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ASPECT TO BE EVALUATED	WEIGHT	MARK ALLOCATED									
		Examiner 1 (supervisor)	Examiner 2								
Technical care • Layout of title page /1 • Spelling and grammar /3 • Other technical care aspects /2 • Correct in-text references and list of references (Harvard method) /4	10	6									
Proposed title and introduction (incl. problem statement and objectives) <table><tr><td>Title of the research</td><td>/2</td></tr><tr><td>The research problem</td><td>/8</td></tr><tr><td>Primary research question</td><td>/2</td></tr><tr><td>Research objectives</td><td>/3</td></tr></table>	Title of the research	/2	The research problem	/8	Primary research question	/2	Research objectives	/3	15	10	
Title of the research	/2										
The research problem	/8										
Primary research question	/2										
Research objectives	/3										
Delimitations and assumptions	5	3									
Definitions of key terms and list of abbreviations	5	2									
Literature review	20	13									
Research design and methods • Description of overall research design and Unit of analysis /5 • Sampling design /5 • Data collection and Data analysis including the 1 st draft of the data collection instrument in Appendix A (where applicable) /10 • Managerial implications of the research /5 • Assessing and demonstrating the quality and rigour of the proposed research design /5 • Research ethics (including Appendices B and C) /10	40	24									
Suggested time frame/Project plan	5	4									
TOTAL	100	62									

See supervisor's/examiner's comments in the text. Marked by:

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ANALYZING THE EFFECTS OF EMPLOYEE BENEFITS ON PRODUCTIVITY IN A MINE IN RUSTENBURG.

1 INTRODUCTION

1.1 BACKGROUND

Employee benefits is the basic foundation for industrial revolution which resulted in the growing of free labour markets and large scale industrial organization. This saw the society with great labour problems which were mainly due to low salaries, excessive working hours, and dangerous working environments as well oppressing supervisor's practices. The problems resulted in violent strikes and a great threat to social instability. It was therefore necessary for labour unions to intervene to ensure that organizations compensated their employees fairly and that they developed employee benefits that benefited both the employees and organizations.

In South Africa, there are some organizations that do not offer a full competitive employee benefits and they are not entitled to. However, there are certain funds that they need to make contributions to such as retirement and medical insurance funding. It should be noted that the retirement and medical contributions by the employer are not a must unless the employer falls under the public sector schemes or as regulated under the Bargaining Council Agreement (Outsourced HR, 2019).

The legally required employee benefits contributions in South Africa are: unemployment insurance fund, skills development levy and payment for on-duty injuries and diseases. Employee benefits are often overlooked and are a fundamental area of the business. A comprehensive review of the employee benefits package can highlight opportunities to the organization with employee benefits packages that provide stability to the company (Purdon, 2018: 11). Benefits accepted by an organization generally have a fulfilling impact on the productivity of employees and result in a positive environment.

1.2 PROBLEM STATEMENT AND CORE RESEARCH QUESTION

The construction and implementation of a good employee benefit plan is a usually a big contest for the majority of the mining organizations in South Africa. The problem being investigated in this study is that after a certain time an employee has joined an organization they start looking for other opportunities elsewhere due to job dissatisfaction resulting from lack of benefits offered by the

employer. In addition, lack of satisfaction also occurs when new employee benefits are not fairly implemented for everyone in the company which result in demoralized employees and a feeling of being left out in the decision making of the company. Organizations usually delay or reduce employee benefits when management implement cost reduction measures but unfortunately result in reduced productivity of employees and high turnover.

The following serves as the core research question:

- Does employee benefits have positive and significant impact on productivity?

1.3 RESEARCH OBJECTIVES AND SPECIFIC RESEARCH QUESTIONS

The main purpose of this study is to investigate the effects of employee benefits on the performance of employees in the mine. The specific objectives are:

- To identify employee benefits provided to the mine's employees
- To examine the existing employee benefits on the productivity of employees in the mine
- To recommend improved employee benefits to the management of the mine.

To be able to attain the above objectives of the study the following research questions are developed:

- What employee benefits exist in the mine?
- What are the effects of employee benefits on employees' productivity?
- With the great development of technology and human resources practices in the world, what newer employee benefits will the mine introduce?

1.4 IMPORTANCE AND BENEFITS OF THE PROPOSED STUDY

This study aims to key point and recommend employee benefits practices that can be implemented in an organization. Therefore, this study will give an indication to the management of the organization on the different employee benefits plans and packages that can be implemented to increase productivity. The study also highlights the employee benefits which the mine has provided the employees with by also noting the level of encouragement and enthusiasm the mine has given to employees to increase their productivity outputs. Moreover, the study will give the management with the opportunity to understand how the employees feel and what their desires are.

This document is presented into eight categories. The first section is the introduction of study with supporting factors from the problem statement, research objectives and the importance of the proposed study. The second section which investigates the delimitations and assumptions that will apply to the proposed study. The third sections is the definition of key words that will give the reader a better understanding of the words used in the study. The fourth section which is the literature review explains the background as well as the content of the proposed topic in more detail and highlights the studies that have been done with reference to the proposed topic. The fifth section represents the research design and methods by discussing the population, sampling, data collection and analysis methods used. In addition, this section also highlights the quality and ethical concerns relating to the study. The sixth section indicates the proposed layout of the study which will give the structure of the chapter. The seventh section highlights the proposed project plan for delivery which will give an indication of the proposed time frames required for the data to be collected and analysed. The last section is the reference list which gives information about the sources used to complete the study.

2 DELIMITATIONS AND ASSUMPTIONS

2.1 DELIMITATIONS (SCOPE)

The study was conducted with a sole focus on a mining organization. Employees on a top management level, employees who have worked less than one year in the organization, non-permanent employees and contractors were not included in the scope of study. It is also impossible to include employees that meet the sample criterion as not all the employees would be interested in participating in the study.

2.2 ASSUMPTIONS

The study assumes that the employees participating in the study will truthfully and honestly answer the research questionnaires provided. It is also assumed that the participants are participating out of natural interest with no ulterior motives. In addition, it is assumed that inclusion principle of the sample is applicable assuring that the employees have experienced the same atmosphere regarding the study. It is further assumed that the data collection tools are relevant and sufficient to gather the necessary data and have a significant conclusion.

3 DEFINITION OF KEY TERMS

Vivo coding: Grbich (2007) defines vivo coding as “a form of qualitative data analysis that places emphasis on the actual spoken words of the participants” (refer to section 5.4 of this document).

Recognition: Identification of someone or something with prior encounter.

Appreciation: Recognizing the good qualities of someone.

