

**A STUDY EXPLORING HUMAN RESOURCE BEST PRACTICES IN HIGHER
LEARNING INSTITUTIONS: A CASE STUDY OF THE UNIVERSITY OF
ZAMBIA**

BY

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

THE UNIVERSITY OF ZAMBIA

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2021

DECLARATION

I, **Tolomeo Chama**, do hereby declare that the work contained in this dissertation is my own work.
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APPROVAL

This dissertation by Tolomeo Chama approved as a fulfillment of the requirement for the award of the degree of Master of Science in Human Resource Management.

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ABSTRACT

This study aimed at investigating the extent to which the Human Resource Management best practice model by EmpXtrack is applied by the University of Zambia in order to understand the human resource management challenges at the institution. It was a case study of the University of Zambia. Primary data was obtained from 163 employees and 7 management employees using self-administered questionnaires and interviews, respectively. The quantitative data was analyzed using the relative important index (RII), while the qualitative data was analyzed using thematic analysis. The findings show that on average the collective response from the respondents is 'neutral' (0.519). A few practices like knowledge sharing, fair evaluation of employees, had the response 'agree' with an index of 0.627. The majority of the seven (7) remaining management practices had the response 'neutral' (0.474) and only one (1) of the mechanisms; delighting employees with the unexpected recorded the response 'disagree' with an index of 0.347. This implies that the human resource department at UNZA was only successful with 3 human resource management practices out of the best 10 suggested by EmpXtrack. This entails that the inadequacy in implementing these management practices could be the cause of the human resource management challenges UNZA is facing.

Key words: Human Resource Management Practice, Relative Importance Index.

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DEDICATION

I would like to dedicate this research project to my family, who have been there for me and been an inspiration in my life. Most of all, to God for giving me the grace to complete this project.

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ACRONYMS AND ABBREVIATIONS

CEE:	Central and East Europe.
HRM:	Human Resource Management.
OJT:	On the Job Training.
RII:	Relative Importance Index
STATA:	Statistics and Data
UNZA:	University of Zambia.
UNZAAWU:	University of Zambia and Allied Workers Union.
UNZALARU:	University of Zambia Lecturers and Researchers' Union.
UNZAPROSU:	University of Zambia Professional Staff Union.

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CHAPTER ONE

INTRODUCTION

1.0 Background

Many organizations struggle with the ever shifting challenges of keeping employees motivated and satisfied in their roles. The University of Zambia finds itself with a similar challenge, for many years and in the recent past, the institution has had a number of human resource challenges (Lumpa, 2017). Despite having a good management structure and highly qualified staff adequate to handle the human resource needs of the institution, UNZA still struggles with staff welfare. The conditions of service offered at the University of Zambia are yet to be competitive enough for the institution to recruit and retain adequate numbers of competent academic, technical and administrative staff (Mulenga, 2017). Additionally, the University of Zambia operates through a participatory system of governance (Ministry of Education, 1996). While this system has worked in the past, it is becoming apparent that with the growth of the University's programmes and activities, there is need to review this style of Management and bring in a system that should operate in tandem with the dictates of managing a growing and dynamic University. On many occasions the University employees have staged strikes and go slows in trying to contend for their benefits for work, and the betterment of their conditions of service (Chongo, 2015).

The Minister of Education Prof Luo expressed worry at UNZA's financial condition, pointing out the need for a turnaround in the university's current operating position and that it may face bankruptcy if not. The Professor further advised the management, staff and labour unions at the University to come together to confront the challenges at hand and begin to pursue solutions together, If they were to see transformation (Lumpa, 2017). Furthermore, the lecturers have on a number of occasions protested through staging 'go slows' (Chongo, 2015).

The University of Zambia being the nation's largest learning institution, and the leading institution of higher learning in Zambia, receives government funding. Reports also show that efforts have been made by Government to improve the education sector, according to the 2010 World Bank's report 'Financing Higher Education in Africa', and Zambia still remains one of the top countries in Africa that are financing education. It is therefore expected that UNZA be a role model to other learning institutions in the education industry, and possess the best management practice in the education industry (Lumpa, 2017).

While the objective of each and every corporation is to make profits, ultimately, apart from land, firms have two significant factors of production at their disposal. These are physical capital and human resource or labour. The latter is the most indispensable and sensitive factor of production. While firms aim to generate as much profit as possible by optimizing the quantity of physical capital and labour they employ, the quality of these two factors of production is increasingly becoming topical in the debate today. Quality of physical capital has to do with the level of technology. New technologies guarantee efficient production in that less time and the raw material is required (Beer , et al., 1984).

Improving the quality of physical capital is as simple as acquiring new equipment furnished with the latest technologies. However, securing high quality human resource is not as simple. Corporations invest significant amounts of money in advertising and hiring new employees. They endeavour to utilise the most productive human resource available on the labour market via interviews and other recruiting mechanisms. This is all in pursuit of reducing the risk of hiring labour which is not as effective and efficient as each industry demands (Ronald G. Ehrenberg, 2012). In instances that corporations acquire human resource which is not highly productive, they opt for other means of improving their workforce since recruiting is also costly. This could be through training seminars and workshops and short term professional programs often called ‘On the Job Training’ – OJT. Nonetheless, the most indispensable and seemingly elusive goal is retaining this newly upgraded workforce and existing highly productive labour force.

The decision for a worker to work for a particular corporation is heavily dependent on the pecuniary and non-monetary benefits that they obtain. Monetary benefits will include remittances such as a wage, housing allowances, health insurance and so forth. Perhaps the most critical financial payment for any typical worker is the wage rate they obtain. The amount of money a worker receives per given time period such as an hour or a month has a significant impact on whether that worker is willing to stay with a particular firm or not. Primarily because the wage rate is ideally set equal to how much each worker is expected to contribute. Deciding to stay with a given corporation is one thing and choosing to work harder is another. While the former can be achieved by offering employees with lucrative wages, the latter requires a bit more (Kenneth 2013).

Non-monetary benefits and other monetary benefits apart from the wage play a crucial role in motivating employees to work harder or to become more productive. Since productivity in any competitive industry is inevitable for maximising profits, Human Resource Managers seek to motivate their workforce. There is a broad spectrum of non-monetary conditions that motivate employees to work harder. This includes performance based remittances, award ceremonies, paid maternity and paternity leave, incorporating employees in crafting company objectives, keeping employees informed and updated with every aspect of the organisation, leave days and many more other terms and conditions. There is no single benefit that fits all employees though some might prove generally more lucrative. Therefore, Human Resource Managers have the task of knowing what mechanisms work best for their employees individually and on average. This is Human Resource Management (Kenneth 2013).

Human Resource Management can be defined as “The understanding and application of the policies and procedures that directly affect the people working within the project team and the overall workforce” (Sandeep Maharaj, 2012). “A set of interrelated policies (and procedures) with an ideological and philosophical underpinning” (Storey, 1989). Suffice to state that human resource management is crucial in identifying what motivates workers to perform better. There is a variety of human resource management practises that qualify to be termed as best practice depending on attributes such as type of industry, norms and expectations of possible employees in a given location and so forth. These different contexts significantly influence what can be termed as best practice. No single list can qualify to hold universally. However, what cuts across all settings is that a best practice should significantly lower costs, increase revenue, improve quality, increase time efficiency and enhance safety (Strickland A., 2007).

Despite the fact that there is no universal list for best practice for Human Resource Management, there is increasing realisation that selection, training, communication, job design and reward system make a reasonable list. Recruitment and Selection should be fair and objected by merit. Training and development imply that employees have regular access to prospects for an upgrade of skills to keep up with contemporary demand propelled by technology advancements (Storey 1989). Communication is a means through which information is shared between employers and employees and greatly relies on technology. Job design has to do with the extent to which flexibility is poised with employee-commitment. Some workers prefer working part-time and

devoting some of their free time to some other personal activities. While others anything full time while benefiting additional flexibilities such as task sharing and so forth (Moore 2007)

While many Human Resource Management theories exist, this research aimed at analysing the human resource challenges faced at the University of Zambia by investigating their application of the Ten (10) Best Practices Model by EmpXtrack. This model has also attracted a lot of research. It has been regarded as a benchmark for comparing the best Human Resource Management practices. The ten best practices under the model by EmpXtrack include Safety, Health and Happiness, Open Book Management Style, Performance linked Bonuses, 360 Degrees Performance Management feedback System, Fair Evaluation of employees; Knowledge Sharing, Highlight performers, Open house discussions and feedback mechanism, Reward Ceremonies and Delight employees with the unexpected. Safety, Health and Happiness entails creating a comfortable environment for the employees. The aim is to satisfy the employees so that they work for the organization for a long period of time (Empxtrack, 2020).

Open Book Management Style involves information sharing with regards to contracts, management objectives, company policies, clients and employee data to everyone in the organization. This creates a participative management culture which encourages creativity. This ensures that employees are equally interested in the business as the management team. As a result they will align with the company's business objectives, this builds trust and motivation in the employees. This uses manager on-line and employee self-service portal.

Performance linked bonuses or incentives implies that reward should be based on individual and team performance. These should be in line with the achievement of company profits. Highlighting performers encourage healthy competition within an organisation which often translates into high quality and improved productivity among workers. However, this should be coupled with a fair evaluation of employees. A 360 Degrees Performance Management feedback System helps in identifying leaders for higher level positions in the organization. This system incorporates the constructive opinions of all the employees within the organization (Empxtrack, 2020).

Knowledge sharing implies storing information in both physical and virtual places. In an increasingly technology intensive world, the latter form of storing data is more desirable for any private firm (Riaz Ahmed 2012). This entails making use of cloud-based and local area databases

such as Dropbox and Access, respectively. The ease with which both organisation and employee information is accessed the more efficient an organisation will run (Empxtrack, 2020).

1.1 Statement of the Problem

Being the highest learning institution in the land and a trainer of professionals, the University of Zambia is expected to exhibit the highest standards of professionalism in handling its employees (Mulenga, 2017). On the contrary, it appears there is a problem of poor human resource management observed through numerous occasions of industrial unrest at the institution (Chongo, 2015). Though a number of interventions have been put in place including government funding, not much has changed (Ministry of Education, 1996). On a number of occasions, the lecturers have protested by staging ‘strikes’ and ‘go slows’, in contention for their delayed salaries, salary increments, or delayed terminal benefits (Chongo, 2015). Employees have also complained on heavy workloads, stunted career growth rates and an outdated working environment.

Consequently, the labour force may get demotivated causing lower results thus demeaning the institutions productivity (Wei & Yazdanifard, 2014). Over the years, there has been a challenge with retention of qualified employees, especially lecturers, yet at the same time an increase in recruitment of students which has affected the student lecturer ratio thereby straining the remaining lecturers (Mulenga, 2017). Because UNZA is a training institution, when employees are ineffective, the students will be affected through delays in sessional schedules and/or inadequate skills and capacity for the industry due to incomplete tuitions. Such challenges have had negative consequences on the University’s outputs and further impacted negatively on the surrounding community and the nation at large.

Because of the problem of poor Human Resource Management, and its consequences, as part of resolving the problem this study wishes to understand the Human Resource Management practices at UNZA using the ten (10) best practices model by EmpXtrack in order to understand the pitfalls and recommend possible solutions to the challenge.

1.2 Significance of the Study

It was hoped that the findings of the study would provide a significant step into providing a basis of the problem and suggesting solutions. The findings are meant to reveal some significant contributions and short-comings the EmpXtrack model presents to human resource management

practice. It also suggests solutions to various shortcomings human resource management practice possess in Zambia, and be of relevance to the human resource management sector and the government of Zambia which is the main stakeholder through its relevant ministries and agencies. It is anticipated that the information gathered will propose guideline to the policy framework for human resource development in Zambia that can be used by organizations in the public and private sector, and policy makers. Ultimately, societal, community and national development will be better attained as organizations better motivate their workforce to become more productive.

The EmpXtrack model was arrived at on the basis that it presents a holistic review of human resource management practice. Additionally, it a modern approach which fits in well with what is expected of the highest learning institution like UNZA (Empxtrack, 2020).

1.3 Research Objectives

1.3.1 General Objective

To investigate the extent to which the human resource management best practice model by EmpXtrack is applied by the University of Zambia in order to understand the human resource management challenges at the institution.

1.3.2 Specific Objectives

1. To evaluate the extent to which performance-related management practices of the best management practices by EmpXtrack are retained at the University of Zambia.
2. To measure the extent to which communication-related management practices of the best management practices by EmpXtrack are utilized at University of Zambia.
3. To assess the extent to which motivation-related management practices of the best management practices by EmpXtrack are ensured at the University of Zambia.

1.4 Research Questions

1. To what extent are performance-related management practices of the best management practices by EmpXtrack retained at the University of Zambia?
1. To what measure are the management practices pertaining to communication among the best management practices by EmpXtrack utilized at University of Zambia?

2. What is the extent to which motivation-related management practices of the best management practices by EmpXtrack are ensured at the University of Zambia?

1.5 Scope of the Study

1.5.1 Geographical Scope

The study was carried out at the University of Zambia which is a public University in the Republic of Zambia. UNZA is situated in Lusaka on two campuses. The main campus is the Great East Road Campus and it is located on the Great East Road, 6km from the town centre. The other campus is the Ridgeway Campus catering for the Medical School. It is situated on John Mbita Road, 4km South East of Lusaka, opposite the University Teaching Hospital. The selection of this geographical area is that it is an accessible distance that is convenient for the researcher to conduct the research in a reasonable amount of time at a manageable cost.

1.5.2 Content Scope

The scope of the study is confined to how the ten (10) Best Practices Model by EmpXtrack are exhibited at the University of Zambia. The choice of the university was based on the notion that large organizations with fewer competitors seem to downplay the importance of prudent management practice. Further, the University of Zambia stands as a role model in ensuring effective delivery of various educational services in Zambia.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter presents the literature review of the study under the following themes: A review of the theoretical and conceptual framework that discusses the definition of terms, the human resource management theory, the theory on rewards and practices, and the ten human resource management best practices model by Empxtrack. It also presents an empirical review that focusses on the general practices of human resource management, human resource practices in various organizations in Zambia, it also presents examples of research done in the pharmaceutical, financial, and the aviation industries. Finally human resource practices in the education sector are presented.

2.1 Theoretical and Conceptual Framework

2.1.1 Definition of Concepts

2.1.1.1 Human Resource Management

Human resource management is a strategic and coherent approach that ensure effective management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006). Human Resource Management can be defined as the ability to understand the application of the policies and procedures that directly affect the people working within the project team and the overall workforce (Sandeep Maharaj, 2012). "A set of interrelated policies (and procedures) with an ideological and philosophical underpinning" (Storey, 1989).

It involves staffing, retention of people, remuneration, performance management, change management and taking care of separations from the organization. It entails that the people working in the organization need to be well looked after from the time they are hired to the moment they separate with the organization. People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage (Armstrong, 2006).

