

**AN EVALUATION OF THE EFFECT OF THE IMPLEMENTED SIX (6) HUMAN
RESOURCE KEY FOCUS AREAS ON EMPLOYEES' PERFORMANCE IN RELATION
TO SKYTRAX AIRPORT REVIEW RATINGS (2017 - 2019): A CASE STUDY OF
HARRY MWANGA NKUMBULA INTERNATIONAL AIRPORT - LIVINGSTONE**

BY

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**A Dissertation submitted to the University of Zambia in partial fulfillment of the
requirements for the award of a Degree in Master of Science Human Resource
Management**

THE UNIVERSITY OF ZAMBIA

LUSAKA

2024

DECLARATION

I, Margret Mweemba, do hereby declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other Universities. All sources of data used and literature on related works previously done by other, used in the production of this Dissertation have been duly acknowledged. If any omission has been made, it is not by choice but by error.

Signature.....

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APPROVAL

This Dissertation by **Margret Mweemba** is approved as a partial fulfillment of the requirements for the award of the Degree of Master of Science Human Resource Management.

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ABSTRACT

In trying to ensure that they make profits and have good customer service, the Harry Mwaanga Nkumbula International Airport (HMNIA) embarked on a quest to build capacity and motivate its employees by formulating the six HR Key Focus areas in its 2017-2019 Strategic Plan. This study therefore, sought to assess the effectiveness of the implemented 6 HR Focus areas at HMNIA vis-à-vis employees' performance in relation to Skytrax Airport Review Ratings. In conducting the study, the cross-sectional mixed methods equal status research design (QUAN + QUAL) was adopted. The study population was all the 143 members of staff at HMNIA. No sample size was used for this study as the study technique used was the census method. Both primary and secondary data were collected using interviews and questionnaires. The research had an 86.1% response rate. The collected interview data were analyzed to identify themes which were then used to identify trends presented in pie charts, bars, histograms, tables and pictograms. The key findings were that the majority of employees' considered the HR Key Focus Areas to have improved their effectiveness and productivity, and that the top 3 HR Focus Areas where were viewed as positively influencing their job morale were; improving employee skills, improving employee engagement and creating a learning culture. The study further established that 78% of respondents were interested in the Focus Areas and that 58% rated the HR Focus Areas to have had 'above 50% positive impact' on their effectiveness and productivity. Overall, the 6 HR Focus Areas were found to be effective in improving productivity and boosting employee morale especially when coupled with transparent communication with the employees. The study recommended that the small section of respondents who indicated that they had not seen the Focus Areas and the 38% of respondents who said the Focus Areas were not sufficient be addressed by the Human Resources Office through training in workshops, seminars or inductions at joining the company.

Key Words: *HR Key Focus Areas, Employee Performance, Skytrax Airport Review Ratings, Research Objectives, Census Sampling, Motivation, Performance, Organizational Effectiveness, Impact.*

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DEDICATION

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LIST ACRONYMS

HR	:	Human Resource
HRM	:	Human Resources Management
HMNIA	:	Harry Mwaanga International Airport
ZACL	:	Zambia Airports Corporation Limited
ICAO	:	International Civil Aviation
GRZ	:	Government of the Republic of Zambia
IATA	:	International Air Transport Association
ACI	:	Airports Council International
CAA	:	Civil Aviation Authority
COVID 19	:	Corona Virus Disease 2019

CHAPTER 1

INTRODUCTION

1.1 Introduction

In today's world of highly competitive corporate environment, every company regardless of location, type of business or size has to perform better to achieve productivity. The extent, to which an organization achieves its objectives, has become a huge concern according to (Armstrong 2010). This is because for organizations to have sustainable economic growth, its employees need to be motivated, as motivation spurs effectiveness. Further, (Kotter 2016) observed that, it is almost an impossible goal to achieve progress, success, or effectiveness in an organization if its employees are not satisfied, or motivated for the tasks to perform and goals to achieve. As concluded in the research conducted by (Singh 2015), employee motivation and organizational effectiveness go hand in hand, in this context, there cannot be organizational effectiveness without a motivated workforce, nor a motivated workforce without an effective organization. In her research, (Olufade 2019) observed that management is mindful of this relationship between the two variables hence demanding the right balance. (Monzoor 2011) concluded in his study that, organizations should work out and make policies and organizational structures that support employee motivation.

In the recent century, the main concern of the organization is to increase their profit and customer satisfaction. In order to achieve their desired goals, organizations usually send their employees for awareness sessions, trainings and seminars as there are the main assets of the organizations.

Employees were once considered just as an input to the production of the business. Research referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932, changed this way of thinking, (Hasssan 2016). The thoughts that employees are just assets have been changed when the study concluded that employees are not just assets, but that they are the main contributors and effective factors for business production.

Furthermore, the above study found that employees are not motivated solely by money and employee behavior is linked to their attitudes (Olufade 2019).

Motivation is an aspect that is approached by different work levels, from senior to junior levels in the workplace. It is however the manager's role to start the motivation process and open the door for employees to add their inputs on what really does motivate them and it should be a strategy to achieve business goals through their main assets which are people. Furthermore, Gardener and Lambert 1972, defined motivation as 'it is about the moving employees toward doing the job and achieving the goal through rewards. It is for this reason that this study critically assesses the effect of the implemented 6 HR Key Focus Areas on Employee Performance in relation to Skytrax Airport Review Ratings (2017-2019), a case study being Harry Mwanga Nkumbula International Airport.

1.2 **Background to the Research**

ZACL is a public limited company which is wholly owned by the Government of Zambia. It was established in 1989 through an Act of Parliament No. 16 of 1989 through the amendment of the Aviation Act Chapter 444 of the Laws of Zambia which has been repealed and replaced by the Aviation Act No. 5 of 2016. It is also incorporated under the Companies Act Chapter 388 of the Laws of Zambia. The Corporation's mandate is to develop, maintain and manage the four international airports namely Kenneth Kaunda(Lusaka), Harry Mwanga Nkumbula (Livingstone), Simon Mansa Kapwepwe (Ndola) and Mfuwe International Airports and the three strategic aerodromes(Kasaba Bay, Mbala and South Downs - Kalulushi) and seven provincial aerodromes (Chipata, Chinsali, Choma, Kasama, Mansa, Mongu and Solwezi) and provision of Air Navigation services within the Zambia Airspace (ZACL 2019). The Company had an establishment of 810 employees as at end of 2019 of which 143 were based at Harry Mwanga International Airport in Livingstone (Sakala 2020).

Historically, in 2010, the Government of the Republic of Zambia (GRZ) and the Zambia Airports Corporation Limited (ZACL) embarked on a major project to rehabilitate Harry Mwanga Nkumbula International Airport (HMNIA). A total amount of US\$30 million and ZMK40 million was invested by GRZ and ZACL respectively, and the project was commissioned in 2016. Under that rehabilitation project, the airport had a major upgrade

of its infrastructure, which included a new terminal building with an annual capacity of one (1) million passengers. Facilities at the new terminal building included two boarding gates, five (5) club lounges and thirty (30) retail spaces and viewing terraces (ZACL 2019). In its quest to build capacity and also to motivate its employees, the company formulated six (6) key Human Resource (HR) focus areas in its 2017-2019 Strategic Plan. The student was particularly motivated to study Harry Mwanga Nkumbula international Airport because it is situated in the tourist capital of Zambia in Livingstone and that Skytrax ratings mainly play a critical role in the realm of tourism as they offer benefits to both travellers, the tourism industry and the nation at large.

1.2.1 **HR Key Focus Areas: 2017 - 2019**

i) **Improve Employee Skills.**

(Armstrong 2010) described a skill as a learned ability to perform an action with determined results with good execution often with a given amount of time, energy or both. Skills can often be divided into general or specific such as Customer service skills, Leadership skills and Interpersonal skills. ZACL envisioned that with appropriate improved skills, employees would be motivated and have the ability to effectively perform their respective tasks and consequently achieve desired set goals.

ii) **Create a Learning Culture**

A learning culture is an environment that demonstrates and encourages individual and organizational learning and where both gaining and sharing knowledge is prioritized, valued and rewarded. It becomes part of the ecosystem of the organization. (CIPD 2020) observed that it is culture that supports learning at an individual and organizational level and it embeds learning into the way they do things. ZACL management anticipated that individual, team and organizational learning would be embedded into the systems, values and resources of an organization. With a learning culture implemented, the ZACL also anticipated that employees would be more likely to be motivated to transfer their learning back to the workplace and their job. Subsequently, the organizational hopes that with a health working

environment, the whole organization would be impacted positively and be in position to attain its objectives and goals.

iii) **Efficient Utilization of Labour**

Labour according to (Cole 2006), is the amount of physical, mental and social effort used to produce goods and services in an economy. It supplies the expertise, manpower and service needed to turn raw materials into finished products and services. ZACL hoped that through this HR Key Focus Area, it would effectively utilize its labour force so as to increase productivity and have higher profits for more investments. It also envisioned that through increased productivity, there could be improved working conditions, creation of more jobs and higher wages and salaries for its employees.

iv) **Improving Employee Engagement**

(Dobre 2014) described employee engagement as the involvement and enthusiasm of employees. It is the strength of the mental and emotional connection employees feel toward work they do, their teams and their organization. ZACL envisioned that improving employee engagement would bring about a sense of purpose, good communication with fellow workers and leaders and ability to give and receive feedback positively. With this strategy was also hoped that it would make or maintain the organizations' profitability.

v) **Change Management**

Change Management according to (Dobre 2014) is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. Its purpose is to implement strategies for effecting change, controlling change and helping people to adapt to change. Simply put, it is a collective term for all approaches to prepare, support and help individuals, teams and organization in making organizational change. ZACL hoped that with change management, it would help in implementing strategies for effecting desired change, control change and help employees to adjust to change.

vi) **Team Building**

Team building is a management technique used to improve efficiency and performance of the workgroups through various activities according to (Armstrong 2010). It involves a lot of skills, analysis and observation for forming a strong and capable team. With improved team building focus, ZACL expects to improve group performance by improving communications, reducing conflicts, and to generate greater cohesion and commitment among work groups.

Importantly so, despite the above 6 HR Key Focus Areas implemented, HMNIA has not been nominated as one of the airports with ‘best airport staff’ by Skytrax during the period under review (2017 - 2019). The ‘Best Airport staff award’ is a symbol of Excellency to airports exhibiting best customer care, right attitude, friendliness and excellent delivery of service (Skytrax 2022). Skytrax is an international Transport Rating Organization established in 1989 also known as the ‘Oscars of the Aviation Industry’ (Skytrax 2022). Skytrax ratings play a significant role in the realm of tourism as they offer several benefits to both travellers, tourism industry and the destination nation. Key advantages of Skytrax ratings include Quality Assessment, Skytrax ratings provide an objective evaluation of the quality of airlines and airports. Travellers can rely on Skytrax ratings as a measure of overall quality and standard of services and facilities they can expect. Trust and Confident; Skytrax act as a trusted source of information for travellers, especially those unfamiliar with a particular airport or airline. The ratings provide reassurance and instill confidence in tourists, helping them make informed decisions about their travel choice. A higher choice indicates a higher level of service and customer satisfaction. Comparability; Skytrax ratings enable travellers to compare various airports effectively. By having a standardized rating system, tourists can easily assess and compare the quality and performance of different airports based on their specific preferences and requirements. This allows for better decision making when planning trips and selecting tourism destinations. Reputation and Market Competitiveness; Skytrax ratings contribute to the reputation and market competitiveness of airports. A high rating adds to prestige and distinguishes an airport from its competitors, attracting more travellers and positively impacting tourism. Strong ratings

can result in increased passenger numbers, higher customer loyalty, and a stronger position in the market. Industry Recognition; Skytrax ratings are widely recognized and respected within the tourism industry. Being awarded a high rating can enhance the reputation, prestige, and visibility of an airport. This recognition can lead to partnerships, collaborations, and awards further boosting business opportunities and growth.

It is for some of these key reasons that the study was undertaken at Harry Mwaanga Nkumbula International Airport situated in the capital city, Livingstone to assess the effect of the implemented six (6) human resource key focus areas on employees' performance in relation to Skytrax ratings (2017 - 2019). Non recognition of HMNIA as one of the airports with 'best airport staff' could be attributed to the fact that perhaps employees are treated as tools to achieve the set-out goals and mission. Further, it could be attributed to the fact that, employees are not consulted by management on conditions implemented to improve their performance and productivity.

Briefly, in practice, improving employee skill as a human resource strategy does to a large extent increase employee performance. This skills improvement is done by continuous professional development and other internal training programs (Mani 2013). Also, the human resource strategy of creating a learning culture makes employees very free in the work environment which in turn increases performance and productivity among employees. Further, efficient utilization of labour directly and strongly, strengthens employees' performance especially in meeting weekly, monthly, quarterly and annual goals. Likewise, improving employee engagement is solely based on refinement of commitment of employees at the place of work. This includes inter alia; taking part in social events organized by the organization, creating fun filled outside work parties, once a month inviting employees to take a short flight to a resort for lunch and other engagements (Mani 2013). Clearly, the foregoing creates a conducive environment and allows employees to perform to the best of their abilities and in turn increase productivity among employees. Besides, (Mani 2013, Otiende 2020) (Mani 2013) (Otiende 2020) opines that change management as a human resource strategy involves adopting corporate strategies, structures and external conditions and the business environment. This in itself invigorates employee performance as it allows an organization to put up structures and strategies that speak to increased employee

performance. Lastly, (Rehling 2004) argues that team building helps employees develop a bond and helps them understand each other's strengths and weaknesses which end up improving their skills. This team work allows employees to meet set out targets without difficulty and increases employee performance and productivity necessary for organization effectiveness.

Patently, (Monica. 2020) espouses that in all firms, the outlined human resource strategies intend to increase productivity and yet leave out a very fundamental human resource strategy, which is, motivation. In the modern world and modern human resource management, motivation is central to increasing effectiveness of an organization, let alone, productivity of employees. This indicates that management has not put in place a rigorous HR strategy that drives motivation necessary for the much-needed employee effectiveness in the organization and/or increased performance

The human resource strategies employed by HMNIA as briefly outlined increase employee performance and productivity which in turn fosters organizational effectiveness. However, the strategies as outlined implicitly treat employees as tools. Clearly, the human resources strategies increase performance by focusing on ensuring employees contribute effectively to goals and visions of the organization. This is noticeable by way of employee engagements, team building, change management and skills improvement. That is to say, the strategies outlined sharpen skills of employees and creates employee cohesion necessary for high performance but does not go to the route or the bedrock for employee performance such as motivation of employees.

Undoubtedly so, central to having a charged workforce lies in the motivation of employees. More so, a study conducted by (Muhammand 2011), established that employees who are highly motivated and committed to the organization provide excellent quality service to the customer. Further, in order to bring out the best of an employee, motivation plays an imperative role (Ganta 2014). In fact, motivation can also play the role of a stimulator which propels an employee to perform to his/her fullest ability thereby increasing his productivity. Employee motivation has a direct impact on employee performance (Chaudhary and Sharma, 2012). Once an employee is adequately motivated, he/she is ready to spend nearly all time at work and bring out the best ability to in achieving set out goals. Also, organizations can sustain, develop and thrive when

they give more importance and priority for employee wellbeing. However, it has to be taken into account that motivating employees is the biggest challenge that most of the organizations have to face (Ganta 2014). In practice, each employee would be triggered by different motivator drivers to feel a sense of inspiration within their work and achieve their tasks effectively (Ganta 2014). As a matter of fact, motivator drivers can be either in the form of monetary such as bonuses, incentives etc. or in the form non-monetary such as personal triumph and realization. In order to gain short and long term organizational goals and objectives, firms can adopt various motivational strategies and ways. It is with this background that this thesis investigates the impact of employee motivation on organizational effectiveness and to establish motivational factors that motivate HMNIA employees.

1.3 Statement of the problem

The problem is that post implementation of the HR Key Areas of focus at HMNIA; the airport has not been awarded by Skytrax as having the ‘Best Airport Staff’, a symbol of Excellency in service delivery by Skytrax. (Skytrax 2022). Skytrax is an international Air Transport Rating Organization established in 1989 based in London. The awards by Skytrax are regarded as a **quality benchmark** for the world airport industry, assessing customer services and facilities across over 550 airports (Skytrax. 2017). Airports play an active and critical role in the promotion and delivery of products and services in their host cities (Florido-Benitez 2022). They have become not only a landing ground for air transportation, but also a place where economic contributions are generated for the destination’s economy (Bunchongchit 2021). Furthermore, airports are the gateway where tourists enjoy and fulfill their dreams in the desired tourist destination. (Florido-Benitez 2022) in his study observed that the first and last perception of quality in a tourist destination takes place in the airport. The top ten ‘Best Airport Staff’ Skytrax awards recipients in **Africa** for the period 2017 to 2019 were **2017** (O. R. Tambo, Cape Town, King Shaka, Nairobi, Kigali, Johannesburg, Mauritius, Kigali, Casablanca, Windhoek) **2018** (Cape Town, Johannesburg, King Shaka, Port Elizabeth, Addis Ababa, Marrakech, Mauritius, Bloemfontein, Nairobi, Seychelles, **2019** (Cape Town, King Shaka, Johannesburg, Addis Ababa, Kigali, Windhoek, Casablanca). This study, therefore, seeks

to assess the 6 HR Key Focus Areas implemented at HMNIA vis-a-viz employees' performance. The idea is that if HMNIA continues being not one of the airports with the prestigious Skytrax award of having 'best airport staff' despite the organization's adoption and implementation of the six HR key focus areas to enhance its performance to the set international benchmark, the reality may weaken the status of Livingstone City as Zambia's tourist capital which may in turn have fundamental socio-economic implications on national level. This is because air travelers are highly sensitive to service delivery, and absence of assurance that HMNIA is one of the Skytrax ranked airports could weaken the competitive edge globally which would benefit all Zambians who derive economic benefits from the airport being a port of choice for local, business and tourism travel. This observation was also echoed by (Bunchongchit 2021) in her study which revealed that air passengers are mostly influenced by the airport service quality. It is against this background that this thesis holistically assesses the 6 HR Key Focus Areas at HMNIA and show whether or not they affect employee performance and eventually the organizational effectiveness productivity.

Hereunder is the overview of benefits enjoyed by Skytrax awarded airports (Bunchongchit 2021). HMNIA can also enjoy these benefits should its performance and quality of service impress travellers who give feedback to Skytrax's surveys on their experienced services at airports.