Tangible rewards: Rewards that can be in the form of money or goods that can be traded for cash (refer to 4.1.3 of this document).

Intangible rewards: Rewards that do not have monetary value but have great impact by making the employee feel recognized and motivated (refer to 4.1.3 of this document).

The below table (Table 1) indicates the used abbreviations in this document.

Table 1: Abbreviations used in this document

Abbreviation	Meaning
SPSS	STATISTICAL PACKAGE FOR THE SOCIAL SCIENCE

4 LITERATURE REVIEW

Employee benefits are non-salary compensation that companies can pay to their employees. These benefits does not necessarily need to be in the form of money. Some examples of employee benefits include medical insurance, life insurance, retirement benefits, fringe benefits, paid time off, social security and other specialized benefits (Spacey, 2018).

Organization can use different compensation methods to increase employee productivity. Benefits results in happy employees and employees are happy certainly become more productive (Marzullo, 2018). In addition, according to Marzullo (2018) employees that have benefits granted to them are twenty percent more productive when asked to undertake a duty. Moreover, employees with good benefits generally stay with their companies for longer. Benefits also attract better new skilled employees to the company therefore, the more the employees are happy the more the productivity continues.

DeWitt (2017) states that employees prefer additional benefits than an increase in salary because good salaries are as good as good benefits. Benefits are not only essential to employees but they can improve the business as well as benefits enhance loyalty, focus, productivity, attendance and recruiting. By having employees benefit from employee benefits gives the employees more reason to care for the company they are working for and they become more dedicated to the company. Some benefits are required to be implemented by law but they do not limit the organization.

An increase in employee benefits results in motivated employees resulting in employees from quitting their jobs and help with their personal developments. Therefore, steady productivity or increase in performance can be observed. According to Kang *et.al* (2016) opportunity cost of turnover hampers the organizations' competitive advantage. Employee benefits play an immense role in preventing turnover. In addition, growth in employee benefits prevents employee turnover and assist companies to retain skilled employees.

Employee benefits positively have a direct link to individual satisfaction. This positive bond increase the level of individual motivation and this would positively affect the individual and organization performance. When individuals are highly motivated it is easy to implement organizational strategies. This is attributed when employees know their roles and are well rewarded for practising the required behaviours.

Employee benefits such as bonuses, stock options and traditional health insurance and retirement packages are implements that some of the organizations utilize to retain workers. According to Iqbal, Guohao and Akhtar (2017) employee benefits besides the well-being insurance and withdrawal benefits can make employees to:

- Feel appreciated, treasured and valued
- Be team participators rather than just employees
- Have influence in the organization.

4.1 THEORETICAL FRAMEWORK

There has been a great debate about the effect of employee benefits on the company's performance. The negative relationship is defended by the agent theory and transaction cost theory. These theories argue that employees focus on their interest instead of the firm's interest and its attributed by no balance of information between the employer and the employee. Due to this imbalance of information, the chances of moral hazard and adverse selection are high. Therefore, these theories suggest that employees will do their jobs even when their benefits increase but the chances of moral hazard and hostile selection does not change.

This section will highlight the associated theoretical debates that relates to the association between employee benefits and productivity.

4.1.1 Expectancy theory

According to Woods and West (2020: 108-109) people tend to put more effort at work when they know that their efforts will yield good performance which will result in wanted outcome. However, the consequence of expectancy for motivating, encouraging and promoting performance at work is that management need to warrant that people recognise that work will lead to required outcomes and these can be measured by effort related performance. Having a clear understanding of the things that people desire is a fundamental component to this approach to motivation. Even though this theory suggest that having rewards for performances increases motivation and performance some authors have debated this concept by highlighting that monetary rewards can increase intrinsic motivation.

4.1.2 Need theory

The need theory main aim is to recognize what motivates people at the work place. Need theories suggest that when people have unsatisfied needs they will only do what satisfies them (Woods and West, 2020: 102). The mostly used need theory used by organizations is the Maslow's theory which identifies hierarchy of five needs. The theory implies that human beings are eager to fulfil these needs in a series of steps. The sets of needs are: Physiological, safety, social, esteem and self-actualization.

4.1.3 The total reward model

The total reward model suggest a reward strategy that incorporate aspects such as learning and development in the employee benefits package. Both the tangible and intangible rewards are considered important in this model. The aim of the total reward model is to get optimal results of rewards and to maximise their effects on enthusiasm, job engagement and organizational obligations.

4.2 THE MOST PREFERRED EMPLOYEE BENEFITS BY EMPLOYEES

Flex time: The amount of flexibility is mostly influenced by the nature of the business and the culture of the company, but having some degree of flexibility is important. For example, having people work the old-fashioned belief of nine to five does not represent the best working period for all employees. These were hours decided on a long time ago. Some employees might be efficient in working early in the morning while others might be more productive when they start working in the afternoon (Kratz, 2017).

Working from home: Kratz (2017) states that many organization that have allowed employees to work from home have seen an increased productivity in them. Working from home allows for better working times and environmental settings for optimal performance.

Team events: Team events can be organized in a way that is in a form of an outing for the whole company or divided into short groups according to the divisions of the company. Team events need to bring the team together in an environment that is not work related and should be fun for all. This event can reward with new connections between employees. Because this is a team building implementation as much as it is a rewarding opportunity and would therefore help employees in working more harder (Kratz, 2017).

Learning opportunities: Offering employees with the opportunity to learn new skills or advancing the ones they already have an impact well in their productivity. Employees are usually grateful for the opportunity and this generally make the teams stronger. As long as employees are offered something they usually appreciate (Kratz, 2017).

Family care programs: Childcare is the most offered benefit by big companies, but great interest by employees in elderly care, pet care and other forms of assistance by employers can lower employee stress levels resulting in focused employees. Small companies usually cannot afford to pay for such allowances but can alternately offer extra personal off days should an emergency occur (Kratz, 2017).

Awards and rewards performance: This should be a benefit that most companies adopt and should be practiced regularly. The focus is to reward employees for hard work and should not only be done at the end of the year. For example, if an employee does a great job, they should be given recognition and if a team achieves their target they should be recognized. Little awards and recognition systems matter (Kratz, 2017).

Break encouragement: According to Kratz (2017) implementing short breaks throughout the day will result in increased productivity and motivated workers. It is generally perceived that people who work for long hours without breaks are hard workers. However, this practice can lead to a burn out.

Fringe benefits: These benefits are non-monetary benefits and include benefits such as tuition aid, child-care benefits and child care spending accounts.