2.1.2 Human Resource Management Theory

According to the Human Resource Management theory by Wright et al (1994), human resource management practices shape the attitudes of workers in an organisation. These attitudes include motivation, commitment and job satisfaction. Practices such as offering performance incentives, highlighting performers, a 360 degree feedback system, good job design, knowledge sharing and so forth changes human behaviour (see *figure 1* below). Further, these practices influence human resource behaviour indirectly by creating a high quality human capital pool. This high quality human capital pool, if maintained, will give the firm a competitive advantage through high worker productivity and performance. Further competition will act as a guideline for identifying areas that need improvement in the human capital pool (Riaz Ahmed Mangi, 2012)

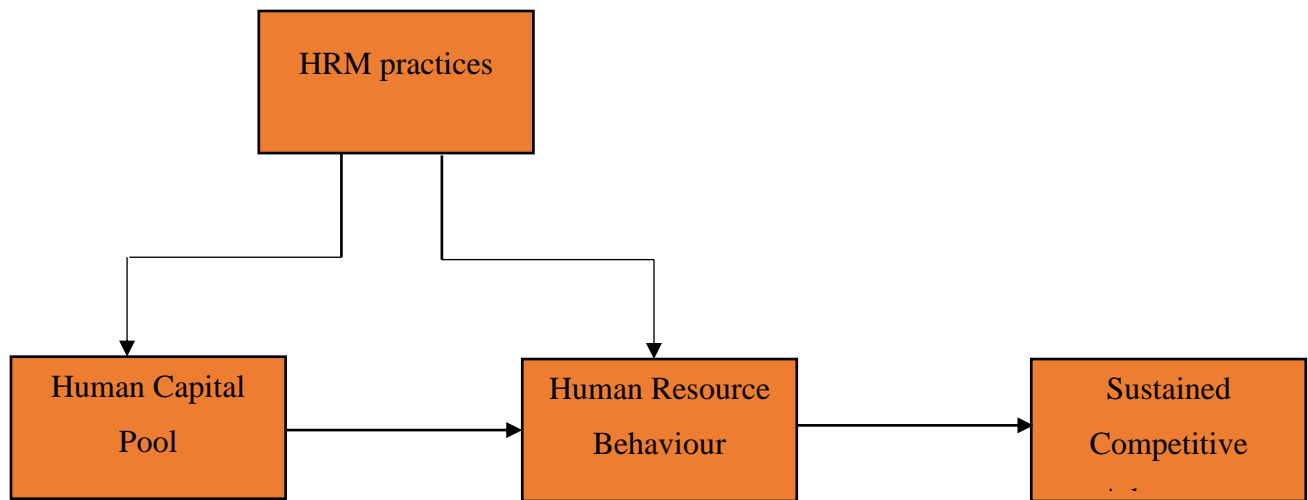


Figure 1: Human Resource Management Practices Flow Chart

(Riaz Ahmed Mangi, 2012)

2.1.3 Theory on Rewards Practices

For the Human Resource Management Theory to translate into a competitive advantage for the firm, the Theory on Reward Practices (Porter & Lawler, 1968) should also be at play. According to this theory, human resource management practice and incentivise for workers should be able to influence the effort the workers put in. This will only happen if the value of rewards is linked to effort. Alternatively stated, the reward should be worth the effort. Further, there should be a guarantee that the probability of being rewarded depends on effort from the employee. This holds especially for any human resource practice that intensively makes use of financial rewards. These could include performance and highlighting of performers. Ultimately, it is from the effort that

productivity and efficiency will improve the performance of individual workers and of the organisation at large (Sandeep Maharaj, 2012).

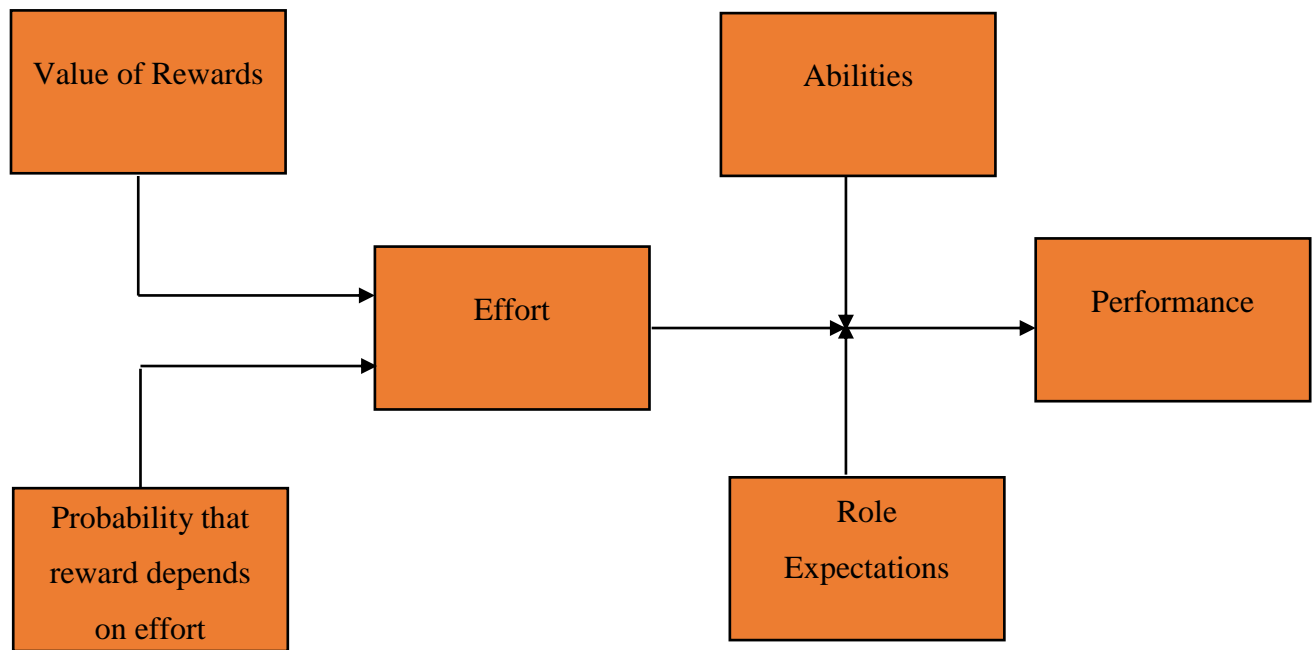


Figure 2: Rewards to Performance Transition

(Sandeep Maharaj, 2012)

According to Wei & Yazdanifard (2014), each employee’s performance is important in an organization. A way to motivate it is through the application of reinforcement theory which is developed by B. F. Skinner. One of the most commonly used methods is positive reinforcement in which one’s behavior is strengthened or increased based on consequences. This paper aims to review the impact of positive reinforcement on the performances of employees in organizations. It can be applied by utilizing extrinsic reward or intrinsic reward. Extrinsic rewards include salary, bonus and fringe benefit while intrinsic rewards are praise, encouragement and empowerment. By applying positive reinforcement in these factors, desired positive behaviors are encouraged and negative behaviors are eliminated. Financial and non-financial incentives have a positive relationship with the efficiency and effectiveness of staffs (Wei & Yazdanifard, 2014).

Pulakos E. D (2004) further states that decisions need to be made about how many sets of competencies and performance standards should be developed and how customized they should be. There is no one best approach, as there are advantages and disadvantages to different options.

Use of a common set of performance standards across jobs means that the standards will be written at a more general level and that managers will need to translate them into more specific expectations and goals that are relevant to a given employee's job, particularly in competency areas that relate to technical aspects of the job (Pulakos, 2004).

Jamal, A., Essawi, M. and Tilchin, O. (2014) suggested an approach that can serve as a guide for building accountability, which promotes successful attainment of a desired organizational goal. The approach provides for the involvement of the largest possible number of employees working toward a result. First, a result structure for attaining an organizational goal is formed through the establishment of interrelation between corresponding tasks, determined by detailed elaboration of the sequential actions. Next, an accountability structure combining accountability levels, structural measures of accountability for the results of performing tasks, and skills relevant to each task is created. Third, the accountability structure and the reward conditions for acceptance of accountability for task performance are declared in an organization. Fourth, the tasks to be performed by employees are chosen, for which employees are to be held accountable as task performers or as task collaborators. The choice is realized by examination of the accountability structure and self-assessment of employee skills. Accountability acceptance is adjusted by the limitations. Fifth, the individual choices of employees are coordinated through discussion among employees with the participation of managers. As a result, heterogeneous collaborative teams to perform the tasks are formed through all levels organizational structure. Finally, building result-based accountability in an organization is completed through the flexible rewarding of employees for accountability acceptance. The reward is divided according to principle: The bigger the measure of accepted accountability is, the greater the reward the employees receive. The flexibility of reward correlates to adjustment of the size of the reward with regard to the roles of employees in task performance and the accountability measure of the employees (Jamal, et al., 2014).

2.1.4 Ten Human Resource Management Best Practices Model by EmpXtrack

This research paper is premised on the human resources model by EmpXtrack (Empxtrack, 2020). These have been discussed in the background under the literature review and are listed below:

- 1. Safe, Healthy and Happy workplace**
- 2. Open Book Management Style.**
- 3. Performance linked Bonuses**

4. 360 Degrees Performance Management feedback System.
5. Fair Evaluation of employees
6. Knowledge Sharing
7. Highlight performers
8. Open house discussions and feedback mechanism
9. Reward Ceremonies
10. Delight employees with the unexpected.

The ten best practices will be evaluated by asking a series of questions under each practise that employs a five-point Likert scale.

2.2 Empirical Review

2.2.1 General Literature on Practices

Fiona Moore (2007) did research in order to compare work life balance issues within the organisation. It was concluded that within the organisation Managers are not able to achieve work life balance (Moore, 2007). Hughes and Bozionelos (2007) concluded within this survey that work life imbalance was not only a growing concern in many organisation but that it also was a significant source of dissatisfaction for many employees. The focus of Moore's research is in line with some of the objectives of the current study. They both look into the aspect of balancing work with other elements of the employee's life. The findings in Moore's research will help to compare with the current study.

Research by Coffey (2013) in Ireland was conducted to investigate the relationship between reward management and recognition in the workplace. The research was conducted from a large Tesco store located in Co. Wicklow where 200 employees were sampled to respond to a self-administered questionnaire that followed the quantitative research methodology. Coffey found that organisations more than ever are now realising that there is a need to establish an equitable balance between the employees' contribution to the organisation in terms of the work that they do for the organisation and the organisations' contribution to the employee for the work that they do. Establishing this balance is one of the main reasons to reward and recognise employees within the organisation. This research is relevant to the current study as it highlights the importance of the

motivation strategy of human resource management to employees (Coffey, 2013). The findings will work as a basis for discussion and comparison with the results of the current research. The survey falls short of the management side of the story which this study include. This research includes that aspect in order to triangulate the findings and give a broader picture of the situation at UNZA.

A review of Human Resource Management Practices and Innovation was conducted by Arulrajah (2014). The objective of the review was to explore the theoretical and empirical findings of research work, which link human resource management (HRM) practices with organisational innovation. This review concluded that innovative HRM practices (HRM innovation) are essential to foster corporate innovation. Integrating organisational innovation processes with HRM functions and respective practices have significant and positive effects (directly and indirectly) on innovation performance of the organisations. In this process, HRM practices have to play three primary roles. In this context, HRM practices should provide: firstly, required inputs for the organisational innovations (input role); secondly, required mechanism to bring innovations in the organisations (materializing role); and thirdly, essential mechanism to retain the innovation potential of the organisations (retaining role). This review strongly suggests that future studies in this line are needed further to explore these identified roles (input role, materializing role and retaining role) of HRM practices on organisational creativity and innovation (Arulrajah, 2014).

Jain, Sameeksha & Gautam, Aditya (2014), carried out a study on Performance Management System. They focussed on a Strategic Tool for Human Resource Management. The dominant findings indicates that there are enterprises which are generally less likely to adopt formal PMS practices, including goal setting, assessing performance and performance evaluation practices. Similarly, they usually pursue traditional means of basic Human Resource functions such as employee recruitment, selection, training and compensation etc. However it has also been analyzed that employees do not have a clear understanding of what performance management system aim to achieve similarly large number of employees believe that performance management is not associated with organizational objectives as it has no functionality in employee's career planning or development. It has also been identified that, organizations have realized the significance of adopting strategic HR practices for gaining a competitive edge over the competitors. A well designed effective performance management system can play a vital role in aligning the actions of

the employees in an organization for recognizing the crucial corporate goals. Performance management is a useful tool for aligning all the major organizational functions and sub functions so that the focus is directed towards attainment of the organizational goal. By clearly explaining both the individual and team responsibilities in the form of Key Responsibility Areas (KRAs) as well as by creating an understanding of shared responsibilities, a good performance management system smoothen the progress and development of employees (Sameeksha & Aditya, 2014).

Jaupi, F. and Llaci, S. (2015) conducted a study titled, “the Impact of Communication Satisfaction and Demographic Variables on Employee Engagement”. The focus of the paper was the relationship of employee engagement with organizational communication. Moreover, the research investigated the relationship of the demographic determinants with employee engagement in Albanian bank sector. The research found that the communication satisfaction dimensions strongly impacted employee engagement. This research does have practical implications for bank sector, mainly for top management and human resources department as how to increase the engagement of the employees (Jaupi & Llaci, 2015).

Another study was conducted by Nedelko and Potocan (2015). The primary purpose of the study was to examine the utilization of management practices in catching-up with well-developed economies. Within that framework, the study examined the utilization of management practices in Slovenian and Croatian organizations, as both were considered the representatives of catching-up economies from Central and East Europe (CEE), while also comparing the utilization of Management practices in the two selected economies to the global use of Management practices. Evidence about Management practices utilization revealed that in well-developed economies such as the USA were in the forefront in implementing Management practices aimed at supporting customer relationship management, strength customer relations and customer satisfaction. However, in catch up economies such Slovenia and Croatia prevailing practices were oriented toward optimization of the business and its processes (Nedelko & Potočan, 2015).

Tasnim, M. , Hossain, M. and Enam, F. (2017) embarked on a study to investigate Work-Life Balance. It was a Reality Check for the Working Women of Bangladesh. This study was conducted based on primary research where a sample of 40 female employees from different organizations is selected. Questionnaire and interviews were taken to reveal the reasons that lead to the reason on an imbalance work-life. The study showed that the reasons for which female employees are facing

trouble to maintain a work-life balance are mostly because of: long working hours, job rigidity, work overload, responsibilities related to child care, discrimination & biasness at work place, lack of supervisory support, dominant managerial style and scarce family support. The finding of the study focuses on formulating a structured guideline for the organizations so that the above mentioned reasons can be omitted and female employees can balance their professional and personal life and live in harmony (Tasnim, et al., 2017).

Another study that focuses on the impact of information system on transformation of human resource performance was conducted. This was a case of Oromia radio and television organization in Ethiopia. Both literature studies and interviews were done in this study to accrue information. The findings show that the majority of interviewed answered that, in order to transform human resource performance by enabling easiest access and convenient work environment to make the day to day transactions/activities across different departments and employees by making efficient and effective work process. From the above data we can conclude that, Human resource information system plays a significant role in transforming the human resource performance. Thus, the hypothesis is accepted (Tomanna, et al., 2018).

Further review was done involving a study that intended to determine the capacity of public health organizations performance management system in driving work productivity leading to achievement of established public health outcome. A quantitative assessment was conducted using a Performance Management Self-Assessment Tool (PMSAT) developed by Turning Point Performance Management National Excellence Collaborative in 2004 and data collected were analyzed using a statistical tool. The results of the findings revealed a high-level commitment from the leadership, alignment of performance priority areas to the Agency's mission and the ability of the performance system to measure key areas like health status of personnel, human resource development, financial systems and management practices. However, the current system lacks the capacity to develop its Information and Data System to provide timely reports on performance outcome as well as providing feedback for program and management decision and relationship with clients and stakeholders. In conclusion, it is important to mention that performance management is more than just a process for rewarding employee's productivity but a tool that helps organizations measure their overall performance based on its employee's efforts (Akpan, 2019).

A more recent study was conducted, the study explored the nexus amid human resource management practices and employee turnover intentions in private organizations in an evolving economy in Ghana. Particularly, the study is centered on the mediating role of job satisfaction within the relationship between human resource management and employee turnover intentions. The study depended solely on a survey approach through purposive and simple random sampling techniques. The survey was conducted among the top ten private organizations in Ghana via purposive sampling approach whereas the simple random sampling method was used to select 20 respondents from each selected firm. A total of 200 questionnaires were administered, of 186 were valid to be used representing a response rate of 93%. The application of a path analysis approach showed that; 1) both HRM practices and job satisfaction have a significant negative effect on employee turnover intentions, 2) there is a significant positive relationship between HRM practices and job satisfaction, 3) job satisfaction efficiently mediates the relationship between HRM practices and employee turnover intentions. The results from the analysis statistically indicate that leaders in various private organizations must develop a strategy by which they can improve management practices to enhance employee job satisfaction, which will then reduce or have a negative effect on employee turnover intentions. We thus conclude that job satisfaction really matters within the affiliation between HRM practices and employee turn intentions (Dasilveira, et al., 2020).

