

Fixed Term Employment and its Influence on Workflow: A
Case Study of SADC Plant Genetic Resources Centre.

BY

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Fulfilment of the Requirements for the Award of a Master of Business
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THE UNIVERSITY OF ZAMBIA

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DECLARATION

I declare that this dissertation has been composed by myself and it has not been submitted at any other learning institution, for any other degree, in part or in full. I, therefore, certify this as my own work, except for referenced literature which is indicated. This research was done under the supervision of Eng. Dr. Kasongo Mwale. Richard.

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APPROVAL

This dissertation, by Valodia Shava, is approved as a fulfilment of the requirements for the award of a Master of Business Administration General degree.

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ABSTRACT

The nature of employment contracts has often been blamed to influence the flow of work and as the reason for poor operational performance in intergovernmental organizations across the world. Many studies have been done on fixed term employment contracts but very little have been researched on how these influence the flow of work in intergovernmental organisations. The study examined the influences of fixed-term employment contracts on the workflow of intergovernmental organisations using the SADC Plant Genetic Resources Centre, in Lusaka, Zambia as a case. It focused on how the flow of work at these organisations is affected when the contracts of those employees superintending long term projects expire. Data was gathered from respondents using questionnaires and analyzed using the Statistical Package for the Social Sciences (SPSS). It was found out that fixed term employment contracts, to a greater extent, negatively affected the workflow of intergovernmental organisations. It was shown that there was interruption of work at the expiration of employee contracts, some planned projects are not implemented, abandoned along the way and yielded unsatisfactory results. Intergovernmental organisations are therefore recommended to match their employment contracts with the length of their projects, renewing these until the employee reaches retirement age or even giving permanent positions to high performers. It is also recommended that further studies focus on the need for intergovernmental organisations to hire employees specifically for projects that have got a known life span and match this with the contracts of employment as well as understanding losses incurred in these types of institutions as a result of the expiry of employment contracts.

Key words: Fixed Term Employment Contracts, Workflow, Projects, Plant Genetic Resources.

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May God bless you all.

DEDICATION

I would like to thank the Almighty God for giving me the strength to carry out the study and produce this dissertation. I dedicate this dissertation to my husband Justify. Thank you for your moral and financial support. Without you, things could not have been flowing so smoothly. To my children Nicole Zvikomborero, Neville Peace Takomborerwa and Nicolette Makomborero, I know I was taking most of your quality time to be together in order to complete this programme. I was not there for you when you needed me most. I also dedicate this dissertation to my mother and late father. Father, I wish you could have been here, celebrating my achievements with me. Mom, you have always been my pillar of strength. To all my siblings, thank you for the unwavering support and love.

MOTIVATION

In carrying out this research, the researcher was motivated by the need to address the gap that was left by the previous researchers on fixed term contracts of employment and how they influence workflow. The researcher is an extensive reader and follower of what happens in intergovernmental organisations and other international organisations. As a consistent learner who is passionate about new things and having scrutinized the way the jobs of these organisations are advertised, the researcher, therefore, hypothesized that there could be negative influences on the flow of work at intergovernmental organisations caused by the fixed term employment contracts. Perhaps the recommendations given would help in the achievement of set objectives by the organization and other organisations.

The researcher would also like to contribute to the existing knowledge by other researchers and also be part of a wider community of researchers by finding answers to issues people were not aware of. Being a student pursuing a Masters in Business Administration degree, the researcher is also supposed to do a study and submit a dissertation to The Graduate School of Business as a requirement of the programme.

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LIST OF ABBREVIATIONS AND ACRONYMS

AU – African Union

COMESA – Common Market for Eastern and Southern Africa

ECOWAS – Economic Community of West African States

EU – European Union

FANR Directorate – Food, Agriculture and Natural Resources Directorate

IGO – International Governmental Organisation

ILO – International Labour Organisation

NPGRCs – National Plant Genetic Resources Centres

OAU – Organisation of African Union

SADC – Southern African Development Community

SANB – Southern African Network for Biosciences

SPGRC – SADC Plant Genetic Resources Centre

UN- United Nations

UNICEF – United Nations International Children’s Emergency Fund

UNDP – United Nations Development Programme

LIST OF DEFINITION OF KEY TERMS

Accession – a unique entry in a gene bank collection representing a distinct genotype or plant variety as collected at a specific location and time. (Mkamanga *et al*, 2000)

Fixed term contract of employment - A fixed-term contract of employment is a contractual relationship between an employee and an employer that lasts for a specified period.

Intergovernmental organization – An organisation composed primarily of sovereign states which can also be referred to as member states. The term intergovernmental organization (IGO) can also refer to an entity created by treaty, involving two or more nations, to work in good faith, on issues of common interest. (Harvard Law School, 2019)

Plant Genetic Resources - are the raw material that farmers and plant breeders use to improve the quality and productivity of crops. They can be defined as any genetic material of plant origin of actual or potential value for food and agriculture, e.g. seeds, tubers, mature plants etc. (FAO, 2009)

Staff turnover- the number or percentage of workers who leave an organization and are replaced by new employees.

Workflow - This is a progression of steps (tasks, events, interactions) that comprise a work process, involve two or more persons, and create or add value to the organization's activities.

<http://www.businessdictionary.com/definition/workflow.html>

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 Introduction

This chapter introduces the whole study in brief. It gives some brief information on the institution's background, covering its mandate as well as important stakeholders. It also covers the statement of the problem, aim of the study, research objectives, research questions, significance of the study, scope, and structure of the study.

SADC Plant Genetic Resources Centre (SPGRC) is a SADC institution that was formed with the mandate of conserving plant genetic resources or plant germplasm, SADC Secretariat Monthly Newsletter Issue 4, April (2018). The SADC Plant Genetic Resources Centre, which falls under the Food, Agriculture and Natural Resources (FANR) Directorate of the Southern African Development Community (SADC) Secretariat works in coordination with a network of National Plant Genetic Resources Centres (NPGRCs) in each of the Member States to conserve and preserve the genetic diversity and variability of Southern African plant stocks. These SADC Member States are Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe. The organization's aims are; to promote and coordinate a regional network for plant genetic resources management through national centres of SADC Member States, train specialists in plant genetic resources conservation, develop national plant genetic resource management programmes, and to prevent erosion and loss of regional plant genetic resources through collection and preservation efforts.

1.1 Background to the Study

The SADC Plant Genetic Resource Centre, and its national counterparts, in addition to its conservation work, also performs important roles in research, documentation, training, and education of communities in the area of plant genetic resources conservation. The conservation of plant species is done in order to minimize risks of extinction on these plant genetic resources (Yearbook of International Organizations, 2018). The SADC Plant Genetic Resources Centre has been mandated and entrusted with conservation and evaluation, for sustainable utilization, of plant genetic resources in the region, for present and future generations and in this way, contribute to food security and livelihoods (Southern African Network for Biosciences, 2018).

Preservation of plant stocks is achieved through the collection, documentation and long term storage of seed samples, known as accessions. An accession is defined as a unique entry in a gene bank collection representing a distinct genotype or plant variety as collected at a specific location and time. Mkamanga et al (2000) mentioned that information about the collection sample is important for its searching and retrieval from the gene bank. The information may include characterization of the accession by unique collection number, date, village name, coordinates, and elevation above sea level. Information about indigenous knowledge of the seed and other morphological information may also be collected and stored at the institution.

The organization also works to improve accession information and to make this available through the SADC Plant Genetic Resources Centre Documentation and Information System (SDIS), available to all Member States. The National Plant Genetic Centers currently hold more than 44,000 accessions, with plant genetic material collected from local farmers and from the wild. The major impact of the project has been the awareness created throughout SADC on the importance and the need to conserve plant genetic resources not just for immediate use, but also for future generations. When species are under threat, or seed stock is limited, the NPGRCs employ multiplication methods to increase seed available for storage. The seeds stored in the gene banks are tested for viability at intervals of five years to ensure that they do not get lost. When germination rates fall below 85%, the seed stock is regenerated to ensure long term availability. Replica samples from the SPGRC are also sent to the Svalbard Global Seed Vault in Norway, located in the Svalbard Archipelago and on the Spitsbergen Islands within the Arctic Circle, which is the biggest plant gene bank in the world. This is a safety precaution, in case there is accidental loss at the Regional gene bank in Lusaka (SADC, 2018).

The organization, through its mother body employs its staff on fixed term contracts of four years which are renewable once for an equal period. The work being done at the institution is scientific in nature and some projects would require the implementer to work on them to completion. However, these experiments and projects, in some cases, go beyond the contract of employment of the initiator.

The SADC Plant Genetic Resources Centre, being an organization under the SADC Secretariat, employs its senior employees through its head office located in Botswana. This is done through the SADC Secretariat's Directorate of Human Resources and Administration. The

Directorate's main objectives are; to attract, develop and retain employees for the SADC Secretariat, with appropriate qualifications, skills and competencies, to develop, interpret and implement harmonised human resources policies as well as providing a positive and conducive working environment by promoting sound employee relations (SADC, 2014).

The SADC Protocol on Employment and Labour (2014), described the terms of employment for the SADC Secretariat as a period of four years, which is renewable once for a similar period, and is based on the performance of the employee. After the expiry of the second contract, no further renewal on these contracts is done. This is done, perhaps to give other nationalities in SADC a chance to be part of the organization's workforce. As such, all senior positions are rotated between different nationalities of the SADC member states on a competitive basis. The nature of work that is done at the SADC Plant Genetic Resources Centre requires high expertise in agricultural sciences and plant genetic resources conservation. Once the two term contract has expired, research officers doing the conservation work are usually not given extension of contracts to nurse their projects to the end and a new officer has to take over.

Wagner (2017) cited that there can be a tendency in the management of projects at organisations to take a midwifery approach of passing the child on at birth and wishing the parents good luck. This places the benefits realization or achievement of the project's desired goals at risk because it does not give time for the incoming officer to master what is required on the project by the implementer. However, it should be noted that the termination of contracts for the senior officers at SADC Plant Genetic Resources Centre could have some effects on the flow of work at the institution. These effects and their impact to the organization as well as member countries are the ones studied in this research project. Recommendations on how best the negative effects, if any, could be avoided are also given.

1.2 Statement of the Problem

The short-term nature of contracts for relatively long term projects superintended by the regional workers at the SADC Plant Genetic Resources Centre has got some potential negative influence on the workflow and the desired goals of the organization (SPGRC Annual Report, 2015). Most projects may not succeed to achieve the desired goals for their implementation. This is because the implementer leaves the project on expiry of his work contract, in the hands of newly recruited staff who might need some time to learn new systems and deliver as expected. In this case, these new employees may fail to carry on the project as expected on its

inception. Normally, the nature of work being done at the institution requires a person to spend about two years for him or her to be well versed with the systems of the institution, and to a greater extent, conservation work. This means that the first contract of employment will already be half way and it would be time for the employee to deliver in different research and conservation work. Potential problems could be noted if a project that was spearheaded and nursed by a research officer is abandoned when that officer's employment contract comes to an end (SPGRC Annual Report, 2015).

1.3 Aim of the Study

The aim of the study is to investigate the effects of short-term employment contracts on the performance of intergovernmental organizations and in particular, the SADC Plant Genetic Resources Centre.

1.4 Research Objectives

The research objectives of this research project are outlined below.

- (i) To identify the influence of having fixed term employment on the workflow of SADC Plant Genetic Resources Centre.
- (ii) To examine how the employment contracts should be done.
- (iii) To recommend the ideal type of employment contract for senior employees superintending longer term projects.

1.5 Research Questions

The research questions for this study are as follows:

- (i) What influence does fixed term employment have on the flow of work at SADC Plant Genetic Resources Centre?
- (ii) How should the employment contracts be done?
- (iii) What could be the ideal employment contract for senior employees superintending long term projects?