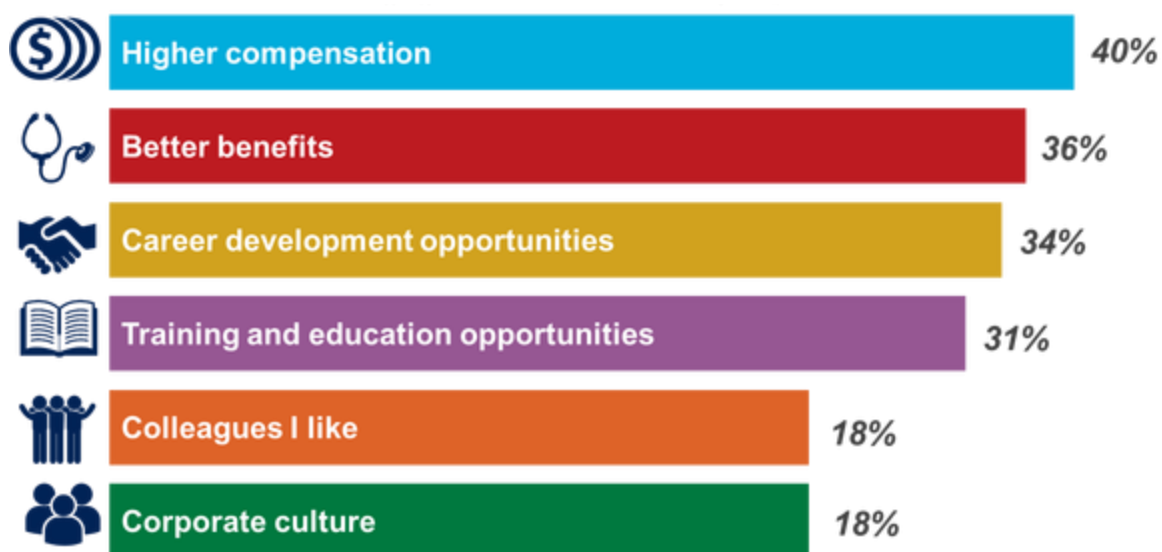


Figure 1: Benefits that would increase loyalty and engagement with the organization (Solar, 2020)

4.3 EMPLOYEE BENEFIT SYSTEMS, PLANS AND IMPLEMENTATION

Iqbal, Guohao and Akhtar (2017) have stated that companies need to implement strategic reward systems that recognises compensation, benefits, recognition and appreciation. There has been a great problem with the reward systems in many companies as they intentionally omit to pay attention to these factors and have not aligned their reward systems with their corporate strategies. Employee benefits are part of the strategic reward systems and companies that are not on the same standard as their competitors will definitely have a difficult in retaining their employees. Employee benefits should always have a component of recognition and appreciation to enable a successful strategic system. These two components are relatively cheap to implement and often receives little attention from employers.

When implementing employee benefits it is necessary to answer the following questions:

- Are the benefits aligned with the business strategy?
- Are the benefits promoting the right behaviours in the company?
- Are performance goals reached?
- Does the employee benefits incorporate payments, benefits, acknowledgement and gratitude?

4.4 PROBLEMS IN PRACTICE

Organizations usually measure employee satisfaction by conducting periodic employee survey. This is done by asking the employees to rate their satisfaction with the organization on several characteristics. The analysis is then used to implement improvement measures which will then assist for better improved engagement between the organization and employees. Therefore, the employee survey tool is considered as the most important management improvement techniques (Hartley, 2001). However, in practice the employee survey does not serve the purpose it is intended to do. This is because the following are associated with the survey:

- Management seldom act on the results obtained from the surveys. Great attention is put on obtaining information from the employees but not improvement action plan is put into place. The reasons behind the no action from management is usually due to downplaying the survey results, no plan or knowledge to attend to the dissatisfaction and no accountability. Also, management usually do not have time to attend to all the issues as the employee survey is done on a yearly basis. Therefore this results in demoralized employees as they feel their concerns are not addressed (Mastrangelo, 2009; Sugheir *et al*, 2011).
- What the employee survey is measuring is not what the management thinks its measuring. This then gives management the perception that they know how their employees are feeling. This is because sometimes the employee survey only measuring the understanding of employees and not their feeling regarding a specific aspect. In addition, the survey can sometimes investigate about the aspects management has not plan in solving for example, employees can be asked about their satisfaction regarding their salaries.
- The employee survey addresses issues that management cannot attend to within a year before another employee survey is conducted (Mastrangelo, 2009).
- The employee survey focuses on satisfaction of employees regarding internal issues only like working conditions, work environment which could cause other probable issues to be excluded. Moreover, no possible link is made between employees' opinion and the effects of these opinion on the organization's strategy. This results in management not having a clear picture of the organization and therefore take broad development movements to create high performance organization.