2.2.2 Practices in Zambia

Mukwena and Lolojih (2002), observed that poor service conditions made it difficult for local authorities to attract qualified staff in Zambia's third republic. They argued, therefore, that few qualified staff were available in key positions in some of the local authorities. They add that personnel lacked the necessary motivation. They further noted that dedication to duty and willingness to initiate efforts to ensure an efficient and effective local government system cannot reasonably be expected to come from such workers.

Another study on human resource management was conducted by Sikwese et al (2010) in Zambia. The aim of this study was to analyse the key human resource constraints and challenges facing Zambia's mental health care system, and the possible solutions. The study used both qualitative and quantitative methodologies. The WHO-AIMS Version 2.2 was utilized to ascertain actual figures on human resource availability. Semi-structured interviews and focus group discussions

were conducted to assess key stakeholders' perceptions regarding human resource constraints and challenges. The results revealed an extreme scarcity of human resources dedicated to mental health in Zambia. Respondents highlighted many human resource constraints, including shortages, lack of post-graduate and in-service training, and staff mismanagement. A number of reasons for and consequences of these problems were highlighted. Dedicating more resources to mental health, increasing the output of qualified mental health care professionals, stepping up in-service training, and increasing political will from the government were amongst the key solutions highlighted by the respondents (Sikwese, et al., 2010).

2.2.3 Practices in the Pharmaceutical Industry

Generally, a lot of research work has been carried out with regard to human resource management practices in the private sector. Sandeep Maharaj et al (2012) carried out "A Case Study of Human Resource Practices in a Private Sector Pharmacy in Trinidad and Its Comparison to the Best Practice Model by EmpXtrack". This was executed by administering a two (2) hour interview consisting of seven (7) open ended questions on human resource management practices to one (1) dispensary store manager. The case study pharmacy was selected on the basis that it had a distinguished track record of customer satisfaction. Collected responses were analysed using descriptive statistics. These results were compared with previously found best practices of one of the pharmacy's branches (Sandeep Maharaj, 2012). This study was similar to the current study but differs when it comes to methodology and the settings in which it was done. While Sandeep assessed the 10 best practices using a qualitative approach, this research also uses a quantitative approach. Sandeep's research will therefore be useful for comparisons.

From the study above, it was observed that six (6) of the best practices under the model by EmpXtrack were fully utilised by the pharmacy. These were "Safe, Healthy and Happy Workplace", "Performance linked Bonuses", "360 Degree Performance Management Feedback System", "Fair Evaluation System for Employees", "Highlight performers" and "Open house discussions and feedback mechanism." It would be said that applying 60% of the best practices to your human resource management strategies is quite remarkable. It should however be mentioned as a shortcoming of this study that having one respondent might introduce bias. However, the justification would be that not so many employees are hired in a pharmacy.

2.2.4 Practices in the Aviation Industry

Taylor (2004) did a study titled “Evaluating an Instrument Designed to Assess Job Satisfaction of Airline Passenger Service Staff.” Data was obtained from 74 air passenger service crew members of which 41 were flight attendants, 24 were cabin managers and rest were lead flight attendants. In this study, 74.5% of the respondents had been in their current position for over five years. Implying that they had sufficient knowledge about the operations of the leading Australian airline.

The administered questionnaire captured socio-demographic and four (4) affective responses namely structural, contextual, work colleagues and service dimensions. A Likert scale was used to rank each of the four affect responses with respect to twelve (12) items. These were employment conditions, base management, line management, team management, job duties, job policies, senior management; flight attendants, technical crew, other departments, passenger and ground staff. Collected data was analysed using factor analysis using the varimax option in order to confirm the existence of the four job satisfaction constructs. Line management, team management, base management and employment conditions were the most critical aspects for structural job satisfaction. And among the four job satisfaction constructs, structural was the most important according to descriptive statistics. Therefore, human resource management practices such as job design that affect the structure of the firm were considered most important.

2.2.5 Practices in the Financial Sector

Vikram Jeet & Dr. Sayeeduzzafar (2014) carried out “A Study of HRM Practices and its Impact on Employees job Satisfaction in Private Sector Banks: A Case Study of HDFC Bank.” This exploratory study sought to examine and analyse the impact of human resource management practices on job satisfaction of private sector banking employees. These respondents (60) included executives, middle level managers and managers of HDFC Bank. The best human resource management practices identified for the study were training, team work, performance appraisal, compensation, and employee participation by Qureshi and Ramay (2006). This was assessed by applying a five-point Likert scale on 25 statements proposed by Qureshi. Job satisfaction was assessed using Singh (2001) scale of 20 job-satisfaction-statements (Vikram Jeet, 2014).

The response rate for this study was 87% and obtained data on the five (5) human resource practices was analysed descriptively. A mean was obtained for each practice and a global mean

was computed as such. It was observed that, on a scale of 1 to 5, human resource management practices used at HDFC Bank were collectively rated 3.55. The study further analysed the relationship between job satisfaction and human resource management practices using regression analysis. The dependent variable was job satisfaction explained by training, team work, performance appraisal, compensation, and employee participation. All variables were rated on a five-point Likert scale. It was observed that four out of the five explanatory variables significantly influenced job satisfaction; except performance appraisal. Team work was found to be the most important determinant of job satisfaction at HDFC Bank with a beta-coefficient of 0.890. The adjusted goodness of fit for the regression analysis was 67.7%.

2.2.6 Practices in the Education Private Sector

Another paper worth reviewing is a cross-sectional study dubbed “Adoption of Best Human Resource Management Practices among Private Secondary Schools in Kisumu County, Kenya”. The justification for choosing private schools was that it had been observed that a significant number of parents were overtime increasingly resorting to private schools. Such a gradual shift in preference from the public to private schools is a strong signal for higher quality in private schools. In most cases, quality and better performance are strongly associated with good human resource practices (Kenneth, 2013).

With regard to the aforementioned study, a semi-structured questionnaire with two sections (one for demographic characteristics and another for human resource best practices) was administered to 20 Deputy Head teachers from different private schools in Kisumu. Deputy Head teachers were selected on the basis that they are often in direct contact with staff. The best practices employed in this study were only seven. These best practices were Recruitment and Selection by merit, Realistic Job Preview, Training and Development, Clear Job Design, Performance Management, Communication and Motivation and Employee Empowerment. Each best practice was evaluated by asking a minimum of five questions that were rated on a Likert scale of one (1) to five (5) by the Deputy Head.

After obtaining data from 70% of the respondents, descriptive statics such as the mean and percentages were used to gauge the extent of adoption of best practices. The most outstanding observation was that only 36% of the respondents preferred another organisation given an option. That loosely implies that 64% of the best practices were not implemented by management at the

selected schools. Loosely in the sense that the analysis did not make use of analytical methods that adequately take into account each component (that is best practice) in order to portray a general picture. One good example is the relative importance index.

Another survey conducted with the Association of Research Libraries was sent to all its one hundred and nineteen (119) members in January 2001. It was aimed at investigating the various management practices used by the libraries. The results showed that 37% of libraries do not have any recognition program, although sixteen (16) of the ninety (90) responses indicated that they were interested in implementing an awards program. Another 37% of the libraries do indeed have recognition programs. This research provides relevant information to the current study as it provides statistics that will be used to measure against the findings of the current study. However the research was not conducted on Zambian institutions which means that the findings cannot be generalized to the current case.

Alikipo (2007), in his Master's dissertation entitled: *A Comparative Study of Recruitment and Selection Policies and Practices for Academic Staff at first Appointment in Higher Education* endeavoured to explore and analyse recruitment and selection policies and practices with emphasis on the extent of formality in the processes of manpower planning, implications of budgetary situations on recruitment and selection, effects of various influences like government intervention, the economy and trade unions on recruitment and selection and further determining adjustments and adaptations in policy and practices arising from those changes. The study established that among the significant factors that influenced recruitment in the two university colleges were: corporate policy, the economy, labour market, government intervention, remuneration and management style (Alikipo, 2007). Alikipo's research is relevant to this research as it provides previous findings regarding recruitment practices which is a part of the current research's objectives. However it mostly focusses on recruitment which is just a component of the current study, it does not provide information on methods to ensure retention of employees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter discusses the research methodology that will be used by the study. It describes the research design, target population, and sampling procedure, the data collection, data analysis and ethical consideration.

3.1 Research Design

This research takes a Case Study. This particular research design was selected on the premises that that university of Zambia employees are divided into three different unions that have varying conditions of service. It is uncertain whether the human resource management practices differ in these unions thus the research will provide information in this regard (Berg , 2012).

3.2 Target population

The University of Zambia has an approximate total of 2,500 workers divided into academic staff (879) Professional and administrative staff (423) and (1,621) other staff. These employees are spread across three (3) unions namely: University of Zambia Lecturers and Researchers Union (UNZALARU), the University of Zambia Professional Staff Union (UNZAPROSU) and the University of Zambia and Allied Workers Union (UNZAAWU).

3.3 Sampling Procedure

The survey comprised of a total of 170 participants. These included 7 informants from Management and the Unions, and 163 out of the targeted 250 employees that were both Management and general staff from various departments (Denzin & Lincoln , 2000). The arbitrary approach was used to determine the sample size. This approach uses a rule of thumb that specifies a certain percentage range as a sample size. According to the arbitrary approach, the sample must be at least 5%, and 10% is the ideal proportion (Basavarajaiah & Bhamidipati, 2020). The approach was selected because it provides the most economic approach, considering the constraints of time and the availability of respondents willing to take part in the survey.

The 7 informants interviewed comprised of 1 Principle Officer, 1 Dean of the school, 1 Director, 1 Head of Departments, 1 Head of Section, and 1 Support Staff. These were sampled using the

purposive sampling criteria because it gives the researcher the ability to select the appropriate respondent that is likely to have the required information. The 170 respondents were selected using the systematic random sampling criteria. A sampling frame was acquired from the University of Zambia Management where the total sum of 2500 (Σ) of employees was divided by the total target sample (N) which was 250 to get the interval (Nth) which was 10. A starting point was found by randomly selection one of the first 13 names on the list and every 10th employee was selected. Due to constraints of time and maintaining ethical regulations some respondents did not consent to the survey hence the 163 respondents (Berg , 2012).

3.4 Data Collection

Primary data was collected using both questionnaires and interviews. The self-administered questionnaires collected data from the UNZA employees in various departments while the interviews collected data from key informants from the human resources and management of UNZA. The questionnaire had two major sections. Section 1 captured demographic characteristics on respondents such as sex, age, marital status, occupation and years of experience in the corporation. Section 2 captured aspects of the ten best human resource management practices. Each best practice had a series of statements. The respondents had to rank the truth of the statements on a five point Likert scale with 1 being the lowest and 5 the highest score. The interview guide on the other hand was semi-structured with just one section having questions tailored to give insights on how the ten best human resource management practices were implemented at UNZA. This was used to collect primary data from Principle Officer, Deans, Directors, Heads of Departments, Heads of Sections and Support Staff. The method of the interview using the interview guide was deemed appropriate since the mentioned categories of respondents had vital information yet may have failed to get enough time to fill in questionnaires (Denzin & Lincoln , 2000). Please see the questionnaire and interview guide included in the appendix.

3.5 Data Analysis

The primary data collected was cleaned up using Stata and descriptive statics were generated using both Stata and Excel. Descriptive statistics included the mean rate, standard deviation and

percentages. The Relative Importance Index was used to rank each of the ten best human resource management practices (Johnson & LeBreton, 2004). It is calculated as follows:

$$RII = \frac{\Sigma(R_p * C_p)}{N * r}$$

Where RII is the relative importance index, R_p is the rating given to each question on a five-point Likert scale, C_p is the count of respondents that provide the score or rating; N is the total number of respondents and r is the highest possible rating which is five (5).

The numerator sums up the overall average rating given by the respondents collectively to each statement. In the numerator, we multiply each individual response (rating) by the number of respondents that picked that response (rating). I.e. if on the Likert scale the response ‘agree’ represented by the number ‘4’ was picked by 5 respondents then we multiply R_p (4) by C_p (5), then if another response like ‘disagree’ with the value of ‘2’ was picked by 8 respondents, then we multiply R_p (2) by C_p (8) and so on for the rest of the other possible response options. These products are then summed up to make the numerator of the RII ratio.

The denominator on the other hand is the highest possible rating if all respondents ranked the statement with the highest potential rating on the Likert scale which is five (5). For example in our case, the respondents N are (163) and r is the highest possible response option is rating is ‘Strongly agree’ represented by the number (5) on the Likert scale. Therefore 163 multiplied by 5 makes the value of the denominator.

The fraction make by the denominator and the numerator makes the ratio (RII) for that particular statement. To trace the actual decision category where that ration belongs, we multiply the ratio by 5 which is the highest possible decision option, the result will be a number between 1 and 5 to represent the scale ‘strongly disagree’ to ‘strongly agree’. This ratio can also be multiplied by 100 to make it a percentage for easy analysis. In the same vein, the percentage can also be divided by 5 to apportion a range for each decision category. Therefore we get a 20% range for each decision category as follows: 1% to 20% means ‘strongly disagree’, 21% to 40% means ‘disagree’, 41% to 60% means ‘neutral’, 61% to 80% means ‘agree’, and 81% to 100% means ‘strongly agree’.

Because each management practice (theme) had a number of statements (variables) that made up the final index, an average of the different indices had to be made by adding all the indices on each

of the statements under that management practice. The result was taken as the overall response given by the respondents on that particular management practice.

Qualitative data from the questionnaires and the interviews was analysed using thematic analysis. This analysis involved the consolidation of responses according to emerging themes. The themes were presented in narrative form starting with the most frequently reported themes but also highlighting the interesting findings.

3.6 Ethical Consideration

Permission was solicited from the University Management before administering the questionnaire and interviews with the identified respondents and informants, respectively. A letter signed and endorsed by Management was used to seek consent for participation from respondents. Anonymity and confidentiality is a vital research ethic that was maintained to the latter (Berg , 2012).

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the research. It presents the general characteristics of the population. It then presents both quantitative and qualitative findings management practices.

4.1 General Characteristics

This study had a total number of respondents of 163, of which 81 representing 49.7% were male and 82 representing 50.3% were female. The Age of the respondents ranged from 23 to 63 and the average age of the respondents was 39.8. The number of years the respondents have been working for the university of Zambia ranged from 1 year to 32 years, with a mean number of years worked being 8.86 and mode number of years worked was 8 years.

4.2 Presentation of Quantitative Findings

4.2.1 Presentation of Quantitative Findings for Performance Management Practices.

4.2.1.1 Fair Evaluation of Employees

To find out if the university of Zambia fairly evaluate its employees the, the respondents rated the following statements: Do you believe that the institution places the right person in the right job; Adequate information about the organization and the job is provided to the employee at the time of entry and the statement; Do you believe the selection of a candidate in the institution is merit based. Figure 3 below illustrates the results.