1.6 Significance of the Study

The study shows problems of coming up with short term contracts for long term specialist jobs in intergovernmental organizations. It will help with advice on the necessary actions that need to be taken by the intergovernmental organizations to reduce the negative effects of short term contracts in long term projects. The goal will be to help SADC and its member states to adjust and change some policies on contract of employment, that is if negative effects are noted. The study will also help fill the research gap left by other researchers who tend to concentrate on the effects of the fixed term contracts on the employees themselves, not researching much on the influence to the workflow of the organization. It will also aid to the already existing pool

of knowledge for other researchers as well as scholars. Some organizations with operations and hiring policies that are related to that of SADC Plant Genetic Resources Centre would also benefit from the recommendations that are going to be suggested by the researcher, and, based on the research.

1.7 Scope of Study

The study is in the area of Human Resources Management. It covers the nature of contracts, fixed term contracts, workflow and how other Intergovernmental Organizations hire their employees. It scrutinizes the area of human resources management and more specifically, on the nature of employment contracts and their influence on the workflow of an organization. The study focuses on the influence of fixed term employment contracts in intergovernmental organizations' workflow. Fixed term contracts, their advantages and disadvantages in relation to the employment contract are going to be covered. The study investigates if high staff turnover can affect the workflow of intergovernmental organizations. Global Intergovernmental Organizations, African Intergovernmental Organizations, Regional Intergovernmental Organizations as well as local intergovernmental organizations are reviewed to give insights on how they manage their contracts. These include United Nations, African Union, COMESA Secretariat and Conservation Lake Tanganyika.

1.8 Delimitation of the Study

The research work was conducted at the SADC Plant Genetic Resources Centre. SADC Plant Genetic Resources Centre is located at Farm 6300, along Great East Road, and on the outskirts of Lusaka in Zambia. The premises were once a government research institution which was donated by the government of the Republic of Zambia to the SADC Secretariat. The study covered thirty people who are employees of SADC Plant Genetic Resources Centre, as well as six Agricultural Scientists who are based at different NPGRCs in the SADC Region. All research officers and other management personnel were involved in the study. The organization has got thirty-seven employees. From the SADC Plant Genetic Resources Centre, all conservation scientists and other key personnel who could provide important information on the research were part of the sample. The researcher selected the employees using purposive sampling based on profession or responsibilities held.

1.9 Structure of the Study

This research is structured into five chapters. Each chapter starts with an introduction and ends with a conclusion. Chapter One is the introductory chapter. The chapter highlights the background of the study, the research problem, the research objectives, research questions and the justification of the research. It also outlines the purpose of conducting the research,

limitations and delimitations of the study. Most importantly, it outlines research questions that were answered by analyzing the selected case, and applying the theory. Chapter Two reviews the literature. The literature review covered fixed term employment contracts, long term contracts, human resources, workflow, employee turnover, intergovernmental organizations, conceptual and theoretical framework covering the analytical framework of the research design chosen, contributions by previous researchers as well as the gaps in literature, dependent and independent variables of the research and the link between the different subject areas of the topic. Chapter Three is the research methodology. It covers research philosophy and data collection. Chapter Five is the presentation, analysis and discussion of findings. This chapter displays the results in diagrams and tables for easier understanding by the reader, analysis of data as well as the discussion of findings. It discusses the presented results and shows how the selected theory was used to explain the results obtained from case study. Within this chapter, the posed research questions in Chapter One were answered. The chapter also discusses the contribution of this study to the academic community, intergovernmental organizations and other related organizations. Finally, Chapter Five is the conclusions and recommendations of the study.

1.10 Summary

This research investigates the influences of fixed term employment on workflow termination of employment contracts on expiry on the workflow of intergovernmental organizations. Recommendations are suggested on how best to manage long term programmes to reduce negative impacts on the workflow. These recommendations are going to be given as correction points to SPGRC management and other related intergovernmental organizations. Achievement of the organizations' goals at the end of every long term project is of importance and this would be a good contribution to the field of human resources management. The next chapter focuses on literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This Chapter reviews relevant literature on human resources management, fixed term contracts, long term contracts, employee turnover and their influence on the workflow of intergovernmental organizations. Most intergovernmental organizations prefer to hire their employees on fixed term contracts, most of which are renewable up to a certain maximum number of years, after which no further renewal is done. In most cases, these fixed term contracts come to an end at completion of a certain project. Although many researchers have researched on the above mentioned areas, very little has been done to address the issue of how the expiry of fixed term employment contracts of regional workers in intergovernmental organizations influence the flow of work in these organizations, especially on ongoing projects. The chapter also covered theoretical and conceptual framework. This helped the researcher to understand more aspects of the study as well as the variables that affect the research. Theoretical and conceptual framework also offer an explanation of why the study is relevant and how the researcher expects to fill the gap in the existing literature on the topic under study.

2.1 Human Resources Management

William (2016) defines human resources as “the people that staff and operate an organization,” as contrasted with the financial and material resources of an organization. A human resource is a single person or employee within an organization. Human resources refer to all of the people that are employed by the organization. Human resources are an important asset in an organisation since they are the ones who coordinate and perform work activities thereby, helping the organisation achieve its goals.

Ongera *et al.* (2000) established that despite a growing acceptance that temporary employment is likely to be a persisting and significant feature of contemporary work, there is no clearly defined idea about how it affects the satisfaction, well-being and performance of workers. Studies attempting to shade some light on the influence of temporary employment on employee performance are more generalist and have failed to give detailed insights and analysis of the issues.

Grant (2010) cited that human capital is one of the key assets in the running of most organizations. The importance of employees to the organization has been highly acknowledged

because of their central role in creating and sustaining competitive advantage. Human Resources are important in the conservation of plant genetic resources at SADC Plant Genetic Resources Centre. They are the ones who coordinate the financial and material resources of the organization so that operations can be smoothly done.

2.2 Employee Turnover

Mayhew (2019) defined employee turnover as the number or percentage of workers who leave an organization and are replaced by new employees. Measuring employee turnover is of importance to those employers who want to examine reasons for turnover or estimate the cost-to-hire for budget purposes. Blanket references to turnover can be confusing, therefore, specific definitions and calculations for employee turnover may be useful, especially to human resources practitioners. Turnover calculations are of great importance as they are helpful in determining hiring costs, training requirements or estimating staff time devoted to recruitment activities. Njoroge *et al.* (2016) mentioned that the prevalence of employee turnover has received considerable attention by senior management, human resources professionals, and industrial psychologists. It has proven to be one of the costliest and seemingly intractable human resource challenges confronting organizations.

Reh (2019) stated that, “when employees leave a company and have to be replaced, that is called turnover. A certain amount of turnover is unavoidable, but if too many employees leave an organization in any given period of time, this can ruin a company. Turnover is expensive, with some sources saying it costs about twice an employee's salary to locate and hire a replacement.

Some employees will always retire, move away, go back to school, or leave the workforce. This level of turnover is not only unavoidable; it can be of benefit because It brings new people into the organization with new expertise, ideas, attitudes and a fresh perspective.”

Abbasi (2000) established that high turnover may be harmful to a company's productivity if highly skilled workers are often leaving and the worker population contains a high percentage of novices. Companies will often track turnover internally across departments, divisions, or other demographic groups, such as turnover of women versus men. Most companies allow managers to terminate employees' contracts at any time, for any reason, or for no reason at all, even if the employee is in good standing. Additionally, companies track voluntary turnover more accurately by presenting parting employees with surveys, thus identifying specific

reasons as to why they may be choosing to resign. Ali (2008) cited that Many organizations have discovered that turnover is reduced significantly when issues affecting employees are addressed immediately and professionally.

Pavlov (2019) stated that a high turnover rate is a warning sign that should not be ignored by any organization. Organizations should therefore review their recruitment processes, change their compensation and benefits plans or incorporate succession planning policies. Ultimately, if organizations respond to turnover issues proactively, they will definitely improve the company and retain great employees who are capable of raising the company's flag high. Intergovernmental organizations, have been known to record high turnovers because of the expiry of work contracts which cannot be renewed further because of laid out policies on employment.

Organizations are constantly trying to maintain their highly-skilled employees and even encouraging them to improve their abilities. In addition, numerous corporations are now concerned about losing their experienced human capital due to the financial and operational implication that turnover brings to them. The lack of retention ability in any organization leads to the loss of skilled and experienced employees. Sell *et al* (2011) elaborated on the fact that employee turnover decreases customer service levels, lowers company profits and causes training and expatriation losses.

2.2.1 Comparison of Different Turnovers

Mayhew (2019) contributed with the fact that different types of turnover exist and the general definition is that turnover occurs when the employment relationship ends. Turnover and attrition are terms that are sometimes used interchangeably or together when describing the departure of an employee, but are different. Attrition generally refers to the end of the employment relationship due to retirement, job elimination or employee death, and is distinguishable from turnover because when attrition occurs, the position is not filled with a new employee.

2.2.2 Voluntary Employee Turnover

Pavlou (2018) mentioned that when an employee leaves the company as per his own will, this is called voluntary termination. Employees give a number of reasons for leaving their jobs. They may be accepting employment with another company, relocating to a new area or dealing with a personal matter that makes it impossible to work. When an employee voluntarily

terminates the employment relationship, the employee generally gives the employer verbal or written notice of intent to resign from her job.

2.2.3 Involuntary Employee Turnover

Employee termination for poor job performance, absenteeism or violation of workplace policies is called involuntary turnover and this can be in the form of a termination of the employment contract, firing or discharge. It is involuntary because it does not come about as the employee's decision to leave the company. Layoffs could also be considered involuntary terminations, though layoff procedures are usually handled differently from termination. Some layoffs have certain federal and state provisions that are not afforded to employees who are fired because of performance or policy violations (Pavlou, 2018).

2.2.4 Desirable and Undesirable Turnover

Turnover often has a negative connotation, yet turnover is not always a negative event. For example, desirable turnover occurs an employee whose performance falls below the company's expectations is replaced by someone whose performance meets or exceeds expectations. It is desirable because poor job performance, absenteeism and tardiness are costly replacing a poor performer with an employee who does his job and this has got the potential of improving the company's profitability (An, 2019).

Desirable turnover occurs when replacing employees brings about new talent and skills, which can give an organization a competitive advantage. Conversely, undesirable turnover means the company is losing employees whose performance, skills and qualifications are valuable resources.

Bamboo Human Resources (2018) stated that while low employee turnover is the goal for most organizations, what constitutes low versus high turnover can change depending on industry, job type, company size, region, and more. Because of many variables which affect turnover, benchmarks for acceptable or ideal turnover vary. It is important for organizations to take individual and industry-related factors into account as they pinpoint their target turnover rate, study the reasons behind their voluntary and involuntary turnover, and make changes to decrease the employee turnover rate and improve retention for their own workforce.

2.2.5 Advantages of Low Staff Turnover

An (2019) stated that low staff turnover saves the company money because there are direct costs of having to find and hire new employees. It also makes management's job easier because they lack time and training costs of new hired employees to replace the employees who are outgoing.

2.3 Operational Performance

Operational Performance is the backbone of organizational performance (Salem, 2003). Organizational performance is the capability of an organization to fulfill its mission through governance, excellence and dedication to meeting its goals and objectives. O'Brien, (2009) stated that operational performance is the performance of an organization against its set standards such as waste reduction, productivity, cycle time, environmental responsibility and regulatory compliance.

According to Hubbard (2009) the operations of a firm should be efficient and effective. Effectiveness is the extent to which customers' needs are fulfilled, while efficiency is defined as a measure of how economical firm' resources are employed. In order to accurately enhance accessibility and evaluation of operational performance, the correct measurement systems should be planned, developed and implemented. Performance measurement networks are hence developed in order to monitor and maintain operational control. Operational Control is the process which ensures that an organization is able to pursue action with the aim of achieving the overall goals and objectives. Achievement of these goals reflects excellence in organizational performance.

Chowdhary *et al* (2005), defined Operational Performance as a strategic and integrated approach to delivering sustained success to the organization by improving the contribution of people who work in it and developing the capabilities of tools, equipment, teams and individuals to deliver the firm's strategic objectives. An organization that attains its operation strategy would be said to have attained the desired level of firm performance. The largest and most advanced literature on the subject of institutional performance focuses not on Intergovernmental Organizations, but on national and subnational governments. In the past two and a half decades, many scholars have made considerable progress in measuring and operationalizing institutional performance but leaving out how it is affected by fixed term employment contracts at the domestic level which the researcher will divulge on.