4.5 CONCEPTUAL FRAMEWORK

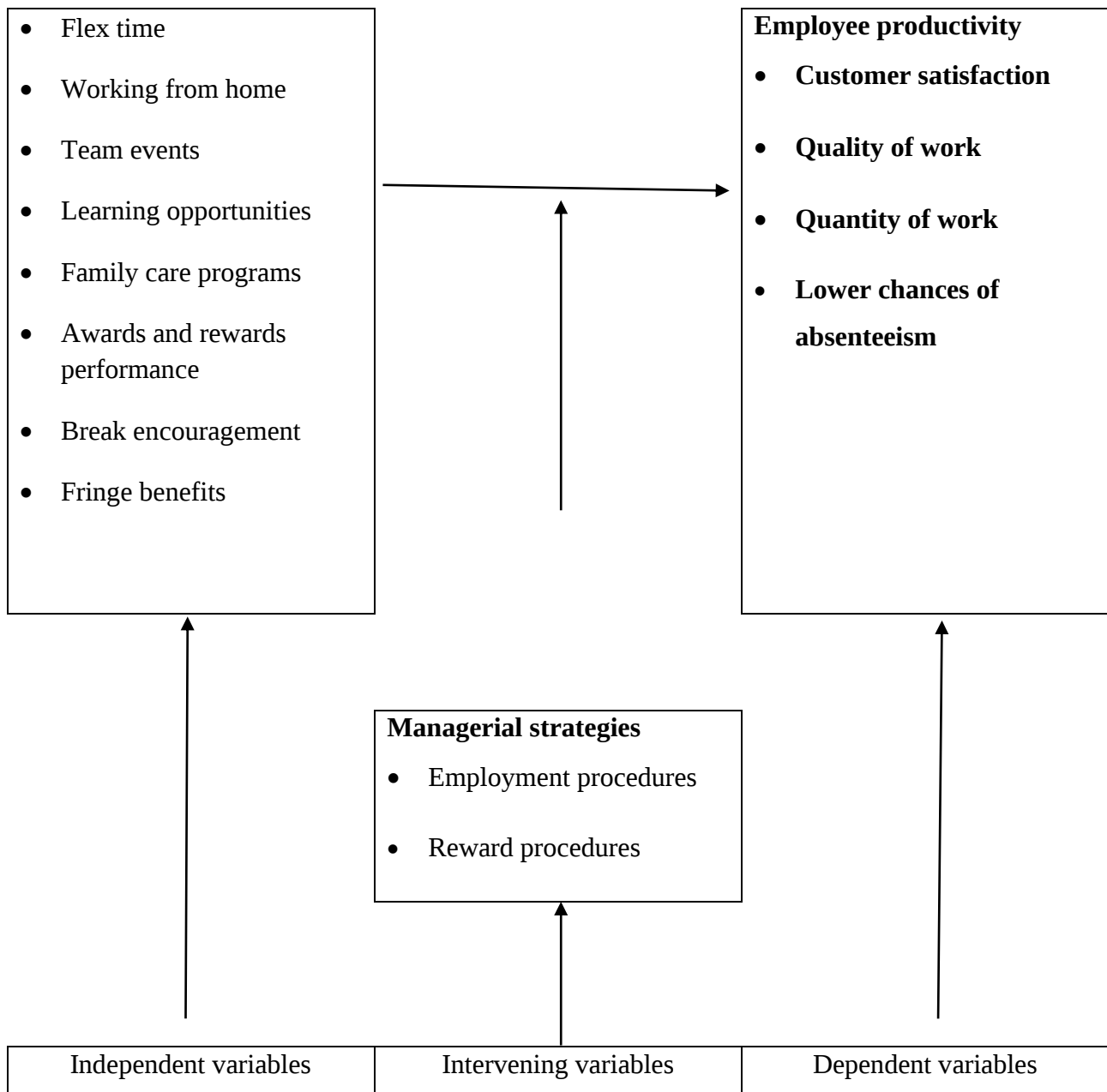


Figure 2: Conceptual framework

The above conceptual framework link between independent variables (employee benefits) and dependent variables (employee productivity). The relationship that is depicted by this figure between the two variables is supported by the in depth research.

4.6 CURRENT STATE OF EMPLOYEE BENEFITS IN AFRICA

According to the 2019/2020 benefit trends survey 17% of employers in Africa believe that their current benefit strategy is operational. About 84% of the organizations believe that they understand what their employees want and 61% of the organizations believe that employee benefits are attributing factors why employees join an organization.

Most organizations have raised concern with the rise in benefit costs. 67% of organizations have indicated costs are a concern with medical trend for Africa predicted to be 12.86% in 2020. 55% of employers have indicated that providing needs and wants of a multigenerational employees is a great encounter. 34% have indicated that there is no employee engagement with regards to employee benefits programs.

The following are priorities for Africa employers with the benefits portfolio:

- 73% improve core benefits beyond traditional health and retirement needs.
- 70% improve work policies
- 67% investigate suitability and coverage
- 67% include wellbeing into their benefit strategy
- 64% align employee benefits with market standards and the needs and wants of employees

There are newer benefit employee trends that are emerging in Africa and include the following:

- Stress management programs and about a third of Africa employers are considering them
- Mental health programs considered by a quarter
- Health coaching is considered by 23% of employers

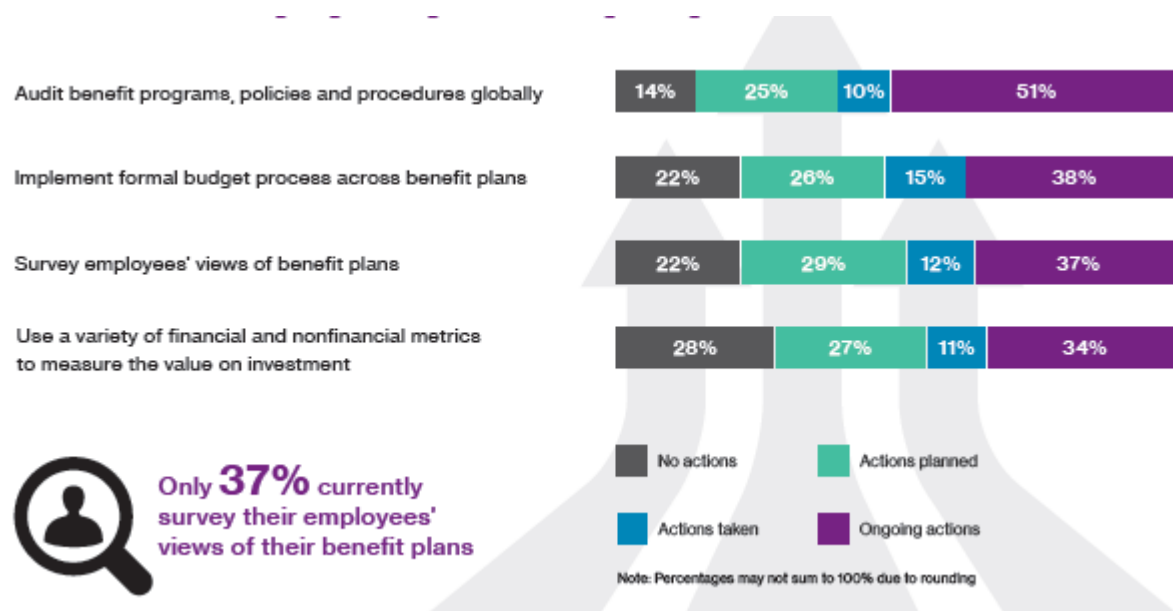


Figure 3: Focus on nonfinancial metrics (Willis Towers Watson, 2020)

The above figure show growing focus on nonfinancial metrics and it can be noticed from all the categories little attention is given to the actual actions taken.