Figure 1. Benefits of Skytrax Awarded Airports

Source:<https://www.sciencedirect.com/science/article/abs/pii/S2210539521000717>, accessed on 16/9/2023

1.4 Research Aims

The aim of the study is to assess the effect of the implemented six (6) HR key focus areas on employees' performance in relation to Skytrax Airport Review Ratings for the period (2017 - 2019). A case study of Harry Mwanga Nkumbula International Airport, Livingstone.

1.5 Research objectives

The study suggests the following as research objective and will be arranged in accordance to general and specific objectives;

1.5.1 **Specific objectives:**

The specific objectives of the study are as follows;

- i) To assess the effect of the 6 HR Key focus areas on effectiveness and productivity at HMNIA.
- ii) To determine the perception of employees about the 6 HR Key Focus Areas
- iii) To establish the HR key focus areas which influence employee morale

1.6 **Research questions**

- i) How has the implementation of the 6 HR Focus Areas impacted on the employees' effectiveness and productivity?
- ii) What is the employees perception of the HR 6 focus areas implemented by management?
- iii) Which HR key focus areas influence the job morale?

1.7 **Research Hypothesis**

(Cooper 2014) defines a hypothesis as a supposition or proposed explanation made on the basis of limited evidence as a starting point for further investigation. More so, a hypothesis states a presumed relationship between two variables in a way that can be tested with empirical data.

1.7.1 **Independent and Dependent Variables**

By definition (C. R. Kothari 2016) argues that the cause is called the Independent Variable while the effect is called the Dependent Variable. In light of the foregoing, the independent variable will be performance and productivity that lead to organizational effectiveness.

1.7.2 **Hypothesis**

According to (Lucy Adams., 2017), the rationale for creating hypothesis is to allow researchers to establish a clear study direction and focus on specific relationships, in this instance, the study direction and focus are the HR Key Focus

Areas and Employee Performance indicators. (Luch Adams., 2017) further suggested that hypothesis also help to provide a framework for testing the impact of HR Key Focus Areas and employee performance, and also to determine which Focus Areas are most effective in enhancing productivity. By creating hypothesis, researchers are able to systematically investigate the causal relationships between HR Focus Areas and employees' outcomes, leading to valuable insights for organizations seeking to optimize their Key HR Focus Areas for better performance and productivity.

The following were the testable dissertation hypothesis;

- i) Effective HR Key Focus Areas increase Employees' Performance. The thinking behind this first objective is that employee performance lies in the understanding that HR focus areas include various practices and that when these practices are well designed and implemented, they can lead to high performance and productivity.
- ii) HR Key Focus Areas have no effect on Employees' Performance. The thinking behind formulation of this second hypothesis is that HR Key Focus Areas have no effect on employee performance. It can be argued that this perspective challenge the traditional belief in the direct link between HR practices and employee outcomes. This hypothesis suggests that factors outside HR Focus Areas such as individual differences, external market conditions or organizational culture play a more critical role in influencing employee performance. By testing this hypothesis, researchers can investigate the complexity of the connection between HR Focus Areas and Employee Performance considering alternative explanations and potential limitations of conventional HR approaches in driving workforce productivity and effectiveness.

The foregoing hypothesis were tested against the findings of the study at finality so as to suggest an all-inclusive Human Resource Management Strategy that motivates employees to increase performance and effectiveness in the best interest of the firm or organization.

1.8 Significance of the Study

This study is very important in several aspects as discussed hereunder;

- i) The study has the potential to contribute to **Policy Formulation and Best Practices** at HMNIA and also to any other interested parties in human resource focus areas and employee performance.
- ii) It will contribute to the **generation of Academic and Industry body of knowledge** that future academic researchers, Zambia Airports and other interested parties could use to improve its Human Resource Focus Areas and subsequently improve its employee performance.
- iii) It will contribute to the **Economic Development** of the nation. The economic development of any country hinges on the efficiency and effectiveness of its airports. Airports play an important role in facilitating trade, tourism and connectivity, thus directly contributing to economic growth. This study's focus on understanding the effect of human resource focus areas on employee performance aligns with the broader goal of enhancing the economic contribution of the aviation sector in Zambia. By optimizing employee performance, the organization can offer better services and ultimately attain the prestigious Skytrax awards, and benefit from the numerous benefits attached to the award recipient status.
- iv) It will help in **Regulatory Compliance Assurance**. The Aviation industry operates within a stringent regulatory framework, both at the international and local levels. Globally, the International Civil Aviation Organization (ICAO) creates regulations for aviation, safety, security and efficiency. It also oversees operations of International Air Transport Association (IATA) and the Airports Council International (ACI) (Agustini 2021). Locally, the Civil Aviation Authority (CAA) provides regulatory services to the Aviation Industry and ensures legal compliance and provides safety assurance. The authority also ensures that Zambia complies and domesticates standards developed by ICAO (CAA 2012).

With this huge responsibility of contributing to regulatory compliance assurance, understanding of the appropriate and effective human resource areas which spurs employee performance are a must for HMNIA.

- How beneficiaries will benefit.
 - i) The study will help the organization assess the effect of its human resource focus areas on employee performance.
 - ii) The nation will benefit from the effective and efficient performance of employees arising from appropriate human resource strategies.
 - iii) Future academic researchers will have a source of reference.
 - iv) The study will contribute to the existing body of knowledge.
 - v) The study will help Zambia Airports in its future policy formulation if deemed appropriate.
 - vi) The study may contribute to HMNIA winning the prestigious Skytrax award.
- The benefits of basic research are structured to broadly cover the following purposes according to (C. R. Kothari 2016);
 - i) To gain familiarity to a phenomenon or gaining insight into it.
 - ii) To portray accurately the characteristics of a particular individual situation or group.
 - iii) To determine the frequency with which something occurs or with which it is associated with something else.
 - iv) To test a hypothesis or a causal relationship

1.9 **Research Scope**

The scope of this study on "Evaluation of the effect of the Implemented six (6) Human Resources Key Focus Areas on Employees' Performance in relation to Skytrax Airport Review Ratings (2017 -2019)" was geographically limited to Livingstone, at Harry Mwanga Nkumbula International Airport. Moreover, the paper focused largely on evaluating the organization's 6 key HR focus areas embarked upon and show how the same affected the performance of employees during the period under review at Harry Mwanga Nkumbula International Airport.

1.10 **Limitations of the study**

The researcher encountered challenges of time to successfully complete this research project, given the limited time to undertake the investigations. Also non availability of some respondents to be interviewed or complete the questionnaire due the lean manpower as there were skeleton shifts due to COVID 19 outbreak during the period of the study. Furthermore, the study was conducted at station level and the student had to wait for authority from Head Office in Lusaka. Finally, the student encountered financial challenges to for logistical needs such as money to cover for movements to and from the airport several times as well as purchase of stationery.

1.11 **Operational Definitions**

For the purpose of this study, the following operational definitions will apply;

1.11.1 **Motivation**

Is the term used to describe those processes, both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals, which trigger human behavior according to (Kotter 2016).

1.11.2 **Performance**

Refers the accomplishment, execution, carrying out, working out of anything order or undertaken (Armstrong 2010). Organization refers to the workplace in which performance is required in order to achieve the objectives of its shareholders while Compensating performance (M. Armstrong 2014).

1.11.3 **Employees**

Refers to people working in an organization (Kotter 2016).

1.11.4 **Organizational Effectiveness**

Is defined by (Singh 2015) as the extent to which an organization, by the use of certain resource, fulfills objectives without depleting its resources and without placing undue strain on its members and/or society.

Differently put, it refers to locating targets and attaining them proficiently in a spirited and energetic surrounding.

1.11.5 **Impact**

Refers to having a strong effect on something (M. Armstrong 2014).

1.12 **Chapter Summary**

This chapter introduced the research topic which was ‘An Evaluation of the effect of the implemented six (6) Human Resource Key Focus Areas on employees’ Performance in relation to Skytrax Airport Review for the period (2017-2019), conducted at Harry Mwanga Nkumbula International Airport in Livingstone. The said focus areas were; Improving Employee Skills, creating a Learning Culture, Efficient Utilization of Labour, Improving Employee Engagement, Change Management and Team Building. The statement of the problem was that, post implementation of the said focus areas at HMNIA, the airport had not been awarded by Skytrax as having the ‘Best Airport Staff’ a symbol of Excellency in service delivery by Skytrax, an international organization established in 1989 which assesses customer service and facilities across over 550 airports in the world (Skytrax, 2022). The chapter demonstrated that should HMNIA continue being not one of the airports with the prestigious Skytrax award of ‘best airport staff despite adopting and implementing the said HR key focus areas to enhance its performance to the set international benchmark, the reality could weaken the status of Livingstone city as Zambia’s tourist capital which could in turn have fundamental socio-economic implications at national level, as air travelers are highly sensitive to service delivery and absence of assurance that HMNIA as one of the Skytrax ranked airports could weaken the competitive edge globally which would benefit all Zambians who derive economic benefits from the airport being the choice of local, business and tourism travel. The chapter outlined three research objectives a; to assess the effect of the 6 HR key focus areas on effectiveness and productivity at HMNIA, to determine the perception of employees about the 6 HR focus key areas and to establish the HR key forces areas which influence employee morale. The chapter also discussed the aim of the research and outlined the specific objectives of the research. Research questions which responded to the specific objectives were also formulated. The Independent and Dependent

variables were identified as the 6 HR focus areas and Employee Performance respectively. Significance of the research was said that; the research had the potential to contribute to policy formulation and best practices at HMNIA and also to any other interested parties in human resource areas and employee performance, it will contribute to the generation of academic and industry body of knowledge that future academic researchers, HMNIA and other interested parties could use to improve its HR focus areas and subsequently improve its employee performance. The chapter also stated that the research would contribute to the economic development of the nation, as airports play a significant role in facilitating trade, tourism and connectivity, thus directly contributing to economic growth. Limitations of the study highlighted included challenges of time to successfully complete this research project and financial resources for logistics. This chapter was important as it set the research context, by providing an overview of the research topic, explained the statement of the problem, introduced the aim of the study and highlighted the research objectives, established the significance of the research, demonstrated the limitations and it also helps the readers' to understand the research landscape.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter deliberates on literature in the region; international and local that are similar to the topic under consideration. As per chapter title suggests, this chapter will review the literature that will be cited, showing the similarity or discrepancy and what this thesis intends to do in so far as addressing or filling the gap of knowledge is concerned. By so doing, it will show the knowledge gap where this thesis is founded and highlight the theoretical framework and the conceptual framework. Thereafter, summarize the entire chapter.

2.2 Human Resource strategies (6 HR Key Focus Areas)

The concept of Human Resource Management is the combination of the practices that would ensure the development of the people in the organization gain a competitive advantage. According to (Dobre 2014) human resource management practices go beyond the selection and recruitment of the employees. It entails the activities that would ensure they perform to improve the organization. (Armstrong 2010) provide a standard definition of human resource management as “a strategy of achieving competitive advantage by deploying a competitive workforce”.

(Resael 2022) observed that strategic human resources management is considered a link between human resource strategy and the business strategy of the organization. The goal of strategic human resources is how organizations can use their human resources to improve their competitive performance. Human resource strategies are the decision-making model of human resources system policies in the field of business strategy and competitive strategy.

Distinctive human resource practices shape the core competencies that determine how organizations compete (M. Armstrong 2014). These practices (Human Resources strategies) can make a significant impact on the overall organization's performance through competent employee performances. HR Strategies aim to support programs for improving organizational effectiveness by developing policies in areas such as those implemented by Zambia Airports such as; Improving Employee Skills, Creating a Learning Culture, Efficient Utilization of Labour, Improving Employee Engagement, Change Management, Team Building and generally creating 'a great place to work'.

Hereunder are discussions around studies undertaken on similar HR Key Focus Areas as those for HMNIA;

2.1.1 (Fatma Zerah Tan 2021), observed that competition is no longer about resources accumulated, but the emphasis is now placed more on the actual accumulation and utilization of knowledge within the organization. He was of the view that attention has shifted drastically from just acquiring wealth in the organization to an era where knowledge and learning within the organization becomes more critical and important to the organizational survival and continuous growth. (Armstrong. 2010) regarded Learning and development as the process of acquiring and developing knowledge, skills, capabilities, behaviours and attitudes through experience, events and programs provided by the organization, guidance and coaching provided by line managers and others, and self-directed or self-managed learning activities. He further was of the view that, learning and development was concerned with ensuring that the organization has the knowledge, skilled and engaged workforce it needs.

Further, (Fatma Zerah Tan 2021) considered organizational learning to have a positive relationship between organizational learning and employee effectiveness. He argued that organizational learning impact is encompassing because it affects and influences the effectiveness and efficiency of all the staff at every level within the organization, hence promoting organizational effectiveness.

Learning culture is one of the critical HR focus areas on employee performance as espoused by many authors such as (Armstrong. 2010) and relates with the purpose of this study which is seeking to assess ZACL's Human Resource Key Focus

areas on employees' performance for the period under review which includes 'creating a learning culture'.

2.1.2 (Aigbavboa 2017) noted in their study on improvement of productivity and employee performance that HR strategies or practices played an important role in increasing productivity and employee performance through the effective use of employees and that human strategies motivated employees to perform better. In the same study, (Aigbavboa 2017) also viewed human resource management as an important role in increasing productivity and employee performance through the effective use of the company's most valuable asset, its employees. In addition, (Aigbavboa 2017) suggested that a motivated workforce creates cohesion among employees and this cohesion fosters high performance, let alone effectiveness in an organization. It is therefore critically important that organizations formulate appropriate HR focus areas which help to increase employee's performance and ultimately organizational effectiveness.

2.1.3 (Neha Paliwal Sharma. 2016) opines that Performance Management System Effectiveness (PMSE) is the measure of alignment between employee and organizational objectives. In fact, it is a perception of the correctness of PMSE through the alignment of the employees' and organization's goals; clarity about goals, performance standards and skills/behaviors required at different levels; clear linkage of goals with business needs (e.g., the market potential for sales); performance evaluation against planned standards; proper evaluation of employee strengths; regular feedback about performance; facilitation of employee development; and clear linkage between performance and performance management system outcomes (rewards and recognition). Further, (Armstrong. 2010) proposes that a good performance management process should ensure that the role profiles are updated regularly and the performance review built round an analysis of the results achieved by reference to the key results areas and agreed objectives.

From the above cited literature, it is clear that performance management system effectiveness has a positive ripple effect on realizing organizational goals. The

narrations as advanced by (Neha Paliwal Sharma. 2016)(Sharma, 2016) indicate that there is a positive correlation between a clear HR strategy and performance on theoretical fronts.

2.1.4 Literature by (Boon 2022) suggests that an effective HR strategy can increase company performance. In addition, Corine Boon said that it was important to pay attention in designing effective HR strategies. She proposed that, without good implementation, all effort that goes into designing HR strategies could be a waste of time and money. Corine Boon cites (Nishii and Wright 2021) and (Pucell 2006) as being among the first to break down strategic HRM implementation in different steps.

- i) Intended HRM is the set of HR practices (e.g., 6 HR focus areas)
- ii) Implemented HRM is the set of HR practices as delivered by managers.
- iii) Perceived HRM is the set of HR practices as perceived by employees
- iv) Employee outcomes are employees' reactions to these practices, e.g., employee satisfaction, commitment or their willingness to exert effort.

This source advises that an HR practice that is being implemented goes through each of the above steps. For example, HR designs a new performance management system, then managers deliver the performance management system, and employees experience it. The steps are said to be important because managers may differ in how they deliver the system. Employees may have different needs, preferences and backgrounds. This can also lead to having different perceptions of the same system.

The cited literature does put the concept of HR strategies into perspective by outlining steps concerned in implementing effective strategies. This study shall therefore utilize the knowledge from (Boon 2022) to understand the employees' performance based on the implemented HR 6 key focus areas at HMNIA.

A study on the Relationship between Human Resources Strategies and Organizational Performance based on the balanced scorecard in a public hospital in Iran: across-section by (E. N. Rezaei 2022) was of the view that the impact of Human Resource Strategies on operations in non-financial perspectives (including

learning & growth, customer and internal business process) was greater than the financial perspective. Vermeeren et al. (2016) who conducted a study in 162 Dutch healthcare institutions, showed that human resources management activities and strategies have a positive effect on financial (measure: net margin), organizational (measure: client satisfaction) and human resources outcomes (measure: sickness absence). The impact of human resource activities on non-financial outcomes was much greater than the financial outcomes.

(E. N. Rezaei 2022) showed that there was a strong positive relationship between HR strategies and Organizational Performance. Based on (E. N. Rezaei 2022)'s observations, HRS affected the Organizational Performance in non-financial dimensions more than financial performance. In addition, training and development strategy, staff compensation and reward strategy, and recruitment strategy had the strongest relationship with Organizational Performance respectively. To improve hospital performance, the development of HRS (especially training and development, compensation, and recruitment strategies) can be used by hospitals.

(E. N. Rezaei 2022)'s stand point supports this study to a great extent. Of the strategies (focus areas) implemented at HMNIA, the study will have to locate the non-financial and financial strategies to identify motivation aspect as well as the relationship with the organizational performance.

2.1.5 (Sajid Hussain Awan 2020) noted that motivated employees will increase the capability of the organization to achieve its mission, goals and objectives and that motivated employees will feel having a strategic partnership with the organization and their commitments and loyalty will increase from day to day.

The cited literature resonates with the purpose of this thesis except it does not expressly highlight factors that motivate employees. It however, belabored to outline that indeed, motivated employees are usually charged to deliver and meet the set-out goals and missions. It is against this backdrop that this study seeks to provide exhaustive knowledge on the

factors that motivate employees after assessing the 6 HR Focus Areas at HMNIA.

2.1.6 (Matsuo, Finding Impossible talents 2019) noted that a positive work culture and a good organization climate help bring effective results to a company. By using this strategy (improving the work culture), it is possible to increase employee productivity and engagement as well as create an environment conducive to innovation. However, (Matsuo, Finding impossible talents 2019), suggests these benefits are only achieved with employee motivation and performance. This literature resonates well with the aim of this study which seeks to assess the organization's 6 HR key focus areas, includes creating a learning culture and how the same affected the performance and productivity during the period under review.