2.4 Workflow

Webster (2019) defined workflow as the sequence of steps involved in moving from the beginning to the end of a working process. Workflow, in organizations can be defined as the set of tasks which are grouped chronologically into processes and the set of people or resources needed for those tasks, that are necessary to accomplish a given goal. An organization's workflow is comprised of the set of processes it needs to accomplish, the set of people or other resources available to perform those processes, and the interactions among them.

Workflow analysis has often been used with the goal of improving efficiency in intergovernmental organizations. In response to financial pressure and incentives driving provider organizations, minimizing slack time has become important. Some of the studies carried out demonstrated the power of analyzing and changing workflow to improve efficiency.

2.4.1 Workflow in Plant Genebanks

Nelson et al (2015) stated that effective workflow is essential in the conservation and coding of plant genetic resources. Genebanks are valuable sources of genetic diversity which can help to cope with future problems of global security caused by a continuously growing population, stagnating yields, natural disasters, nuclear wars and climate change. The following diagram (Figure 2.1) shows the general flow of work processes for seed propagated material in a genebank.

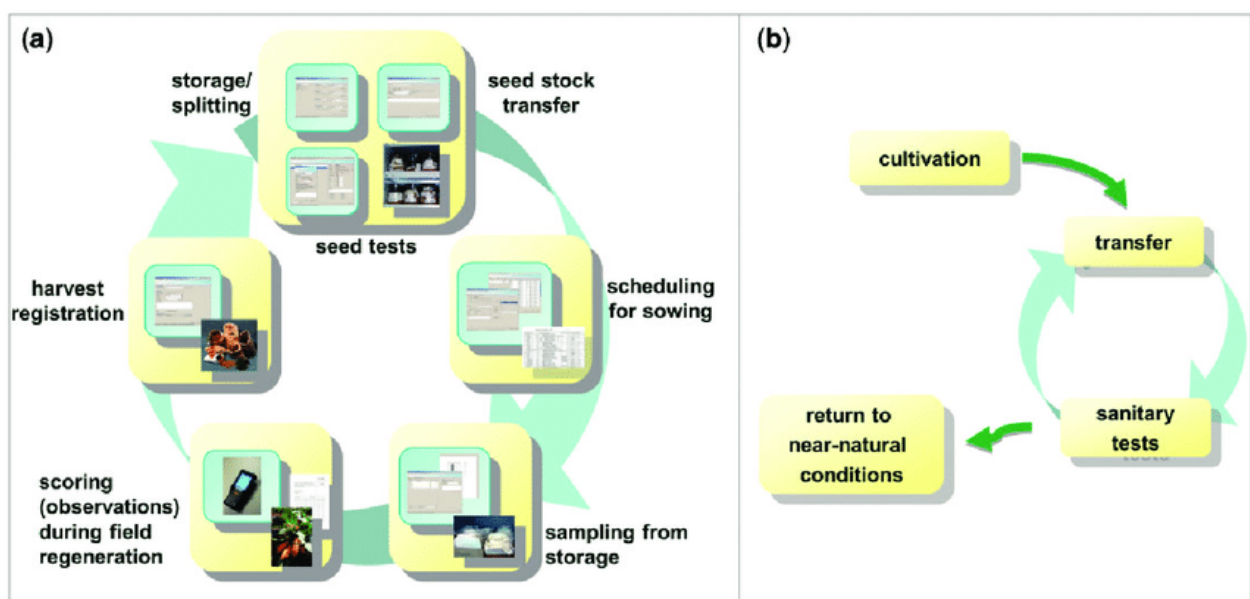


Figure 2.1: Illustration of general workflow in a plant genebank

(Source: *The Journal of Biological Databases and Curation*, 2015)

2.5 Intergovernmental Organizations

Briney (2018) defined an International Governmental Organization (IGO) as an organization composed primarily of sovereign states which can also be referred to as member states, or of other intergovernmental organizations. Intergovernmental organizations are often referred to as international organizations, although that term may also include international non-governmental organization such as international nonprofit organizations or multinational corporations.

Hanrieder (1966) defined an international organization as ‘an institutional agreement between members of an international system in order to achieve objectives according to systemic conditions, reflecting attributes, aspirations and concerns of its members. What gives the basic rule of them is the sovereignty of the member states (Barkin and Cronin, 2009).

Harvard Law School (2019) mentioned Inter-Governmental Organizations as being typically organized by their membership as well as purpose. They also have the financial and political support of its member countries. Some Intergovernmental Organizations are regional and limit their membership to states within the designated regions. Other Intergovernmental organizations base their membership on other criteria other than geographic boundaries and therefore, are selective.

Intergovernmental Organizations include such organizations as The SADC, Common Market of Eastern and Southern Africa (COMESA), ECOWAS, African Union, The United Nations and The European Union. One of the main reasons why states want to establish or participate as members of international organizations is related to the fact that they delegate authority in matters that require expertise, knowledge, information, time and resources that are not available at all times (Wouters and de Man, 2009). Intergovernmental Organizations contribute to habits of cooperation. Through Intergovernmental Organizations, states become socialized to regular interactions. Such regular interactions occur between states in the United Nations. Member states also contribute in peace-keeping, poverty eradication, conservation work, health and education, human rights protection, infrastructure development and harmonization of trade policies between member states among others.

2.6 Types of Employment Contracts

Gonzalo (2016) defined an employment contract as an agreement between employer and employee setting forth the terms of employment. An employment contract may be written, oral, or implied and it varies depending on a number of different factors. Generally, it will be determined by how many hours an employee works, although this may not always be the case. And before you sign anything, it’s always vitally important to understand all the available options.

2.6.1 Full-Time Contracts

According to Career Advice (2019) full-time employment contracts are generally offered for permanent positions and they usually set out the employee’s salary or hourly wage. Other

details included within a full-time contract include holiday entitlements, pension benefits, parental leave allowances, and details on Statutory Sick Pay (SSP). There is no set minimum number of hours that you must work on a full-time contract. However, most employers recognize full-time work as 35+ hours per week.

2.6.2 Part-Time Contracts

Part-time workers are a good choice for work that is seasonal, project-based or simply not substantial enough to justify a full position. The benefit for the employer is the flexibility of a part-time workforce, as it helps companies to save money in situations where the upkeep of a full-time workforce would be too costly or impractical. These employment contracts generally hold permanent positions, and their contract contains many of the same details as their full-time counterparts. The number of hours scheduled for a part-time employee to work per week should be clearly visible within the contract, but they may have the option to work overtime, if and when desired. Benefits of part-time employment include a more flexible schedule, allowing individuals to fit their work around other commitments, and the opportunity for people to try out new roles without having to give up vast amounts of their time.

2.6.3 Temporary Contracts

The Business Dictionary (2019) defines a temporary employment contract as an employment contract where an employee is expected to remain in a position only for a certain period of time. Temporary employees may have the opportunity to achieve permanent employment status after the time period has lapsed. These temporary workers may also be referred to as seasonal employees. Employment terms may be based on the completion of respective projects, the availability of funding, or other circumstances.

2.6.4 Agency Contracts

International Labour Organization (2009) defined an agency contract as temporary work provided through an intermediary agency. Agency staff have their contracts agreed and managed by a recruitment consultancy or employment agency. They usually work on a temporary basis. The length of their contract will depend on demand from the employer, as well as their availability. It is the agency's responsibility to make sure their employees' rights are protected.

2.6.5 Freelancers and Contractors

Wolfe (2018) defined freelancers as independent contractors hired to do one specific job, or for a certain project, or for a limited short-term period of time, and rarely would a freelancer be retained to handle truly outsourced work such as to function as a customer service or manufacturing and distribution department. This means that most freelance work is carried out

without long-term commitments to employers and that those who work freelance may be working on a different project for different employers at any one time.

Freelance work for organisations doing conservation work might not be good as there is need to safeguard intellectual property entrusted to the organization by different member countries and seed organisations. There is need to give these workers a sense of belonging to the organization so that they handle such material and information with caution and confidentiality.

2.6.5.1 Advantages and Disadvantages of Freelance Work

Morrissey (2015) stated a number of advantages and disadvantages of freelance work. One of the main advantages of freelance work is the ability to work from home. This has got an advantage of cutting expenditure on work clothing, commuting time, commuting expenses and sharing an office with other employees. Another great advantage is the ability of the employee to be his or her own boss, choosing which projects to work on, instead of being assigned, having to work with team-mates you do not respect or worrying about who is looking over your shoulder. Freelancing allows you to use a variety of skills on a variety of projects all at the same time. This can be fantastic for employees who enjoy diverse tasks and topics. For those organised individuals who work well and have got the ability to manage pressure, freelancing would be a great idea.

Freelancing does have its own disadvantages as well. This type of employment contract is a very isolated way to work, with long hours of loneliness. Having to be your own boss in freelancing can be a nightmare for people who are not good with deadlines, following up on projects, collecting payments or enforcing contract clauses. Freelancing also requires a lot of paperwork. Contracts, invoices, client communication, marketing supplies – all of this must be organised and used effectively by a freelance worker. People who are inherently uncomfortable with such organization often find freelance work a challenge to them. Freelancing has got a high level of risks as its profits are hard to anticipate due to uncertainty (Morrissey, 2015).

2.6.6 Zero Hour Contracts

Tubman (2018) cited Zero-hours contracts as a non-legal term used to describe different types of casual arrangements between an employer and an individual. Zero hour contracts usually involve an employer not being able to guarantee the individual employee any hours of work, nor a set working pattern. The employer offers an individual work when it arises, which means the individual can either accept it and take the work or they can decide not to take up the offer of work on that occasion. Anyone working under a zero hours' contract has statutory

employment rights. But apart from those rights, the rights of employees on zero hour contracts are more beneficial than the rights of a worker.

2.6.7 Apprenticeship employment contract

Deloitte Lithuania (2017) defined an apprenticeship employment contract as a fixed-term contract, which is concluded when a person is employed for the purpose of either acquiring qualification and skills or gaining competences required for his or her profession. The maximum duration of this contract ranges from six months to three years in most countries, with some applicable exceptions.

2.6.8 Fixed Term Contracts

De Cuyper *et al.* (2008) defined a fixed term contract as a contract of service for a period exceeding twelve months, renewable for a further term provided that the cumulative duration of successive fixed term contracts shall not exceed the period as prescribed under the law. De Cuyper *et al.* (2008) further suggests that fixed term contracts may be a source of negative outcomes for both individuals and the organization.

Anyim (2018) cited employment on short-term contract as being perceived to be a result of persistent changes in the working structure across the world and has turned into an important factor in the last four decades as long-term contracts seem to be declining in the different industries. Although contract employment has been around for a while, the influences and impacts on employees and organizations are yet to be fully established because of the many associated factors that can affect the outcomes. Long-term contract arrangements have, however, been the standard in industrialized nations for a significant part of the last century. Engaging employees for a fixed employment term can be a way to avoid potential termination costs in foreign jurisdictions where employees are protected against unfair dismissal. However, such contracts are increasingly regulated in foreign jurisdictions.

Lubbe (2019) stated that human resources professionals in the United States who manage foreign employees and expatriates are now aware of eligibility requirements for lawful fixed-term employment contracts and expanding protections afforded to employees working under them. A permissible reason must exist for the fixed-term employment arrangement if it is to be provided. A number of foreign jurisdictions allow the use of fixed-term employment contracts only under certain circumstances like when a position or role is long term and if the role requires rare specialized skills or knowledge.

Joseph (2012) mentioned that in Peru, fixed term contracts may be used in new companies or organizations during the startup phase. They may also be opted for in order to temporarily replace an employee who has been suspended so as to provide temporary help under emergency circumstances, such as after a natural disaster, and for seasonal employment. Fixed-term contracts in Peru must be in writing, and may only be used for a period of up to five years in total. Employers are required to register fixed-term contracts with Peru's Labour Ministry. There are numerous types and subcategories of fixed-term employment contracts, including temporary, market needs and entrepreneurial reorganization agreements. Employees may be hired for a probationary period of three months to one year, after which time they become entitled to legal rights against unjust dismissal. The proportion of the workforce with fixed-term employment contracts may in some cases be restricted.