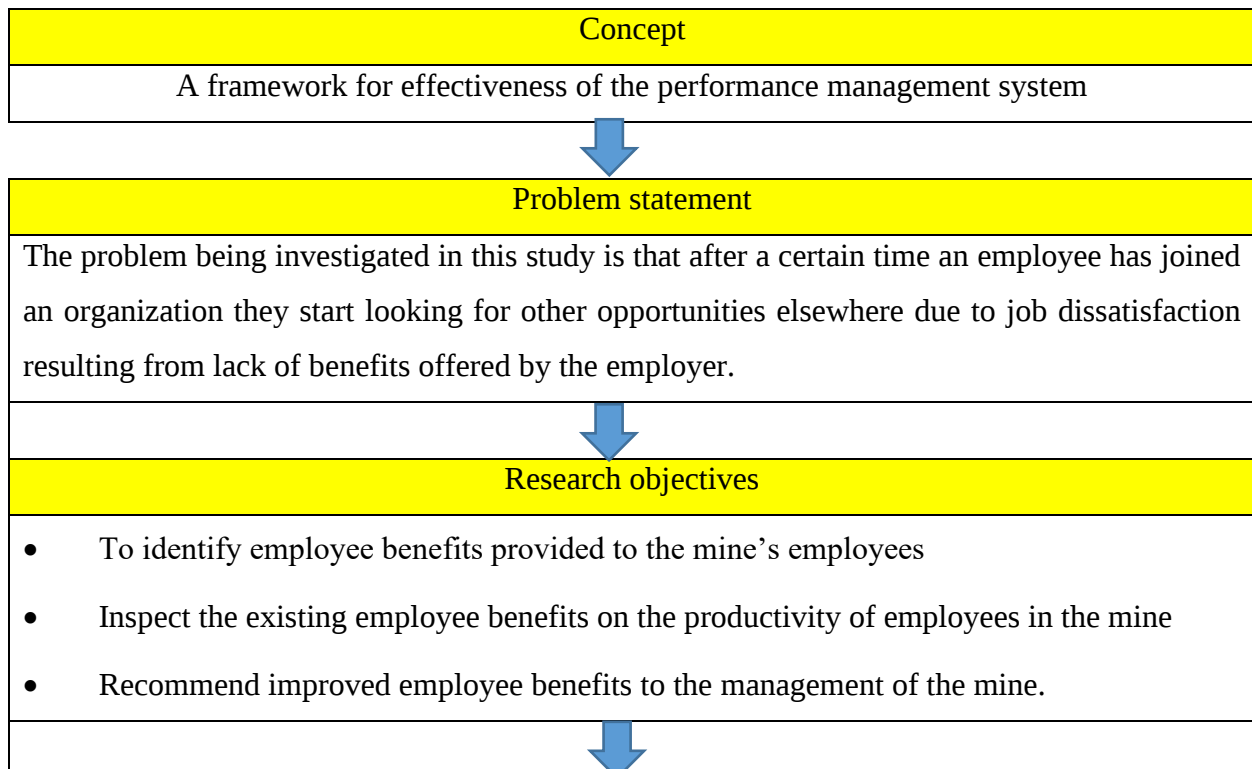
Modern employee benefit programs that Africa can implement:

- Launch benefits philosophy and strategy that reflects organizational strategy and employee values that includes their preferences, variety and inclusion.
- Define a portfolio of employee benefits
- Treat employees like clients to promote talent involvements to enable engagement about employee wellbeing and effective communication
- Make use of data driven analytics, insights and reports to enhance cognisant decisions to promote relevance of programs.

Nisar and Siddiqui (2019: 233) are highlighting that the practices of human resource management are playing a crucial role in achieving the organizational strategies and competitive benefit. Today, in many countries the human resource practices are being used as managers are starting to have confidence in understanding that spending more now is a great investment for the company. In industry service having satisfied employees is critical because the success of the organization is dependent on it. It has been noticeable through the years that the concept of compensation and employee benefits is receiving great attention and has a positive impact on organizations as employees work in positive work environment.