2.1.7 (Sajid Hussain Awan 2020) noted that motivated employees will increase the capability of the organization to achieve its mission, goals and objectives. Motivation will also engage all to build a strong organizational culture. Further (Sajid Hussain Awan 2020) indicated that motivated employees will feel as having a strategic partnership with the organization and their commitments and loyalty will increase from day to day.

The cited literature resonates with the purpose of this thesis except it does not expressly highlight factors that motivate employees. It however, belabored to outline that indeed, motivated employees are usually charged to deliver and meet the set-out goals and missions. It is against this backdrop that this study seeks to provide exhaustive knowledge on the factors that motivate employees after assessing the 6 HR Key Focus Areas implemented at HMNIA.

2.3 Types of Human Resources strategies

It is obvious that there is no HR strategy (focus area) that is applicable to all organizations or industries. In order to design successful HR strategies for your own

organization, it is critical to first analyze your industry, map your customer base, analyze consumer/customer needs, analyze competition and ascertain competitive advantage of your product/service has over competition. (M. Armstrong 2014), observed that there are several variations of HR strategies, but that there are basically two types of HR strategies which can be identified as; (i) overarching or general strategies and (ii) specific strategies relating to the different aspects of human resource management. Overarching strategies describe the general intentions of the organization about how people should be managed and developed and what steps should be taken to ensure that the organization can attract and retain the people it needs and ensure that employees are committed, motivated and engaged. Further Armstrong detailed that specific HR strategies set out what the organization intends to do in areas such as talent management, continuous improvement, resourcing and employee relations.

Discussed hereunder are studies in relation to general and specific strategies;

2.3.1 The study by Schrita Osborne and Mohamad S. Hammoud on Effective Employee Engagement in the Workplace (S. O. Hammoud 2017) did establish that engaged employees deliver improved organizational and individual performance than those with disengaged employees. Schrita Osborne and Mohamad Hammoud also suggested that improved employee engagement is a byproduct of leaders who have a direct relationship with employees.

Employee engagement is critical to any organization. Dedicated and meaningful work enables employees to realize how valuable they are with the organization as affirmed by (S. O. Hammoud 2017).

2.3.2 (Huselid 1995) suggested that a set of human resource practices, also known as high performance work systems (HPWS) were strongly related to turnover. He further argued that human resource practices influence employee skills through the acquisition and development of a firm's human capital. Further, Huselid observed that the effectiveness of even highly skilled employees can be limited if they are not motivated to perform, however, he added that human resource management practices can affect employee motivation by encouraging them to work both harder and smarter. This literature contributes to this study in that

HMNIA has to assess the motivation levels of its employees as it assesses its performance in relation to organizational effectiveness and productivity.

- 2.3.3 (Hakoola 2020) suggested that HR practices/activities do have a relationship with employee performance and productivity. One such HR activity is the reward system which (Hakoola 2020) said can be rewarded to meet target productivity levels, and that the reward gave an opportunity to the manager to formally recognize good employee performance. Reward opportunities encourage staff to be creative and innovative.

Performance appraisal leads to improved productivity and that performance reviews focused on employee contributions to the organizational goals. Appraisals give an opportunity to staff to express their ideas and expectations for meeting the strategic goals on the company.

(Moraa 2019) suggested that the ideal performance appraisal was a format (process) not a form (specific instrument). It was a process that involved setting expectations between the supervisor and the subordinate and having the subordinate perform to achieve the expectations of appraising and feeding back the results, and applying the results of the assessment in way that benefit the organization, the supervisor and the subordinate involved. In most companies, appraisals are carried out occasionally, usually yearly on some standard rating scale. The product of the appraisal process, which are sets of ratings, could play a pivotal role in enhancing organizational effectiveness and have been used in a variety of context (Ilgen Daniel R. 1993).

- 2.3.4 Implementing and supporting teams in an organization needs considerable organizational change and consideration of many issues (Fapohunda. 2013). Fapohunda Tinuke further observed that the entire organization ranging from the team members, supervisors, managers, the organizational structure, culture work processes, methods and social relationships are affected. Actually, Fapohunda Tinuke concluded his study by stating that the depth and scope of the changes implies that team building and implementation is a lengthy process presenting many challenges. However, the (Fapohunda. 2013) was of

the view that the benefits are enormous and those implementing teams have no plans to revert to their previous structures.

Like (Fapohunda. 2013)'s research, this thesis was inquisitive to assess how the team building Focus Area contributed to employee performance and ultimately to the organizational goals during the period under review.

2.3.5 (E. N. Rezaei 2022) noted that in order to improve hospital performance (especially in non-financial perspectives), the development of human resource strategies (especially staff training and development strategy) needed to be noted by hospital managers. This was observed in their study of the relationship between human resources and organizational performance in hospital in Iran.

The suggestion by (E. N. Rezaei 2022) spells out human resource strategies that can increase organizational performance to include inter alia; staffing, requisite staff training, development, strategy, reward and compensation strategy. This shows with clarity that in order to increase organizational performance, quite a number of strategies are to be used interwoven. Owing to the fact that HMNIA has set out the HR 6 key focus areas and performance has remained relatively unchanged, this dissertation seeks to examine the HR 6 key focus areas at HMNIA in relation to employee performance and organizational effectiveness and productivity.

2.4 Impact of Human Resources Strategies on Employee Performance

The assumption underpinning the practice of HRM is that people are the organization's key resource and organizational performance largely depends on them (Armstrong. 2010). If therefore an appropriate range of HR strategies and processes are developed and implemented effectively, then HR would make a substantial impact on the employee performance and subsequently the firm performance. As further observed by (Armstrong 2010), there are strategies for managing performance to develop a high-performance culture and achieve increased organizational effectiveness, better results for individuals

and teams, and higher levels of skill, competence, commitment and motivation. Human Resource strategies are a continuing responsibility for managers and team leaders.

This study is evaluating the effect of the 6 HR Key Focus Areas which are essentially Performance Management strategies, as they are forward looking and developmental. The focus areas are a framework in which management can support team members rather than dictate to them and its impact on results can be much more significant if regarded as transformation rather than as appraisal process.

Hereunder are similar studies undertaken regarding implemented similar HR focus areas;

2.4.1 A study by (Alzoubi 2019) did reveal that each human resource practice has a role in the build up to the performance of the organization. The study used forty organizations within the United Arab Emirates to establish investigation for the relation between human resource management strategies and organizational performance. 108 employees and 40 managers from the forty organizations were interviewed. The results showed a positive impact of human resource strategies and practices on the organizational performance.

When a standard is created that employees can easily access and compare their performance to, accountability is raised and overall productivity improves. In addition to ensuring a safe and positive work environment, HR policies help a company confirm its compliance with regulators such CAA, IATA and ACI. Through this study therefore, HMNIA shall identify the focus areas which mostly motivate employees to perform better and subsequently increase compliance to regulators for better ratings as an efficient and safe destination.

The above cited literature resonates well with this study; though this study shall go a step further to establish the impact of HR strategies on the employee performance as well.

2.4.2 A study carried out by (Eddy 2010) sought to study the expectations and priorities of young employees. They found that this category of workers rated opportunities for career advancement as the most desirable work-related attribute followed by good people to relate to and opportunities for good training and

development. According to these researchers, surprisingly, pay, benefits and job security were ranked in the middle behind career advancement.

The literature cited above opines that age determines what factors motivate employees and to the young employees, the cited literature indicates that the possibility of career advancement and continuous development is motivating for them. This is seconded by pay, benefits and job security. Undoubtedly so, the cited literature resonates with the purpose of this thesis, however, this thesis seeks to assess the impact of the 6 HR key focus areas (age excluded) which are also hoped to boost employee performance

- 2.4.3 (Francis 2008) undertook a study (The Effect of Human Resource Practices on Organizational Performance: Evidence from Greece) to establish how human resource management practices contribute to organizational performance. The Human Resource practices analyzed were job security, compensation policy, extensive training and information sharing. The result provided support for all HR practices except for job security. Selective hiring was found to be a key practice that improved organizational performance. Compensation policy, information sharing, decentralization of decision making and extensive training were significant predictors for all performance variables.

The above literature undoubtedly supports this study in that it established that HR strategies support organizational performance. For an organizational to perform satisfactorily, it means the employees are performing as expected. Therefore, assessing the HR strategies as implemented at HMNIA is critical so as to assess if employee performance was enhanced by the 6 HR key focus areas.

- 2.4.4 Further, an article by (Freudenberg 2022) defined High-performance work systems as system which created an environment in a business that allows an employee greater involvement and responsibility. He further stated that employees are seen as valued partners of the business which makes it possible to create and maintain competitive advantage of the commitment of the employees to help the business succeed. The major benefit of adopting a high-performance work system is an increase in business and productivity and efficiency. Key

features of high-performance work systems are that employees benefit from having a voice, being well trained, are more motivated and committed, feel more secure in their roles, are carefully recruited, are better compensated and perhaps privy to key information.

The literature revealed that employees in organizations that have implemented High Performance Work Systems are motivated and committed. The key benefit of HPWS was revealed to be an increase in business productivity and efficiency. The positive impact revealed from the study on HR strategy (HPWS) is similar to the purpose of this study which is seeking to assess the impact of the HR strategies implemented at HMNIA. Similar to this study, high performance work systems are implemented to trigger employee performance.

- 2.4.5 (Hisam 2018) undertook a study to understand the Impact of Teamwork on Work Performance of Employees: A study of Faculty Members in Dhofar University. The research study revealed that teamwork, leadership and structure, team trust and performance appraisal and rewards have a significant and positive impact on the performance of faculty members in Dhofar University. The study also revealed that there was a significantly strong relationship between the set of four independent variables and dependent variable of employee performance. Teamwork was to found to be the most significant independent variable having the most significant impact on performance followed by trust among team members, effective leadership in the team and proper system of performance appraisal and rewards. There is a strong connection between teamwork and the level and quality of productivity and occupational performance in workplaces as indicated by this study.

Aviation industry depends so much on teamwork; it is one essential skill that helps in enhancing organizational and individual employee performance in the airports. This study is therefore very connected to the purpose of this paper which is assessing the effect of the various HR strategies implemented at HMNIA, teamwork included. The paper shall go an extra mile to investigate the other strategies implemented and establish whether, put together they are motivating enough to enhance employee performance.

The reviewed literature above has laid down concrete evidences about Human Resources Strategies once implemented by organizations to help boost the employee performance levels. Several HR practices such as Recruitment and selection, Training and Development, Performance Appraisal, Reward and Recognition, Organizational environment, Employee Engagement and Training to achieve their respective targets and goals.

A human resource strategy is the plan that a business creates to manage its human capital in a way that aligns with the company's overall mission, goals and future aspirations. HR strategies are designed to improve transparency and govern workplace behaviors (Employers 2022).

Human Resource practices can enhance firm performance when they are internally aligned with one another to manage employees in a manner that leads to competitive advantage. HR practices can create value for a firm when the individual practices are aligned to develop critical resources or competencies.

After HR strategies are undertaken such as training employees, it is best that employees should be encouraged to perform at their best by providing compensation and benefits that raise morale and motivation and providing a fun space to recognize your staff for their hard work and contribution to the company.

2.5 Impact of Human Resources Strategies on Employee Effectiveness

As suggested by (Nigel Quenole and Jonathan Ferrar., 2017), Employee effectiveness refers to the ability of an individual employee to perform their job duties and responsibilities successfully and efficiently. It encompasses the extent to which an employee meets or exceeds job performance expectations, achieves goals and targets, and contributes positively to overall success of the organization. Employee effectiveness is often measured by various performance indicators such as meeting deadlines, productivity levels, quality of work, and problem solving skills (M. Armstrong 2014). Effective employees are those who consistently demonstrate high levels of competence, motivation and engagement in their work leading to positive outcome for both the individual and the organization

HR Key Focus Areas have a significant impact on employee effectiveness in an organization. By implement effective HR strategies, organizations can create a positive work environment, improve employee engagement and motivation and enhance overall performance.

Hereunder are some of the example in which HR strategies can impact employee effectiveness;

i) **Recruitment and Selection**

Human Resource strategies that focus on attracting and selecting the right talent for the organization can have a direct impact on employee effectiveness. By hiring employees who are a good fit for the job and the organization, HR can ensure that employees are able to perform their roles effectively and contribute to the overall success of the organization (Armstrong 2010).

ii) **Training and Development**

Human Resource strategies that prioritize employee training and development can help employees acquire the skills and knowledge they need to perform their jobs effectively. By investing in employment development, organizations can improve employee performance, increase job satisfaction and reduce turnover (Deressax 2019).

iii) **Performance Management**

Effective performance management process can help employees understand their roles and responsibilities, set clear goals and receive feedback on their performance. HR strategies that focus on performance management can help employees improve their performance, identify areas for development and achieve their full potential (Armstrong 2010).

iv) **Employee Engagement**

HR strategies that prioritize employee engagement can have a significant impact on employee effectiveness. Engaged employees are motivated, productive and committed to work, leading to better performance and outcomes for the organization (Dobre 2014).

In summary, HR strategies play a crucial role in shaping the employee experience and driving the employee effectiveness in an organization. By implementing effective HR

strategies, organizations can create a positive and productive work environment that enable employees to perform at their best.

2.6 Conceptual Framework

A conceptual framework is a written or visual representation of an expected relationship between variables. Variables are simply the characteristics or properties that research intends to study and it is developed based on literature review and the theories of the study.

The interrelated variables under discussion are HR strategies (HR key focus areas) and employee performance. HR practices/strategies are a unique but connected set of activities, functions and processes designed to attract development and sustain the organization's human resources (Ahmad 2021). There are several HR strategies which organizations can use to improve/influence employee performance in order to meet its pre-defined and acceptable standards while efficiently and effectively utilizing available resources. Organizations need to develop well-structured HR practices to align management of employees with organizational structure. This study is focused on the HR practices (HR key focus areas) implemented at HMNIA namely; improved employee skills, improving employee engagement, creating a learning culture, change management, efficient utilization of labour and team building (ZACL 2019). The concept of employee performance is critical as it is an indicator of an organization's ability to achieve its organizational goals effectively (Ahmad 2021). It entails meeting pre-defined and acceptable standards while efficiently and effectively utilizing available resources in a constantly changing environment. Employee performance is a key resource for achieving organizational goals (Monica Indrayanti Simanjorang 2016). For success of a department, it needs employees to perform well in a close coordinated manner using appropriate HR strategies such as team building, employee engagement and employee skills.

Focusing on the HR strategies implemented by HMNIA, the interrelationship with the employee performance variable is hereunder discussed;

Team building is a critical HR strategy in the current business climate the world over and at Zambia Airports (HMNIA) in particular. The organization is looking to team-based structures to stimulate further improvement in quality of service. As observed by (Fapohunda. 2013), a team is a group of people working towards a common goal. It is an integration of resources and inputs working in harmony to achieve organizational goals, where roles are prescribed for every organization member, challenges are equally faced and incremental improvements are sought continually. Through teambuilding activities, trust and acceptance is developed and employees feel comfortable working together and staying longer at the organization. Teams create about a synergy by bringing about gains in individual productivity and efficiency. The relationship between this particular HR strategy and employee performance is that, since trust and acceptance is developed with co-workers, the employee feels happy and motivated and their performance is improved. Employee engagement strategy is a vast concept that touches almost all parts of human resource management facets and the key to improving performance (Sandhya. 2010). It is interwoven significantly with the other strategies under investigation. For an employee to be engaged, studies have discovered that employees have to feel valued in the organization (Sajid Hussain Awan 2020). When an employee is engaged, she/he is aware of her/his responsibility in the business goals and motivates others alongside for achieving the organizational goals (Yousel Alsafadi 2020). Strategies such as teambuilding helps to make employees feel valued, a learning culture also helps in giving employees feedback and a two-way type of communication all in the long run help to create employee engagement. The interrelationship is therefore that an engaged employee is happier, feel valued and more productive hence a high performer.

Mastering change management is a key skill for this 21st century (Robert. 2008). This is because to survive change and prosper, organizations must adopt strategies that realistically reflect their ability to manage multiple future scenarios (Robert. 2008). Once change is properly management, all structures and teams remain intact, meaning that communication will be good, production/service delivery will be improved and stress will be well managed. Employees will continue enjoying a conducive working environment; hence employee performance as a result of this change management strategy will be improved generally.

Any organization that ignores change does so at its own great risk, this is because the world is now full of changes. For example, the world recently struggled with changes brought up by the COVID 19 epidemic and organizations who had the ability to manage change switched to ways and means which made up continue with their respective business in the midst of the scourge.

An improved employee skill is nowadays a critical issue that every organization has to deal with. It is a must for organizations to increase its employee productivity and efficiency levels to maximize their work outputs (Abu. 2021). Equipping employees with skills is one way of ensuring that employees are aligned to their duties, and have the competencies required to undertake their tasks satisfactorily. This strategy is therefore directly interrelated to employee performance as it helps to enhance the competencies for improve performance.

Efficient utilization of labour entails allocation employees appropriately according to their competencies, personality trait and the correct numbers. Once there is efficient utilization of labour, employees are happier as stress is managed by them doing the correct jobs with correct manpower, more productive as their roles are properly matched. This strategy is therefore related directly to employee performance which ultimately is positively affected.

The concept of learning is merging from personal learning to organizational learning. As learning is indispensable for individuals, it is likewise important for the growth of organizations. (Muhammad Ehsan Malik 2011) did establish in his study on “Impact of motivation to learn and job attitudes on organizational learning culture in a public service organization” that a good learning culture will not only help employees to show high level of performance but also keep those good employees in the organization. A service organization such as Zambia Airports can only achieve long term success with the help of some qualified, satisfied, committed and motivated employees and supportive leaders (Muhammad Ehsan Malik 2011). The same researcher did further establish that organizational learning culture is significantly and positively related to satisfaction, organizational commitment and job involvement. The learning culture focus areas (HR strategy) are related to employee performance in that it gives the employee satisfaction,

organizational commitment and job involvement which are drivers to improved performance.

This above discussion has therefore put together the relationship between the two variables (HR 6 Focus Areas and employee performance) through various literature which demonstrated that all the 6 HR focus areas under investigation are directly related to improved employee performance.