Lithuania is one country that enforces this restriction with up to twenty percent of all employment contracts being on fixed-term. Deloitte Lithuania (2017) stated that only certain categories of employees can work under a fixed-term employment contract. A fixed-term employment contract may be concluded for work of a permanent nature in Lithuania. The maximum permitted duration on fixed term employment contracts is 2 years (for the new employees or when the parties agree on project-based work in addition to the existing employment contract of another type) or 5 years (when the existing employment contract is replaced).

In Tanzania, The Employment and Labour Relations (General) Regulations (2017) stipulates that an employer may enter into a fixed-term contract only with professional employees and managers, and the contract must be for a minimum term of 12 months. Employers who break the law are subject to criminal sanctions, including imprisonment of one year. The duration of a fixed-term employment contract may be limited. Tanzanian labour law prohibits hiring workers on fixed term employment contracts for tasks of permanent nature. A contract of employment may be concluded for an unspecified (indefinite) period of time, for a specified period in the case of professionals and managerial cadre and for a specific task. There is no other provision in the Employment and Labour Relations Act (2004) on number of times a fixed term contract may be renewed or the maximum length of fixed term contracts.

Many foreign jurisdictions limit either the total length of time that an employee may work under a fixed-term employment contract or the number of extensions (or rollovers) of a fixed-term employment contract with an individual employee. Eichhorst (2014) indicated that fixed-term contracts have become a major form of employment in Europe. All European member countries are subject to the EU Directive 1999/70/EC of June 1999, which requires the member countries to curtail the abuse of recurring fixed-term employment contracts by passing local laws that introduce one or more of the following measures:

- i. Objective reasons justifying the renewal of such contracts or relationships.
- ii. The maximum total duration of successive fixed-term employment contracts or relationships.
- iii. The number of renewals of such contracts or relationships. Greece and Italy limit the total duration to twenty-four months with a maximum of four renewals, while Poland limits the aggregate duration to thirty-three months with three renewals. Germany limits the aggregate duration of fixed-term contracts for new hires to twenty-four months with a maximum of three renewals.

Many non-EU countries also limit the duration of fixed-term employment contracts. It should be noted that however, fixed-term contracts were introduced in order to make hiring easier compared to offering only permanent contracts.

Shield Geo (2019) cited that in Angola, the restriction depends on the size of the employer. Small employers in most cases engage an individual employee on a fixed-term employment contract for up to ten years, while large employers may do so for only up to five years. While Angola has a large labour force, the workforce is mainly unskilled and the labour market is heavily restrictive. However, fixed-term employment contracts are disallowed by law and the legislated minimum wage is among the highest in Africa. Peru limits the overall duration of a fixed-term contract to five years while in South Africa, a fixed-term contract for employees whose wages are less than U.S. \$14,500 per year is limited to three months.

Fixed term employment contracts are an ideal type of employment contract for seasonal workers whose work has got a known period of starting and ending.

2.6.8.1 Advantages of Fixed Term Contracts

Collier Broderick (2019) commented that hiring employees under Fixed Term Employment Contracts will give the organization greater benefits and flexibility. The organization can hire on fixed term contracts for a number of reasons including to cover maternity leave, to test some

new technology and also, to test waters of a new programme or a project. Fixed term contracts can be very useful to cover short-term projects or a key demand hike of a work stream.

2.6.8.2 Disadvantages of Fixed Term Contracts

Collierbroderick (2019) further mentioned the disadvantages of fixed term contracts which include less skills and experience as compared to contractors or even permanent staff. Fixed term contracts are more process intensive rather than problem solvers. There is still need to take care of the payrolls, the legal and insurance costs of the fixed term contracts. If the reason for non-renewal is redundancy and the employee has two years' continuous service, they will qualify for a statutory redundancy payment.

2.7 Global Analysis of Fixed Term Contracts

Many international organizations globally hire employees on fixed term contracts. Amongst these is the United Nations, The World Bank, African Union, COMESA and SADC.

2.7.1 The United Nations

The United Nations came into being in 1945, following the devastation of the Second World War, with one central mission: the maintenance of international peace and security. The UN does this by working to prevent conflict; helping parties in conflict make peace; peacekeeping; and creating the conditions to allow peace to hold and flourish (The United Nations, 2015).

2.7.1.1 Functions

The United Nations (2018) stated the functions of the United Nations as; to maintain international peace and security, protect human rights, deliver humanitarian aid, promote sustainable development, uphold international law, climate change, gender equality and poverty eradication.

2.7.1.2 Employment Contracts under United Nations

The United Nations Journal on Salaries, Allowances, Benefits and Job Classification (2017) stated that the contractual reform in the UN system cut back on many different contract types. The United Nations hires its employees on different contract types and these can be distinguished between staff contracts and non-staff contracts. The main distinguishing feature is the duration the contract is intended for.

2.7.1.3 Fixed Term Employment under United Nations

The United Nations (2015) stated that fixed term contracts are for defined periods of time of one to five years. They are meant to perform functions of a certain duration or those that are part of the Organization's regular and continuing activities. The contracts may be renewed for any period up to five years at a time subject to funding availability, satisfactory performance

and the needs of the Organization. After the expiry of the five years, there is no expectation of renewal or conversion. An important point to note with Fixed Term Contracts is that some of these can be project-funded. These contracts have slightly different terms and benefits.

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2.7.1.4 Temporary Employment under the United Nations

These are for periods less than one year. They are meant to meet specific short-term requirements (normally not exceeding 364 days). The contract of employment has an expiration date and no expectation of renewal upon expiry. In this type of employment contract, if surge requirements or operational needs related to field operations or special projects need more time, it can be extended for a period not exceeding 729 days. Contract of employment cannot be converted to any other type of appointment, but comes to an end upon expiry (The United Nations, 2015).

2.7.1.5 Continuing Employment under the United Nations

This type of employment contract has an open-ended time frame. It is granted to those hired through the competitive exams after two years under a fixed-term appointment with satisfactory service. It is granted subject to the continuing needs of the Organization. Those not hired through competitive exams may be eligible for review for conversion to continuing appointment after completing five years of continuous service on a fixed-term appointment based upon certain criteria, particularly mobility and performance. The United Nations Children's Education Fund (UNICEF) is amongst the global intergovernmental organizations which offer employment on fixed term contracts (United Nations, 2015).

2.8 Types of Contracts offered by UNICEF

UNICEF works in over 190 countries and territories to save children's lives, to defend their rights, and to help them fulfil their potential, from early childhood through adolescence. UNICEF offers various employment contracts that are uniform throughout the globe and based on the needs of organization.

2.8.1 Fixed-Term Appointment

John (2014) stated that fixed-term employment contracts are also referred to as regular appointments. The fixed term appointments are typically for a period of two years and this is renewable subject to the needs of the organization. They can be issued in three categories of staff namely: International, Professional, National Officer and the General Service categories.

2.8.2 Temporary Appointment

UNICEF (2018) stated that temporary appointments are time-limited appointments issued for less than one year to meet specific short-term requirements, including in response to

emergencies. Temporary Appointments can be issued in all three categories of UNICEF staff. Staff members recruited under a temporary appointment modality receive full salary but slightly reduced benefits.

2.8.3 Consultancies

UNICEF also hires individuals for consultancies to accomplish, within a specified period of time, a defined task for which the necessary expertise is not readily available within the organization critical evaluation of fixed term contracts (UNICEF, 2018)

2.9 Analysis of employment Contracts at Continental Level

There are a number of intergovernmental organisations worldwide which include The European Union and the African Union. For this study, the African Union was used as an example of an intergovernmental organisations at continental level.

2.9.1 African Union

The African Union (AU) is a continental union consisting of fifty- five member states located on the continent of Africa. It was officially launched in 2002 as a successor to the Organization of African Unity (OAU, 1999).

2.9.1.1 Objectives of the African Union

The African Union (2019) stated that the objectives of the organisation include achieving greater unity, cohesion and solidarity between the African countries and African nations and defending the sovereignty, territorial integrity and independence of its Member States. The African Union is also involved in accelerating the political and social-economic integration of the continent as well as promoting and defending African common positions on issues of interest to the continent and its people. The organization also encourages international cooperation, taking due account of the Charter of the United Nations and the Universal Declaration of Human Rights. Some other functions of the organization include promoting peace, security, and stability on the continent, promoting democratic principles and institutions, popular participation and good governance, promoting and protecting human and peoples' rights in accordance with the African Charter on Human and Peoples' Rights and other relevant human rights instruments, establishing the necessary conditions which enable the continent to play its rightful role in the global economy and in international negotiations, promoting sustainable development at the economic, social and cultural levels as well as the integration of African economies, promoting co-operation in all fields of human activity to raise the living standards of African people, coordinating and harmonizing the policies between the existing and future Regional Economic Communities for the gradual attainment of the objectives of the Union, advancing the development of the continent by promoting research in all fields, in

particular in science and technology and working with relevant international partners in the eradication of preventable diseases and the promotion of good health on the continent.

2.9.1.2 Types of Contracts upon Recruitment at the African Union

The African Union uses a number of employment contracts which are regular, continuing, fixed term, short-term, consultancy, special services appointments, political services appointments and general services (African Union, 2019) These employment contracts are elaborated below.

2.9.1.3 Regular Appointment

These are appointments made in the first instance and on a fixed-term contract for a period of three years. The first twelve months shall be considered probationary period and thereafter, for a renewable period of after every two years' duration and subject to satisfactory performance (African Union, 2019).

2.9.1.4 Continuing Regular Appointment

These are appointments made by the Organization to Staff Members who have satisfactorily completed five (5) years of service as Regular Staff. The Organization shall ensure that the number of Continuing Staff Members shall not exceed fifty-one percent (51%) of the total number of regular staff of the Organization for each staff category taking into account the Staff Member country's quota (African Union, 2019).

2.9.1.5 Fixed-Term Appointments

These are appointments made for a period not exceeding two years but not less than a year with terms and conditions of service specified in their contracts in accordance with the African Union's recruitment policy (African Union, 2019).

2.9.1.6 Short-Term Appointment

These are appointments made for a period not exceeding one year but more than three (3) months with terms and conditions of service specified in the contract in accordance with the organization's recruitment policy (African Union, 2019).

2.9.1.7 Consultancy

These are contracts for a period not exceeding three months with terms and conditions of service specified in the contracts in accordance with African Union's Policy on recruitment (African Union, 2019).

2.9.1.8 Special Services Appointment

These are contracts of a limited duration and are renewable as and when necessary but not conferring on a staff member any full time commitment during its duration. The terms and

conditions of service specified in the contracts in accordance with the organization's recruitment policy (African Union, 2019).

2.9.1.9 Political and Special Appointments

These are appointments made by Elected Officials for a duration not exceeding their term of office. The Political Appointee shall possess adequate knowledge of the working of the Union (African Union, 2019).

2.9.1.10 General Service Categories

It consists of two categories which are as follows;

First Category (GSA) – this consists of Administrative, clerical, maintenance and paramedical staff.

Second Category (GSB) - This is an auxiliary to the First category. They are responsible for performing routine duties of maintenance for the organization.

2.10 Analysis of Employment Contracts at Regional Level

Regional bodies use varied contracts of employment. Two major regional bodies located in Southern Africa are SADC and COMESA. The latter's contracts of employed are going to be looked into since the other one is already under study.

2.10.1 COMESA Secretariat

The COMESA Secretariat was formed to replace the former Preferential Trade Area (PTA) which had existed from the earlier days of 1981. COMESA (as defined by its Treaty) was established 'as an organisation of free independent sovereign states which have agreed to co-operate in developing their natural and human resources for the good of all their people' and as such it has a wide-ranging series of objectives which necessarily include in its priorities the promotion of peace and security in the region. Its main focus is on the formation of a large economic and trading unit that is capable of overcoming some of the barriers that are faced by individual states, (COMESA, 2018)

2.10.1.1 Employment Contracts

The organisation uses a number of contracts on hiring its employees so as to suit both the local and regional employees. They include professional positions, short-term contracts, consultant contracts and internship contracts (COMESA, 2018). These are explained as follows:

2.10.1.2 Professional Positions

Professional positions are usually for a twelve-year duration. The initial appointment under Professional positions contract is for a minimum period of four years, which is deemed to be a probationary period. The contract may be extended one or more times but not beyond twelve

years in the same position. Upon completion of five years of continuous service under fixed-term conditions, COMESA may consider offering a permanent contract if the staff member is performing satisfactorily (COMESA,2018).