5 RESEARCH DESIGN AND METHODS

5.1 DESCRIPTION OF OVERALL RESEARCH DESIGN



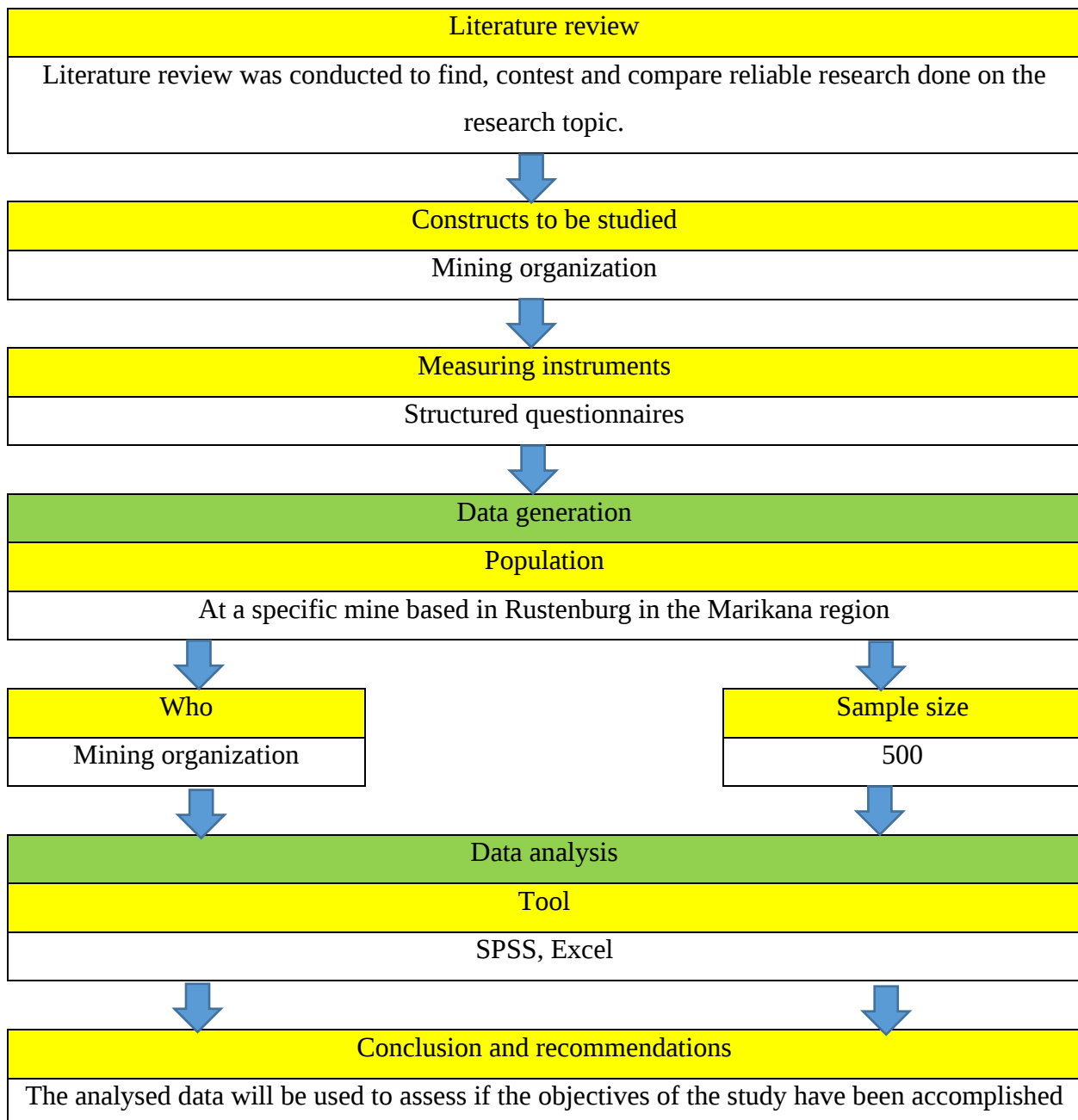


Figure 4: Research design map

To achieve the objectives of the study the structured questionnaires are used as the primary source of data collection following the qualitative method as the research design for the study. The choice for qualitative research is because it is based on the foundation of ontological and epistemological assumptions that gathers and discover different kinds of positions and knowledge present in the society (Young & Hren, 2017: 9). The motive behind choosing this method was the need to explore various perspective of employee benefits on productivity.

The research process integrated information from literature review and empirical sources to derive employee benefits framework that will add value to the mining organization. The map above

illustrates the research design blueprint utilized as the foundation directive in completing the research study.

5.2 POPULATION/SAMPLING

The target population will be permanent employees at a specific mine in Rustenburg in the Marikana region who will still be employees of the mine from March 2021 to June 2021. The study will cover all the departments that constitute the mine to ensure that the feedback from the employees represents the population of the mine as a whole. The department that has the majority of employees will have a larger population.

5.2.1 Sampling method and size

Sample size will be about 500 employees since the mine employs approximately 1 700 employees. This number will target to represent all the available departments in the mine. The random sampling technique will be used and the reason for this type of sampling is to give all the possible sample of size (n) a chance to be chosen.

5.2.2 Inclusion criteria

Permanent employees employed by the mine for at least one year will be eligible to participate in the study. However, the study will focus on middle management and lower level positions. Executive and top management will not be included in the study. Moreover, the population will not exclude any employee in terms of race, language, disability and level of education but employees should be 20 years old or older as this is the general minimum age at the mine. All genders will be included in the study but it is important to note that there will be more males in the study as they are the majority gender employed in the mine.

5.2.3 Instrumentation

The study will make use of self-administered questionnaires and will make use questionnaires obtained from a similar study. The reason for choosing questionnaires is because they are affordable to execute and are resourceful for attaining great amounts of data from a large sample (McLeod, 2018).

5.3 DATA COLLECTION

5.3.1 Primary data collection

This study would make use of primary data obtained from the questionnaires attached in Appendix A (Kamau, 2013). The questionnaires consist of both open and closed ended questions and consist of six parts. The closed ended questions are used because they will enhance speedy response, they are easier to answer and quicker to capture, code and analyse the data (Hyman and Sierra, 2016: 2). Moreover, open ended questions give respondents a chance to provide extensive variety of answers.

To enhance the rate of response the questionnaires will be distributed in the following ways:

Face to face: Since not all employees can read and write therefore and not everyone can comprehend the English language, face to face interviews will be conducted to assist such employees in completing the questionnaires.

Email: For employees having access to computers in the mine and the ones the researcher cannot personally get to due to working different shifts, questionnaires will be sent via email. This would save money and time.

Phone: The use of platforms such as WhatsApp will be used to increase accessibility to target population. This would also save money and time enabling data to be collected speedily.

Hard copy (Hand out questionnaires): Questionnaires would be printed and handed over to participating employees that could not be reached by other methods and for those who prefers the traditional method of completing questionnaires.

5.3.2 Reliability

The questionnaires adopted in this study were checked for reliability by making use of the Cronbach's alpha methodology which make use of internal consistency. With the Cronbach's alpha approach the numbers should range between 0 and 1 where 0.70 and above indicates that the results are good, 0.80 and above indicates better results and 0.90 and above indicates best results. When results give a negative number it is concluded that there is something wrong with the data (Statistics solutions, 2020). The reliability of these questionnaires were above 0.70 and therefore are acceptable to use. It is however impossible to control the attitude of the respondents which can be triggered by stress, time of day and fatigue which can unfortunately affect the reliability negatively.

5.3.3 Validity

The validity of the questionnaires was confirmed by conducting a pilot study with 10 respondents. This approach highlighted that the questionnaire is fitting and understandable. The data from the pilot study was used for validation and confirmation of necessary results (Kamu, 2013: 36)

5.4 DATA ANALYSIS

When the data is available from all the participating respondents, the data will be processed arranging and coding the data accordingly to establish inconsistencies and uniformity. The initial stage of compiling the data will be by capturing the data into the computer.

To ensure that reliability is reached, the Statistical Consultation Service at the North-West University will be consulted. The closed ended questions will be analysed by using the Statistical Package for Social Sciences (SPSS). In addition, SPSS together with the use of excel will be utilized to construct bar graphs, pie charts and frequency tables.

The graphs will be presented in different categories as the questionnaires have six different parts. The purpose of presenting the graphs in different categories is because it would be capturing to understand the views of respondents from different angles. The six sections are: Part A: Personal details; Part B: effects of employee benefits on productivity; Part C: employee security benefits; Part D: Health protection benefits; Part E: employee retirement benefits and Part F: employee recognition benefits. The study will also make use of the regression analysis with the following equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = The dependable variable (Employee productivity),

X1= Employment Security Benefits,

X2= Health Protection Benefits,

X3= Retirement Benefits and

X4= Personnel Recognition Benefits,

While β_1 , β_2 , β_3 and β_4 are coefficients of determination and ε is the error term.

Furthermore, open-ended questions will be prepared and coded by making use of the vivo coding.

5.5 ASSESSING AND DEMONSTRATING THE QUALITY AND RIGOUR OF THE PROPOSED RESEARCH DESIGN

The proposed research design will work well as it will enable the research objective to be reached. The reason for the confidence is because the similar study performed has tested the reliability and validity of the study. The qualitative approach will enable for an in depth knowledge to be gathered which will assist to reach informed recommendations and conclusions.

5.6 RESEARCH ETHICS

With consideration to the ethical requirements of the research, the ethical principles that will be practised are confidentiality and sensitivity of information obtained from the respondents as well as the organization where the study will take place. In addition, consent to conduct the study will also be requested from the organization. The ethical requirements for postgraduate studies is included as Appendix B of this document.