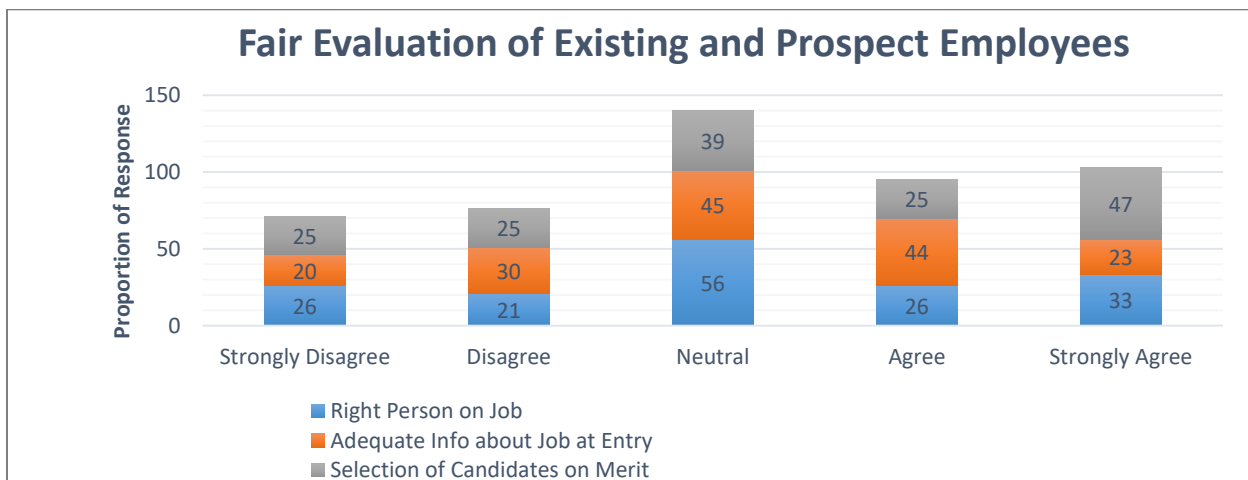


Figure 3: Fair Evaluation Bar Chart

The overall relative importance index (RII) for 'fair evaluation' at UNZA was 0.6243. This was an average of the individual RIIs from the statements: Do you believe that the institution places the right person in the right job (0.6235); Adequate information about the organization and the job is provided to the employee at the time of entry and the statement (0.6247); and Do you believe the selection of a candidate in the institution is merit based (0.6247). Although the most occurring response was "neutral", the overall response was 'agree' (62.4%). This means that even when most of the responses were neutral, collectively, the employees agree that there is fair evaluation of existing and prospective employees at the institution. When it comes to picking the right person for the right job, the most prominent and average response was 'neutral'. With regards to providing adequate information about the organization and job, the prominent response was 'neutral', however, the average response was 'agree'. Regarding the selection of candidates on merit, the prominent response was 'strongly agree' and the average response of 'agree'.

4.2.1.2 Highlighting Performers

In order to find out whether the institution highlights performers, the respondents rated the following statements: Performance appraisals in our organization aims at improving employees and strengthening our job skills; Our organization follows the policy of matching pay with performance; in our organization, good performers get promoted first; Pay increments offered by our organization are satisfactory; the pay we receive is competitive compared to that of employees doing similar work in other organizations; the training needs of the employees in our organization are assessed on the basis of their performance appraisal and the statement; Our organization recognizes the career growth needs of its employees. The responses to the questions are summarized in figure 4 below.

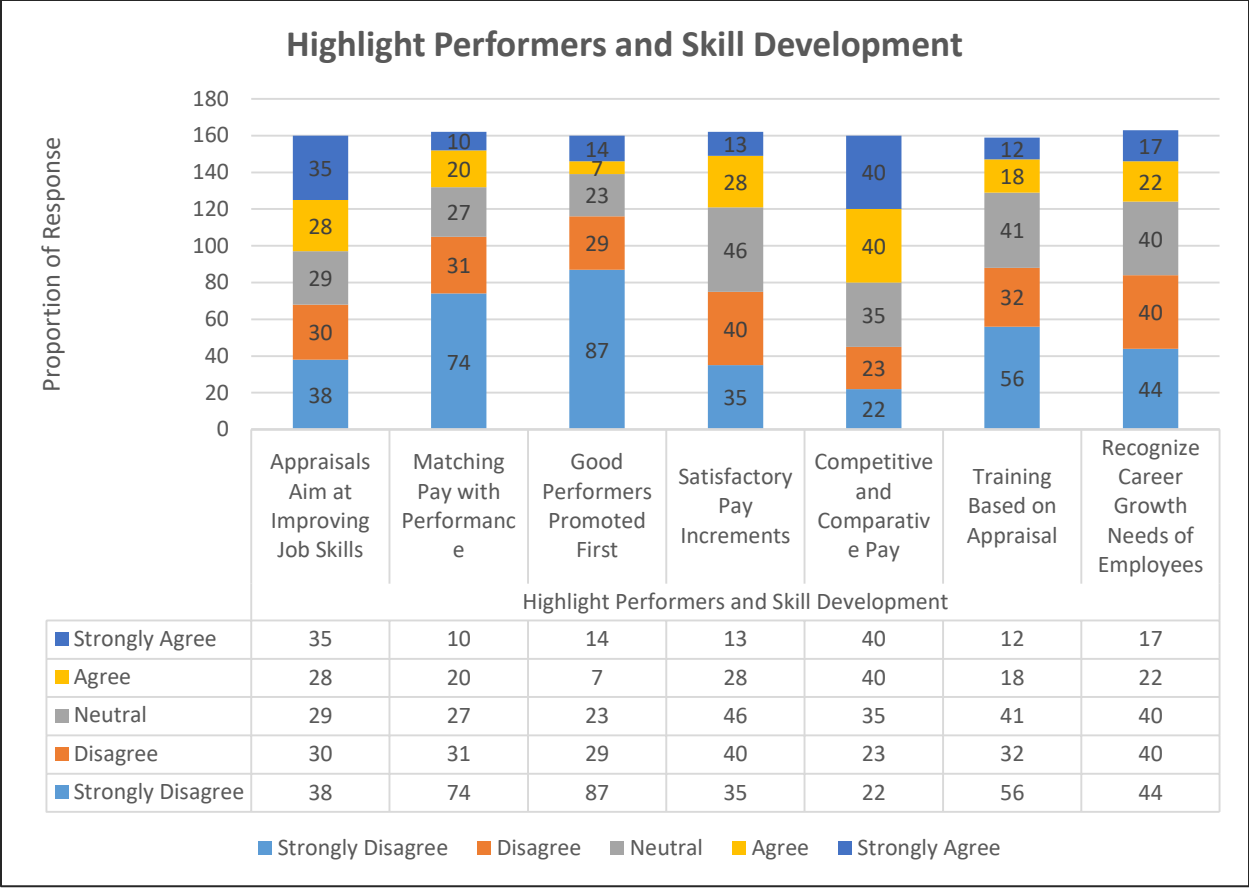


Figure 4: Highlighting High Performers Bar Chart

The overall RII for highlighting performers was 0.5127, implying that the response was ‘neutral’ (51.3%). The RII represents an average of the statements: Performance appraisals in our organization aims at improving employees and strengthening our job skills (0.59); Our organization follows the policy of matching pay with performance (0.4284); in our organization, good performers get promoted first (0.39); Pay increments offered by our organization are satisfactory (0.5309); the pay we receive is competitive compared to that of employees doing similar work in other organizations (0.6663); the training needs of the employees in our organization are assessed on the basis of their performance appraisal and the statement (0.4717); Our organization recognizes the career growth needs of its employees (0.5117). The most occurring response however was ‘strongly disagree’. Even when most the respondents strongly disagreed on most of the questions asked, collectively, their response to the management practice of highlighting performers was ‘neutral’. The prominent response to the individual statements relating to appraisal aimed at improving skills; matching pay with performance; and good

performers being promoted first was ‘strongly disagree’ and the average response was ‘neutral’. This was the same for the statements relating to training based on appraisal; and if the organization recognizes career growth needs of the employees. When it came to the statements relating to satisfactory pay increments, the prominent response was ‘neutral’ and the average response was also ‘disagree’. However, when it came to the statement in relation to competitive and comparative pay, the prominent response was ‘agree’ and with an average response ‘agree’.

4.2.1.3 Performance Linked Bonuses

Performance linked bonuses were analysed in a similar manner like above, the statement which were rated on a scale of 1 to 5 under performance linked bonuses were: Rewards in our organization are strictly linked to employee Performance, Rewards and incentives in our organization are fairly distributed and Our organization appraises the performance of its employees at regular intervals. The responses to the questions are summarized in figure 5 below.

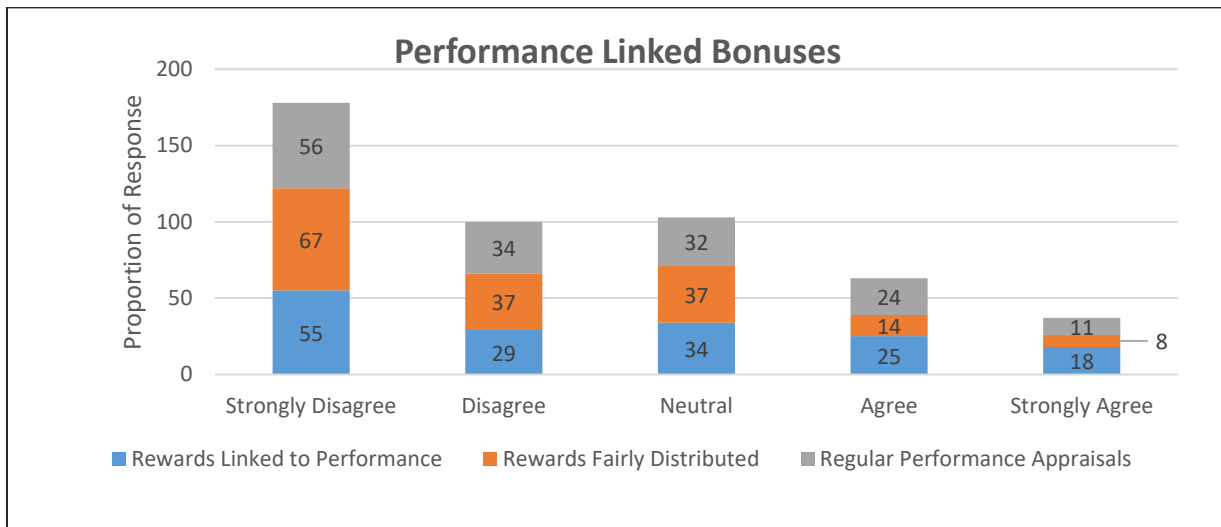


Figure 5: Performance Linked Bonuses Bar Chart

For performance linked bonuses, the RII was 0.4676. The overall most frequently occurring response was ‘strongly disagree’, but the overall response was ‘neutral’ (46.8%). The individual RIIs for the statements: Rewards in our organization are strictly linked to employee Performance, Rewards and incentives in our organization are fairly distributed and Our organization appraises the performance of its employees at regular intervals were; 0.5031, 0.427, 0.4726, respectively. While most of the respondents opted to strongly disagree with the notion of performance linked

bonuses, there collective response was ‘neutral’ to the availability and practice of the management style. The overall observed trend is reflected in each of the three individual statements.

4.2.2 Presentation of Quantitative Findings for Communication Management Practices.

4.2.2.1 Knowledge Sharing

In order to find out if there is adequate information sharing at the institution the respondents rated the following statements: Our organization has good electronic means of sharing information, we are regularly kept updated of how the organization is progressing, Books and other reading resources are easily accessed and information technology means of sharing information are intensively used to share documents in the organization. The responses to the questions are summarized in figure 6 below.

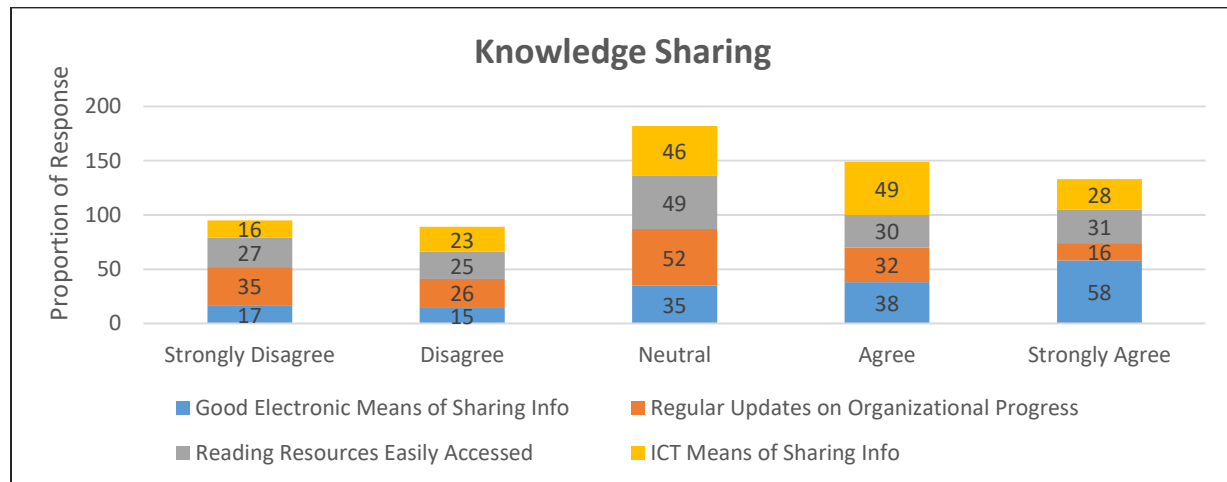


Figure 6: Knowledge Sharing Bar Chart

The results show that knowledge sharing scored an RII of 0.6417; an average from the RIIs of the statements: Our organization has good electronic means of sharing information (0.7288), we are regularly kept updated of how the organization is progressing (0.5602), Books and other reading resources are easily accessed (0.616), and information technology means of sharing information are intensively used to share documents in the organization (0.6617). The most occurring response was ‘neutral’ while the overall response was ‘agree’ (64.17%). This implies that even when the majority of the responses fell under the neutral response, the overall and collective response agreed with to knowledge sharing at UNZA. The predominant response choice for the statements regular updates on organizational progress; and reading resources easily accessed was ‘neutral’ while the average response was ‘agree’. On the other hand the statement relating to electronic means of

sharing information had the dominant response ‘strongly agree’ and the shared response ‘agree’, while the statement relating to ICT means of sharing information had ‘agree’ as the dominant and joint response.

4.2.2.2 Open House Discussion and Feed-back Mechanism

Similarly, in order to analyse if the institution had open house discussion and a feedback mechanism, the respondents rated the following statements: Our organization values periodic staff meetings to obtain general feedback about the welfare of everyone in the organization; and the organization strongly considers our goals and values. The responses to the questions are summarized in figure 7 below.

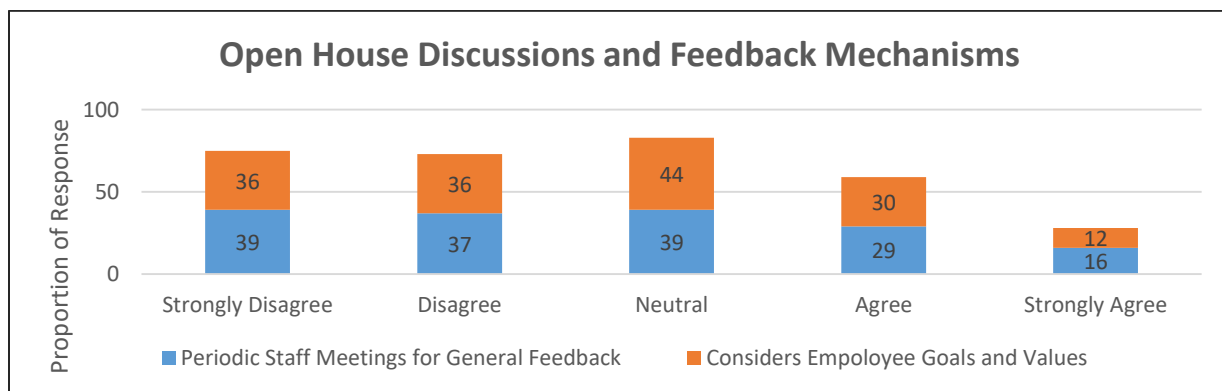


Figure 7: Open House Discussion and Feedback Mechanism Bar Chart

For the ‘open house discussion and feedback’ mechanism, the RII was 0.5321. This RII represents an average of the statements: Our organization values periodic staff meetings to obtain general feedback about the welfare of everyone in the organization; and the organization strongly considers our goals and values, that recorded 0.5325 and 0.5316, respectively. ‘Neutral’ (53.20%) was both an overall and the most frequent response. This means that, not only did most of the respondents pick on the neutral response option, but, collectively they were neutral about the existence of the management practice. The individual statements also reflect a similar case.