2.10.1.3 Short-Term Contracts

A short-term contract is for a duration not exceeding 11 months, either on a daily basis or monthly basis. The main purpose of these contracts is to enable COMESA to manage seasonal or peak workload, meet unforeseen demands and cover essential work that cannot be performed by regular staff (COMESA, 2018).

2.10.1.4 Consultant Contracts

A consultant contract is offered to an individual who is a recognized authority and specialist in a specific field. The individual is engaged in an advisory capacity. A consultant must have special skills or knowledge that regular staff of COMESA do not have and for which there is no ongoing need, (COMESA, 2018).

2.10.1.5 Internship Contracts

Internship contracts are available for post-graduate students or professionals who want to gain some experience of working at the organisation (COMESA,2018).

2.11 Analysis of Employment Contracts at Local Level

At local level, Conservation Lake Tanganyika's nature of employment contracts are going to be analysed. Interestingly, the organisation is in the conservation field, although the conservation work is of different species to those of SADC Plant Genetic Resources Centre.

2.11.1 Conservation Lake Tanganyika

UNDP Journal (2017) described Conservation Lake Tanganyika as a not-for-profit organization created to promote and preserve the biodiversity of Lake Tanganyika in Zambia, for the benefit of the local community. This organization partners with the community and the Government of Zambia. Lake Tanganyika is known to be the longest lake in the world and the second deepest after Lake Baikal. Lake Tanganyika is shared between Zambia and three other countries, Tanzania, the Democratic Republic of Congo and Burundi. Basic conservation aims proposed are avoidance of gross changes in natural communities in the lake in general, and retention of the fauna in some parts in an unexploited state, as in underwater parks. Early strategies suggested are the extension of four existing wildlife land parks further into the lake to form underwater parks, and reconnaissance of other potential parks sites. Initial ecological and social surveys conducted from the four parks would provide baseline data for management.

Underwater park boundaries should as far as possible be determined on an ecological basis to encompass entire local distributions of species population.

2.11.2 Employment Contracts for Conservation Lake Tanganyika

The organization's main sponsor is the World Bank and therefore, hiring depends on the availability of funds as well as organizational needs. The organization employs very few people on short term contracts that are renewable at the end of every year (World Bank, 2018).

2.12 Long Term Contracts of Employment

Anyim, (2018) defined a long-term contract as a permanent employment, where work is usually done within the organization with the employer not expecting that the contract will end in the near future. If an employment contract does not indicate a fixed or determinable date termination, the contract is deemed long-term and can only end according to provisions governing employment and termination of employment including age limit, dismal performance or severe breach of contract terms (Kalejaiye, 2014). Contrary to short-term contracts of employment, long-term work contracts are associated with statutory benefits.

2.13 Critical Evaluation of Employment Contracts

Employment contracts, as witnessed by the analysis of the United Nations, African Union, Common Market for East and Southern Africa and Conservation Lake Tanganyika vary with the needs and objectives of every organization, (United Nations, 2019; African Union, 2019; COMESA, 2019; World Bank, 2019). The United Nations hires its employees for specific projects, after which the completion of those projects marks the end of the employment contract. The African Union hires its employees on short term contracts, fixed term contracts, regular contracts as well as continuing regular contracts. Employees who satisfactorily perform their duties are given continuing regular contracts up to retirement time. The COMESA Secretariat offers employment contracts up to a maximum of twelve years, of which the contract of employment has got the possibility of being converted into permanent employment, depending on the performance of the employee, (COMESA, 2019). Conservation Lake Tanganyika hires its employees on short term contracts depending on the work to be done as well as availability of funding for the projects. It can be noted however that the other intergovernmental organizations, in the issue of contract of employment take into consideration what needs to be done or the purpose for hiring the person. This in turn is used as a base on whether to offer short term, fixed term or long term employment contract (World Bank, 2018).

2.14 Gaps in literature that need to be studied

Various researchers studying in the area of Human Resources, and, with topics directly linked to fixed term employment contracts, staff turnover and their effects in intergovernmental organizations left some gaps in their studies that needs attention.

Alessandra (2008) focused on effects of temporary job contracts on the well-being of individuals and organisations. His findings were that temporary employees are satisfied with short term contacts for job development. There is however need to research further on how these temporary job contracts influence the flow of work in organisations.

Anyim (2016) carried out a study on the influence and impact of long-term and short-term contracts on employee behavior. He found out that short-term employees experience low morale leading to negative attitudes about their job. The influence of these types of employment contracts on the flow of work has not been addressed.

Burgess and Connell (2006) mentioned that short term employment can be a source of conflicts, tension and contradictions in organisations. De Cuyper et al (2006) carried out a study on the impact of job insecurity and contract type on attitudes, wellbeing and behavioral reports. Their findings were that fixed term contracts may be a source of negative outcomes for both individuals and the organization. There was however, still some need to highlight on how this affects the flow of work processes in the organisation.

The researchers tend to focus much on how the former employees would cope with unemployment after the expiry of their contracts with intergovernmental organizations. Some focused on employee morale at the workplace for those employed on short term fixed employment contracts. Others focused on high employment costs which come with high staff turnover. Some focused on the high hiring and training costs which come with the hiring of new employees after the expiry of contracts of former employees. The need for organizations to give employees adequate time to seek alternative employment before they leave the organization was also a finding of many researches. However, the effects on workflow or operational performance of the organization at the expiry of fixed term contracts were not adequately addressed. There is therefore need to research on what happens to the ongoing experiments and projects that are left behind by outgoing Research Scientists.

2.15 Theoretical Framework

Camp (2001) defined a theoretical framework as a framework based on the existing theory in the field of study being undertaken. The theoretical framework is a structure that can hold or

support a theory of a research study. It introduces and describes the theory that explains why the research problem under study exists. The theoretical framework allows the researcher to understand certain aspects of the phenomena subject being studied while concealing other aspects. Although many researchers have researched on fixed term employment contracts, very little have been done to address the issue of their influence on the flow of work in intergovernmental organizations. The researcher is, therefore, going to fill the gap of knowledge on how workflow is affected by fixed term contracts and staff turnover.

2.15.1 Theoretical Framework of Fixed Term Contracts from Previous Researchers.

Kryvoi (2018) mentioned that fixed term contracts have been in existence for intergovernmental organizations from time immemorial. These have been studied based on their effects to the employees whose contracts come to an end as a result of the expiry of contracts of employment. This included how the employees were going to cope at the period when they leave the organization up to until they find alternative employment. The study also shows how the standard of life and well-being of employees is affected when employment ends. It is of importance to note that by employing their employees on fixed term employment contracts, intergovernmental organisations will be trying to cut costs of employment. Some projects carried out at these organisations require a certain period after which the employee, if employed on a permanent basis will be redundant.

Alessandra (2008) researched on Effects of Temporary Job Contracts On the Well-being of Individuals and Organisations. The findings were that Temporary employees are satisfied with short term contracts for job development. However, there is need to research on how these short term contracts affect workflow of organizations.

Anyim (2016) studied the influence and impact of long-term and short-term contracts on employee behavior. The findings were that short-term employees experience low morale leading to negative attitudes about their job. There is need therefore to address short term contracts and performance in intergovernmental organisations. De Cuyper and De Witte (2006) studied the impact of job insecurity and contract type on attitudes, wellbeing and behavioral reports. They found out that fixed term contracts may be a source of negative outcomes for both individuals and the organization. A research gap on how the fixed term contracts affect the workflow of organisations have been left out.

Staff turnover in intergovernmental organisations is an area of concern since these organisations tend to lose big brains to other organisations instead of retaining them for other related projects. High staff turnover can result with the institution being a training ground for other organisations. The theory in this field holds that the rate of staff turnover could not be at such a rate that it impacts negatively on the income of the organization. Reh (2014) researched on The High Costs of High Employee turnover. The findings were that too many employees leaving in any given period of time can ruin a company. However, there is need to research further on the other effects on the workflow of the organization rather than higher costs only. Most researchers who researched in the subject under study focused on the nature of contracts for non-governmental organisations. It can be noted that there is need to broaden the research to address the influences of the fixed term employment contracts to intergovernmental organisations.

2.16 Theories backing the study

2.16.1 The Human Resources Theory

Fundamental Assumptions of Human Resource Theory are based on the fact that organizations exist to serve human needs (Shafritz et al, 2005). Organizations and people need each other. Organizations need ideas, energy, and talent and people need careers, salaries, and work opportunities.

Humans find meaningful and satisfying work, and organizations get the human talent and energy that they need. Behavioral scientists “focused attention on seeking to answer questions such as how organizations could and should allow and encourage their people to grow and develop. From this perspective, it is assumed that organizational creativity, flexibility, and prosperity flow naturally from employee growth and development. The essence of the relationship between organizations and people is redefined from dependence to codependence. People are considered to be as important as or more important than the organization itself. Because the organizational behavior perspective places a very high value on humans as individuals, things typically are done openly, including providing employees with information they need to make informed decisions with free will about their future. The organization is not the independent variable to be manipulated in order to change behavior, even though organizations pay employees to help them achieve organizational goals. Instead, the organization must be seen as the context in which behavior occurs (Global Journal of Human Resource Management, 2016).

As the theory holds that organisations need employees for them to thrive, the study will either support or contradict with the theory based on what happens during the period when the employment contracts of the senior programme officers come to an end whilst they still have running projects at the organisation and with other stakeholders.

2.16.2 The Keynesian Theory of Employment

The Keynes theory of employment is based on the view that in the short run, the factors of production, such as capital goods, supply of labour, technology, and efficiency of labour, remain unchanged while determining the level of employment. According to Keynes, the level of employment is dependent on national income and output (Blinder, 2019).

Keynes advocated that in an economy, the employment level depends on the number of workers that are employed, so that maximum profit can be drawn. In the case of SADC Plant Genetic Resources Centre, the level of employment of resources is determined by the standing employment policies of the SADC Secretariat, which determines the processes and protocols to be observed before the ideal employees are hired. These employment policies are likely to impact on the hiring process resulting in an influence on the flow of work processes at the organisation.

2.16.3 The Economic Theory

The economic theory states that a decrease in the marginal disutility of labour, as expressed by the real wage for which additional labour is available decreases productivity. The theory states that withdrawal in the labour market by some workers will decrease production, thereby, an impact on the flow of work processes from one stage to another. Wide variations are experienced in the volume of employment with some apparent change either in the minimum real demands of labour or in productivity. The study will either support or disagree with the theory on whether the withdrawal of labour by officers who are replaced after some time affects the flow of work processes in the production process at the organisation (Edwards, 1994).

2.16.4 The Classical Employment Theory

The classical theory of employment is based on the assumption that individuals are rational human beings and are motivated by self-interest. Classical theory is based on the assumption of full employment of labour and other resources of the economy. The classical economists believed in the stable equilibrium at full employment level as a normal situation. If there is not full employment in the actual life, then there is always a tendency towards full employment. Less-than-full employment is an abnormal situation which will disappear in the long run through automatic mechanism of the economic system. In short, when the classical economists

assume full employment, they mean to say that; involuntary unemployment does not exist, there is a possibility of some amount of frictional unemployment, and such frictional unemployment will disappear in the long run, that is, there is always a tendency towards full employment (Pritchard ,2010)

As the theory supports full employment of labour and other resources, the study seeks to understand what happens when labour is not at full employment during the expiry of contracts of outgoing officers before alternative replacement is sought.

2.17 Conceptual Framework

Jabareen (2009) defined a Conceptual Framework as a network of linked concepts. Conceptual framework analysis offers a procedure of theorization for building conceptual frameworks based on grounded theory method. The advantages of conceptual framework analysis are its flexibility, its capacity for modification, and its emphasis on understanding instead of prediction. Conceptual framework is used in the analysis of many variations and different contexts. It is applicable to a wide variety of projects where an overall picture of the process needs to be understood and it is needed mainly for making distinctions and organizing ideas. A strong conceptual framework captures real issues in a way that is easy to remember and apply.