Respondents will also be asked for their consent to participate in the study. They will be made aware that participating in the study is completely voluntary and that when they submit the completed questionnaire they give permission for the information to be utilized in the study. To ensure anonymity and the security of data, respondents will not be required to fill in their names but instead a random reference number will be attached to each questionnaire.

Ethical clearance is obtained from the North West University and is included in the document as Appendix C.

6 PROPOSED CHAPTER LAYOUT

Chapter 1: This chapter will give an introduction of the study, background information regarding the effects of employee benefits on productivity, problem statement together with the objectives, research questions and importance of the study. The delimitations and assumptions will be discussed and the abbreviations together with the definition of words will be discussed in the chapter.

Chapter 2: Literature review regarding effects employee benefits on productivity.

Chapter 3: Research design and methods highlighting the sampling techniques, population, data collection techniques

Chapter 4: Data analysis

Chapter 5: Research finding, conclusions and recommendations.

7 PROPOSED PROJECT PLAN FOR DELIVERY

Activities	Nov 2020	Jan 2021	Feb 2021	Mar 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021
Submission of chapter 1 to research supervisor												
Submission of Literature review to research supervisor												
Submission of the												

Research proposal												
Data collection												
Data analysis												
Compilation and write up												
Submit to the research supervisor												
Corrections from supervisor's feedback												
Resubmission												
Submit final draft												

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APPENDIX A
- Data collection instrument - Questionnaire

PART A: PERSONAL DETAILS

Please (tick) the correct answers.

1. Gender Male ☐ Female ☐

2. Age

21 - 30 ☐

31-40 ☐

41-50 ☐

51-60 ☐

61-70 ☐

3. Level of education?

School ☐

College ☐

University ☐

4. Professional qualification?

.....

5. What is your job designation?

.....

6. How long have you worked with the organization?

5-10 years ☐

10-15 years ☐

15-20 years ☐

PART B: Effects of employee benefits on productivity

Please tick where appropriate and also fill out your answer in the space provided.

7. In your opinion do you consider employee benefits important

.....

8. To what extend are they important to you?

Very large ☐

Large ☐

Moderate ☐

Low ☐

Very low ☐

9. Are employee benefits distributed fairly to all employees?

.....

.....

10. To what extend to they positively affect your productivity?

Very highly ☐

Highly ☐

Moderately ☐

Small ☐

Very small ☐

11. To what extend do they negatively affect your productivity?

Very highly ☐

Highly ☐

Moderately ☐

Small ☐

Very small ☐

12. Which are among the things looked at when setting employee benefits in the organization?

.....

.....

PART C: Employee security benefits

13. Please indicate the extent to which you agree with the following statement about employee security benefits in your organization.

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Employees need to be adequately nourished during the working day, properly trained to justify their responsibilities					
Overtime should be carefully planned and controlled in order to ensure that it is not misused by employees and so that it can also be productive					
A female employee is entitled to three months maternity leave in addition to any period of annual leave she is entitled to, and sick leave if she happens to fall sick during her time of confinement and with the consent of the employer					
Employers have found that educational and tuition aid assistance benefits are highly desired by employees.					
14. Do employee benefits such as annual leave, travel allowance, meal allowance, house allowance among others have an effect on your productivity					
15. Are you consulted on the type of employee security benefits to be offered?					

Part D: Health protection benefits

Please tick where appropriate and also fill out your answer in the spaces provided.

16. Do health protection benefits such as Occupational Health and Safety and Medical Insurance contribute to your productivity in the organization?

.....
.....

17. To what extent do they contribute to your productivity?

Very large	☐
Large	☐
Moderate	☐
Low	☐
Very low	☐

18. Are there policies and procedures in place to ensure that both occupational health and safety and the medical insurance in your organization is guaranteed

.....
.....

19. Please indicate the extent to which you agree with the following statement about Occupational Health and Safety in your organization

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Health of the workforce is inextricably linked to the productivity of the workforce and the health of the nation's economy					
Work-related accidents and injuries exert an enormous toll on employers					

Accidents, overexertion, or injuries caused by excessive lifting, carrying, or pushing, adds significantly to employer costs with an annual impact in the billions of dollars.					
Cost of responding to these workplace health and safety issues has the potential to undermine and organizations competitiveness in the global marketplace					

Part E: Employee Retirement benefits

Please tick where appropriate and also fill out your answer in the spaces provided

20. Do retirement benefits have an effect on your productivity?

.....

21. To what extent do they positively enhance your productivity?

Very large	☐
Large	☐
Moderate	☐
Low	☐
Very low	☐

22. If the organization did not provide retirement benefits would you leave it for another job?

.....

23. Please indicate the extent to which you agree with the following statement about retirement benefits in your organization

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Pensions strongly influence workers' behavior, giving younger workers a compelling reason to continue working for their employer and encouraging older workers to retire on a timely basis.					
Pensions influence the type of worker a firm attracts and can help an employer attract workers who exhibit desirable behavior patterns.					
Retirement became an earned benefit in reward for years of service to a particular organization, to an industry, or, more generally, to the productive society.					
Organizations, need to understand the current, and future, workforce composition and offer the right package of rewards and other programs to attract, retain and engage the people an organization needs.					

Part F: Employee recognition benefits

Please tick where appropriate and also fill out your answer in the spaces provided.

24. If recognized and awarded for a job well done would it enhance your productivity?

.....
.....

25. To what extent would it enhance your productivity?

Very highly	☐
Highly	☐
Moderately	☐
Small	☐
Very small	☐

26. What is your general opinion in regard to how fringe benefits are awarded in your organization?

APPENDIX B
- Informed consent form -

Ethics informed consent

INFORMED CONSENT

Dear Participant

This **Informed Consent Statement** serves to confirm the following information as it relates to the officially approved research project at the North-West University on “*Analyzing the effects of employee benefits on productivity in a mine in Rustenburg*”.

1. The sole purpose of this study is to obtain information from customers like yourself to determine the nature of your everyday green buying behaviour experience related to the research topic.
2. Participation is completely voluntary and you may opt-out at any time. You may also decide not to answer specific questions.
3. The procedure to be followed is qualitative research design, which entails a questionnaire. Basic background information will be asked e.g. your age, gender, level of education, function and related experience to the topic.
4. Confidentiality of the data is guaranteed and only the combined results will be used for research and publication purposes.
5. The data gathered from the questionnaires will only be used for research purposes.
6. Please note that there are four classifying variables in Section 5 (age, employment, gender and ethnicity) which will be used only to profile the respondents who partook in this study. It will be used in comparative analysis to distinguish green customer behaviour among different customer profiles. Note that only the combined results will be used and at no stage can any specific respondent or his/her data entry be isolated and analysed. (You may also select the option not to answer the specific question should you feel like it.)
7. Also note that this study does not have a correct or incorrect answer to any of the questions. This means that in comparing profiles of respondents, there is not a correct or incorrect behavioural profile. The study merely analyse green consumer behaviour as is.