4.2.2.3 Open Book Management Style

Similarly, to analyse the open book management style of the institution the respondents rated the following statements: We are often asked by our supervisors to participate in decision making and the statement; and our organization cares about our opinions. The responses to the questions are summarized in figure 8 below.

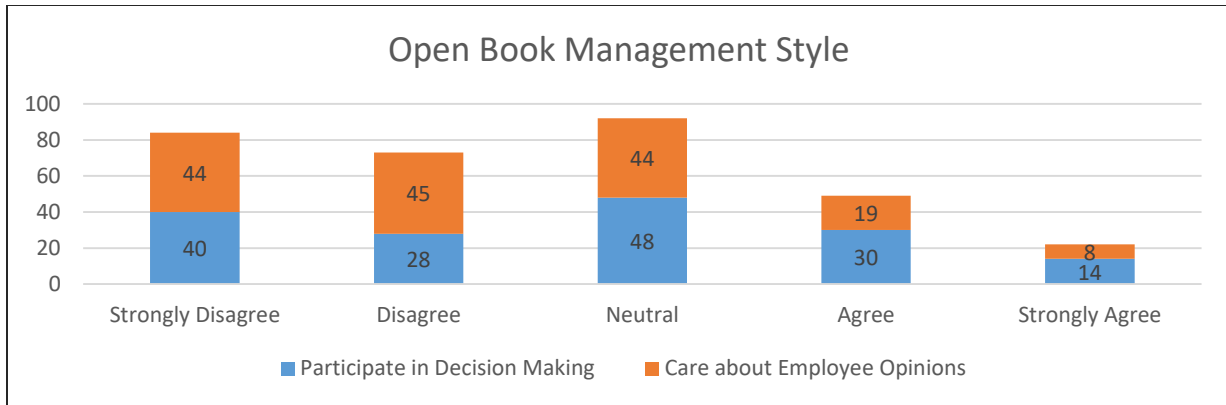


Figure 8: Open Book Management Style Bar Chart

The open book management as a management style scored an RII of 0.5075, an average of the statements: We are often asked by our supervisors to participate in decision making (0.5375); and our organization cares about our opinions (0.4775). ‘Neutral’ was both an overall response (50.8%), and the most frequent. This means that, not only did most of the respondents pick on the neutral response option, but, collectively take a neutral position as an opinion to the existence of the management practice. Both individual statements also reflect a similar case.

4.2.2.4 360 Degree Performance Management Feedback

In order to analyse 360-degree performance management feedback, the respondents rated the following statements: We receive proper feedback on how we are performing; and everyone in the organization is informed on how every other employee is performing. The responses to the questions are summarized in figure 9 below.

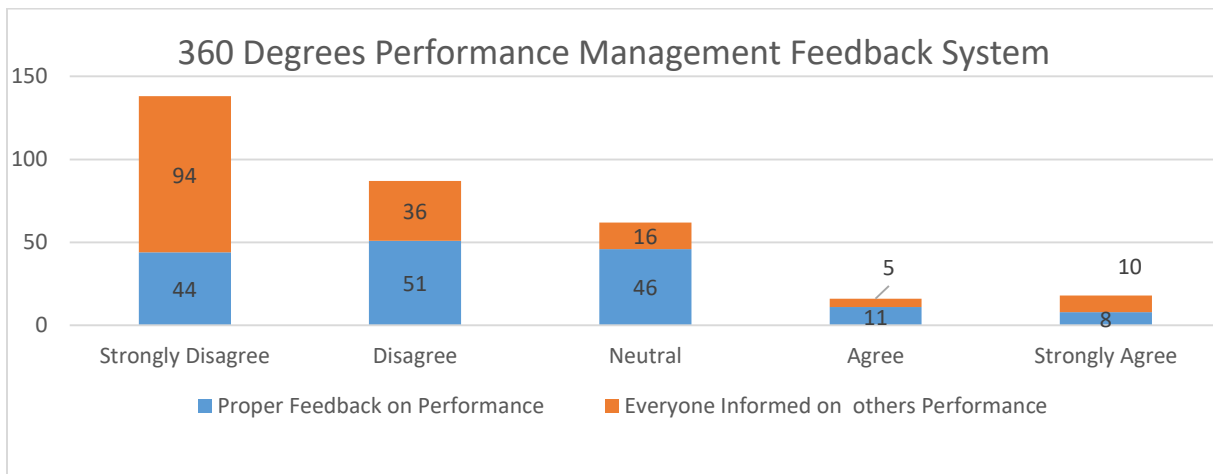


Figure 9: 360 Degree Performance Management Feedback Mechanism Bar Chart

360 degree performance management feedback system scored an RII of 0.4064, an average from the RIIs of the statements: We receive proper feedback on how we are performing; and everyone in the organization is informed on how every other employee is performing that recorded 0.46 and 0.3528, respectively. The most occurring response was ‘strongly disagree’, however the overall response was ‘neutral’ (40.6%). This implies that even when most of the respondents strongly disagreed with the practice of the 360 degrees performance management feedback system, collectively, they were neutral over the practice of the management style at UNZA. The individual statement regarding proper feedback on performance, the most occurring response was ‘disagree’ while the shared response was ‘neutral’. For the statement related to everyone being informed on how everyone else is performing, the most occurring response was ‘strongly disagree’ while the joint response was ‘disagree’.

4.2.3 Presentation of Quantitative Findings for Motivation Management Practices.

4.2.3.1 *Safety, Health and Happiness*

To analyse the safety health and happiness provided by the institution, the respondents rated the following statements: “I would be very happy to spend the rest of my career with this organization”, “I really feel as if this organizations problems are my own”, “Our organization promotes honest and open self-expression”, “continuous efforts are made in our organization to create a sense of belonging among employees and to make them feel like a member of the organization”, “Our organization duly supports its employees facing any problem”, “Our organization provides programs to assist balancing demands of families with children and/or elderly family members”, “Each Employee is treated with genuine respect”, and the statement “A number of recreational activities and occasional celebrations are organized in order to allow employees to mingle.” Figure 10 below presents the responses to the questions in summary.

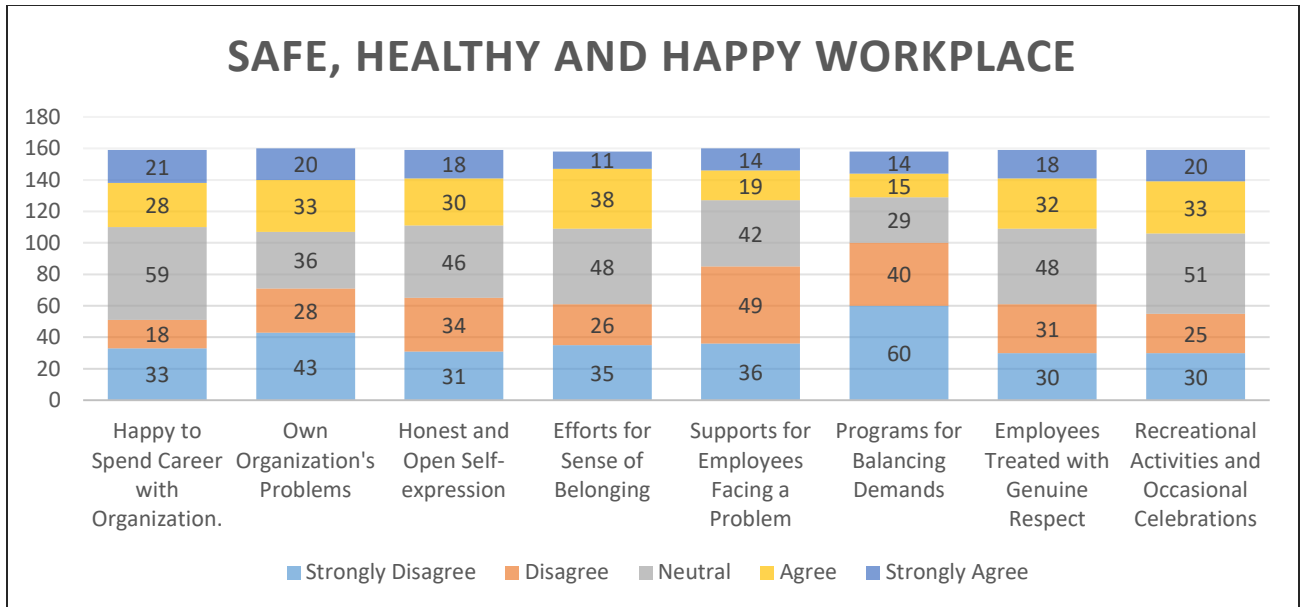


Figure 10: Safety, Health and Happiness Bar Chart

For safety, health and happiness, as a management practice at UNZA, the RII was 0.5454. the figure was arrived at as an average of the RIIs from the statements: “I would be very happy to spend the rest of my career with this organization” (0.5824), “I really feel as if this organizations problems are my own” (0.5488), “Our organization promotes honest and open self-expression” (0.5623), “continuous efforts are made in our organization to create a sense of belonging among employees and to make them feel like a member of the organization” (0.5544), “Our organization duly supports its employees facing any problem” (0.5075), “Our organization provides programs to assist balancing demands of families with children and/or elderly family members” (0.4519), “Each Employee is treated with genuine respect” (0.5711), and “A number of recreational activities and occasional celebrations are organized in order to allow employees to mingle” (0.5849). The overall response, and the most occurring was ‘neutral’(54.5%). This implies that not only did most the respondents, opt for neutral as a response, collectively also, they take a neutral position as an opinion to the existence of the safety, health and happiness, as a management practice at UNZA. This was the case for 5 of the individual statements regarding: happy to spend the entire career with the organization; honest and open self-expression; efforts for sense of belonging; employees treated with genuine respect; and recreational activities and occasional celebrations. The prominent response to the individual statements relating to own organizations problems; and programs for balancing demands was ‘strongly disagree’ and the collective response

was ‘neutral’. For the statements relating to support for employees facing problems, the prominent response was ‘disagree’ but the joint response was ‘neutral’.

4.2.3.2 Holding Reward Ceremonies

In order to assess if the respondents believed that the institution holds reward ceremonies, the respondents rated the following statements: Our organization values rewards ceremonies to motivate workers in the institution. The responses to the question are summarized in figure 11 below.

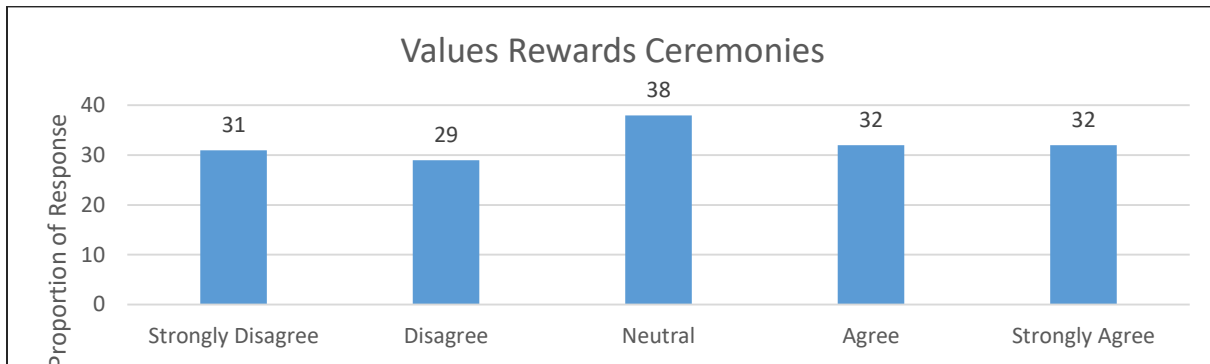


Figure 11: Reward Ceremonies Bar Chart

The RII for the management practice of holding reward ceremonies was 0.6062. The predominant response from the sampled employees was ‘disagree’, however, the average response was ‘agree’ (60.6%). What this implies is that even when most of the respondents opted to disagree with the notion that reward ceremonies were conducted as a management practice at UNZA, collectively, they agree to the notion.

4.2.3.3 Delighting Employees with the Unexpected

In order to find out if employees were delighted with the unexpected by the institution, the respondents rated the following statements: Our organization surprises employees with unexpected non-monetary and monetary gifts. The responses to the questions are summarized in figure 12 below.

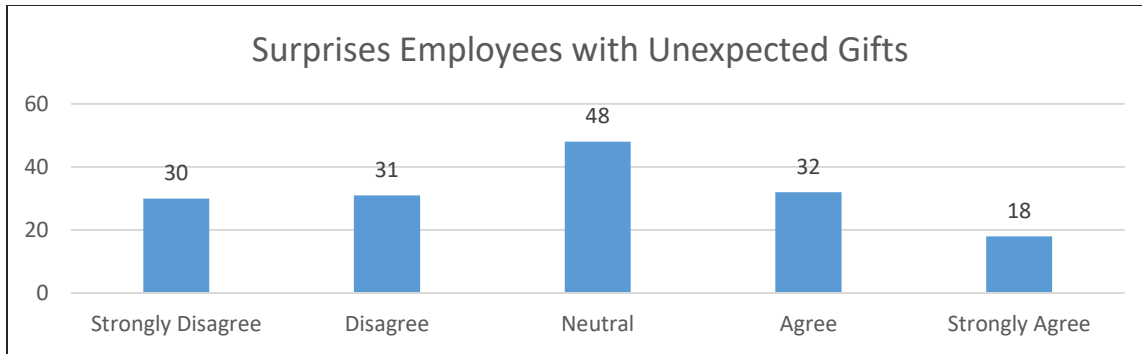


Figure 12: *Delighting Employees with the Unexpected*

For the management practice of Surprising employees with the unexpected, 0.3472 was the RII. The dominant response from the sample was ‘neutral’, however, the joint response was ‘disagree’ (34.7%). Implying that even when employees opted to pick the neutral option more frequently, collectively, they disagreed to the statement that UNZA surprises employees with unexpected non-monetary and monetary gifts.

4.2.4 Relative Importance

The ten best Practices were compared against each other to assess which was given priority against another. The results are presented in table 1 and th figure 13 below.