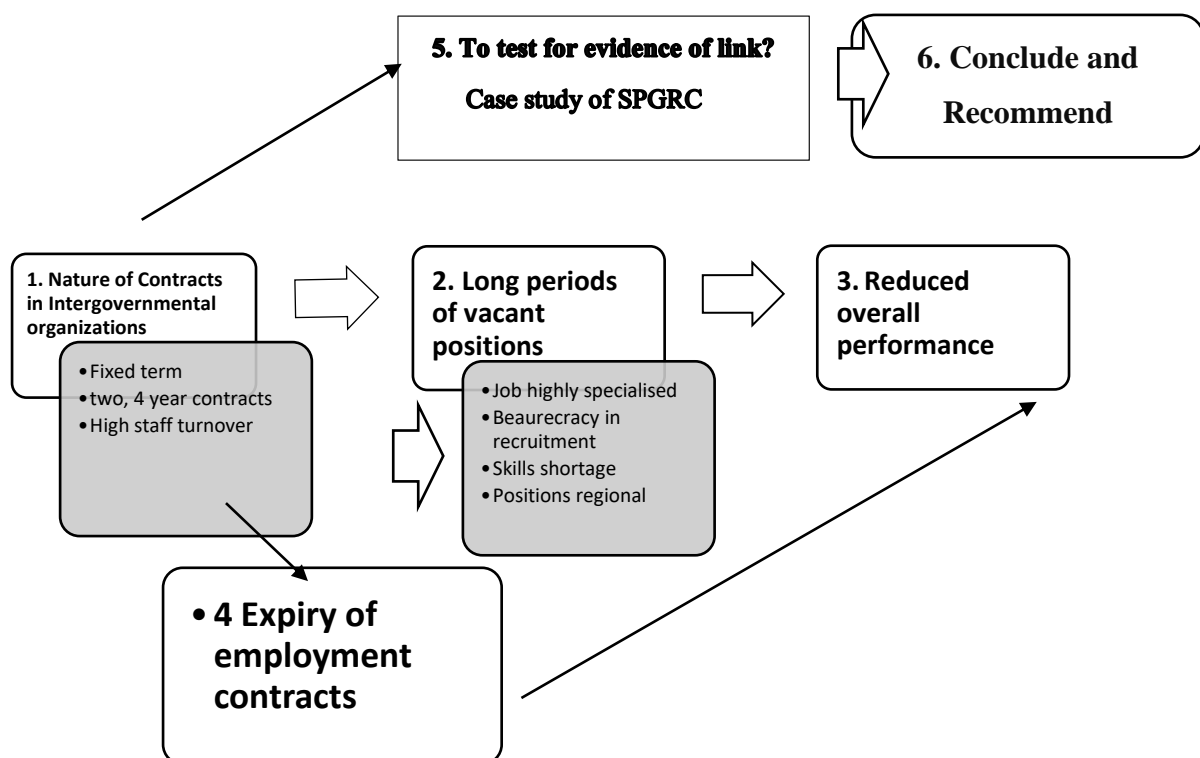


Figure 2.2: Conceptual framework of the study

2.17.1 Concept Mapping

Novak and Caña (2006) described concept mapping as a process for representing and organizing ideas using pictures. Ideas are written in boxes and linked with arrows carrying explanatory legends to depict pictorial links between ideas. The construction of concept maps is an excellent way to offer a preliminary organization of knowledge and to structure the researcher’s understanding of how best to approach the dissertation topic. Concept mapping shows which concepts are more closely to each other and the linkages between these concepts. Below is a concept mapping showing the conceptual framework for the present study and this guides the process of the whole study on nature of contracts and workflow in intergovernmental organizations.

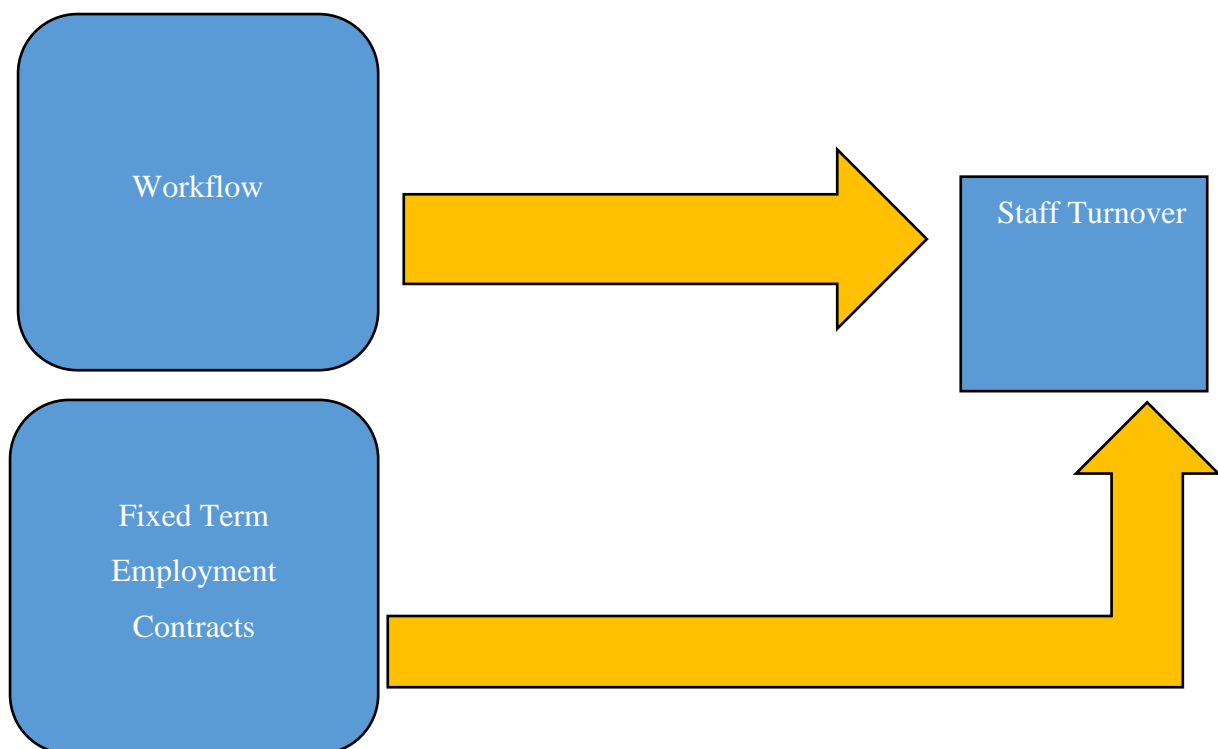


Figure 2.3: Diagram of the Link Between Main Dependent and Independent Variables.

2.17.2 Variables of the Research and how they are Interconnected

McLeod (2018) defined a variable as anything that can vary, change or be changed. He further stated two types of variables in research and these are the dependent variable and the independent variable. The dependent variable is the variable a researcher is interested in. The changes to the dependent variable are what the researcher is trying to study. An independent variable is a variable which is believed to affect the dependent variable. This is the variable that the researcher will manipulate to see whether it makes the dependent variable change.

In a research, the researcher is looking for the possible effect on the dependent variable that might be caused by changing the independent variable. The independent variable in this study is the fixed term contracts of employment, which we can also explain broadly as the nature of employment contracts. The dependent variables are the workflow and staff turnover. The shorter the contracts, the higher the staff turnover and some interruptions in the flow of work in the organization. The longer the contracts, the lower the staff turnover and less disruptions in the flow of work at the organization.

2.17.3 Nature of Employment Contracts in Intergovernmental Organizations

Wolters and Klower (2009) established that intergovernmental organizations such as the United Nations and World Bank hire their employees on different employment contracts which are; general service employment contracts, short-term employment contracts, fixed term employment contracts and long term employment contract. These all depend on the employment policies of the organization. The nature of employment contracts for each organization determines the staff turnover rate. At SADC Plant Genetic Resources Centre, the high staff turnover is as a result of the expiry of fixed- term employment contracts used by the organization for hiring purposes.

2.17.4 Long Periods of Vacant Positions

Given that some posts at SADC Plant Genetic Resources Centre are regional, a longer period is involved between advertising vacant posts and finally recruiting the ideal candidate to fill in the vacant position. The vacant posts are supposed to be sent to all member countries to apply through their respective Foreign Affairs Ministries which acts as the first screening point. An adequate period of at least one month is required in the member state only before the applications are sent to the SADC Secretariat in Botswana. The applications are further screened as per the advertised qualifications and experience, taking into consideration whether the country has got a quota for its nationalities to be considered. If all the applicants do not meet the requirements of the advertised vacancy, the process is repeated again by re-advertising (Southern African Development Community, 2012). The long process of verification of qualifications and contacting references of potential candidates also lengthens the already long process of hiring. This in some cases results with long periods of vacant positions which affects the flow of work at the organization.

2.17.5 Bureaucracy in the recruitment process

Given that the organization is an intergovernmental organization made up of different member states, some decisions on hiring need the consultation of member countries which delays the

hiring process. The longer hierarchy of the organization delays the recruitment process as some authorization on every stage of the employment process would require authority from the highest office of The SADC Secretariat (SADC, 2015)

2.17.6 Reduced Overall Performance

Due to the fact that most employees take long to be replaced, the performance of the organization in the collection and multiplication of plant genetic resources is reduced. This is because of a huge workload which is left in the hands of senior technicians who in most cases are not able to cope with this. The nature of employment contracts and long recruitment process affect the overall performance of the organization. The flow of work is affected and this results with backlogs and failure by the organization to meet its agreed targets, (SADC Plant Genetic Resources Centre, 2015).

2.17.7 Skills Shortage

Most senior posts at SADC Plant Genetic Resources Centre require specialized skills and advanced qualifications in the field of Agriculture, and specifically, Plant Breeding and Plant Genetics. The number of Plant Breeders in the region, or even globally, is not that much as compared to other professions. Therefore, the skills shortage challenge also affects the recruitment process as in some cases, the organization end up having to adjust for people with related qualifications to take the jobs of plant genetic conservation, (SADC Plant Genetic Resources Centre, 2015)

2.18 Differences Between a Theoretical and Conceptual Framework

Theoretical frameworks are sometimes referred to as a conceptual framework; however, these terms are neither transposable nor closely related. The main distinguishing factor between the two terms is that a theoretical framework is derived from an existing theory (or theories) in the literature that has already been tested and validated by other researchers and has been accepted and considered as generally acceptable theory in the scholarly literature. As Merriam (2001) proposed, that theoretical framework is the researcher's lens with which to view the world. Theoretical frameworks are developed a priori, or before data collection in quantitative designs. However, a theoretical framework may also involve a theory that is developed in the course of the dissertation study. On the other hand, a conceptual framework is the researcher's understanding of how the research problem will best be explored, the specific direction the research will have to take, and the relationship between the different variables in the study. This is best summarized by Miles & Huberman (1994) who categorized it as a system of concepts, assumptions, and beliefs that support and guide the research plan. Specifically, the conceptual framework "lays out the key factors, constructs, or variables, and presumes

relationships among them. Moreover, Camp (2001) described a conceptual framework, as a structure of what has been learned to best explain the natural progression of a phenomenon that is being studied. The conceptual framework offers a logical structure of connected concepts that help provide a picture or visual display of how ideas in a study relate to one another within the theoretical framework. It is not simply a string of concepts, but a way to identify and construct for the reader the researcher's epistemological and ontological worldview and approach to the topic of study. Luse *et al* (2012) stated that the conceptual framework gives the researcher an opportunity to specify and define concepts within the research.