Table 1. Summary of interrelationship between Focus Areas and Contribution to Employee Performance

Name of HR Strategy	Contribution to Employee performance
Employee Skills	Meet organizational standards, cut down replacements, improves performance.
Learning culture	Improves employee morale and motivation. Shows employees are valued.
Employee engagement	Increases profitability, decreases turnover, happier employees, less absenteeism, more profitable.
Change management	Improved communication, increased productivity, reduced stress and improved decision making.
Team building	Better problem solving skills, increased innovation, improved job satisfaction, increased collaboration, and team friendship
Efficient utilization of labour	Skills matched for better results, less stress, high productivity, less wastage of raw materials, better planning, require less supervision

2.6.2 Operationalization of the Conceptual Framework

It is assumed that appropriate HR strategies help to enhance employee performance. The relationship of the two variables is illustrated in Figure 2.

In operationalizing the conceptual framework, the study identified the key concepts which were, the 6 Key Focus Areas and Employee Performance. According to (Gary Dessler., 2020) Human Resource Strategies can include Change Management, Team Building, Improving Employee Engagement,

Creating a Learning Culture and Effective Utilization of Labour among other. Employee Performance according to (John Storey., 2021) can be measured in terms of productivity, job satisfaction, engagement absenteeism and turnover. The study then applied its set objectives, and developed research questions based on the conceptual framework and specific questions to test the hypotheses.

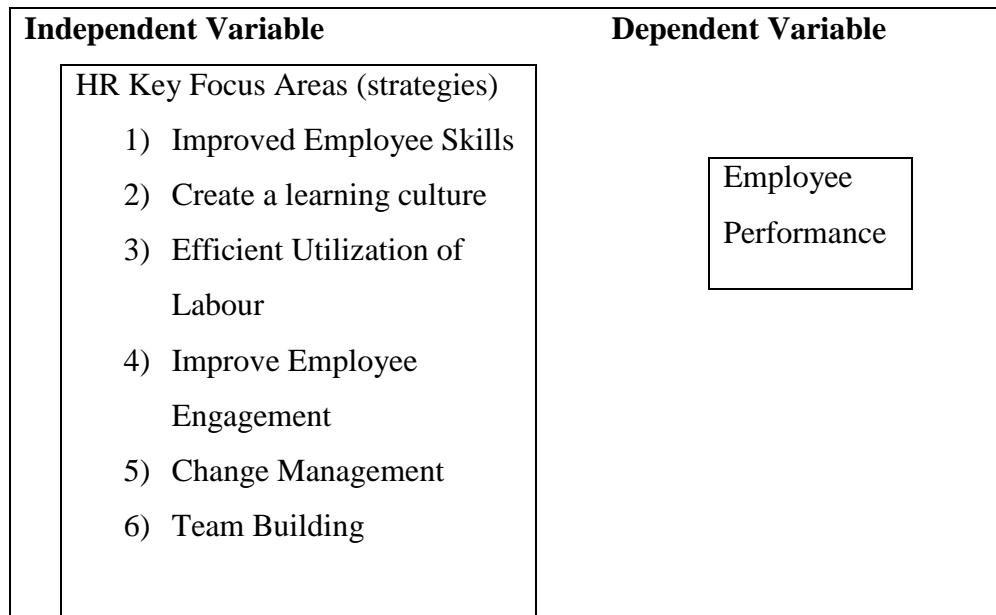
Below were the objectives for the study;

- i) To assess the effect of the 6 HR Key focus areas on effectiveness and productivity at HMNIA.
- ii) To determine the perception of employees about the 6 HR Key Focus Areas
- iii) To establish the HR Key Focus Areas which influence job morale.

The study then established the relationship between HR Key Focus Areas and Employee Performance using the following hypothesis;

- i) Effective HR Key Focus Areas increase Employees' Performance.
- ii) HR Key Focus Areas have no effect on Employees' Performance.

Figure 2. Conceptual framework



Source: Author (2023)

The general knowledge from literature is that HR practices are interrelated and do have an impact on employee performance. They essentially have a positive effect on the performance of employees. It is however important to note that organizations select appropriate HR strategies to support the identified areas which need to be addressed.

The highlighted human resource management strategies outlined above shows that there are quite a number of motivation strategies that if included in the HR strategies, a significant impact on effectiveness, let alone, productivity can be recorded.

2.7 Theoretical Review

Essentially, the theoretical framework is based on the theory or theories on which the thesis will be anchored. The identified theories are those in line motivation in relation to human resource strategies and employee effectiveness and/or productivity. To this end, the thesis will be predicated on two distinct motivational theories which explain conceptually the relationship between HR strategies and employee performance. The two motivational theories relevant and necessary to human resource strategies and employee performance to be discussed in this study are, Equity Theory of Motivation and Maslow's Theory of Needs.

2.7.1 Equity Theory of motivation

Equity theory is the perception of equitability and in equitability. It was developed by John Stacey Adams in the 1960s (Abdelghafour Al-Zawahreh. 2012). The basic principles of equity theory boil down to how employees compare themselves with others in terms of two things; input (effort) and outcomes (rewards) according to (Reginald 2012). Likewise, (Abdelghafour Al-Zawahreh. 2012) did establish in their study that equity theory is considered to be one of the most valid frameworks to understand human attitudes and motivations. Importantly to note is that equity theory helps us understand about what motivates employees, therefore, the more organizations understand the model the more they can do something to attract and retain great employees, hence making workplaces more productive places. It is also critical to note that, when employees perceive that the balance between input (what they contribute to the organization) and

output (rewards they receive) is out of alignment, their behavior changes. (Madi 2012).

According to the theory, when employees think their work situation is unfair, they (consciously or unconsciously) do what they can to return it to a state of fairness. Feelings of inequity lead employees to adjust how they work. The research conducted by (Reginald 2012) illustrates that when employees feel distressed from inequity, they may react in one or all of the following ways. Firstly, they may restrict their inputs to a level they believe is consistent with the outcomes they receive. Secondly, they may meet with their supervisors to verbally negotiate a better deal, meaning they will struggle to find a balance between work and reward. And/or thirdly, the distress of feelings of inequity may cause some employees to quit the organization.

Similarly, the research conducted by (Ogolo John Ibinwangi. 2016) concluded that fair and just treatment are major factors that motivate employees in organizations. It revealed that when organizations take cognizance of these factors to be done and actions to be taken to motivate employees, by giving employees the best possible rewards they expect, it will lead to high job performance and also reduce employee turnover.

The study undertaken by (Abdelghafour Al-Zawahreh. 2012) also established that equity theory has characteristics such as prediction of performance, work satisfaction, construct validity, utility, that is able to predict performance and work satisfaction, and feasibility, which is the problem of the individual who will respond to inequality stimulation and who will not.

Furthermore, a study conducted by (Reginald 2012) established that equity theory can be used to measure how satisfied employees are in their jobs. The model is therefore relevant to this study in that it can be used to measure the study's objectives such as how satisfied employees are after assessing the effectiveness of the HR focus areas on effectiveness and productivity, their behavior after finding out the perception of employees about the focus areas and to finally measure how satisfied employees are after establishing the HR focus areas which influence employee morale.

In addition, employee performance is an important factor to be considered by any organization as its success or failure depends to a large extent on job performance of the individuals working for the organization (Ogolo John Ibinwangi. 2016). In view of this finding as well as other conclusions from other various studies cited, it can be safely concluded that Equity Theory is relevant and a necessity to this study as it helps to explain employee behavior and provide them with the possible factors that might decrease or increase efficiency and employee performance, which is directly in line with the purpose of this study which seeks to generally assess the effect of the HR strategies on employee performance.

2.7.2 Maslow's theory

The psychologist Abraham Maslow development a theory that suggest that human beings are motivated to satisfy five basic needs. The needs are arranged in a hierarchy. (Tanner 2022) states that Maslow's theory suggests that we seek to satisfy the lowest level of needs first. Once this is done, we seek to satisfy each higher level of need until all the five needs are satisfied. In the research undertaken by (Reginald 2012), it was illustrated that Maslow's theory has five levels of needs namely; Physiological needs which are basic issues of survival such as salary, stable employment and working environment, Security needs involving stable physical and emotional environment issues such as benefits, pension, safe work environment, and fair work practices, Belongingness (Social) needs which are social acceptance issues such as friendship or cooperation on the job (promoting group working across teams), Esteem needs which are positive self-image and respect and recognition issues such as job titles, nice work spaces and prestigious job assignments as well as Self-Actualization needs which are achievement issues such as workplace autonomy, challenging work, trainings, secondments and opportunity for promotion. (Tanner 2022). The simple idea of Maslow's Hierarchy of needs is that needs are constantly changing, as one need is met, the desire for the other needs sets in. Maslow's theory speaks to this study, in that as management decides on the HR strategies to implement in order to enhance employee performance, due consideration should be made to ensure that

appropriate HR strategies are selected to fit with the level of needs which can motivate respective employees to perform.

It should however be noted that modern motivation has evolved from Maslow's Hierarchy of needs alone. Maslow's theory has been observed to be unrealistic when considering everyday reality, and that it focuses on meeting needs and fulfilling growth potential reflects an individualistic, self-obsessed outlook that is part of the problem faced by society rather than a solution (Saul Mcleod 2022). Nonetheless, this motivation tool remains important and can help HR professionals achieve many organizational goals such as improving employee skills, creating a learning culture, team building and improving employee engagement.

In another research conducted by (Jerome 2013), it was established that human resources management was considered to be very important in organizations, and that theories to motivate employees to perform more efficiently and effectively were critical as they enhanced employee performance. (Jerome 2013)'research highlighted Maslow's theory as one such theory which HR practitioners should rely on when dealing with employee's behaviors. Jerome's study concluded that Maslow's hierarchy of needs theory is still important and relevant in today's business organizations, more so to every organization that seek to obtain success and excellence. He advised that any attempt to shy away from practical application of hierarchy of needs theory will affect negatively the organizational culture, human resource management and employee performance.

In practice, Maslow's Need Hierarchy is used by several organizations to design HR strategies to respond to needs organizations wish to cure to improve employee performance (Baker and Hart, 2008). Fulfilling Maslow's hierarchy of needs directly impacts jobs satisfaction (Herrity 2022) which in turn improves employee performance. Applying Maslow's Hierarchy in the workplace brings along the following benefits according to the findings of research undertaken by (Paichitrojjana 2021); (Huma Parveen. 2017).

- Employees feel safe and secure at work
- It inculcates team spirit

- It improves the management capabilities of those at the higher level
- Increases the employee retention rate because they feel wanted
- It increases the overall productivity across all organizational levels

Most of the above benefits established by (Paichitrojjana 2021) are actually similar to the HR strategies HMNIA implemented with a view of enhancing employee performance. Therefore, Maslow's theory supports the purpose of this study in assessing the effectiveness of the HR focus areas, establishing the perception of employees about the HR and to also establish the HR focus areas which influence employee morale.

Motivation as a concept as observed by (Reginald 2012) is always considered largely related to job performance and productivity. The more motivated the employee, the better the employee performance. Employee performance is an issue that has received wide attention in literature and research due to its importance since every organization aims to achieve higher performance (Jerome 2013). It is critical that HMNIA endeavors to understand this theory which has high potential to increase employee performance. Likewise, the study undertaken by (Reginald 2012) revealed that theories developed on motivation are believed to be practical in helping leaders to give a positive influence in productivity of the organization. Maslow's Need theory is therefore relevant, necessary and applicable to HR strategies and employee performance variable understudy, as it will help HMNIA management to give a positive influence by implementing appropriate strategies which can increase employee performance.

In summary, both theories (Maslow's theory and Equity theory of motivation) play a crucial role in understanding employee motivation, job performance, and the design of effective HR strategies within organizations. By considering these theories, organizations can create a work environment that meets employees' needs, enhance motivation, and ultimately improve performance and productivity. In the researcher's view, Maslow's Theory is the base for this study, as it follows hierarch in terms of satisfying needs, which the student feels if such a system of satisfying needs was followed, employees would be more productive and effective. In this case, management should ensure that employees' skills are

improved so that organizational standards could be met, cut down on replacements and improve performance. With improved skills, it is expected that employees' morale and motivation would be improved as employees would feel valued. Next in hierarchy would employee engagement from a happy workforce which would increase profitability, decrease turnover, less absenteeism and more profitability. High morale would most likely help in team building, resulting in better problem solving skills, increased innovation, improved job satisfaction and increased collaboration among teams. Lastly, with the matched skills, the organization would have better results, less stress among the workforce, high productivity, less wastage of raw materials, better planning and they workforce would require less supervision.

2.8 Review of related Literature

From the literature reviewed, it is evident that a lot of studies have been done on the Human Resource interventions or strategies. However, most of the literature which is easily accessible is from outside of Zambia, there seems to be a gap on local empirical literature review on the Effect of Human Resource Strategies (HR key focus areas) on Employee Performance in Zambia. This study shall therefore save as a local resource on the subject matter. Literature reviewed by this researcher also revealed that there was no standard set of HR strategies outlined to solve similar challenges.

The concept of employee engagement was discussed by (S. O. Hammoud 2017). The study was on "Effective Employee Engagement in the workplace" it did highlight the importance of employee engagement to any organizational. The study revealed that disengagement and engagement was related to the concept of Self Determination Theory (SDT) in that an employee's behavioral state is a key driver of motivation to demonstrating behavior at the professional and personal levels. The study further revealed that the engagement level of employees affects the productivity of an organization, and that the motivational level of an employee is related to job satisfaction. From the aforesaid, it does not add much value to discuss employee engagement without discussing factors that motivates an employee towards work as well as understanding the job contents of employees. This study shall therefore endeavor to discuss the

motivational factors needed to achieve employee engagement together with the job evaluation aspect, so as to understand the satisfaction level of the jobs being performed. (Fatma Zerah Tan 2021) observed in his study that attention has shifted drastically from just acquiring wealth in the organization to an era where knowledge and learning with the organization becomes more critical. The study discussed the above strategy but there should have been an indication of the type of knowledge which is desired for the given organization, which gap this paper shall endeavor to tackle. The study by (Aigbavboa 2017) underscored the fact that human resource management plays an important role in increasing productivity and employee performance through the effective use of the company's most valuable asset, its employees. The study also discussed HR strategies as an aspect which improves employee morale. The specific types of motivation factors were however not discussed. The study by (Hisam 2018) on the "Impact of Teamwork on Work Performance of Employees: A study of Faculty Members in Dhofar University" did reveal that teamwork, leadership and structure, team trust and performance appraisal and rewards have a significant and positive impact on the performance of faculty members in Dhofar University. However, despite working strategies in place, the environment and management support has the strongest impact on job performance, while adaptability and intrinsic motivation directly affect job performance (Chatzoglou 2018). The literature from (Fatma Zerah Tan 2021), observed that, in today's business world, competition is no longer about resources accumulated, but the emphasis is now placed more on the actual accumulation and utilization of knowledge within the organization. The study however omitted to specify the kind of knowledge which employee should have in order to function satisfactorily. Lastly, most literature cited established that the HR strategies were helpful in boosting employee and organizational performance; however, there seems to be no standard set of HR strategies which should be regarded as a must for performance to be effective. Likewise, there seems to be no bench marks for the type of operating environment i.e., type of supervisors for employees to be functional. This study shall therefore endeavor to assess HMNIA work environment as well.

2.9 Chapter Summary

This chapter focused on reviewing literature and theoretical frameworks related to this research topic. The main topics covered in the literature review were the concept of Human Resource Strategies in general, types of HR strategies, impact of HR strategies on Employee Performance and impact of HR strategies on Employee Effectiveness. The chapter also reviewed the theoretical framework of the two major theories considered relevant to this research; Maslow's Theory and Equity Theory of motivation. Conceptual framework which showed the relationship between the two variables, Independent and Dependable variables was discussed. The chapter also showed that Malsow's theory and Equity theory of motivation play a crucial role in understanding employee motivation, job performance, employee effectiveness and the design of effective HR strategies with organizations. This chapter was important as it guided the study by providing a theoretical foundation and guiding the research questions and hypothesis. The reviewed literature will add to the body of knowledge for policy formulation and better the HR practices at HMINA at for any other interested parties in the subject matter.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter discusses the approach used in the research design and execution of the study which includes description of the procedures and methods of data collection and analysis. It also describes the research design, the study area and sample selection, data collection procedures, data analysis and ethical considerations. Research Triangulation is a method of validating data and ensuring reliability and validity of data. (Donald R 2011).It ensures that there are checks and balances in the data. Data was validated by using interviews, observations and abstractions in this study. Thereafter, a summary of the chapter was laid down.

3.2 Research Approaches

The study adopted across-sectional mixed methods equal status research design (QUAN + QUAL). The decision to adopt an equal status is that none of the two methods have more weight than the other during the course of the research at the data collection level, as well as the diffusion of results ((Bentah 2015). A mixed methods study was selected because the research desired to triangulate with a view to ensure convergence of evidence (Creswell 2011)

3.3 Selected Research Methodology

The study techniques used was the census method which is a systematic method that collects, analyzes and reports data from all members of a population (Kothari, C.R. and Gang,W. 2014). The census is alternately known as a complete enumeration survey method. This sampling technique was preferred because of its reliability and accuracy.

3.4 Area of Study

The study was undertaken at Harry Mwaanga Nkumbula International Airport (HMNIA) in Livingstone. It is one of the airports maintained and managed by Zambia Airports Corporation Limited.

3.5 **Study Population**

The study population was all the 143 members of staff at Harry Mwaanga Nkumbula International Airport, in Livingstone.

3.6 **Sampling Method**

A sample is the representation of given population and it is worth if it actually represents the population (Kaur 2021). It is a small portion of the target population selected using some systematic procedures for study (cooper & Schindler 2014). It reflects the population as a whole i.e., it is a true reflection of the population and it is important in achieving the objective of making an inference about a population from a given sample.

Sampling is the process of selecting representative elements from a given population that will form a sample, while a sampling frame is a list comprising of all the units of the sample of a given population (Kothari, C.R. and Gang,W. 2014). This study used a census approach and applied probability sampling technique. The census approach which according to (C. R. Kothari 2016) is a complete enumeration of all items in the population was preferred. It is presumed that in such an inquiry when all items are covered, no element of chance is left and the highest accuracy is obtained. This method is suitable when the study population is small or manageable and therefore there is no need of using a sampling survey. According to (Cooper 2014), in a census method, a researcher resorts to 100% inspection of the population and enumerate each and every activity, therefore, it provides more accurate and exact information as compared to the sample enumeration, which involves drawing a representative and adequate fraction of the population.

Sampling Techniques are broadly divided into two categories namely; probability sampling which involves random selection, allowing you to make strong statistical inferences about the whole group and Non-probability sampling which involves non-random selection based on convenience or other criteria (Kothari, C.R. and Gang,W. 2014).