Table 1: Quantitative Data Frequency Table

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Missing	Total Number (N)	A*N	RII	%	Rank
Fair Evaluation of Existing and Prospect Employees										0.6243	62.4	2
Organization places the right person in the right job	26	21	56	26	33	505	1	162	810	0.6235	62.35	
Adequate information about the organization and the job is given at entry	20	30	45	44	23	506	1	162	810	0.6247	62.47	
Selection of a candidate in our organization is strictly based on merit	20	30	45	44	23	506	1	162	810	0.6247	62.47	
Highlight Performers and Skill Development										0.5127	51.3	6
Appraisals in our organization aims at improving employees and strengthening our job skills	38	30	29	28	35	472	3	160	800	0.59	59	
Organization follows the policy of matching pay with performance	74	31	27	20	10	347	1	162	810	0.4284	42.84	
Good performers get promoted first	87	29	23	7	14	312	3	160	800	0.39	39	
Pay increments offered by our organization are satisfactory	35	40	46	28	13	430	1	162	810	0.5309	53.09	
Pay we receive is competitive compared to other organizations	22	23	35	40	40	533	3	160	800	0.6663	66.63	
Training needs of the employees assessed on the basis of performance appraisal	56	32	41	18	12	375	4	159	795	0.4717	47.17	
organization recognizes the career growth needs of its employees	44	40	40	22	17	417	0	163	815	0.5117	51.17	
Performance Linked Bonuses										0.4676	46.8	8
Rewards linked to employee performance	55	29	34	25	18	405	2	161	805	0.5031	50.31	

Rewards fairly distributed	67	37	37	14	8	348	0	163	815	0.427	42.70	
Organization appraises the performance at regular intervals	56	34	32	24	11	371	6	157	785	0.4726	47.26	
Values Reward Ceremonies										0.6062	60.6	3
organization values rewards ceremonies to motivate employees	31	29	38	32	32	491	1	162	810	0.6062	60.62	
Knowledge Sharing										0.6417	64.2	1
Organization has good electronic means of sharing information	17	15	35	38	58	594	0	163	815	0.7288	72.88	
We are regularly kept updated of how the organization is progressing	35	26	52	32	16	451	2	161	805	0.5602	56.02	
Books and other reading resources are easily accessed	27	25	49	30	31	499	1	162	810	0.616	61.60	
Information technology means of sharing information are intensively used to share documents	16	23	46	49	28	536	1	162	810	0.6617	66.17	
Open House Discussion and feedback Mechanism										0.5321	53.2	5
Organization values periodic staff meetings to obtain general feedback	39	37	39	29	16	426	3	160	800	0.5325	53.25	
Organization strongly considers our goals and values	36	36	44	30	12	420	5	158	790	0.5316	53.16	
360 degrees Performance Management Feedback Mechanism										0.4064	40.6	9
We receive proper feedback on how we are performing	44	51	46	11	8	368	3	160	800	0.46	46	
Everyone in the organization is informed on how others are performing	94	36	16	5	10	284	2	161	805	0.3528	35.28	
Safety, Health and Happiness										0.5454	54.5	4
I would be very happy to spend the rest of my career with this organization.	33	18	59	28	21	463	4	159	795	0.5824	58.24	

Organization's problems are my own	43	28	36	33	20	439	3	160	800	0.5488	54.88	
Organization promotes honest and open self-expression	31	34	46	30	18	447	4	159	795	0.5623	56.23	
Efforts to create sense of belonging among employees	35	26	48	38	11	438	5	158	790	0.5544	55.44	
Organization supports its employees facing any problem	36	49	42	19	14	406	3	160	800	0.5075	50.75	
Organization provides programs to assist balancing demands	60	40	29	15	14	357	5	158	790	0.4519	45.19	
Employees treated with genuine respect	30	31	48	32	18	454	4	159	795	0.5711	57.11	
Recreational activities and occasional celebrations organized	30	25	51	33	20	465	4	159	795	0.5849	58.49	
Open Book Management Style										0.5075	50.8	7
Asked to participate in decision making	40	28	48	30	14	430	3	160	800	0.5375	53.75	
Organization cares about our opinions	44	45	44	19	8	382	3	160	800	0.4775	47.75	
Delighting Employees with the Unexpected										0.3472	34.7	10
Organization surprises employees with unexpected non-monetary and monetary gifts	102	27	12	6	12	276	4	159	795	0.3472	34.72	

Decision Criteria					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
RII interval	0 - 0.2	0.21 - 0.4	0.41 - 0.6	0.61 - 0.8	0.81 - 1
% interval	0 - 20	21 - 40	41 - 60	61 - 80	81 - 100

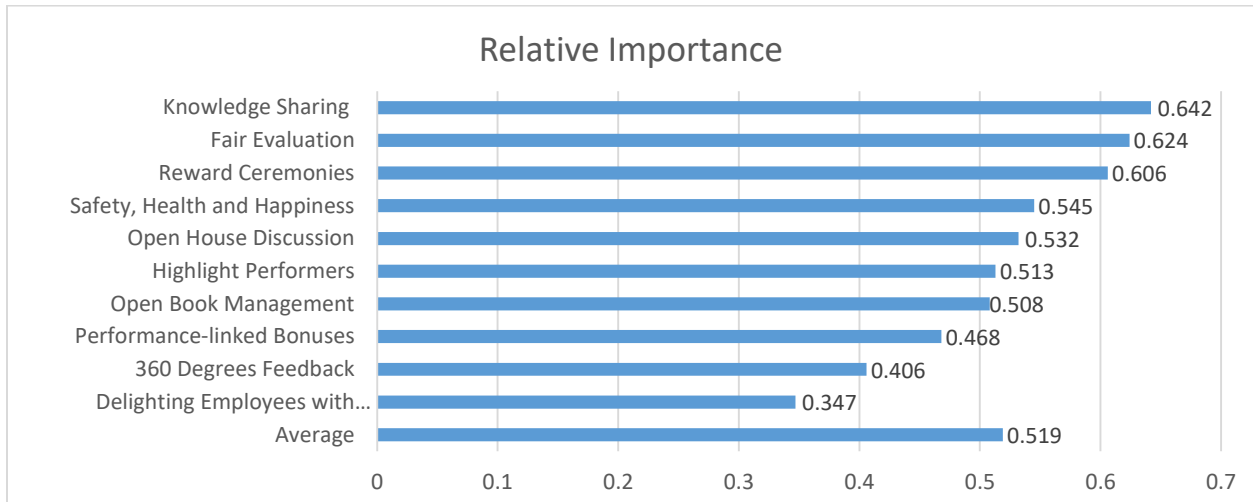


Figure 13: Relative Importance of the 10 Best Human Resource Management Practices by EmpXtrack Bar Chart

Knowledge Sharing received the highest score (0.642), followed by Fair Evaluation (0.624), and Reward Ceremonies (0.606). Safety, Health and Happiness scored (0.545), followed by Open house discussion (0.532), Highlighting Performers (0.513), and Open Book Management (0.508). The least performing practices included Performance-linked Bonus (0.468), 360 degrees Feedback (0.406), and Delighting employees with the unexpected with an RII score of only 0.347. The average score for all the management practices was 0.519.

4.2.5 Regression Analysis

Table 2 below shows the results of a logistic regression that was trying to assess the relationship between the 10 management practices and other characteristics of the sample like gender, age, marital status, and duration on the job. The Null hypothesis suggests that there is no significant relationship between the 10 management practices and the demographics. These variables are tested at a 95% confidence level or alpha 0.05. If the P-value is below 0.05 then we reject the null hypothesis and accept the alternative hypothesis that suggests that there is a significant relationship between the 10 management practices and the demographics.

Table 2: Logistic Regression Analysis:

Logistic Regression: 10 HR Management practices against gender, age, marital status and duration of employment.										
		Gender		Age	Marital Status				Duration	Constant
		Male	Female		Married	Never Married	Widowed	Divorced		
		Base			Base					
Fair Evaluation	Z-score		0.419	0.545		0.749	0.183	0.873	0.047**	0.951
	Coef.	0	0.362	0.022	0	0.189758	1.546654	-0.20043	-0.0791	-0.086
Highlighting Performers	Z-score		0.903	0.75		0.774	0.302	-	0.293	0.402
	Coef.	0	0.065	0.015	0	-0.19576	0.928872	0	-0.0445	-1.570
Performance-linked Bonuses	Z-score		0.877	0.295		0.387	0.957	0.257	0.518	0.053
	Coef.	0	-0.098	0.049	0	0.590914	-0.07699	1.444896	0.0274	-4.008
Reward Ceremonies	Z-score		0.732	0.646		0.216	0.815	0.912	0.373	0.621
	Coef.	0	0.138	0.015	0	-0.62491	-0.20973	0.15694	0.0313	-0.625
Knowledge Sharing	Z-score		0.36	0.011**		0.043**	0.123	0.773	0.032**	0.195
	Coef.	0	0.439	0.091	0	-1.20166	-1.30846	-0.36953	-0.0897	-1.783
Open House Discussions	Z-score		0.359	0.304		0.21	0.422	0.664	0.476	0.176
	Coef.	0	0.397	0.033	0	-0.74932	0.633277	-0.56966	-0.0235	-1.774
360 Degrees Feedback	Z-score		0.419	0.84		0.518	0.836	0.024**	0.255	0.114
	Coef.	0	0.482	-0.011	0	0.454342	-0.21222	2.679643	0.0662	-2.787
Safety, Health and Happiness	Z-score		0.253	0.438		0.797	0.132		0.532	0.152
	Coef.	0	0.560	0.026	0	-0.16188	1.406689	0	-0.0233	-2.008
Open Book Management	Z-score		0.398	0.972		0.658	0.411	-	0.779	0.639
	Coef.	0	-0.355	-0.001	0	0.234803	-0.89637	0	-0.0103	-0.607
Delight Employees with Unexpected	Z-score		0.733	0.691		0.882	0.019**	0.022**	0.897	0.254
	Coef.	0	-0.202	-0.015	0	0.129081	1.958212	2.61878	0.0051	-1.848

90% Confidence level or alpha 0.10	*
95% Confidence level or alpha 0.05	**
99% Confidence level or alpha 0.01	***

From the table only age, marital status and duration of occupation affect the management practices. And only Fair evaluation, Knowledge sharing, the 360 degrees feedback mechanism, and delighting employees with the unexpected seem to be affected by these demographics.

At a closer look, the results show that marital status had an effect on Knowledge Sharing, 360 Degrees Feedback, and, Delight Employees with Unexpected. Marital status is statistically significant to the three management practices at the 95% confidence level or alpha 0.05. The P-

value for the never-married against knowledge sharing is 0.043, this is less than 0.05. Because of that, we reject the null hypothesis that claims that there is no relationship between being never-married and knowledge sharing at UNZA relative to being married. The result, therefore, implies that with a 95% confidence, relative to the married, the never-married are less likely to affect knowledge sharing. The coefficient shows a negative sign to imply that the never-married are less likely to acknowledge the practice of knowledge sharing at UNZA relative to the married, with all other factors constant.

In like manner, the P-value for the divorced against the 360 degrees Feedback Mechanism is 0.024, this is less than 0.05. Because of that, we reject the null hypothesis that claims that there is no relationship between being divorced and the 360 degrees Feedback Mechanism at UNZA relative to being married. Therefore, with a 95% confidence, this implies that relative to the married, the divorced are more likely to affect knowledge sharing. This time, the coefficient shows a positive sign implying that the divorced are more likely to acknowledge the practice of 360 degrees Feedback Mechanism at UNZA, relative to the married, holding other factors constant.

Furthermore, the P-value for the divorced against the practice of Delighting Employees with Unexpected is 0.022, this is less than 0.05. Because of that, we reject the null hypothesis that claims that there is no relationship between being divorced and Delighting Employees with Unexpected at UNZA relative to being married. The result, therefore, implies that with a 95% confidence, relative to the married, the divorced are more likely to affect knowledge sharing. The coefficient shows a positive sign to imply that the divorced are more likely to acknowledge the practice of Delighting Employees with Unexpected at UNZA, relative to the married, holding other factors constant.

Similarly, the P-value for the widowed against the practice of Delighting Employees with Unexpected is 0.019, also less than 0.05. Because of that, we reject the null hypothesis that claims that there is no relationship between being widowed and Delighting Employees with Unexpected at UNZA relative to being married. The result, therefore, implies that with a 95% confidence, relative to the married, the widowed are more likely to affect knowledge sharing. The coefficient shows a positive sign to imply that the widowed are more likely to acknowledge the practice of Delighting Employees with Unexpected at UNZA, relative to the married, holding other factors constant.

The results also show that Fair Evaluation and Knowledge Sharing are affected by duration of occupation. Duration of occupation is statistically significant to the two management practices at the 95% confidence level or alpha 0.05. The P-value for duration of occupation against the practice of Fair Evaluation is 0.047, this is less than 0.05. Because of that, we reject the null hypothesis that claims that there is no relationship between these variables at UNZA. The result, therefore, implies that with a 95% confidence, duration of occupation is less likely to affect Fair Evaluation. The coefficient shows a negative sign to imply that the longer the duration of occupation, the less likely the employee to acknowledge the practice of Fair Evaluation at UNZA, holding other factors constant.

Similarly, the P-value for duration of occupation against knowledge sharing is 0.032, this is less than 0.05. Because of that, we reject the null hypothesis that claims that there is no relationship between duration of occupation and knowledge sharing at UNZA. The result, therefore, implies that with a 95% confidence, duration of occupation is less likely to affect knowledge sharing. The coefficient shows a negative sign to imply that the longer the duration of occupation, the less likely the employee to acknowledge the practice of knowledge sharing at UNZA, holding other factors constant.

Finally, the results show that Knowledge Sharing is affected by age. The P-value for Age against knowledge sharing is 0.011. Because this is less than 0.05, we reject the null hypothesis that claims that there is no relationship between these two variables at UNZA. Therefore, this implies that with a 95% confidence, Age is likely to affect knowledge sharing. The coefficient shows a negative sign meaning the older the employee, the less likely they are to acknowledge the practice of knowledge sharing at UNZA, holding other factors constant.

4.3 Presentation of Qualitative Findings

A framework analysis approach focusing on thematic analysis was used to analyse to data from open ended questions in the questionnaires, and responses from the key informant interviews, allowing themes to emerge from participants' written responses and narratives. This involved grouping together responses that were similar in nature and finding a short phrase that would explain them in summary. This is what is referred to as a theme in this report. Thus from a glance it is easy to understand what sort of responses were gathered. Therefore for each of the 10 practices the responses formed themes as shown in table 3 below.

Table 3: Emerging Themes

Management Style	Optimistic Themes	Pessimistic Themes
<i>Fair Evaluation</i>	<ul style="list-style-type: none"> • Supervisor Employee Appraisal • Advertising • Hiring on Merit • Provide Job Specification and Qualification • Peer to Peer Evaluation • Appraisal with Inclusive Approach 	<ul style="list-style-type: none"> • Rejected appraisal system • One sided Appraisal in other Departments
<i>Highlight Performers:</i>	<ul style="list-style-type: none"> • Merit Increments • Awarding High Performers 	<ul style="list-style-type: none"> • Communal rewards
<i>Performance Linked Bonuses</i>	<ul style="list-style-type: none"> • Communal Rewards • Considering Performance linked bonuses • Piecemeal Approach to Performance Linked Bonuses 	<ul style="list-style-type: none"> • Not Available
<i>Reward Ceremonies</i>	<ul style="list-style-type: none"> • One Reward Ceremony • Public Awards • Merit Based Awards 	<ul style="list-style-type: none"> • Questionable Selection Procedure
<i>Knowledge Sharing</i>	<ul style="list-style-type: none"> • Physical Verbal communication • Electronic Written communication • Physical Written communication • Electronic Verbal communication • Physical Visual communication • Electronic Visual communication 	
<i>Open House Discussion and Feed-back Mechanism</i>	<ul style="list-style-type: none"> • Through Departmental Meetings 	<ul style="list-style-type: none"> • Poor Implementation • Selective Participation
<i>360 Degree Performance Management Feedback</i>	<ul style="list-style-type: none"> • Two way feedback • Group Feedback 	<ul style="list-style-type: none"> • Peer Feedback Rejected • Not Practiced
<i>Safety, Health and Happiness</i>	<ul style="list-style-type: none"> • Medical Schemes • Social Interaction • Safety Measures 	<ul style="list-style-type: none"> • Safety and Health Hazards
<i>Open Book Management Style</i>	<ul style="list-style-type: none"> • Occasional and Informal 	<ul style="list-style-type: none"> • Rarely Happens • Only at Management Level
<i>Delighting Employees with the Unexpected</i>	<ul style="list-style-type: none"> • Fear of Audit Queries 	<ul style="list-style-type: none"> • Not Available

Source (Key Informant Interviews, 2019).