2.19 Summary

The topic reviewed literature on the main and related areas of the study. It also laid out the nature of employment contracts for other intergovernmental organizations globally, continentally, regionally and locally. Previous researchers therefore found out that fixed short term contracts are a source of conflicts between employees within organisations, negatively affect employee productivity and morale. The topic also analyzed the theoretical as well as the conceptual framework of the research. Different variables and logical connections among key variables and how these variables are related and relate to the subject under study were explained. The next chapter is research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This Chapter focuses on methodology. It covers research philosophy, the study population, sample size, sampling techniques and data analysis. Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In this research, the methodology section allows the reader to critically evaluate the study's overall validity and reliability. The methodology section answers how the data was collected or generated and how it was analyzed. The research methodology enables the Researcher to organize their efforts into one cohesive and conceptual product idea generation. To summarize, this chapter covers various research philosophies as well as outline the various steps necessary in executing the study, thereby satisfying the objectives. The steps are organized into four sections namely: research design, population, sample, data collection and data analysis.

3.1 Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analyzed and used. The term can also be defined as referring to a system of beliefs and assumptions about the development of knowledge. It is what the researcher is doing when embarking on research or developing knowledge in a particular field. The knowledge development the researcher is embarking upon may not be as dramatic as a new theory of human motivation, but even answering a specific problem in a particular organization that the researcher is developing new knowledge. In every stage of research, the researcher makes a number of types of assumptions, Burrell and Morgan (1979). These include assumptions about human knowledge (epistemological assumptions), about the realities the researcher encounter during the research (ontological assumptions) and the extent and ways the researcher's own values influence the research process (axiological assumptions). Crotty (1998) stated that these assumptions inevitably shape how the researcher understands research questions, the methods used and how the researcher interpret the research findings. A well thought out and consistent set of assumptions constitute a credible research philosophy, which will underpin the researcher's methodological choice, research strategy and data collection techniques and analysis procedures. These assumptions allow the researcher to design a coherent research project, in which all elements of research fit together. Johnson and Clark (2006) noted that, business and management researchers need to be aware of the philosophical commitments they

make through their choice of research strategy, since this will have a significant impact on what they do and how they understand what it is they are investigating. In this research, all the mentioned research philosophies contribute something unique and valuable to the research.

3.1.1 Ontology

Snape and Spencer (2003) defined ontology as the study of things around us. Ontology is the part of metaphysics that deals with the existence, nature, and causation of things. A good example is to say that something exists or does not exist is (ontological). Broadly speaking, three distinct ontological positions identified are realism, idealism and materialism. Realism claims that there is an external reality independent of what people may think or understand it to be, whereas, idealism maintains that reality can only be understood via the human mind and socially constructed meanings. Similar to realism, materialism also claims that there is a real world but it is only the material or physical world that is considered to be real. Other phenomena, for instance, beliefs, values or experiences arise from the material world but do not shape it.

3.1.1.1 Assumptions

Ontological assumptions shape the way in which the researcher studies the research objects. In business and management these objects include organizations, management, individual employees and organizational events and artefacts. Ontology therefore determines how the researcher sees the world of business and management and, therefore, the choice of what to research for the research project. The researcher therefore analyzed the working environment of SADC Plant Genetic Resources Centre, whether the workers also accept that there are problems brought about by the non-renewal of the second employment contracts at the organization. The researcher also looked deeply on the extent of influence the organization has to its mother body so as to understand the nature of the problems faced by the employees as well as trying to confirm the real causes. The researcher also had a chance to look at the reporting structure of the employees so as to ascertain the nature of control at the institution. The organization, is made up of employees of different nationalities and hence, different beliefs on the existence that are spiritual in nature.

3.1.2 Epistemology

Guba & Lincoln (1994) stated epistemology as being concerned with the nature of knowledge and ways of knowing and learning about social reality. They went on mentioning two main perspectives for knowing which; are positivism and interpretivism. Constructivism and 'naturalistic' are terms commonly referred to in the literature and sometimes in an inconsistent way for interpretivism). The term constructivism is helpful because it identifies the basic

principle that reality is socially constructed; a relativist position that holds the view that there is no external reality independent of human consciousness (Robson, 2002). Epistemology means attempts made by human beings to gain knowledge about the world. As human beings, we have several senses to realize the world we live in and we also have brain that is used to interpret stimuli in a specific way. This is set by experiences we make as individuals during our lifetime. Therefore, the way we see the world as human beings might not be the state of being of this world.

Bryman and Bell (2013) described an epistemological issue as an issue which concerns the question of what is, or should be regarded as acceptable knowledge in a discipline. They also state that a particularly central issue in this context is the question of whether or not the social world can and should be studied according to the same principles, procedures and ethos as the natural sciences. epistemological consideration is about “What is the nature of the relationship between the knower (the inquirer) and the known (or knowledge)?” Epistemology is therefore the branch of philosophy concerned with the nature of knowledge itself, its possibility, scope, and general basis (Hallebone, 2009). More broadly: How do we go about knowing things? or How do we separate true ideas from false ideas? or How do we know what is true? or "How can we be confident when we have located 'truth'?" "What are the systematic ways we can determine when something is good or bad?"

Epistemological consideration is therefore, in this case, the nature of the relationship between what the researcher knows and the already known knowledge on the fixed term employment contracts and how their expiry influence the workflow in intergovernmental organizations, and specifically, at SADC Plant Genetic Resources Centre.

3.1.3 Axiology

Saunders et al. (2012) defined axiology as the branch of practical philosophy which studies the nature of value. Axiologists study value in general rather than moral values in particular and frequently emphasize the plurality and heterogeneity of values while at the same time adopting different forms of realism about values. Historically, three groups of philosophers can be described as axiologists. These are the original Austrian and German schools of value phenomenologists, American theorists of value who offered an account of value which reduces it to human interests and an English school, influenced by Austro-German phenomenology, which included such diverse figures as G.E. Moore, Hastings Rashdall and W.D. Ross. Recent philosophy has seen a resurgence of interest in value realism in the broadly axiological

tradition. These values are divided into two main types which are ethics and aesthetics. Ethics is the questioning of morals and personal values. Aesthetics is the examination of what is beautiful, enjoyable, or tasteful. In axiology education is more than just about knowledge but also quality of life.

In this research, the researcher values the morals that guides the employees of the organization as they perform their duties. The employees have got different backgrounds hence observe different ethical standards at their workplace and as per their cultures. The researcher also values to achieve what is stated as per the aim of the study. The study investigated the influence of having short-term employment contracts on the workflow of intergovernmental organisations. The researcher also values to come out with a dissertation that would be enjoyable to the readers, make an impact on the choice of employment contracts for employees employed by intergovernmental organisations as well as aiding knowledge to the academic field. The researcher also values confidentiality, hence, high levels of confidentiality on information gathered from the respondents and SADC Plant Genetic Resources Centre were maintained throughout the research. The beauty of the research depends on the quality of information that is presented in the document. The Researcher therefore made sure that only information relevant to the study was gathered for presentation.

3.1.4 Phenomenology

Giorgi (2012) cited phenomenology as having its roots in the 20th Century philosophical movement and being based on the work of one of the great philosophers, Edmund Husserl. As a research tool, phenomenology has become a widely accepted method for describing human experiences. It is a qualitative research method that is used to describe how human beings experience a certain phenomenon. A phenomenological study attempts to set aside biases and preconceived assumptions about human experiences, feelings, and responses to a particular situation. It allows the researcher to delve into the perceptions, perspectives, understandings, and feelings of those people who have actually experienced or lived the phenomenon or situation of interest. Therefore, phenomenology can be defined as the direct investigation and description of phenomena as consciously experienced by people living those experiences. Phenomenological research is typically conducted through the use of in-depth interviews of small samples of participants. By studying the perspectives of multiple participants, a researcher can begin to make generalizations regarding what it is like to experience a certain phenomenon from the perspective of those that have lived the experience.

3.1.4.1 Characteristics of phenomenology research

Darlington and Scott (2002) established that phenomenology seeks to understand how people experience a particular situation or phenomenon. It is conducted primarily through in-depth conversations and interviews but some studies may collect data from diaries, drawings, or observation. Small sample sizes, usually with an average of ten or less participants, are common in phenomenological studies. The interview questions are open-ended to allow the participants to fully describe the experience from their own view point. It should be noted that phenomenology is centered on the participants' experiences, with no regard to social or cultural norms, traditions, or preconceived ideas about the experience. The philosophy also focuses on these four aspects of a lived experience which are; lived space, lived body, lived time, and lived human relations. Data collected is qualitative and analysis includes an attempt to identify themes or make generalizations regarding how a particular phenomenon is actually perceived or experienced. Researchers conducting phenomenological studies are interested in the life experiences of humans. This type of research can be applied to a wide variety of situations and phenomena.

3.1.4.2 Advantages of phenomenology

Its most laudable merit is that it provides an understanding of why and how things happen in the manner they do (Darlington and Scott, 2002). The philosophy is therefore good at providing an appreciation of social processes, structures and systems. The researcher will therefore be up to date with the changes that occur during the research process.

3.1.4.3 Disadvantages of Phenomenology

Its most known problem is that it generates data that is difficult to analyze. The data may fail to produce clear patterns that give the data meaning (Darlington and Scott, 2002). As a result of this many people regard this phenomenology as not credible. To add on the above, the process of collecting data is time consuming and laborious.

The researcher had a chance to collect data from the SADC Plant Genetic Resources Centre Employees as well as other experts in the field of Plant Genetic Resources conservation. These experts are employees drawn from the other member states Plant Gene Banks. These employees are employed using fixed-term contracts, with most regional employees serving their last two months with the organization as their second employment contracts are coming to an end. These are the people who have actually experienced the effects of fixed term employment contracts and witnessed their core workmates returning to their respective

countries of origin after the expiry of contracts. The Senior Officers from other sub-gene banks work hand in hand with the SADC Plant Genetic Resources Centre Staff in most of its projects and hence are also affected by the expiry of employment contracts for these employees. These also provided relevant information on the work relations and behaviours exhibited by employees who are employed under fixed-term contracts. The research philosophy provided relevant information for the subject under study as it focused on the lived experiences of the organisation's employees, not taking into account what they think or believe in. The explanation of real experiences lived by the respondents helped in reducing bias in the research.

3.2 Research Design

Adams et al. (2007) defined a research design as an outline that is used to effect research objectives and answering research questions. It is the master plan that specifies the methods, as well as procedures for collecting and analyzing the information which is needed for the research. The research design is also defined as a framework of methods and techniques chosen by a researcher so as to combine various components of research in a reasonably logical manner. This is done in order to make sure that the research problem is efficiently handled. Various researchers in the field used research problem and descriptive case study as designs of the research topic. In this research, a Case Study was used and this is a descriptive case study. This study is a qualitative study as it is inclined towards a non-numeric approach. Questionnaires were distributed to the employees of SPGRC. The study employs a descriptive research design to agree on fixed term employment and its influence on workflow. This helped in gathering data from the employees of SPGRC and regional experts. The inductive approach was used. Inductive reasoning moves from specific observations to broad generalizations. This allowed the researcher to arrive at the broad generalized conclusions of the research.

3.3 The Research Strategy

A research strategy is a step by step plan of action that gives direction to the researcher's thoughts and efforts, enabling the researcher to systematically conduct the research in order to produce quality results (Didden, 2018). The main goal in conducting a research is to adopt a way of which the research objectives can be answered. The researcher identified the type and availability of the needed information in order to fulfil the research objectives. These are the reality, theory, data, applications and recommendations. This research used a qualitative research strategy as it does not involve numbers and calculations from respondents. The research also used a descriptive research strategy in describing the particular situation in relation to influence of fixed term employment on workflow. A case study was designed to understand better the subject that was being studied.

3.4 The study area

Fraenkel and Warren (2006) defined population as a complete set of individuals, subjects or events having common characteristic in which the researcher is interested. The population of the study is all the employees of SADC Plant Genetic Resources Centre as well as regional experts from member countries.

3.5 A Case Study

A case study can be defined as the development of a detailed and extensive knowledge about a process based on the study of a single entity or case. It has the ability to comprehensively answer the questions Why? What? and How? (Saunders *et al.* 1997). A Case study involve an attempt to describe the relationship that exist in reality, very often in a single organization. A Case study may be positivist or interpretivism in nature, depending on the approach of the researcher, the data collected and the analytical techniques employed. Reality can be captured in greater detail by an observer-researcher, with the analysis of more variables than is typically possible in experimental and survey research. A Case study can be considered weak as it is typically restricted to a single organization and it is difficult to generalize findings since it is hard to find similar cases with similar data that can be analyzed in a statistically meaningful way. Furthermore, different researchers may have different interpretations of the same data, thus adding research bias into the equation. The researcher used a case study of SADC Plant Genetic Resources Centre due to the constraints of resources and time to gather the data.