Since the researcher needed to get input from all employees in this study, the census method was preferred, as it would enable the researcher to investigate the whole population of employees.

However, in cases where a researcher cannot collect data from all cases due to time limitation or resources to analyze the entire population, they apply the sampling techniques to reduce the number of cases (Hamed 2016). Mr. Hamed, illustrated the sampling techniques as follows;

3.6.1 Clearly define target population

The first stage in the sampling process is to clearly define the target population. The target population for this research was all the 143 employees of HMNIA.

3.6.2 Select sampling frame

A sampling frame is a list of the actual cases from which sample will be drawn. It must be representative of the population.

3.6.3 Choose sampling technique

Taking a subset from a selected sampling frame or entire population is called sampling (Bentah 2015). It can be used to make inference about a population or to make generalization in relation to existing theory. In general, sampling techniques are divided into two categories called;

- Probability Sampling, and
- Non-probability sampling

This study used the census approach which is complete enumeration of all members in a population.

3.6.4 Determine sample size

Sample size determination is the essential step of research methodology. It is an act of choosing the number of observers to include in a statistical sample. Sample size determination helps in increasing the quality of evidence-based research (Kaur 2021).

In order to generalize from a random sample and avoid sampling errors or biases, a random sample needs to be of adequate size. Optimum sample size determination is required for the following reasons according to (Kaur 2021);

- To allow for appropriate analysis
- To provide the desired level of accuracy
- To allow validity of significance test, etc.

This study used the census approach. Its sampling frame was all the 143 employees who in terms were distributed as; 2 management employees, 13 supervisors and 128 general staff (Sakala 2020) working at HMNIA.

3.7 **Sample Size Formula**

A sample is a small proportion of the target population selected using some systematic procedures for study (Cooper 2014). According to (Zikamund 2013) a sample is a subgroup of the population. The use of a sample enables a researcher save a lot of time and money and gets more detailed information (Lohr 2014). A sample reflects the population as a whole; it is a true representative of the population.

A sample size in research is the number of observations or replicates to be included in a statistical sample. The sample size is important in achieving the objective of making an inference about a population from a given sample. (C. R. Kothari 2016) declared that, the sample size does not influence the importance, or quality of the study and that there were no guidelines in determining the size.

Since this study used the **census approach** which had to systematically collect, analyze and report data from the entire population of the 143 employees (Sakala 2020) at HMNIA, no sample size was determined. Data was collected, analyzed and reported from the whole population of 143 employees where a response rate of 123 respondents was achieved translating to a response rate 86.1%.

3.7.1 **Data Collection Techniques**

The purpose of data collection procedures is to provide the framework for a uniform, accurate record system. According to (C. R. Kothari 2016) data is defined as information obtained in the course of study. (Fink 2019) identified Surveys, Interviews, Observations, Experiments, Focus Groups, Case Studies and Document Analysis as some of the Data Collection Techniques.

Hereunder are brief discussions of some of the data collection techniques by (Kothari, C.R. and Gang,W. 2014);

i) **Document analysis**

This technique involves examining existing documents, records or artifacts to gather information relevant to the research question.

Documents analyzed can include written texts, images, videos or other forms of media.

ii) **Surveys**

Survey involves asking a set of questions to participants in order to gather information. Survey can be conducted through various methods such as online surveys, paper surveys or phone interviews.

iii) **Interviews**

Interviews involve one-on-one or group discussions with participants to gather in-depth information about their experiences, perspectives or beliefs. They can be structured, semi structured or unstructured depending on the research objectives.

iv) **Observation**

Observations are about directly observing and recording behaviours, interactions, or events in natural setting without interfering with or influencing the participants. Observations can be conducted in person or through video recordings.

This study collected data through the survey technique which involves asking a set of questions from participants. A questionnaire composed of semi structured and open-ended questions was used as the response format for the variables. The questionnaire was administered to all participants. An Interview Schedule which is basically a set of questions which are asked and filled by an interviewer in a face-to-face situation with another (Shirazi 2018) was also used to collect data.

In a similar study, literature by (Luenendonk 2019) revealed that an interview schedule is nothing but a list of questions which are necessary to test the hypothesis.

This study adopted a structured interview schedule presented as Appendix E.

3.8 **Data Collection Instrument**

This comes after identifying the target population, sampling frame, sampling technique and sample size (Kaur 2021). It is the process of gathering and measuring information on

variables of interest in an established systematic fashion that enables one to answer stated research questions, test hypothesis and evaluate outcomes. It is one of the most important stages in conducting research. A researcher can have the best research design but if she/he cannot collect the required data, then the research project cannot be complete. It starts by determining what kind of data is required followed by the selection of a sample from a certain population (Kabir 2016).

Data collection is the process of gathering the desirable information carefully, with least possible distortion, so that the analysis may provide answers that are credible (Huma Parveen. 2017). Another researcher, (Dillaway 2017) opines those techniques/methods used in gathering data must be accurate and systematic. More so, instruments used for data collection allows the researcher to collect information that is needed for the research topic.

This research relied on a self-made questionnaire as data collection instrument as well as the interview schedule; the questionnaire was based on closed ended questions. Structured questionnaire is questionnaire in which the questions asked are precisely decided in advance. The questionnaires were in line with the research objectives and were delivered to HMNIA. The questionnaire was given to individual respondents when they reported for work, and asked to fill it out. Those who were busy and declined for the interview as scheduled by the researcher, an arrangement was reached for them to fill in the questionnaire at their convenient time. Some respondents requested that the researcher leaves the questionnaire to be left behind, or they go with it home or and that the researcher would be contacted when to go back to pick completed questionnaire.

3.9 **Primary Data**

Primary data is information that is collected first-hand by researchers according (Kothari, C.R. and Gang,W. 2014). Primary data can be collected through surveys, interviews, observations, experiments and other methods. Primary data is considered original and unique as it is directly collected by the researcher for the intended purpose. As observed by (Bentah 2015), it is considered more valuable than secondary data as it is collected for a specific purpose and is more accurate and relevant to the research question. Authors such as (Donald 2011) noted that a researcher can control the primary data collection

process, so as to ensure data quality, minimize the numbers of missing values, and assess the reliability of the instruments. This research depended on questionnaires and observations and interviews for its primary data.

3.10 **Secondary Data**

Secondary data is existing data collected for another purpose that another researcher can use to answer research questions (Cooper 2014). Authors such as (Creswell 2011) observed that working with secondary data has several advantages such as being less expensive to collect as compared to primary data, and that it takes less time to collect secondary than primary data. Secondary data also eliminates the worry of informed consent as data is already available (C. R. Kothari 2016).

However, (C. R. Kothari 2016) observed that there are issues in using secondary data as outlined below;

- i) Data collected may not facilitate particular research question or information regarding study design
- ii) Data collected may partially lack depth.
- iii) Certain fields or department for example experimental programs may place less value on secondary data analysis.
- iv) Often requires special techniques to analyze statistically.

3.10.1 **Data Analysis Techniques**

Data analysis is defined as a process of cleaning, transforming and modeling data to discover useful information for decision-making (Islam 2020). It involves performing certain calculations and evaluation in order to excerpt relevant information from data results. The motive behind data analysis is to present accurate and reliable data.

Secondary data analysis which is a term used for re-analysis of previously collected and analyzed data is one of the widely used data collection techniques (Punck. 2005). This study used steps similar to primary data analysis by identifying the data-set and thorough evaluation of the collected data, and presented both qualitatively and quantitatively, as both methods were a necessity

for this study which needed to report both by description and by numbers. A solid presentation of survey results assists to easily spot trends, identify important indicators and arrive at the correct conclusion. Therefore, this study utilized Microsoft Excel to a large extent to generate tables, bars, pie charts and graphs which were considered to be one of the most visually appealing study data analysis tools (Cornell 2022).

Likewise, research conducted by (Prokopova. S. 2011), concluded that high-quality data analysis and level of gained information stands on background of all correct manager decisions. Data analysis is in fact a process (Crewell 2009) which involves identifying why you need the data first, that is collecting the relevant data from sources such as surveys, interviews and questionnaires, cleaning the data as not all the data you collect is useful, analyzing the data with the help of qualitative and quantitative data analysis methods such as content analysis and narrative analysis; and measures of central tendency and measure of frequency respectively, to form relevant conclusions and interpreting the data results and coming up with courses of action based on the findings.

Since this study intended to make inferences about a population by examining a sample; the census methodology was preferred. It was inductively built from specific to general. A specifically defined questionnaire was used to collect data from participants on site at HMNIA. Interviews and data from both primary and secondary sources were also used in this study. After the survey data was collected, the raw data (questionnaire, both primary and secondary data) were organized and prepared for data analysis by transcribing interviews, categorizing questionnaire responses by sorting and arranging data into different types using appropriate data analysis techniques. Quantitative data collected was analyzed using the Descriptive statistics methods such as Measures of Frequency methods and Measures of Central Tendency. These quantitative methods were preferred because they were able to analyze numerical data. For example, measures of frequency counted how many employees were aware of the existence of the HR strategies what percentage thereof, in general the technique showed how often a response was given. The measures of central tendency were as well used to show

the mean, median and mode, it helped the study to demonstrate the distribution by various responses and also show cased the most commonly indicated response. This was done by reading through all the data to get a general sense of the information and to reflect on its overall meaning.

The next step involved coding data into themes and descriptions. Coding is a process of organizing material into chunks or segments of text before bringing meaning to information (Crewell 2009). Thereafter, the study stated how the description and themes were represented in the qualitative native. Interrelated themes/descriptions were batched together. Lastly, the study made interpretations or meaning of the data. Numbers were also extracted from all sources of data used and arranged to get meaning for interpretation purposes. Therefore, both qualitative and quantitative methods were preferred in this study as both narrations and statistics were needed to analyze the data results. Further, qualitative design was preferred because data was collected at a natural setting (HMNIA) where the issue or problems was under study.

The study begun with quantitative questions first, because the responses to these questions were based on statistics which could easily be analyzed and conclusions from the data drawn. For Qualitative data, nominal scales which do not have numerical values and are mainly used to analyze the preferences will be used to classify qualitative data such as “do you enjoy working for HMNIA?” Ordinal scales which rank options based on the order of preferences, such as “tick your best top HR focus areas” were used for this study.

3.10.2 **Validity of Research Instrument**

Validity of a research instrument refers to its ability to measure what it is supposed to measure (Cooper 2014). There are several types of validity as highlighted hereunder;

- i) **Face validity** refers as to whether the instrument appears to measure what it is supposed to measure.
- ii) **Content validity** is where the instrument measures the full range of aspects of the concept or phenomenon.

- iii) **Construct validity** refers to whether the instrument measures the theoretical concept or construct it is intended to measure.
- iv) **Criterion validity** refers to whether the instrument can predict the outcome or behavior it is intended to predict.
- v) **Convergent validity** determines where the instrument measures the same concept or phenomenon as other instruments.
- vi) **Discriminant validity** refers to whether the instrument measures a unique concept or phenomenon and not something else.

In ensuring the validity of the research instrument in this particular research, the following procedures were undertaken;

- i) The HR Key Focus Areas at HMNIA were clearly defined.
- ii) Literature review extensively analyzed the key theories on Maslow's Theory and Equity Theory of motivation on understanding employee motivation, job performance and the design of effective HR strategies within an organization. By thoroughly considering these theories, appropriate instruments were developed.
- iii) The research instrument developed was tested on a small group of participants to test its validity.
- iv) More than one method was used to measure the concept. Both qualitative and quantitative methods were used to measure the phenomenon. Data was analyzed qualitatively for interview schedules and quantitatively for questionnaire.
- v) Use of statistical methods is one of the methods used in validating the research. This research used descriptive statistics which refers to collecting, organizing, analyzing, and summarizing data sets in an understandable format, like charts, graphs, and table. This method helped to make a data set presentable and eliminated complexity to help analysts to understand the research. The research also used the census approach to determine the sample

size. This method ensured that the whole population of HMNIA employees were included in the research

3.10.3 Reliability of Research Instrument

Reliability of research instrument refers to its ability to consistently measure the concept it is intended to measure (Saunders 2019). Aspects of reliability of instrument include the following (Islam 2020);

- i) **Internal consistency** refers to how well do the individuals items or questions in the instrument correlate with each other.
- ii) **Test-Retest reliability** refers to how consistent the results are when the instrument is administered multiple to the same participant.
- iii) **Inter-Rater reliability** refers to how consistent the results are when different researchers or raters score or code the data.
- iv) **Factor Analysis** refers to a statistical method to identify underlying factors or dimensions in the instrument.
- v) **Item Analysis** is an examination of individual items or questions to ensure they are functioning as intended.
- vi) **Pilot Analysis** refers to trying out the instrument with a small group of participants to identify issues and improve reliability.
- vii) **Revison and Refining** is making the changes to the instrument based on feedback and results to improve reliability.

In ensuring that there was reliability of the research instrument used, the following activities were undertaken in this research;

- i) The instrument used was tried out with a small group of participants to identify issues with a view of improving reliability.
- ii) The individual questions were examined to ensure they were functioning as intended.
- iii) Some interview questions were paraphrased and asked more than once to the same participants to check for consistency.

- iv) The instrument used in the research was shared with HR experts in matters HR strategies and performance effectiveness to ensure reliability and effectiveness.
- v) Extensive literature review was undertaken to establish that the instrument was reliable and has been used effectively in similar past studies.
- vi) The research ensured that data was analyzed for inconsistency or errors that could impact reliability negatively.

3.10.4 Ethical Consideration

Ethical consideration in research are essential to ensure that the rights, dignity, and well-being of research participants are protected (C. R. Kothari 2016). Significant key ethical considerations in research include informed consent, confidentiality, privacy, minimization of harm, respect for participants, fairness and equity and compliance with regulations. By adhering to these ethical considerations, researchers can conduct their studies in a responsible and respectful manner, while upholding the integrity of the research process. Briefly discussed hereunder are some of the ethical considerations as suggested by (Cooper 2014);

i) **Informed consent**

This means that participants must be fully informed about the purpose of the study, potential risks and benefits as well as their rights must be explained before agreeing to participate in the research. Participants should have the freedom to withdraw from the study at any time without consequences.

ii) **Confidentiality**

This ethical consideration dictates that researchers must ensure that the data collected from participants is kept confidential and that participants' identities are protected. Data should be stored securely and only accessed by authorized personnel.

iii) **Privacy**

Privacy means that participants have the right to privacy, and that researchers should take steps to minimize intrusion into their personal lives. This includes obtaining consent for audio or video recordings and ensuring that participants are not identifiable in any published results.

iv) **Minimization of harm**

This entails that researchers should take steps to minimize any potential harm or discomfort to participants. It includes ensuring that the study procedures are not physically or psychologically harmful.

v) **Respect for Participants**

This ethical consideration entails that researchers should be treat respondents with respect and dignity, acknowledging their autonomy and individuality. This includes avoiding deception, coercion or manipulation in the research process.

vi) **Fairness and Equity**

Researchers should ensure that all respondents are treated fairly and equitably, regardless of their background, beliefs, or characteristics. This includes discrimination and ensuring that participants have equal opportunities to participate.

vii) **Compliance with Regulations**

Researchers must comply with ethical guidelines and regulations set by relevant authorities. These guidelines are in place to ensure that research is conducted ethically in accordance with established standard.

To ensure implementation of the ethical principles, the researcher provided with written information about the purpose of the study, the potential risks and benefits and informed the participants of their rights. Participants were assured that data collected would be kept confidential and that their identities would be protected and only accessed by authorized personnel. Written consent was obtained from the participants before commencement of the research. All participants were treated with respect and dignity during the period of the study.

3.10.5 Survey Response Rate

Survey Response Rate is the number of participants who agreed to take part in a research (Cooper 2014). These participants are taken from the original sample. The survey response rate is calculated by taking the number of responses returned and dividing it by the number of responses multiplying the number of responses returned issued.

In reality, most researchers never achieve 100 percent response rate due to reasons which include refusal to respond, ineligibility to respond, inability to respond or the respondent has been located but researchers are unable to make contact. Response rate is important because each non response is liable to bias the final sample.

Out of the 143 assessed respondents for this research, the researcher was unable to collect 20 questionnaires from respondents who had various reasons for failure to participate in the study giving a total of 123 valid responses representing a response rate of 86.1% ($123/143 \times 100 = 86.1\%$). According to (Kothari, C.R. and Gang, W. 2014), a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response rate of 70% and over is excellent. Therefore, the response rate of 86.1% from this study is considered excellent for analyzing and reporting.

Table 2 hereunder illustrates the Survey Response Rate for this research.

Table 2. Survey Response Rate

	Target	Response	Response Rate (%)
Total	143	123	86.01%

Source: Field data, 2023

3.11 Chapter Summary

This chapter explained the methodology used to collect and analyze data. Data was collected using questionnaires, interviews and observations. The chapter also articulated how the collected data was analyzed which was basically qualitative for the interview schedule and quantitative for the questionnaire data. Reliability and validity was observed to ensure credibility and trustworthiness of the study by using appropriate research designs, pilot testing of the questionnaire used, establishing clear operational definitions and ensuring that data collection procedures were standardized, by being transparent and consistent across all participants. Ethical considerations were addressed by ensuring that there was informed consent, confidentiality, privacy and minimizing harm. This chapter was critical as it showed how the research was conducted. Data collected using this methodology was presented and analyzed in chapter 4.

CHAPTER 4

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the results of the research which aimed to assess the effect of the implemented 6 HR Key Focus Areas on Employees' Performance in relation to Skytrax Airport Review Ratings (2017-2019: A case of HMNIA in Livingstone. The research objectives which guided the research were; to assess the effect of the 6 HR Focus Areas on effectiveness and productivity at HMNIA, to determine the perception of employees about the focus areas and to establish the HR key focus areas which influence employee morale. The significance of the research lies in its potential to assess the effectiveness of the focus areas and give guidance on the best HR strategies which would ultimately help HMNIA to receive the prestigious Skytrax award and spur tourism and development in Livingstone in particular and Zambia in general. Data was collected using questionnaires and interviews. This chapter is important as the findings presented will provide insights into the implemented focus areas.

4.2 Biographical Information of the Respondents

The Biological Information of Respondents' section of the research identifies the main information about the characteristics of the respondents depending on the relevance of the information needed. The researcher sought to find out the distribution of the respondents according to their Gender, Age Group, the Category of the participants' Position, the highest Education attained by the respondents and the participants' Work Experience. The aim was to figure out any tendency from the respondents' profile that was directly connected to the variables (HR Focus Areas also known as HR strategies and Employees' Performance) of the study.