4.3.1 Presentation of Qualitative Findings for Performance Management Practices.

4.3.1.1 Fair Evaluation of Employees

Information from key informants reveals that UNZA has a method of evaluating employees fairly. Supervisor Employee Appraisal, Advertising, Hiring on Merit, Provide Job Specification and Qualification, Peer to Peer Evaluation, and Appraisal with Inclusive Approach were the optimistic

themes that emerged from the key informant interviews. A few other pessimistic themes emerged including Rejected appraisal system, and one sided Appraisal in other Departments.

Public advertisement is done to allow people to apply. Applicants are shortlisted and interviewed to get the best among them, who is then taken for the job, following the set job specification. After selection, the employee is provided with all the necessary information about the job and the terms and conditions of service. They are then allowed set their own targets tapping from the strategic plan on which performance appraisal will be conducted. Below is an extract from the key informant interviews conducted.

“...When bringing them in we bring people based on merit. We advertise, people apply, shortlisting is done we check who qualifies interviews are done and then we check on the best performer so we are bringing them on merit. When they come, they are documents that are provided to them stating with the conditions of service, when they are done they are shown the job description which shows them what they are supposed to do. Then after some time there is performance appraisal....”

The performance evaluation is conducted in such a way that the employee after setting their own targets is asked by the supervisor to rate their own performance against their own set targets. Then the supervisor also rates the employee according to the employees' targets. The two scores are discussed and reconciled between the supervisor and the employee to get the final performance score. One of the Key informants explains below.

“...Right now we have staff performance appraisal system... the way it works is I do a personal evaluation of my work plan. I evaluate and score myself according to the targets I was given then I go to my supervisor and have a one to one discussion into each hour input/ activity that I should have undertaken. He being my supervisor will have their own scoring as well depending on my performance. You can also advance if you have any justification and them you agree on the final score...”

Source (Key Informant Interviews, 2019).

4.3.1.2 *Highlighting Performers*

When key informants were asked to comment on the issue of highlighting performers at UNZA, their responses were summarised in the following themes: Merit Increments, and Awarding High Performers were the optimistic themes that emerged. On the other hand, communal rewards emerged as the pessimistic theme.

High performers are rewarded on the Labour Day which is done annually. Each department has a committee that sits to select the employees that deserve awarding. These are awarded with household goods. However, others felt that this process was not really based on merit; it was just a general way of motivating employees. They further reported that the idea was to have every employee awarded at some point. Thus the award is rotational in nature and not really based on merit. Others went on to report that there was no specific criteria drawn on how the employees to be awarded on the Labour Day would be selected, especially for professional employees. On the flip side, academic staff were rewarded on merit; those who work well accrue to themselves promotion. One of the key informants reported below.

“.....High performers are rewarded on Labour Day we mostly buy them household goods like a TV a fridge and so on by a way of appreciating their performance. This is done annually where each department sits and chooses who qualifies for awarding.....”

Source (Key Informant Interviews, 2019).

Another way of highlighting performers that was reported was in the form of commendation letters. These letters would be written highlighting the major competencies, in the period under review. This was done in order to encourage the employee to continue doing well. There is also an introduction of employee of the month.

Another interesting finding was that the process of rewarding on merits was just being developed at the University of Zambia. It was just rolled it out in 2017 starting with executive management, followed by senior management in 2018. In 2019 it was hoped to be rolled out to everyone.

4.3.1.3 *Performance Linked Bonuses*

On performance linked bonuses, the emerging themes were as follows: Most of the responses presented a pessimistic response themed ‘Not Available’. The few optimistic themes were gathered

including: Communal Rewards, Considering Performance linked bonuses, Piecemeal Approach to Performance Linked Bonuses.

Informants stated that the Performance linked bonuses method was not yet functional at UNZA. There were just group rewards which cut across the whole board. However, rewards linked to performance were being planned; efforts are being made starting with academic employees. It was further discovered that this used to happen in the past but had to be abandoned due to financial constraints. A few informants are cited below.

“.....For new there is just group rewards which cut across the whole board. But I think it is taking that direction where rewards are given on merit....”

“.....Nothing has been established yet. However efforts are being made starting with academic employees. I remember in the strategic plan there is something about awarding scholars that have done research and have come up with novel inventions and discoveries....”

Source (Key Informant Interviews, 2019).

4.3.2 Presentation of Qualitative Findings for Communication Management Practices.

4.3.2.1 Knowledge Sharing

According to key informants, the themes that emerged relating to knowledge sharing were: physical verbal, electronic written, physical written, and electronic verbal communication. Additionally, there was physical visual communication, and electronic visual communication.

The University of Zambia exercises Knowledge sharing through memos, telephones, emails, and physical meetings. At the time of the research, the most prominent method of communication was the method of a hard copy written memo sent through a human messenger. At times one could use a telephone or an email to communicate with another office or department. Emails were used but not very regularly. Physical meetings were used where employees in a department met to discuss work target and give feedback. For example if one went out for a workshop, they are expected to hold a small department meeting to share the experience they had. However, that did not happen as much, people only filled in what they call a back report, to illustrate how their trip was. One of the respondents reports below:

“...We combine phones emails and letters, depending on how one decides to communicate”

UNZA also has an online platform called ZIMBRA, this platform is meant for knowledge sharing and communication. The platform has many contents which include policy documents, email services, information about the organization and so on. The challenge is that not so many employees use it. Secondly, it is not regularly updated. Below is a detailed report from the key informant interviews.

“...There is an online platform called ZIMBRA, which is supposed to be used for knowledge sharing. When you login and go to the portal, we are supposed to have many organization policies like a training policy but the question is that we have a new training policy that was done recently but has not been updated. There are also other policies that have not been updated.....”

4.3.2.2 Open House Discussion and Feed-back Mechanism

According to the key informants' interviews, the themes that emerge from the open house feedback mechanism are as follows: Most of the respondents presented pessimistic themes like Poor Implementation, and Selective Participation. The few optimistic respondents dwelled on the theme 'Through Departmental Meetings'

The university operates through a committee management style that is supposed to facilitate for an open book management style, but how this is implemented is the challenge. Some key informants mentioned that there are committee meetings where members are free to give their input, at times the supervisor would delegate assignments to subordinates to allow them to provide feedback. On the contrary, other informants mentioned that not so many employees are aware of the opportunity to provide input. It was further explained that academic staff were the ones that were more privileged to have input as compared to technical and junior administrative staff.

“...We have departmental meetings where we call members of staff to be available. We discuss the objectives and allow members of staff to give their input. Sometimes the superior delegates an assignment to the subordinates to allow them to give feedback.....”

Source (Key Informant Interviews, 2019).

“...Academic staff are mostly involved in various committees where they are involved in most decision making involving the school through the departmental board of studies and the school board of studies. For the technical staff, the involvement in major decision making is on a lower level. In the school we have a technical advisory committee which is shared by one of the chief scientists, and that is involved in many issues that feed to the main committees. In that regard they may feel involved. For secretarial and administrative staff. I don't feel that they make decisions that affect the running of the faculty....”

Source (Key Informant Interviews, 2019).

4.3.2.3 Open Book Management Style

According to key informants, Occasional and Informal was the only optimistic theme for open book management. On the other hand, the majority bring out the following themes; ‘Rarely Happens’ and ‘Only at Management Level’

There is no formal open house discussion and feedback mechanism at UNZA. A few management officers have tried it in their own capacity but there is no policy for such. Some key informants mentioned that there are WhatsApp groups especially for the union of academic staff where they are free to air out their views and provide feedback to management. There was also an attempt to use anonymous written submissions but that also failed maybe because employees did not trust the anonymity of the forms. Here are a few details in the report below.

“...This is a new mechanism and UNZA does not have this as a policy. Open house discussions are not there. However, at a certain time when deans, directors, and Head of departments would meet every Monday and the agenda was not standard but was a mechanism to provide for feedback. The vice Chancellor would open a meeting and inform the members his agenda and allowed them to add items to the agenda. Right now there are only meetings for executive management for principle officers who have meetings per week senior directors and deans meet monthly. Only executive management meet but seniors management rarely meet due to overwhelming items to discuss. However, there is a suggestion box at the reception....”

Source (Key Informant Interviews, 2019).

4.3.2.4 360 Degree Performance Management Feedback

The major themes that emerged from the key informant interviews on the 360 degrees mechanism were both optimistic and pessimistic. The optimistic themes are ‘Two way feedback’ and ‘Group Feedback’. The pessimistic themes on the other hand were ‘Rejected Peer Feedback’ and ‘Not practiced’

The key informants revealed that UNZA mainly had a two way appraisal feedback mechanism. The employee appraises themselves, then the supervisor also makes an appraisal on the employee and feedback is provided on both ends. The part that misses out is the peer appraisal, especially giving feedback to peers over an employee’s performance.

“...It is mostly between the appraisee and the appraiser. It’s a two way system. The aspect of peer to peer is not there. For academic staff, it between the HOD and the appraiser, with an input for peers. But there is no opportunity for information to go from peer to peer. There is no feedback on the peer part. For other stuff, it is basically just two way....”

Source (Key Informant Interviews, 2019)

Some informants mentioned that this system of appraisal was tried sometime in the past on academic staff where students, fellow lectures, and supervisors would appraise the lecturer but this was not well received by academic staff and was later abandoned. Thus only a two way evaluation where the employee and the supervisor provide input and feedback into an employee’s performance appraisal. Below is an extract from the key informant interviews.

“...An effort was made to start with academic staff. Where students would evaluate their lecturer and feedback would be given to the lecturer for improvement. The system at UNZA somehow received a lot of criticism. The school of engineering and mines tried, but HODs received forms but would not analyse them when received. Later on there was a suggestion to make it electronic which would analyse and quickly give feedback. But there is a challenge of being serious. When you get the feedback is it really taken to the lecturers concern...?”

Source (Key Informant Interviews, 2019)

4.3.3 Presentation of Qualitative Findings for Motivation Management Practices.

4.3.3.1 *Safety, Health and Happiness*

Key informants on the matter of safety, health, and happiness at the workplace reported through the following major themes: Availability of Medical Schemes, Social Interaction Activities, and Safety Measures, counted for the optimistic themes. On the pessimistic end Safety and Health Hazards was the theme.

Safety is ensured through a security system around the university campus, with security guards, lights, and CCTV. There are also fire extinguishers in the hallways and offices to ensure protection from fires other departments even have safety committees. One respondent reports below.

“... For safety we have tried in every way to have fire extinguishers distributed around the buildings. We also have security around campus. We also have security lights and CCTV to ensure security.”

Source (Key Informant Interviews, 2019)

However, there are no security and fire drills and lessons to ensure that the employees trained. Sometimes the buildings are not safe with naked wires and leakages. One of the key informants had the following to say:

“...We have not done well in this part. If you look at this building sometimes you will find necked wires, dirty toilets....”

Source (Key Informant Interviews, 2019)

On health, UNZA has health schemes for their employees, according to their workers unions. These schemes provide medical cover for the employees and part of their families including the employee, the spouse, the children and the employee's parents. This varies depending on the union. UNZA also has a well-equipped clinic with most of the necessities like a lab, ambulances, and qualified health personnel just to mention a few. Some key informants complained about the toilets not being clean and adequate for the number of users around. Details are quoted in the extract below.

“... We have unions which have come up with medical schemes. For example my scheme is attached to UTH and Lusaka Trust, whereby, if I go to the clinic and they cannot handle the case then I will be referred to any of the 2. But I definitely need to have a membership card. The scheme is only limited to me and my immediate family including wife and children.”

Source (Key Informant Interviews, 2019)

For a happy workplace, UNZA ensures that workers have working space, there also is a system that allows for interaction among peers. There are canteens and bars where employees meet and interact. Management has also created events like end of year events and sports day events where employees meet besides working to interact and refresh their minds. One of the informants had the following to say:

“...Social interaction we have the sports day... we also have conversion at the end of the year to interact. We have cocktails.....”

Source (Key Informant Interviews, 2019)

4.3.3.2 Holding Reward Ceremonies

Regarding reward ceremonies, the following are the emerging themes: One reward ceremony, public awarding, and merit based awarding were the optimistic themes while questionable selection procedure was the pessimistic theme that emerged from the responses.

The key informants reveal that UNZA holds only one reward ceremony called the Labour Day Awarding Ceremony. This is a public event that is held annually. Employees are awarded with household goods like a TV a fridge and so on. All employees are invited to attend and witness the awarding of those employees selected to be rewarded that year. This is done to both to highlight key performers and to motivate other employees to emulate. The employees that are awarded on the Labour Day are selected by certain committees in units who then send the names to the registrar unit that compiles the list and runs the award ceremony. One of the key informants had the following to say below:

“.....So far what I have seen is the Labour Day award. It is also a way of awarding the deserving employees. It takes where people are invited and given

something and all the university community is invited to observe so that they can be motivated as well....”

However, even when key informants from the registrars unit said that the selection is done on merit basis, other informants were of the view that the criteria used is not based on merit. Below is an extract from one of the key informant interviews.

“...for academic stuff, if you work hard you get promotions. But for other stuff, there are no specific performance based bonuses. Labour Day yes, but has weakness in the way we are running it, because eventually everyone will get a Labour Day award, it is not really a bonus tied to performance. We just put it in the newsletter.....”

Source (Key Informant Interviews, 2019).

4.3.3.3 *Delighting Employees with the Unexpected*

Only two themes emerged for the management practice of delighting employees with the unexpected. These are; ‘Not available’, and ‘Fear of audit queries’

The key informants said the University of Zambia does not practice the mechanism of delighting employees with the unexpected. Key informants stated that UNZA is a public institution and doing so would attract audit queries. One of the respondents is quoted below.

“Being a public institution, this does not apply because doing that attracts audit queries.”

Source (Key Informant Interviews, 2019).

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings of the research. It makes a triangulation of the quantitative findings in relation to the qualitative finds and compares the findings to those of other scholars and researchers.

5.1 Discussion of Performance Management Practices.

5.1.1 Fair evaluation

According to figure 3, the response for Fair evaluation at UNZA was ‘true’ (62.4%) with an index of 0.624. That meant that the employees agreed that there is fair evaluation at UNZA. However, an index of 0.624. To be specific, the employees agree (62.3%) that the right person is placed in the right job; that adequate information about the organization and the job is provided to the employee at the time of entry (62.4%); and that the selection of a candidate in the institution is merit based (65.4%). The regression results showed that the longer the duration of occupation, the less likely the employee to acknowledge the practice of Fair Evaluation at UNZA. With a mean duration of 9 years among employees, the majority of the respondents had worked long enough to observe the practice and their responses are valid. This information is backed up by the key informants’ interviews who also showed that there is a fair procedure of evaluation of an employee both at entry and while in the organization. However, it seems the process is not consistent across the whole university departments. A review of the literature indicates that there are enterprises which are generally less likely to adopt formal PMS practices, including goal setting, assessing performance and performance evaluation practices. Similarly, they usually pursue traditional means of basic Human Resource functions such as employee recruitment, selection, training and compensation (Sameeksha & Aditya, 2014). This however does not seem to be that challenge at UNZA for the majority. But going by the regression finding, that might be the case for the longer serving employees.

5.1.2 Highlighting Performers

For highlighting performers as a management practice, the response was ‘neutral’ (51.3%) with an index of 0.513. The question whether good performers got promotions first got the response

disagree (39%) with an index of 0.39, meaning promotion is not an incentive for good performance (see figure 4). The key informants' responses also coincide with the findings. Though there is a Labour Day award given on merit according to some informants, the criteria used to identify the high performers was still doubted by other informants. It was discovered that employees who received the Labour Day award were just picked on some rotational basis that would in the long run allow all employees to be awarded regardless their performance. Literature suggests that by applying positive reinforcement in these factors, desired positive behaviors are encouraged and negative behaviors are eliminated. Financial and non-financial incentives have a positive relationship with the efficiency and effectiveness of staffs (Wei & Yazdanifard, 2014). UNZA seems to be performing relatively well with regards to highlighting performers. This entails that the human resource management challenges could emanate from a shortfalls in this regard.