Please indicate your consent

I hereby give my consent after having read the above information that my data may be used as stated above.	<u>YES</u>	NO
I hereby give my consent that my demographic data may be used to develop a profile for green consumer behaviour	<u>YES</u>	NO

Thank you for your time.

The researcher

APPENDIX C
- Application for ethical clearance –

Economic and Management Sciences Research Ethics Committee
(EMS-REC)

Application for ethics approval: New application

DOCUMENTATION INCLUDED					
(Please indicate the documentation included, where applicable)					
RESEARCH WITH PARTICIPANTS (Complete sections A, B and C)	YES	NO	RESEARCH WITH NO PARTICIPANTS* (Complete sections A, B and D)	YES	NO
Application form		x	Application form		
Scientific committee ethics recommendation form (SCERF)	x		Scientific committee ethics recommendation form (SCERF)		
Code of conduct		x	Code of conduct		
Approved research proposal (or similar)		x	Approved research proposal (or similar)		
Consent form	x		Communication documents (if applicable)		
Data collection tool	x		Other (please elaborate below):		
Communication documents (if applicable)					
Other (please elaborate below):					

* Research that does not involve contact with human participants, including literature reviews, publicly available data, etc.

SECTION A: RESEARCHERS' DETAILS					
PROJECT HEAD/PRINCIPAL INVESTIGATOR/SUPERVISOR DETAILS					
Surname	Jordaan	Name	Johan	Title	Dr
University no.		E-mail	Jordaan.johan@nwu.ac.za		
Research entity	Business school	Contact no.	018 299 1338		
Project/study title	Analyzing the effects of employee benefits on productivity in a mine in Rustenburg				
STUDENT DETAILS (IF APPLICABLE)					
Surname	Kowang	Name	Kgomotso	Student no.	31373933
Contact no.	076 739 0511	E-mail	kowangkgomotso@yahoo.com		

SECTION B: APPLICATION DETAILS		
1. Is this research part of a project that already has ethics approval (i.e. phased research)? If yes, (a) provide a brief description of the progress to date, and (b) indicate the aspects of this application that are new to the project.	YES	
	NO	X
2. Has the data already been collected? If yes, please provide details.	YES	
	NO	X
	N/A	

SECTION C: RESEARCH WITH PARTICIPANTS

PARTICIPANTS		
3. Does the study involve participants who are considered vulnerable or unable to give informed consent? If yes, please elaborate.	YES	
	NO	X
4. Will the study require permission from a gatekeeper/entity/organisation for access to the participants? If yes, please explain the nature of the access required.	YES	X
	NO	
Permission to conduct the study will be required therefore access to the employees to participate in the study will be required.		
5. Describe the characteristics of the participants to be included in the study by explaining: (a) who the participants are; (b) the inclusion and exclusion criteria (i.e. the characteristics that the prospective subjects must have and the characteristics that disqualify prospective subjects from inclusion in the study); (c) the recruitment and sampling strategy; and (d) the sample size.		
a) Participants are employees of a specific mine in Rustenburg. b) Permanent employees employed by the mine for at least one year will be eligible to participate in the study. However, the study will focus on middle management and lower level positions. Executive and top management will not be included in the study. Moreover, the population will not exclude any employee in terms of race, language, disability and level of education but employees should be 20 years old or older as this is the general minimum age at the mine. All genders will be included in the study but it is important to note that there will be more males in the study as they are the majority gender employed in the mine.		

c) Random sampling d) 500
6. Describe the relationship between the researcher(s) and the participants and declare any conflicts of interest by the researcher(s) that might increase the risk level of the research (e.g. employee of the organisation where the study is planned, or a hierarchal relationship with participants, etc.), and the measures that will be taken to minimise the conflict of interest.
The researcher works at the organization where the study will be conducted. The researcher would not at any stage influence the answers of the respondents. Conflict of interest will be minimized by signing a declaration form and having a formal agreement with the company about the sensitivity of information.
7. Please describe the nature of all contact with participants (e.g. who will have contact with the participants, what will be communicated, how will this be communicated, how will data be collected, what will the role of the researcher(s) and participants be, etc.)
The researcher will have contact with the participants and the communication with the participants will be about the study regarding the objective and importance. The data will be collected through structured questionnaires and the role of the researcher will be to ensure that the participants know why they are completing the questionnaires. The role of the participants will be to truthfully answer the questionnaire.
8. What will the expected direct and/or indirect benefits and risks of this study be for participants?
The study will benefit the employees as the information will be shared with the management which will enable informed decisions to be taken.
INFORMED CONSENT/ASSENT
9. Please provide detail on how informed consent/assent to participate in the research will be sought.
The participant will be made aware of the study when they participate and permission will be requested. They will be made aware that to

participate in the research is completely voluntary.		
10. Will participants be informed on what the purpose of the study is?	YES	X
	NO	
11. Is participation in the study voluntary?	YES	X
	NO	
12. Can participants withdraw from the study if they wish to do so?	YES	X
	NO	
13. Are participants informed that the data will be used for research purposes (i.e. published)?	YES	X
	NO	
If you have answered 'No' to any of the questions above, please explain.		
14. Please explain how confidentiality and/or anonymity will be maintained in the study.		
Respondents will not be required to provide their names when they partake in the study.		
15. Will participants be rewarded or given incentives? If yes, please elaborate on the nature of the reward/incentive and the process to be followed.	YES	
	NO	X

SECTION D*: RESEARCH WITH NO PARTICIPANTS

* This section relates to research that does not involve contact with human participants, including literature reviews, publicly available data, etc.

ACCESS TO DATA			
16. Describe the nature of the data/information that will be used in the study (e.g. a systematic review or secondary data). Where will the data/information be sourced from? Is this data/information publicly available?			
17. Will the study require permission from a gatekeeper/entity/organisation for access to the data/information? If yes, please explain the nature of the access required.	YES		
	NO		
	N/A		
18. In the case of using secondary data, describe how data/information will be obtained from the source.			
SIGNATURE			
By signing this document, I certify that the information provided is accurate and complete.			
Principal investigator		Date	7 October 2020