4.2.1 Gender of Respondents

The researcher intended to discover the gender of the study respondents. The section was important because researcher had to establish if both male and female respondents were included in the study.

Table 3. Gender for Respondents

Gender	Number of Responses	Response Rate
Male	92	75%
Female	31	25%
Total	123	100%

Source: Field Data, 2023

The findings in Table 3 established that 92 of respondents were male as compared to 31 female respondents representing a rate 75% and 25% respectively. The researcher attributed this finding to the existing gender gap in employment at Zambia Airports in particular and the Zambia as a national at large which is predominantly dominated by the male gender. The national gender gap trend discovered by a study conducted by the Ministry of Labour and Social Security in 2021 which established that Zambia had more male employees as compared to female employees (Ministry of Labour and Social Security 2021).

Figure 2. Gender for Respondents

Source: Table 3 -Distribution of Respondents by Gender

4.2.2 **Distribution of Respondents by their Age Group**

The researcher aimed to establish the age groups of the study respondents. This was important because it had to be established if the sample used was well distributed in terms of age and could therefore give information representing all age groups in the study.

Findings presented in Table 4. below revealed that the majority of the respondents 42% were between the age group 31 and 40 years, and the least age group were those above 50 years at 15.44%. The findings also indicate that the sample used by the study was well distributed in terms of age, as all ages in the organization were represented.

Table 4. Respondents by Age Group

Age group	Frequency	Percentage
20 - 30 years	23	19%
31 - 40 years	52	42%
41 - 50 years	29	24%
Above 50 years	19	15%
Total	123	100%

Source: Field Data, 2023

Figure 3. Respondents by Age Group

Source: Table 4. Distribution of Respondents by Age Group

Figure 4.2.2 demonstrates the age groups of respondents with the highest age group being between 31 - 40 years and the least being those above 50 years.

4.2.3 Distribution by Category of Respondents' Position

The researcher sought to establish the position category of respondents. This was important because the study had to ensure that all categories were represented in the survey. Finding shown in Table 4.2.3 below established that all categories were represented in the research. The highest positions represented according to the findings was that of 'Clerical' at 90% and the least represented was that of 'Managerial' at 2%. This finding was important as it established that all the categories of positions were included in the study.

Table 5. Category of Respondents' Position

Category	Frequency	Percentage
Managerial	2	2%
Supervisory	10	8%
Clerical	111	90%
Total	123	100%

Source: Field Data, 2023

Figure 4. Category of Respondents' Position

Source: Table 5. Distribution by Category of Respondents' Position

4.2.4 Distribution of respondents' highest educational level attained by Respondents

The researcher sought to establish the highest education level of the respondents who participated in the study. Table 4.2.4 below shows the distribution of respondents' highest attained educational level of educational. This section was important because the researcher had to establish if the respondents were knowledgeable and able to give valid and reliable information regarding to focus areas and performance at HMNIA.

Table 6. Respondents' highest attained educational level

Respondents' highest attained level of Education		
Qualification	Frequency	Percentage
Masters	2	2%
Degree	19	15%
Diploma	41	33%
Certificate	61	50%
Total	123	100%

Source: Field Data, 2023

From Table 6, the study found out that the majority of the respondents had certificate qualification at 50%. Further, 33% had diploma qualifications. The finding acknowledged the fact that respondents were knowledgeable enough and would thus provide valid and reliable information pertaining to the 6 HR key focus areas on employees' performance at (2017 -2019) at Harry Mwanga Nkumbula International Airport being investigated.

Figure 5. Respondents' highest attained Educational level

Source: Table6. Distribution of respondents' highest attained Educational Level

4.2.5 Distribution by respondents' Working experience

The researcher further wanted to discover the working experience of the respondents. This was necessitated by the revelation by previous studies that indicate that there is a strong relationship between working experience and employee performance.

Table 7. Respondents' work experience

Work experience	Frequency	Percentage
Over 25 years	5	4%
Between 15 and 24 Years	22	18%
Between 10 and 14 years	38	31%
Less than 9 years	58	47%
Total	123	100%

Source: Field Data, 2023

Findings discovered that the majority of respondents had worked for the organization for less than 9 years at 47%, and the least work experience was at 4% for respondents who had over 25 years work experience. However, cumulatively 53% of respondents had worked for the organization for over 10 years. The researcher therefore resolved that most respondents had sufficient experience with regard to HR strategies (focus areas) previous implemented and would therefore give credible information to the focus areas implemented for the period under review for this study.

Figure 6. Respondents' work experience

Source: Table 7. Distribution by respondents' working experience

4.3 Research Findings Presentations

Research Findings are hereunder presented according to the set specific objectives namely; to assess the effect of the 6 HR key Focus Areas on effectiveness and productivity at HMNIA, to determine the perception of employees about the 6 HR Key Focus Areas and to establish the HR Key Focus Areas which influence employee morale.

4.3.1 Impact of the implemented 6 HR Key Focus Areas on Respondents Effectiveness and Productivity

In line with the first set specific objective of the study, this section aims to assess the effect of the 6 HR key focus areas on effectiveness and productivity. The objective will be achieved by investigating; respondents' interest in the focus areas implemented, assessing the respondents' opinions on how the focus areas were implemented and adopted, rating the impact the focus areas have had on the respondents' effectiveness and productivity and measuring the major impact the key focus areas have had on the respondents' effectiveness and productivity.

4.3.1.1 Distribution of Respondents' interest in the implemented HR Key Focus Areas

The study measured the respondents' interest in the HR focus areas implemented by investigating the interest by ticking, *yes, no or have not seen any*, on the predetermined answers. The importance of the section was to address second specific objectives of the study which sought to assess the effect of the focus areas.

Table 8. Respondents' interest in the HR Key Focus Areas implemented

Respondents' interest in HR Focus Areas implemented	Frequency	Percentage
Yes	86	78%
No	9	7%
Have not seen any	18	15%
Total	123	100%

Source: Field Data, 2023

The findings in Table 8, indicate that the majority of respondents at 78% were interested in the implemented HR focus areas, followed by 15% of respondents who said had not seen any of the focus areas while the least number of respondents at 7% responded said that they were and no interest in the HR focus areas. Having the larger number of respondents

indicating respondents who were interested in the implemented HR focus areas, gave comfort to the study that the findings would be credible. The 15% response of ‘have not seen any’ could be given the benefit of those who have been in the organization for less than 9 years and could have not actively participated the focus area implementation stage.

Source: Table 8 - Distribution of respondents’ interest in HR focus areas implemented

4.3.1.2 Distribution of Respondents’ opinion on how well the HR Key Focus Areas were implemented and adopted

This section intended to establish the opinion of the respondents on how they felt the HR focus areas were implemented. Findings are shown on Table 9 below. The intention was to measure the impact in terms of interest on how they viewed the implementation and adoption of the focus areas.

Table 9. Respondents’ opinion on how the HR Key Focus Areas were implemented

Respondents’ Opinion	Frequency	Percentage
Well-Implemented and adopted	87	69%
Not-well-Implemented and adopted	36	31%
Total	123	100%

Source: Field Data (2023)

The findings revealed that the majority of the respondents at 69% said that the HR focus areas were “Well-Implemented” while 31% said the HR focus areas were “Not-Well-Implemented”.

Figure 7. Respondents' opinion on how the HR Focus Areas were implemented

Source: Table 9. Distribution of the respondents' opinion on how the HR focus areas were implemented.

4.3.1.3 Distribution of the respondent's opinion on how they rate the impact of the HR key focus areas on their productivity and effectiveness.

This section intended to establish the opinion of the respondents on how they rated the impact of the focus areas on their productivity and effectiveness. The importance of the section was to rate the impact of the focus area on the respondents' performance.

Table 10. Respondents opinion on how they rate the impact of the focus areas on their effectiveness and productivity

Rating	Frequency	Percentage
Above 50% Positive Impact	69	56%
Below 50% Positive Impact	33	27%
No impact	21	17%
Total	123	100%

Source: Field Data, 2023

The finding revealed that 56% of the respondents stated that the HR focus areas had “Above 50% Positive Impact”, and least frequency of 17% said the HR focus areas had “No Impact”. This result gives an impression that the HR focus areas generally had an impact on the employees' performance in general.

Figure 8. Respondents rating of the impact of the HR Focus Areas on their Effectiveness and Productivity

Source: Table10. Respondents’ opinion of the impact of HR key focus areas

4.3.1.4 Distribution of the respondents’ response on what the major impact the HR Key Focus Areas have had on their Effectiveness and Productivity.

This section sought to establish the major impact of the focus areas on the respondents’ effectiveness and productivity. The importance of the section was to investigate the focus areas which had the major impact in their performance.

Table 11. Respondents' responses of the major focus areas on their Effectiveness and Productivity

Focus Areas	Frequency		Total Response	Percentage	
	Agree	Disagree		Agree	Disagree
Better execution of my duties because of my Improved Skills.	98	25	123	80%	20%
Increased levels of motivation because of the heightened transfer of knowledge sharing both at the workplace and my job due to the Learning Culture HR focus area	90	33	123	73%	27%
Improved effectiveness and productivity because of Efficient Utilization of Labour strategy	72	60	123	55%	45%
Feel more connected to ZACL and my job because of Employee Engagement strategy.	96	27	123	78%	22%
Able to adjust to change better due to Change Management HR focus areas	77	56	123	58%	42%

Enhanced group performance and improved communication with colleagues because of Team Building strategy.	78	45	123	63%	37%
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Source: Field Data, 2023

Findings revealed that the 80% of the respondents agreed that the focus areas provided better execution of their duties because of their improved skills and 78% agreed that they felt more connected to the organization because of employee engagement strategy. The next major impact from the findings was increased levels of motivation because of the heightened transfer of knowledge sharing both at the workplace and their job due to the learning culture and that respondents were able to better adjust to change due to change management provided by the HR focus areas which was scored at 73% for each of the focus areas. The least impact from the focus areas was at 58% and 55% on ‘able to adjust to change better due change management strategy and ‘improved effectiveness and productivity because of efficient utilization of labour strategy. Enhanced group performance and improved communication with colleagues because of ‘team building strategy’ was rated 63%. The trend on the two least impact providing focus areas could be attributed to less appreciation by respondents as they both speak communicating and working with fellow employees.

4.3.2 Perception of the Implemented 6 HR Key Focus Areas on respondents

In line with the second specific objective of the study, this section sought to determine the respondents’ perception of the implemented 6 HR key areas. The study established the perception by; asking the respondents if they were aware of the focus areas, assessing the views of respondents about the focus areas regarding their effectiveness and productivity, measuring the respondents’ views if they found the focus areas sufficient or not sufficient and by establishing focus areas which the respondents found not relevant to their work.

4.3.2.1 Distribution of the Respondents’ Awareness of the 6 HR Focus Areas ZACL implemented

The study established in Table 4.4.1 that 67% of the respondents were aware of the focus areas will 33% of the respondents submitted that they were not aware.

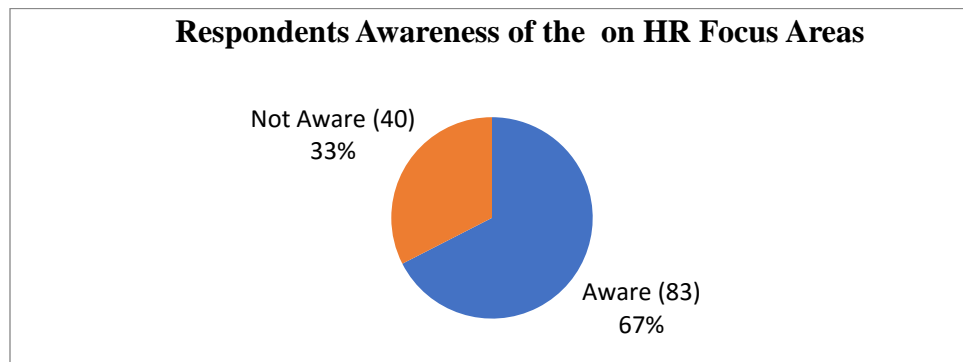
The finding will give credibility to the study in that the larger percentage of respondents was aware of the focus areas, hence their submissions will be from an informed angle.

Table 12. Respondents' awareness of the HR Focus Areas

Participant's awareness of the focus areas	Frequency	Percentage
Aware	83	67%
Not Aware	40	33%
Total	123	100%

Source: Field Data 2023

Figure 9. Respondents' awareness of the focus areas



Source: Table 12. Distribution of the Respondents' Awareness of the Focus Areas

4.3.2.2 Distribution of Respondents' Views about the HR Focus Areas regarding their Effectiveness and Productivity.

This section sought to measure the respondents' views about the HR focus areas regarding their effectiveness and productivity. Table 13 reviewed that the majority of respondents thought that the focus areas improved their effectiveness and productivity at 53%.

The section was also used to test the second hypothesis on 'non-monetary and monetary motivation has little or no impact on employee performance at the place

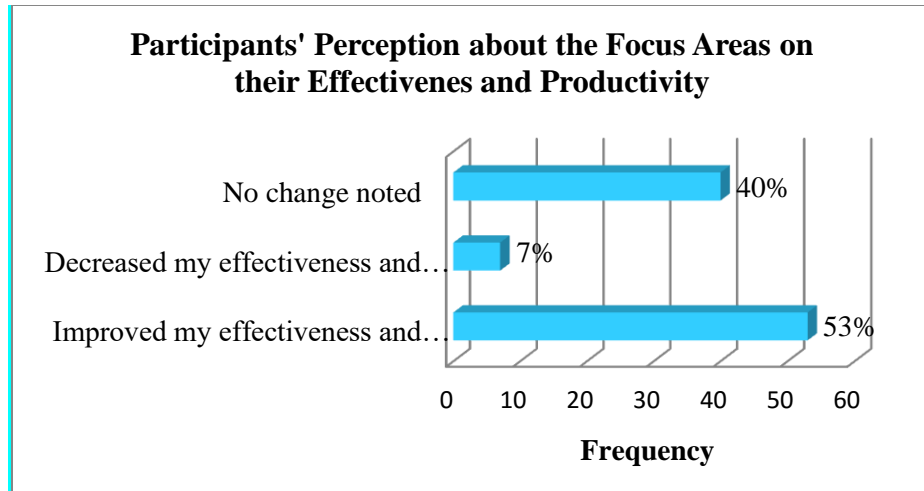
of work'. The respondents were clearly motivated by some non-monetary and monetary focus areas.

Table 13. Respondents' Perception on HR Focus Areas regarding their Effectiveness and Productivity

Participant's view of the focus areas to their effectiveness and productivity	Frequency	Percentage
Improved my effectiveness and Productivity	65	53%
Decreased my effectiveness and productivity	9	7%
No change noted	49	40%
Total	123	100

Source: Field Data, 2023

Figure 10. Respondents' Perceptions about the HR Focus Areas regarding their Effectiveness and Productivity



Source: Table 13. Distribution of Respondents' Perception about the Focus Areas regarding their effectiveness and productivity.

4.3.2.3 Distribution of Respondents' Perception on whether the HR Focus Areas are Sufficient or Not Sufficient to increase Effectiveness and Productivity.

The researcher sought to find out the perception of the respondents on the implemented focus areas as to whether they were sufficient or not sufficient to increase their effectiveness and productivity. This was an important indicator to establish the respondents' perceptions regarding increase of effectiveness and productivity.

Table 14. Respondents Perception on whether the implemented focus areas were Sufficient or Not Sufficient to increase Effectiveness and Productivity

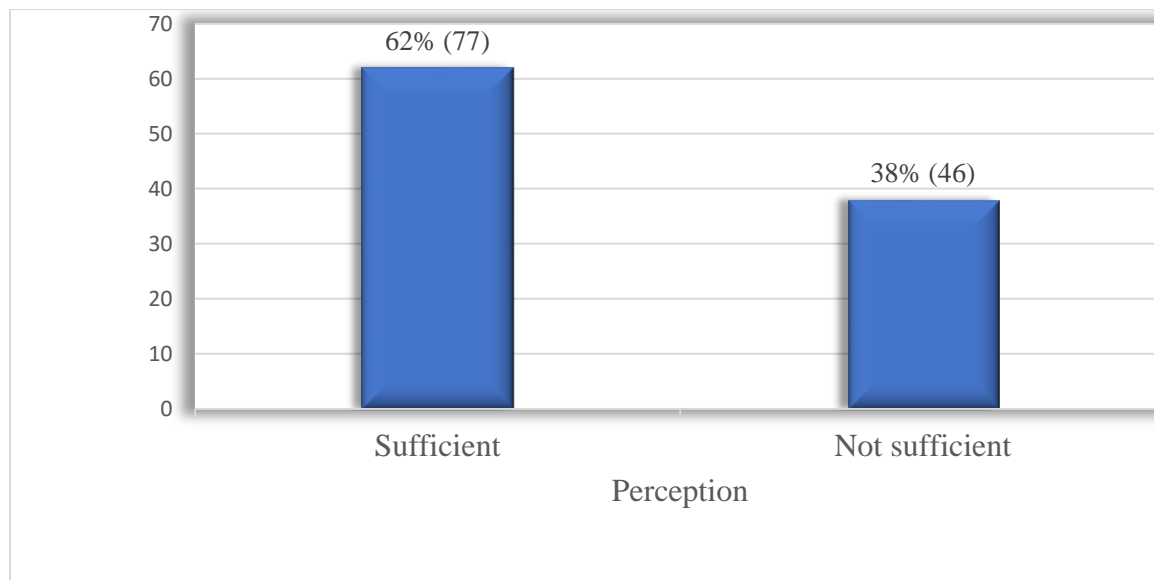
Respondents 'Perception on whether the implemented Focus Areas were Sufficient or Not Sufficient to increase Effectiveness and Productivity	Frequency	Percentage
Sufficient	77	62%
Not-sufficient	46	38%
Total	123	100%

Source: Field Data, 2023

Findings discovered that 62% of the respondents stated that the Focus Areas were sufficient to increase their effectiveness and productivity while on the other hand, 38% submitted that the focus areas were not sufficient. The under 80% 'sufficient' result

could be attributed to the respondents who were not aware of the implemented focus areas and the those who responded that they had not seen the implemented focus areas.