5.1.3 Performance Linked Bonuses

According to the results presented in figure 5, the collective response for performance linked bonuses was 'neutral' (46.8%) with an index of 0.468. Specifically, there was a neutral response (50.3%) that rewards are strictly linked to performance; and that the organization appraised its employees at regular intervals (47.3%). Reports from key informants explain that UNZA has no performance linked bonuses. The trend was to reward across the board. However, there were efforts to ensure that rewards be based on performance in the future. According to the literature reviewed, incentivise workers should be able to influence the effort they will put in. This will only happen if the value of rewards is linked to effort (Sandeep Maharaj, 2012). This could be one of the contributing factors to the human resource management challenges.

5.2 Discussion of Communication Management Practices.

5.2.1 Knowledge Sharing

The response for Knowledge sharing at UNZA was 'agree'. According to figure 7, the respondents agreed (64.2%) with an index of 0.642. The utilization of electronic means of communication got a response of 'agreed' (72.9%) with an index of 0.729. ICT technology was also utilized to share information. The response was 'agree' (66.2%) with an index of 0.662. The accessibility of books and other resources received the response 'agree' (61.6%), with an index of 0.616. However, that updates on how the organization is progressing scored 'neutral' (56%) with an index of 0.56. The

key informants also agree that there is knowledge sharing both in electronic and conventional ways. However, they state that UNZA still highly maintains conventional ways of sending mail using physical human messengers who walk from one office to another to deliver internal memos. From the findings, it seems there is little feedback given on the progress of the organization. The key informants explain that there is an online platform known as ZIMBRA where books and other policy materials about UNZA are shared, the challenge is that platform was not regularly updated. Similarly, literature suggests that communication in performance management is a useful tool for aligning all the major organizational functions and sub functions so that the focus is directed towards attainment of the organizational goal. By clearly explaining both the individual and team responsibilities in the form of Key Responsibility Areas as well as by creating an understanding of shared responsibilities, a good performance management system smoothen the progress and development of employees (Sameeksha & Aditya, 2014). From the findings, this human resource management practice does not seem to be a challenge for UNZA. It therefore doesn't qualify to be the cause of the human resource challenges at the institution.

5.2.2 Open House Discussion and Feed-back Mechanism

The results found that the open house discussion and feedback mechanism had a response of 'neutral' (53.2%) with an index of 0.532 (see figure 8). The same can be said about the organization valuing the inputs of the employees. Information from key informants improves the picture by explaining that some departments hold periodic meetings; the academic staff for example are privileged to hold departmental meetings where they can air out their thoughts. On the other hand, other members of staff in the institution are not even aware of the opportunity to provide input. According to Jaupi & Llaci (2015) communication satisfaction dimensions strongly impact employee engagement (Jaupi & Llaci, 2015). The findings therefore do not eliminate this management practice from the factors reinforcing human resource management at UNZA.

5.2.3 Open Book Management Style

According to figure 11, Open book management style at UNZA had a collective response of 'neutral' (50.8%) with a collective score of 0.508. The results recorded the response 'neutral' (53.8%) on whether or not the respondents participated in decision making, with an index of 0.538. Similarly, respondents' were neutral (47.5%) on the statement that questioned if employees opinions were taken with an index of 0.475. Key informants explained that there are no formal

open house discussions at UNZA. This means that certain departments may have been practicing this mechanism and other were not. Compared to the findings from the literature reviewed, the findings of this research do not depart from those of Vikram Jeet & Dr. Sayeeduzzafar (2014), who found that employee participation in an organization influenced job satisfaction (Vikram Jeet, 2014). Therefore Job satisfaction is not among the human resource management practices that cause a human resource management challenge at UNZA.

5.2.4 360 Degree Performance Management Feedback

The collective response for the 360 degree management style was 'neutral' (40.6%) with an index of 0.406. The results (see figure 9) further showed that when it came to receiving feedback on how they are performance, 'neutral' (46%) was the response with an index of 0.46, while the response on whether information on how an employee is performing is revealed to everyone was ('disagree' at 35.3%) with an index of 0.353. The regression results, in table 2, show that divorced are more likely to acknowledge the practice of 360 degrees Feedback Mechanism at UNZA, relative to the married. The key informants on the other hand, explained that appraisal was a two way process, only between the employee and the supervisor where feedback on the employees performance was given, discussed and agreed. There was no input from peers and they were not given feedback on the employee's performance. Not many employees are happy with feedback especially from their peers. Some key informants explained that this mechanism was attempted but was received with mixed feelings thus abandoned. Vikram Jeet & Dr. Sayeeduzzafar (2014) also found that performance appraisal did not affect job satisfaction. The 360 degrees performance management system might be a challenge because the findings do not suggest a convincing report of its existence at UNZA.

5.3 Discussion of Motivation Management Practices.

5.3.1 Safety, Health and Happiness

With regards to safety, health and happiness, the collective response was 'neutral' (54.5%) with an index of 0.545. Figure 10 shows that the response on whether recreational activities were held was indecisive ('neutral' at 58.49%) with an index of 0.5849. Employees indicated a neutral response (58.2%) for the statement that questioned whether they would be happy to spend the rest of their careers at the institution with an index of 0.582. The response was the same for the question that asked if they were treated with genuine respect ('neutral' with an index of 0.571%).

Similarly, regarding the institution providing a good balance between work and family, ‘neutral’ (45.2%,) was the response with an RII of 0.452. Key informants explained that health and safety precautions are made through medical schemes and security efforts. Additionally, members are provided with various avenues to interact especially through the available recreational facilities and activities. However, there is much that needs to be done to fully effect this human resource mechanism. The literature reviewed has similar findings Fiona Moore (2007) found that in many organizations, managers are not able to achieve work life balance. Hughes and Bozionelos (2007) also concluded within this survey that work life imbalance was not only a growing concern in many organisation but that it also was a major source of dissatisfaction for many employees. The findings therefore suggest that an inadequacy in the implementation of safety, health, and happiness as a management practice could a cause for the human resources management challenges at UNZA.

5.3.2 Holding Reward Ceremonies

According to figure 6, the respondents agreed (60.6%) with an index of 0.606 that the organization valued rewards ceremonies to motivate workers in the institution. The key informants mentioned one reward ceremony held on the Labour Day in Zambia. The argument however, is that there is no set standard on how an employee would be found rightly deserving to be awarded on the Labour Day. The informants further explained that at the time the award was used for motivation, thus it was some form of rotational award which was intended to eventually be granted to each employee. In a way, the idea is noble in that it gives employees a sense of recognition. However, it does not trigger performance because it does not push the employee to improve but rather encourages them to be complaisant with their rate of performance. The literature reviewed stressed the importance of rewards (Coffey, 2013). However Coffey’s research stressed that the rewards must be linked to the efforts that the employee pumps in. The implementation of this management practice does not seem to cause to the human resource management challenges experienced at UNZA.

5.3.3 Delighting Employees with the Unexpected

The results revealed that the collective response was ‘disagree’ (34.7%) with an index score of 0.347 (see figure 12). The regression results interestingly show that both the divorced and the widows are more likely to acknowledge the practice of delighting employees with the unexpected. This implies that the management practice might have been used as a compassionate package for

those who were widowed or divorced. The key informants also confirmed this and explained that the organization is a public institution and doing that would attract audit queries. Though EmpXtrack suggests that there is need to surprise employees with the unexpected as a way of motivating them (Empxtrack, 2020), Sandeep Maharaj suggests that motivation will only happen if the value of rewards is linked to effort (Empxtrack, 2020). According to the argument by EmpXtrack the inadequacy in implementing this management practice entails a possible factor to the human resource management challenges at UNZA.

5.4 Conclusions

The University of Zambia on average has not utilized the ten (10) Human Resource Management Best Practices Model by EmpXtrack to their best. Figure 13 shows that, on average the collective response from the respondents is 'neutral' with an index score of 0.519. A few practices like knowledge sharing, fair evaluation of employees, reward ceremonies obtained the response 'agree' and an average score of 0.627. The majority of the seven (7) remaining management practices obtained the response 'neutral' with an average score of 0.474. On the other hand, the mechanism of delighting employees with the unexpected recorded the response 'disagree' with an average score of 0.347. Clearly, the human resource department at UNZA was only successful with 3 human resource management practices out of the best 10 suggested by EmpXtrack. This entails that the inadequacy in implementing these management practices could be the cause of the human resource management challenges UNZA is facing.

5.5 Recommendations

Recommendation were gathered from the primary and other secondary data sources. They were then analysed and presented as follows:

1. In order to improve employee motivation on the task, the University of Zambia needs to improve on meritocracy. There is need for the human resource management to focus on the performance of the employee when it comes to rewarding. The idea is that when you reward performance you reinforce more performance and eventually more productivity. There there is need to have bonuses linked as opposed to awarding generally without a cost efficient strategy.
2. There is need to encourage the use of modern communication means in the university. This would help employees feel motivated to work in a modern environment. It could also help

UNZA cope with the fast evolving trends in the education sector and reassure its relevance thereby providing job security.

3. The university needs to improve both vertical and lateral feedback mechanisms. Vertical feedback needs much more improvement bottom-up, the employees must be given more opportunity to offer insight into decision making as this would widen the knowledge base and policy alternatives for management while improving employee's sense of responsibility and belonging. Lateral feedback would help employee learn from each other's strengths and weaknesses to better both individual and team effort and organizational performance in general.

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APPENDIX

Appendix I: QUESTIONNAIRE

QUESTIONNAIRE

Human Resource Management Practices in the Education Sector in Zambia

Dear Respondent,

The present study is an endeavour to identify the various best practices of Human Resource Management in the Education Sector in Zambia. Please express how far these practices are prevailing in your organization y indicating your level of agreement/disagreement on a five point scale with 1 being the lowest and 5 being the highest level of agreement.

You have been randomly selected to participate in this research. The information you provide will be used

SECTION A

**Please tick (v) or cross (X) in the appropriate response box or fill in the appropriate answer in the blank space provided.*

Background Characteristics

- 1. What is your sex?
 - 1. Male
 - 2. Female

- 2. How old were you on your last birthday? _____

- 3. What is your marital status?
 - 1. Married
 - 2. Never Married
 - 3. Widowed
 - 4. Divorced

- 4. What is your occupation? _____

- 5. How long have you been in this position/occupation? _____

SECTION B

**Please circle (O) or cross (X) the appropriate number (1-5) according to your rating of how you agree with the statement. (1= Strongly disagree and 5 = strongly agree) i.e.*

1	2	X	4	5
---	---	---	---	---

PART 1: PERFORMANCE

Fair Evaluation of Existing and Prospect Employees

6. Our organization places the right person in the right job.

1	2	3	4	5
---	---	---	---	---

7. Adequate information about the organization and the job is provided to the employee at the time of entry

1	2	3	4	5
---	---	---	---	---

8. Selection of a candidate in our organization is strictly based on his/her merit.

1	2	3	4	5
---	---	---	---	---

Highlight Performers and Skill Development

9. Performance appraisals in our organization aims at improving employees and strengthening our job skills.

1	2	3	4	5
---	---	---	---	---

10. Our organization follows the policy of matching pay with performance.

1	2	3	4	5
---	---	---	---	---

11. In our organization, good performers get promoted first.

1	2	3	4	5
---	---	---	---	---

12. Pay increments offered by our organization are satisfactory.

1	2	3	4	5
---	---	---	---	---

13. The pay we receive is competitive compared to that of employees doing similar work in other organizations.

1	2	3	4	5
---	---	---	---	---

14. The training needs of the employees in our organization are assessed on the basis of their performance appraisal Training in our organization includes, social skills, general problem

1	2	3	4	5
---	---	---	---	---

solving skills, and broader knowledge of the organization and business.

15. Our organization recognizes the career growth needs of its employees.

1	2	3	4	5
---	---	---	---	---

Performance Linked Bonuses

16. Rewards in our organization are strictly linked to employee Performance.

1	2	3	4	5
---	---	---	---	---

17. Rewards and incentives in our organization are fairly distributed.

1	2	3	4	5
---	---	---	---	---

18. Our organization appraises the performance of its employees at regular intervals

1	2	3	4	5
---	---	---	---	---

Reward Ceremonies

19. Our organization values rewards ceremonies to motivate workers in the institution.

1	2	3	4	5
---	---	---	---	---

General Performance

20. What other performance incentives does this organization offer you?
.....
.....
.....
.....

PART 2: FEEDBACK

Knowledge Sharing

21. Our organization has good electronic means of sharing information.

1	2	3	4	5
---	---	---	---	---

22. We are regularly kept updated of how the organization is progressing.

1	2	3	4	5
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23. Books and other reading resources are easily accessed.

1	2	3	4	5
---	---	---	---	---

24. Information technology means of sharing information are intensively used to share documents in the organization.

1	2	3	4	5
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Open House Discussions and Feedback Mechanisms

25. Our organization values periodic staff meetings to obtain general feedback about the welfare of everyone in the organization.

1	2	3	4	5
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26. The organization strongly considers our goals and values.

1	2	3	4	5
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350 Degrees Performance Management Feedback System

27. We receive proper feedback on how we are performing.

1	2	3	4	5
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28. Everyone in the organization is informed on how every other employee is performing.

1	2	3	4	5
---	---	---	---	---

General Feedback

29. What other feedback mechanisms does this organization offer you?

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.....
.....
.....

PART 3: CARE

Safe, Healthy and Happy Workplace

30. I would be very happy to spend the rest of my career with this organization.

1	2	3	4	5
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31. I really feel as if this organizations problems are my own.

1	2	3	4	5
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32. Our organization promotes honest and open self-expression.

1	2	3	4	5
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33. Continuous efforts are made in our organization to create a sense of belonging among employees and to make them feel like a member of the organization.

1	2	3	4	5
---	---	---	---	---

34. Our organization duly supports its employees facing any problem

1	2	3	4	5
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35. Our organization provides programs to assist balancing demands of families with children and/or elderly family members.

1	2	3	4	5
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36. Each Employee is treated with genuine respect.

1	2	3	4	5
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37. A number of recreational activities and occasional celebrations are organized in order to allow employees to mingle.

1	2	3	4	5
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Open Book Management Style

38. We are often asked by our supervisors to participate in decision making.

1	2	3	4	5
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39. Our organization cares about our opinions.

1	2	3	4	5
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Delight Employees with the Unexpected

40. Our organization surprises employees with unexpected non-monetary and monetary gifts.

1	2	3	4	5
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General Care

41. What other care incentives does this organization offer you?
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.....
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Recommendations

42. Among these 10 practices, on what part/s would you like our organization to improve?

THANK YOU FOR YOUR PARTICIPATION.

Appendix II: INTERVIEW GUIDE

INTERVIEW GUIDE

Human Resource Management Practices in the Education Sector in Zambia

Dear Respondent,

The present study is an endeavour to identify the various best practices of Human Resource Management in the Education Sector in Zambia. Please express how far these practices are prevailing in your organization by explaining.

You have been purposively selected to participate in this research. The information you provide will be used for research as a requirement for the acquisition of a Master of Science Degree in Human Resource

1. How do you ensure a 'Fair Evaluation of employees' in your organization?
2. How do you 'Highlight performers' in this organization?
3. What sort of 'Performance linked Bonuses' are available for employees in this organization?
4. When you hold 'Reward Ceremonies', how are they conducted?
5. How do you achieve 'Knowledge Sharing' with and among employees in this organization?
6. Kindly explain how the 'Open Book Management Style' is executed in the organization.
7. How is the '360 Degrees Performance Management feedback System' utilized in this organization?
8. How does the organization ensure a Safe, Healthy and Happy workplace?
9. How does the organization apply the 'Open house discussions and feedback mechanism'?
10. How does the organization 'Delight employees with the unexpected'?