Figure 11. Respondents' Perception on whether the HR Focus Areas were Sufficient or Not Sufficient to increase Effectiveness and Productivity



Source: Table14. Distribution of Respondents' Perception on whether the Focus Areas were Sufficient or Not Sufficient to increase their Effectiveness or Productivity.

4.3.2.4 Distribution of HR Key Focus Areas perceived as NOT relevant to the Respondents' work.

This part of the study sought to establish the Focus Areas which were perceived not relevant to respondents' work. This portion is important as it will inform relevant authorities on which HR Key Focus Areas to take appropriate action on.

Findings in Table 15 established that, the top focus areas viewed as not relevant to the respondents' work were; team building with the highest score at 25%, efficient utilization of labour at 24% and the least not relevant viewed focus area was change management at 21%.

Table 15. HR Key Focus Areas perceived by respondents as Not relevant to respondents' work

Focus Areas	Focus areas perceived Not Relevant to respondents' work		
	Scale	Not relevant	Percentage
Improved Employee Skills	6	8	7%
Create a Learning Culture	5	16	13%
Efficient utilization of labour	4	30	24%
Improving employee engagement	3	12	10%
Change management	2	26	21%
Team building	1	31	25%
Total		123	100%

Source: Field Data, 2023

4.3.3 HR Key Focus Areas viewed by Respondents to Influence their Job Morale

In line with the third specific objective of the research, which sought to establish the HR key focus areas which influence employee morale, the researcher sought to establish which of the Focus Areas were viewed by respondents as influencing their job morale. The section was therefore critical as it identified the focus areas viewed by respondents as influencing their job morale.

4.3.3.1 Distribution of HR Focus Areas viewed as those which influence and do not influence the respondents' Job Morale the most (3 options ticked).

The researcher sought to find out focus areas which influence and those which do not influence the respondents' job morale the most. The section was important as it was addressing the third research question and because teams that operate are positive, passionate, enthused and engaged. They are confident, show up with a sense of purpose and routinely report high levels of job satisfaction which consequently increase effectiveness and productivity (Armstrong. 2010).

Findings in Table 4.5.1 established that the top 3 options under ‘*Influence job morale*’ were; Improve employee skills at 31%, Improving employee engagement at 24% and create a learning culture at 20%. Results for ‘*Do not influence job morale*’ showed that the highest score was for Efficient utilization of labour at 20%, followed by Improving employee engagement and Change Management both at 19%.

This conclusion also tested the first hypothesis on ‘Effective HR Key Focus Areas increase employees’ performance’ by reviewing the existing literature on the impact of HR policies on employee performance. Key focus areas were identified and tested on the whole HMNIA population. After data analysis, the study established that there was a relationship between the key focus areas and employee performance. The findings reviewed that the majority of respondents at 56% viewed the HR key focus areas to have above 50% positive impact on their performance. The study further established that all the three top selected focus areas focus areas influencing the respondents’ job morale were in line with increasing effectiveness and productivity. Therefore, the first predication of ‘Effective HR Key Focus Areas increase employee performance was affirmed.

The second hypothesis on HR Key Focus Areas have no effect on Employees’ Performance was negated based by the findings as only 27% did respond that HR key focus areas had below 50% positive impact on their performance. Further, findings showed that the majority at 80% viewed focus as contributing to their performance and only a minority stated that focus areas had no impact on their performance.

Table 16. HR Key Focus Areas viewed as those which influence and do not influence the respondents Job morale the most (*select 3 options*)

HR Focus Areas	Frequency		Percentage	
	Influence Job Morale	Do not influence Job Morale	Influence Job Morale	Do not influence Job Morale

Improve employee skills	38	21	31%	17%
Create a learning culture	24	19	20%	15%
Efficient utilization of labour	6	25	5%	20%
Improving employee engagement	30	23	24%	19%
Change management	12	23	10%	19%
Team building	13	12	11%	10%
Total	123	123	100%	100%

Source: Field Data, 2023

4.3.3.2 Distribution of HR strategies that respondents said would mostly motivate them at the work place.

This section sought to establish HR strategies that would motivate them most at the work place. The section was important as it had to respond to the third specific objective of the study.

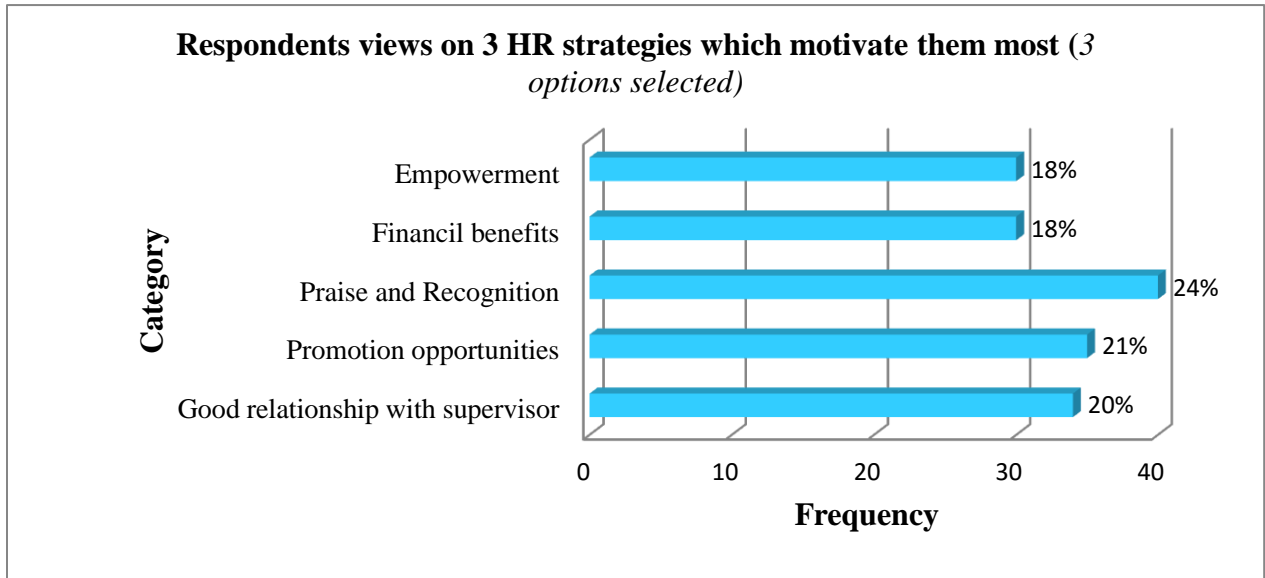
Findings showed that the top three HR Focus Areas which would most motivate respondents were; Praise and Recognition (24%), Promotion Opportunities (21%) and good relationship with supervisor was rate at 20%.

Table 17. HR strategies Respondents thought would motivate them the most at the work place (tick 3 options)

HR strategies which would motivate respondent the most (select 3)	Scale	Frequency	Percentage
Good relationship with supervisor	5	34	20%
Promotion opportunities	4	35	21%
Praise and recognition	3	40	24%
Financial benefits	2	30	18%
Empowerment	1	30	18%

Source: Field Data, 2023

Figure 12. Respondents' views on HR strategies they thought would motivate them the most (tick 3 options)



Source: Table 17. Distribution of HR strategies that respondents thought would motivate them the most at the work place (3 options ticked).

4.3.3.3 Distribution of Respondents' views on whether HR Focus Areas they considered to have positively influenced their effectiveness and productivity.

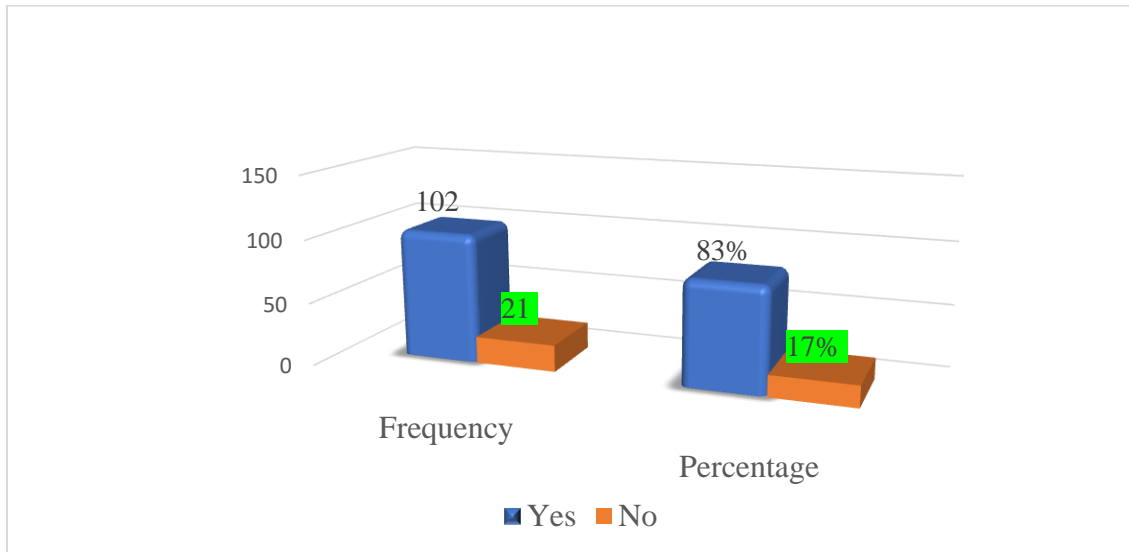
The researcher sought to establish if the respondents considered the HR Focus Areas had positively influenced the respondents' effectiveness and productivity. The results showed that the majority of respondents at 83% considered the HR focus areas to have positively influenced their effectiveness and productivity while 17% stated that they were not influenced by the HR focus areas.

Table 18. Respondents' views on whether they had considered the focus areas to have positively influenced their Effectiveness and Productivity

Opinion	Scale	Frequency	Percentage
Yes	2	102	83%
No	1	21	17%
Total		123	100%

Source: Field Data, 2023

Figure 18. Respondents' views on whether they considered the HR focus areas to have positively influenced their Effectiveness and Productivity



Source: Table 18. Distribution of respondents' views on whether they considered the HR Focus Areas to have positively influenced their effectiveness and productivity.

4.3.3.4 Distribution of Respondents' responses on how motivated or demotivated they were currently.

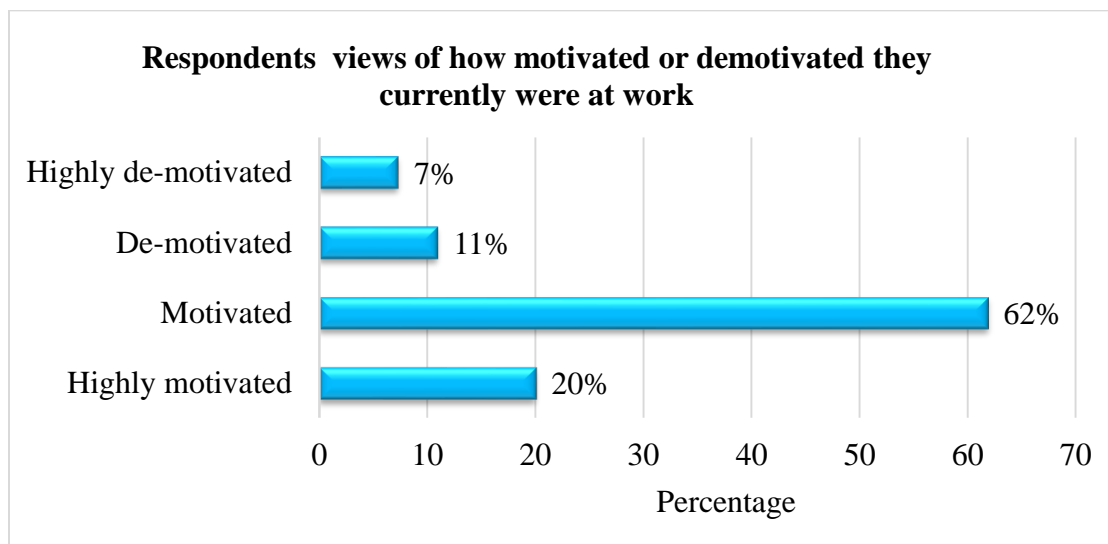
The study sought to find out the current morale of the respondents. This was important as it would help in evaluating the genuineness of the responses. Findings of the study revealed that the majority of respondents at 62% were motivated followed by 25% of respondents who were highly motivated. The least percentage at 7% indicated by highly demotivated. Motivated employees are more effective and productive. Similarly, (Muhammand 2011), established that employees who are highly motivated and committed to the organization provide excellent quality service to the customer. Further, in order to bring out the best of an employee, motivation plays an imperative role (Ganta, 2014). Table19. shows the results.

Table 19. Respondents' responses on how motivated or de-motivated they were currently

	Scale	Frequency	Percentage
Highly motivated	4	25	20%
Motivated	3	76	62%
Demotivated	2	13	11%
highly demotivated	1	9	7%
Total		123	100%

Source: Field Data, 2023

Figure 13. Respondents' views on how motivated or de-motivated they currently were at work



Source: Table 19. Distribution of Respondents' responses on how motivated or demotivated they were currently.

4.3.4 Respondents opinion on whether they would recommend their organization to others as a great place to work.

The researcher sought to establish the respondents’ views on whether they would recommend their organization to other others as a great place to work. The results of the respondents’ views are depicted in Table 20.

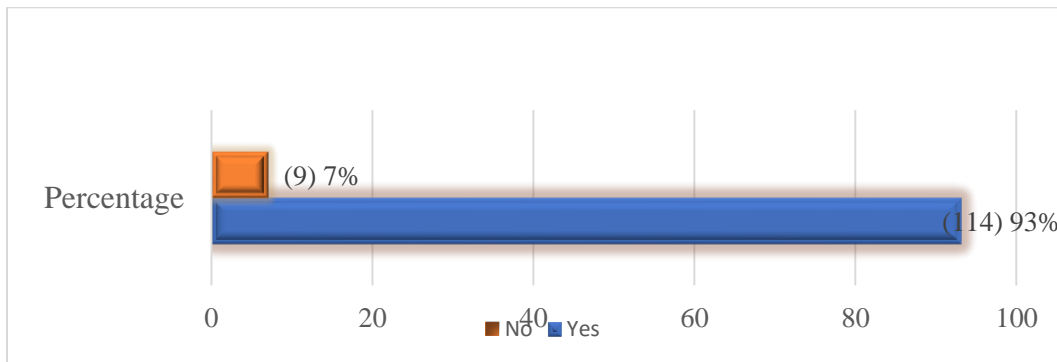
Table 20. Respondents' opinions on whether they would recommend others to their organization

Opinion on Recommending others	Scale	Frequency	Percentage
Yes	2	114	93%
No	1	9	7%
Total		123	100%

Source: Field Data, 2023

Findings in Table 20 discovered that the majority of respondents at 93% would recommend the organization to others as a great place to work for while 7% of respondents said they would not recommend the organization to others. The researcher attributed this trend to the findings revealed in Table 19 of the 11% demotivated and 7% highly demotivated respondents (overall 20%).

Figure 14. Respondents' opinions on if they would recommend others to their organization



Source: Table 20. Distribution of Respondents’ Opinions on recommending others to the organization.

4.4 Chapter Summary

Chapters 4 presented the findings of the study based on the data collected for the study whose topic was, ‘An Evaluation of the effect of the implemented six (6) HR key Focus Areas on Employees’ Performance in relation to Skytrax Airport Review Ratings (2017 - 2019): A case study of Harry Mwanga Nkumbula International Airport, Livingstone. This chapter played a major role in summarizing the mass of information to answer the three specific objectives which were; to assess the effect of the 6 HR key focus areas on effectiveness and productivity at HMNIA, to establish what the employees’ perception of the 6 HR Focus Areas were and to identify which HR key Focus Areas influenced the job morale. Findings were presented using tables, graphs, charts and by textual descriptions. Data from the interview schedule was qualitatively analyzed and data from the questionnaires was quantitatively analyzed. The Major findings in relation to the objectives were that 78% of participants were interested in the focus areas, 69% of participants were aware of the implemented focus areas and that the top 3 focus areas viewed as influencing the participants’ job morale were, improving employee skills, employee engagement and creating a learning culture. Recommendations were that the organization should raise awareness for the 15% who had not seen the focus areas, take measures to determine what would be considered sufficient to increase effectiveness for the 38% who said that the focus areas were not sufficient and that awareness programs be conducted to sensitize employees on the benefits of the team building focus area rated lowly despite it being a critical component in aviation industry. The study will be contribute to Policy Formulation and Best HR Practices at HMNIA, contribute in improving HR Focus Areas and subsequently improve its employee performance and subsequently attain the Skytrax award, and will contribute to the generation of Academic and Industry body of knowledge that future academic researchers could use regarding the subject matter.

CHAPTER 5

DISCUSSION OF RESEARCH

5.1 Introduction

This chapter discussed the findings of the research as compared to the findings in the literature review and made conclusions from the summary. The discussions were arranged in order of the study objectives which were; to assess the effect of the 6 HR key focus areas on effectiveness and productivity at HMNIA, to find out the perception of employees about the 6 HR key focus areas and to establish the HR focus areas which influence employee morale. The chapter highlighted the most important results from chapter 4 and interpreted the findings. Implications of the results were explained in relation to the research questions. Recommendations were offered as well as suggestions for further research. This chapter was critical as it interpreted and made sense of the results, demonstrated the significance and impact of the research and it also provided closure and summarized the main findings, offered recommendations and suggested areas for further research.

5.2 Effect of the implemented 6 focus key areas on the Respondents' Effectiveness and Productivity at HMNIA.

In regards to the first research objective on 'An Evaluation the effect of the Implemented 6 HR Key Focus Areas on the respondents' effectiveness and productivity at HMNIA' the findings suggested that the majority of respondents at 78% response rate were interested in the focus areas. This showed an indication that most employees were interested in the focus areas and would most likely support the program to improve the organization. Dobre (2012) suggested that human resource management practices HR Key Focus Areas) go beyond the selection and recruitment of the employees. It entails the activities that would ensure they perform to improve the organization, such as involvement of the stakeholders like employees.

However, 15% of the respondents said that they had not seen any of the focus areas. This number seems big and could have a negative effect on the implementation of the focus areas.

Regarding the aspect of respondents' opinion on how well the human resource focus areas were implemented and adopted, the findings suggested that the focus area implementation program was generally well implemented and adopted with a 69% of the response. A positive response on 'well implemented and adopted' program give hope to achieve the desired results as there is an indication of acceptance and support from stakeholders. Literature by Corine Boon, (Boon, 2022) suggested that effective human resource strategies should have good implementation.

In regards to how respondents rated the impact of the focus areas on their effectiveness and productivity, the findings indicated that the majority of the respondents at 56% said they had achieved above 50% positive impact because of the implemented focus areas. Similarly, (Fatma Zerah Tan 2021) established that there was a positive relationship between human resource strategies and overall organizational performance.

In regards to the respondents' response on what the major impact the human resource key focus areas have had on their effectiveness and productivity, findings indicated that the focus areas with the major impact was on employee skills at 80% of the responses. (Armstrong Michael 2006) suggested that there are basically two types of human resource strategies, namely general and specific strategies. Employee skills is a specific focus area. The researcher attributes the choice of employee skill focus area as the major impacting focus areas because it benefits employees specifically at a personal level, which could have motivated the response.

5.3 Respondents' Perceptions of the HR focus areas implemented by management.

Regarding the respondents' awareness of the focus areas implemented, the findings suggested that a bigger portion of the respondents at 67% were aware of the focus areas being implemented. Employees being aware of the implementation process is a critical stage. (Nishii and Wright 2021) suggested that awareness of the focus areas is critical to the success of the program as it is one of the stages in HRM implementation. (Armstrong

2010) suggested that distinctive human resource practices shape the core competencies that determine how organizations compete.

As regards to whether the focus areas were sufficient or not sufficient to increase the respondents' effectiveness and productivity, the finding revealed that the majority at 62% of the responses said the focus areas were sufficient to increase their effectiveness and productivity. The researcher attributed this positive response to the distinctive and appropriate focus areas being implemented.

However, the findings also revealed that 38% of respondent said the focus areas were not sufficient to increase their effectiveness and productivity. It is therefore necessary to establish what could be considered sufficient to increase their performance.

Regarding respondents' views of focus areas on their effectiveness and productivity, the findings revealed that the majority of respondents had their effectiveness and productivity improved. However, 40% of the respondents indicated that they had no changed noted on their effectiveness and productivity.

As regards to the human resource focus areas viewed by respondents as **not** relevant to their work, the finding suggested that team building had the highest score at 25%. The researcher attributed this response to the respondents urge to consider specific human resource strategies as opposed to general or overarching strategies.

Team building enhances problem solving skills, increases innovation, improves job satisfaction, increases collaboration and teams. Similarly, the study by (Fapohunda. 2013) discovered that team building focus area contributed to employee performance and ultimately to the organizational goals and objectives. It is therefore important that management sensitizes its employees the benefits of this particular focus area.

5.4 **HR focus areas which influenced the respondents' job morale**

Findings on the third research objective, regarding 'focus areas viewed as influencing and those which did not influence the respondents' job morale the most' suggested the following;

i) **Focus areas viewed as influencing respondents' job morale**

Regarding the top 3 focus areas viewed by respondents as influencing their job morale, the findings suggested that improving employee skills (31%), improving employee engagement (24%) and creating a learning culture (20%) were the 3 top

selected focus areas. The 3 ticked focus areas are all general or overarching strategies.

(Armstrong. 2010) suggested that overarching strategies describe the general intentions of the organization about how people should be managed and developed, and what steps should be taken to ensure that the organization attracts and retains people it needs and ensure that employees are committed, motivated and engaged. The researcher attributes this outcome to the desire by respondents to have 'personal' benefits as opposed to general focus areas which benefits the organization at large. Similarly, (S. O. Hammoud 2017) established in his study that engaged workers felt valued and consequently their morale was raised.

ii) **Focus areas viewed as not influencing respondents' job morale**

The study revealed Efficient utilization of labour 20%, Improving employee engagement (19%) and Change Management 19% as the least focus areas which respondents viewed as not influencing their job morale. (Cole 2006) states that efficient utilization of labour is the amount of physical, mental and social effort used to produce goods and services in an economy. Employee engagement is the involvement and enthusiasm of employees (Kotter 2016). Change Management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies (Kotter 2016).

In regards to focus areas viewed by respondents as focus areas that would motivate them the most at the work place, the study established that the top 3 elected options were; Praise and Recognition (24%), Promotion Opportunities (24%) and relationship with supervisor (21%). In his study (Hasssan 2016) affirmed that workers get motivated by both intrinsic and extrinsic factors. Based on (E. N. Rezaei 2022)'s findings, human resource strategies affected the Organizational Performance in non-financial dimensions more than financial performance.

Regarding respondents' views on whether they considered focus areas to have positively influenced their effectiveness and productivity, the study discovered that the majority of the respondents at 83% agreed that focus areas had a positive influence on their effectiveness and productivity while 17% said there

was no positive influence to their effectiveness and productivity. The study by (Aigbavboa 2017) similarly established that HR strategies motivated employees to perform better.

Regarding how motivated or de-motivated the respondents were currently, the study revealed that the larger proportion of respondents at 62% were motivated while least response was 7% for respondents who said they were highly de-motivated. The study by (Aigbavboa 2017) established that HR strategies motivated employees.

A substantial percentage of respondents (93%) said they would recommend others to work for the organization, and 7% said they would not recommend others to the organization. The researcher attributes this outcome of respondents' perception to being valued by their organization, hence their attachment to the organization.

(Sajid Hussain Awan 2020) conducted a study which revealed that motivated employees increase the capability of the organization to achieve its mission, goals and objectives. The study further indicated that motivated employees will feel as having a strategic partnership with the organization and their commitments and loyalty will increase from day to day.

5.5 Chapter Summary

This chapter interpreted the findings of the research and related them to the broader literature and research objectives. Regarding the first objective, the key finding indicated that 78% of respondents were interested in the focus areas. This results demonstrated that most employees are interested in HR strategies and would likely support such programs to improve organizations. Regarding the second objective, the major finding was that the majority of respondents at 67% were aware of the Focus Areas being implemented. This was a critical finding as awareness of a program is a critical component of HRM implementation (M. Armstrong 2014). The major findings for the third objective revealed that, Focus Areas viewed as influencing respondents' job morale were; improving employee skills, improving employee engagement and creating a learning culture. Motivated employees are usually viewed as high performers (Aigbavboa 2017).

CHAPTER 6

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the main findings of the research, conclusion, recommendations and suggestions for further research. The chapter discussions are arranged according to study objectives. The findings of the research revealed that Focus Areas have a relationship between employee performance and productivity and effectiveness as affirmed by 50% of the respondents who agreed that the HR Key Focus Areas did positively impact their performance. The study also established that 53% of respondents perceived the HR Key Focus to improve their effectiveness and productivity and that the top three focus areas respondents viewed as positively influencing the employees' job morale were; Improving employee skills, Improving employee engagement and Creating a learning culture. The research was concluded on the basis of the conclusions established from the research objectives and recommendations for further improvement on identifying the effect of the Implemented 6 HR Key Focus Areas on employee performance in relation to Skytrax Ratings for the period 2017 to 2019.

6.2 Conclusions

Based on the results of this study, the researcher has drawn conclusions which are presented in this section following the order of the study objectives.

6.2.1 Evaluating the Effect of the implemented 6 key HR focus areas on effectiveness and productivity.

Findings suggested that the majority of respondents were interested in the implemented focus areas, which they viewed as having been well implemented and adopted. Findings also indicated that a larger portion of respondents rated the focus areas to have had an above 50% positive impact on their effectiveness and productivity. Further, findings revealed that the respondents' major impact from the focus areas on their effectiveness and productivity, was derived from employee skills. This finding corresponds with the study by (Hakoola 2020) who

suggested that HR practices/activities do have a relationship with employee performance and productivity.

6.2.2 Employees' Perception of the human resource Focus Areas

Findings suggested that the majority of respondents were aware of the focus areas being implemented and that 53% of the respondents considered the focus areas to have improved their effectiveness and productivity. Findings also revealed that a larger portion of respondents considered the focus areas to be sufficient to increase their effectiveness and productivity. Furthermore, respondents rated team building focus area as the least in not being relevant to their work. This result compliments the study undertaken by (Fapohunda. 2013) who established that 'Team Building Focus Area' takes a lengthy process presenting with many challenge in its implementation. The benefits of this HR Focus Area may take long to be appreciated.

6.2.3 HR focus areas which positively influenced the employees' job morale

Findings revealed that the top 3 focus areas respondents viewed as positively influencing the employees' job morale were; Improving employee skills, Improving employee engagement and Creating a learning culture. Findings also suggested that the 3 least focus areas considered not relevant to respondents' work were; Change management, Improving employee engagement and Efficient utilization of labour. Further, findings suggested that the top 3 human resource strategies which would motivate the respondents most at the work place were; Praise and recognition, Promotion opportunities and Good relationship with supervisor. The majority of respondents also considered the human resource focus areas to have positively influenced their effectiveness and productivity. Furthermore, the findings suggested that 62% of the respondents were motivated at the time the study. Finally, the findings suggested that a significant proportion of respondents would recommend others to the organization.

6.3 Recommendations

Based on the findings and conclusions of this study, the following are some recommendations that would further improve employee performance based on the implement distinctive HR Key Focus Areas.

6.3.1 A relatively large number of respondents at 15% said that they had not seen any of the focus areas. This number seems big and could have a negative effect on the implementation program of the focus areas. The study therefore recommends that, effective awareness programs should be conducted to raise awareness among employees.

6.3.2 38% of respondent said that the focus areas were not sufficient to increase their effectiveness and productivity. The study recommends that necessary measures should be taken to establish what could be considered sufficient to increase employees' performance.

6.3.3 Team building enhances problem solving skills, increases innovation, improves job satisfaction, increases collaboration and teams as established by many studies such as one undertaken by (Fapohunda. 2013). However, findings revealed that team building was least focus area respondents considered to enhance their effectiveness and productivity. The study therefore recommends that intensive and effective awareness be conducted in order to highlight the benefits of team building focus area.

6.4 Suggestions for further research

The researcher suggests that future researchers should;

- Evaluate the effectiveness of the six HR Key Focus Areas after findings from this research are taken into consideration in relation to Skytrax Airport Review Ratings.

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APPENDICES

Time line (*Appendix A*)

Budget (*Appendix B*)

Ethical clearance letter (*Appendix C*)

Questionnaire (Appendix)

Time Line**THE UNIVERSITY OF ZAMBIA, LUSAKA**

This study shall be undertaken within a period of about five (5) months.

S/N	ACTIVITY	DATE
1	Submission of Research Proposal to Head of Department for departmental approval. Summarized copies of the proposal submitted to DRGS.	December 2022
2	Get feed-back from Head of Department on the Research Proposal.	December 2022
3	If Research Proposal approved by Head of Department, proceed with the Research. If not approved get another Topic and re-submit through the same process.	January 2023
4	Get assigned with supervisor/s and start the research.	January 2023
4	Complete first Draft of the Research and hand-over to Supervisor	February 2023
5	Complete and submit the final copy of the Research to Supervisor for Approval	August 2023
6	Upload the Approved Thesis in the GSB School e-learning Platform	November 2023
7	Oral (Viva Voce) Examination	19 February 2024

Budget**THE UNIVERSITY OF ZAMBIA, LUSAKA**

The following is the expected budget for the proposed research.

No.	Item	Cost (K)	Justification
1	Ethical Clearance	1,500	To ensure the study is compliant to UNZA standards. The amount shall also be used to cover fees for ethical clearance.
2	Stationery	2,000	To print and make copies of the questionnaire, consent forms, binding final copies.
3	Internet bundles and talk-time	1,000	For communication and research purposes on the internet.
4	Transport, accommodation and Logistics	6,000	Movements to and from the study site for data collection (within Livingstone) as well as movement for Lusaka/Livingstone/Lusaka any eventuality regarding this project. The amount shall also be used to courier finalized proposal documents to Lusaka from Livingstone.
5	Publishing	3,000	To facilitate in sharing the research findings with other academicians.
		13,500	

The budget of **K13,500.00** shall be funded by the Research who shall access funds through sale of goats from her farm.

Ethical clearance letter



THE UNIVERSITY OF ZAMBIA, LUSAKA

Dear Respondent,

I am a student of the University of Zambia in my final stage pursuing a degree of Master of Science in Human Resource Management. As a partial fulfilment for the award of a Master's degree, I am conducting a study on: *“An Evaluation of The Implemented six (6) Human Resource Key Focus Areas on Employees’ Performance in relation to Skytrax Airport Review Ratings (2017 - 2019): A Case Study of Harry Mwanga Nkumbula International Airport”*.

You have been selected to provide information for the topic indicated above. The specific objectives are as follows;

- i) To assess the effect of the 6 HR Key focus areas on effectiveness and productivity at HMNIA.
- ii) To establish out the perception of employees about the 6 HR Key focus areas.
- iii) To establish the HR Key focus areas which influence job morale.

The information being collected is purely for academic purposes. As such, the information shall be treated in the strictest confidence. Consequently, you are not supposed to indicate your name or any personal information that can lead to revealing your identity.

Your cooperation will be greatly appreciated and thank you in advance.

For more information or any queries, kindly get in touch with me on the following numbers; **096 6 756674/095 5 806674**, or e-mail: maggiechalwa@gmail.com.

Yours sincerely

Margret Mweemba

Questionnaire



THE UNIVERSITY OF ZAMBIA, LUSAKA

Dissertation Topic:

“An Evaluation of the Implemented six (6) Human Resource Key Focus Areas on Employees’ Performance in relation to Skytrax Airport Review Ratings (2017 - 2019): A Case Study of Harry Mwanga Nkumbula International Airport”.

SECTION A: BIO DATA

Kindly tick in the appropriate box.

1. What is your gender?

	Scale	Tick
Male	2	
Female	1	

2. What is your Age?

Age Group	Kindly tick
20 - 30 years	
31 - 40 year	
41 - 50 years	
Above 50 years	

3. Under which category does your position belong?

Category	Scale	Tick

Managerial	3
Supervisory	2
Clerical	1

4. What is your highest level of education?

	Scale	Tick
Masters	4	
Degree	3	
Diploma	2	
Other	1	

5. How long have you been employment by Zambia Airports?

Period	Scale	Tick
Over 25 years	4	
Between 15 and 24 years	3	
Between 10 and 14 years	2	
Under 9 years	1	

SECTION B: IMPACT OF THE IMPLEMENTED 6 KEY HR FOCUS AREAS ON EFFECTIVENESS ANDPRODUCTIVITY

Kindly tick in the appropriate box.

6. Are you interested in the HR Focus areas (Strategies) which management implemented?

	Scale	Tick
Yes	3	
No	2	
Have not seen any	1	

7. How well were the HR Key Focus Areas implemented and adopted in your opinion?

	Scale	Tick
Well implemented	2	
Not well implemented	1	

8. How would you rate the impact the HR Key Focus Areas have had on your effectiveness and productivity?

	Scale	Tick
Above 50% Impact	3	
Below 50% Impact	2	
No Impact	1	

9. What is the major impact the HR key focus areas have had on your effectiveness and productivity?

	Tick your response	
Better execution of my duties because of my improved skills.	Agree	Disagree
Increased levels of motivation because of the heightened transfer of knowledge sharing both at the workplace and my job due to the learning culture HR focus area	Agree	Disagree
Improved effectiveness and productivity because of efficient utilization of labour strategy	Agree	Disagree
Feel more connected to ZACL and my job because of employee engagement strategy.	Agree	Disagree
Able to adjust to change better due to change management HR focus areas	Agree	Disagree
Enhanced group performance and improved communication with colleagues because of team building strategy.	Agree	Disagree

SECTION C: PERCEPTION OF THE IMPLEMENTED 6 HR KEY FOCUS AREAS

10. Are you aware of the 6 key HR Focus areas ZACL implemented?

	Scale	Tick
Yes	2	
No	1	

11. What is your view about the HR Focus Areas regarding your effectiveness and productivity?

	Scale	Tick
Improved my effectiveness and Productivity	3	

Decreased my effectiveness and productivity	2
No change noted	1

12. Are the implemented HR focus areas sufficient to increase effectiveness and productivity in your view?

	Scale	Tick
Sufficient	2	
Not sufficient	1	

13. Which of the HR focus areas are NOT relevant to your work?

	Scale	Tick
Improve employee skills	6	
Create a learning culture	5	
Efficient utilization of labor	4	
Improving employee engagement	3	
Change management	2	
Team building	1	

SECTION D: HUMAN RESOURCE KEY FOCUS AREAS WHICH INFLUENCE YOURJOB MORALE.

Kindly tick in the appropriate box.

14. Which HR Key Focus Areas influence and which ones do not influence your job morale the most? (Kindly select 3 answers)

	<i>Tick appropriately</i>
	Influence Do not influence

Improve employee skills	
Create a learning culture	
Efficient utilization of labor	
Improving employee engagement	
Change management	
Team building	

15. Which of the following HR strategies would motivate you most at the work place? (Kindly select 3 answers given below)

	Scale	Tick
Good relationship with supervisor	5	

Promotion opportunities	4
Praise and Recognition	3
Financial benefits	2
Empowerment	1

16. Would you consider the HR Focus Areas to have positively influenced your effectiveness and productivity?

	Scale	Tick
Yes	2	
No	1	

17. How motivated or de-motivated are you currently?

	Scale	Tick
Highly motivated	4	
Motivated	3	
Demotivated	2	
Highly demotivated	1	

18. Would you recommend your organization to others as a great place to work?

	Scale	Tick
Yes	2	
No	1	

Thank you for taking part in this survey.

Interview Schedule



1. Under which category does your position belong?
2. What is your highest level of education?
3. How long have you been employment by Zambia Airports?
4. Are you interested in the HR Focus areas (Strategies) which management implemented?
5. How well were the HR Key Focus Areas implemented and adopted in your opinion?
6. How would you rate the impact the HR Key Focus Areas have had on your effectiveness and productivity?
7. What is the major impact the HR key focus areas have had on your effectiveness and productivity?
8. Are you aware of the 6 key HR Focus areas ZACL implemented?
9. What is your view about the HR Focus Areas regarding your effectiveness and productivity?
10. Are the implemented HR focus areas sufficient to increase effectiveness and productivity in your view?
11. Which of the HR focus areas are NOT relevant to your work?
12. Which HR Key Focus Areas influence and which ones do not influence your job morale the most?
13. Which of the following HR strategies would motivate you most at the work place?
12. Would you consider the HR Focus Areas to have positively influenced your effectiveness and productivity?
13. How motivated or de-motivated are you currently?
14. Would you recommend your organization to others as a great place to work?