3.6 Population

Tashakkori and Teddlie (2002) defined a population as a group of people or individual persons, objects, or items from which samples are taken for measurement. An example is a population of accountants, engineers, professors, chairs or students. Patton (2002) defined it as a collection of items of interest in research. The population represents a group that you wish to generalize your research to. Populations are often defined in terms of demography, geography, occupation, time, care requirements, diagnosis, or some combination of the above.

3.6.1 Study Population

The population under study consists of SADC Plant Genetic Resources Centre employees as well as Conservation Scientists from other National Plant Gene Banks from countries within the SADC region. The institution is based at Farm 6300 along Great East Road and on the outskirts of Lusaka, Zambia. This consisted of forty-three people. The institution was considered to be appropriate for the study as it is a purely intergovernmental organization that fairly represent other related organizations. Proximity of the population by the researcher was also considered in the choice of the population.

3.6.2 Sample Size

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Saunders et al., 1997). Researchers usually cannot make direct observations of every individual in the population they are studying. Instead, they collect data from a subset of individuals referred to as a sample and use those observations to make inferences about the entire population. The sample size of this study is thirty-six people, of which thirty are SADC Plant Genetic Resources Centre employees and six are Senior Officers drawn from different SADC member states National Gene Banks. All employees of SADC Plant Genetic Resources Centre who are capable of providing important information on the research are part of the sample.

3.6.3 Sampling Techniques

The researcher used Purposive or Judgmental sampling. Purposive sampling, also known as judgmental, selective, or subjective sampling, is a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their study. The sampling method requires researchers to have prior knowledge about the purpose of their studies so that they can properly choose and approach eligible participants. Purposive sampling is used when the researcher wants to access a particular subset of people, as all participants of a study are selected because they fit a particular profile.

The method for performing purposive sampling is fairly straightforward. The researcher therefore rejected the individuals who did not fit a particular profile when creating the sample. Participants were chosen based on their profession and seniority. It was assumed that the more senior a position one holds, the much relevant information one is likely to give.

3.6.3.1 Advantages of Purposive Sampling

- (i) Purposive sampling enables researchers to squeeze a lot of information out of the data that they have collected. This allows researchers to describe the major impact their findings have on the population.
- (ii) Purposive sampling is a popular method used by researchers due to the fact that it is extremely time and cost effective when compared to other sampling methods.
- (iii) Different technique options outlined available for the sampling method makes it a versatile research method that can be tailored to enhance a study's effectiveness.
- (iv) Sometimes purposive sampling may be the only appropriate method available if there are a limited number of primary data sources that can contribute to the study.

3.6.3.2 Disadvantages of Purposive Sampling

- (i) The main disadvantage to purposive sampling is that it is prone to researcher bias, due to the fact that researchers are making subjective or generalized assumptions when choosing participants.
- (ii) When researchers need to ensure that they are eliminating as much bias as possible, they are better off using a form of probability sampling. However, researcher bias is only a real threat to a study's credibility when the researcher's judgements are poorly considered, or when they have not been based on clear criteria.
- (iii) For a similar reason, it can be difficult for researchers to convince others that their study has significant representativeness of the larger population of interest.
- (iv) Due to the fact that researchers are using their personal judgement to select participants and units of measurement, it can be a challenge to convince an audience that if different options were used, the overall findings would still hold true.

3.7 Data Collection

The data for the research was collected using questionnaires. Questionnaires were distributed to the participants for them to respond in writing at their own time. All the questionnaires were returned within a period of two weeks. The advantages of the data collection tool used is that they are less costly than other methods of data collection.

3.7.1 Questionnaires

Kumar (2005) defined a questionnaire as a list of questions, the answers to which are recorded by the respondents in writing. Respondents to a questionnaire read the questionnaire, interpret what is expected and write down the answers. Questionnaires are used to collect necessary data from the subjects of the study by filling in these questionnaires personally. According to Robbins (2009) questionnaires are the tools used by the researchers in measuring the variables of interest for the research. They measure what the researcher wants to know. Questionnaires are used to answer questions or reply to statements based on what is known by the respondents on the subject under research. They represent a set of written questions which are presented in the form of an enquiry form. Respondents are required to answer the questions in writing based on their knowledge, experience and how they interpret the questions. These answers help the researcher to obtain valuable data and factual information directly from the respondents and this information is relevant in addressing the research problem.

A list of questions was given to the respondents to respond to in writing. Using the self-administered questionnaire procedure, the questionnaires were administered to the selected

respondents through the drop and pick later technique. This gave the respondents enough time to fill the questionnaire. These questionnaires were treated with confidentiality and no names were written on them. The questionnaire was divided into two parts with the first part being general demographics and the second part being the part that helps in answering the research questions.

3.7.1.1 The Likert Scale Questionnaire

Data was collected using the 5 Point Likert scale Questionnaire. This questionnaire was developed by an organizational psychologist named Rensis Likert. It allows the respondents to show their level of agreement, neutrality or disagreement. The Questionnaire is divided into two sections, with Section A providing general information and Section B with statements focused on much deeper details of the topic under study.

3.8 Ethical Issues

Ethical issues need to be taken into account in every research. The following ethical issues were observed:

(i) Permission to Conduct the Study

The researcher requested and was given permission to conduct the study in writing as a matter of procedure. Permission was given by both the Graduate School of Business and SADC Plant Genetic resources Centre. Ethical clearance was also given by The University of Zambia's Ethical Clearance Board so as to protect human beings who participated in the study.

(ii) Confidentiality

Confidentiality is also of utmost importance in research. Questionnaire responses were treated with the highest degree of confidentiality. The respondents' names were not supposed to be written on the questionnaires and this was clearly communicated to them. All the study findings were treated with the highest levels of confidentiality.

(iii) Study Findings

Any publications that may arise from the study have to be authorized by The University of Zambia Graduate School of Business as well as SADC Plant Genetic Resources Centre. This dissertation is fully based on the findings of this study.

3.9 Time Scale

The research took a period of four months, spanning from April 2019 to August 2019. This gave the researcher enough time for data collection, analysis and compilation of the research project.

3.10 Limitations of the Study

This research was carried out with a lot of challenges. Time was a limitation since the research was carried out when the researcher was also doing other courses for the same programme as well as another professional course with another international institution. The researcher is a family person, therefore, there was competition for time between family chores and the research work. It is also known that organizations might be reluctant to provide all the required information as some information is regarded to be very confidential to be released to outsiders. Due to the fact that the organisation used as a case study was small, the sample size was relatively small. Had more people been picked as respondents, the result was going to be fairly accurate. The fact that the research was carried out on a specific organisation makes it difficult to make an overall conclusion on how fixed term employment affect workflow due to the fact that different organisations have got different opinions on employment contracts. Respondents working for the same organisation tend to respond to questions in a similar way. Finally, the resources were a limiting factor in carrying out the research. The researcher is unemployed and relied on funding from spouse as well as very little personal savings. The research involved a lot of travelling, data collection, data capturing, typing, printing, binding, lamination as well as other miscellaneous expenses which required funding.

3.11 Summary

The topic looked at different research philosophy used in research. It also looked at the population and how the researcher came out with the sample that was used as respondents, the sampling techniques, how data was collected from the respondents and ethical conduct. The next chapter will look at data presentation and analysis of the presented data.

CHAPTER FOUR

RESEARCH FINDINGS, PRESENTATION AND ANALYSIS

4.0 Introduction

Chapter Four is the presentation, analysis and discussion of the findings of the study. The gathered data was tabulated and displayed through pie charts and tables with the aim of identifying and discerning any patterns that aided in providing the best interpretation of the results of the study. All the thirty-six respondents to whom the questionnaires were given responded. The discussions section interprets and explains the findings and the trends observed from the results presented. The results are qualified to the findings of other researchers who did similar work in different parts of the world and in related topics.

4.1 General Demographics

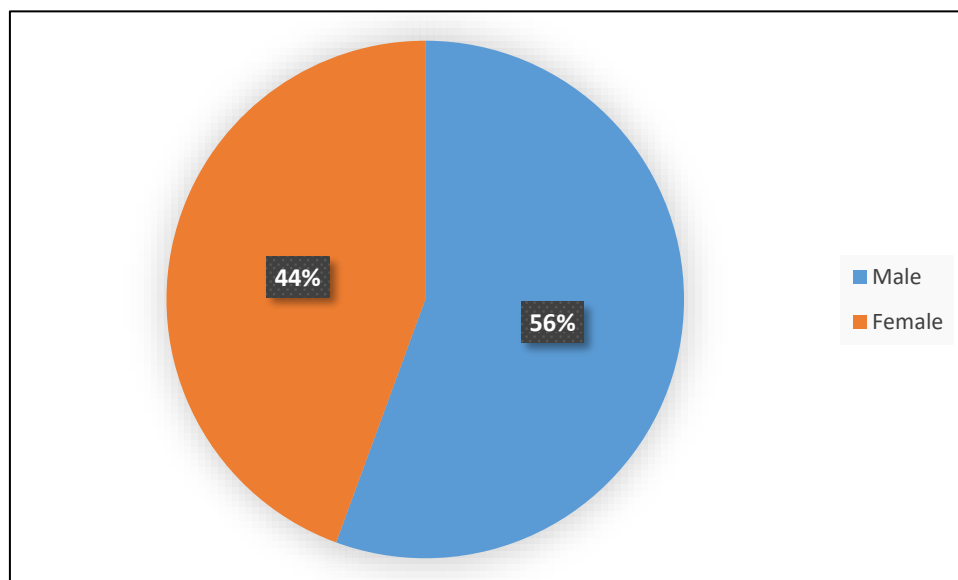


Figure 4.1: Respondents by Gender

From the above pie chart (Figure 4.1), 56% of the respondents were males and 44% of respondents were females. Therefore, 56% of males and 44% of females participated in the study. A higher percentage of males participated in the research than females.

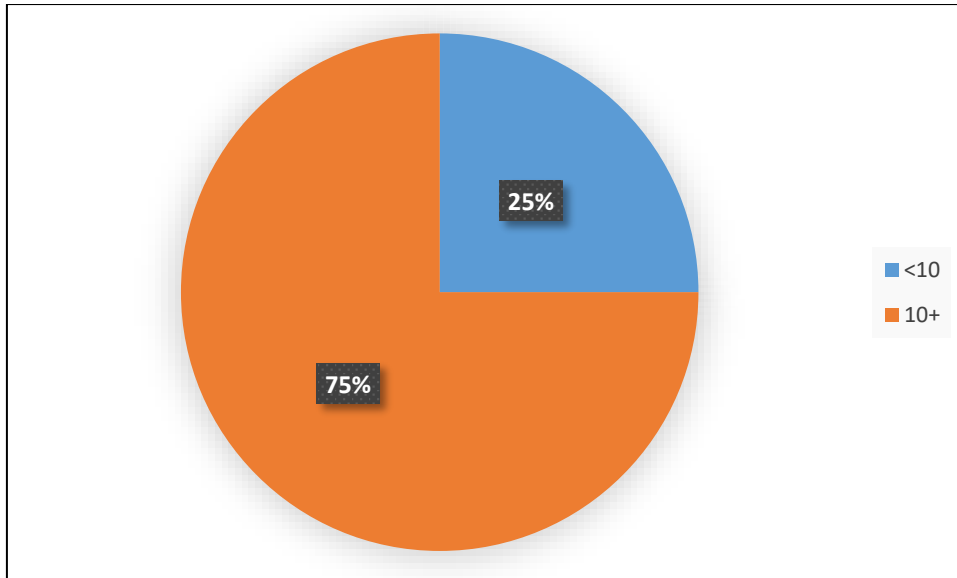


Figure 4.2: Respondents stay at the organization

Of the thirty-six participants who responded to the question requiring them to state the number of years they have been with the organization, 25% have been with the organization for less than ten years while 75% have been with the organization for more than ten years.

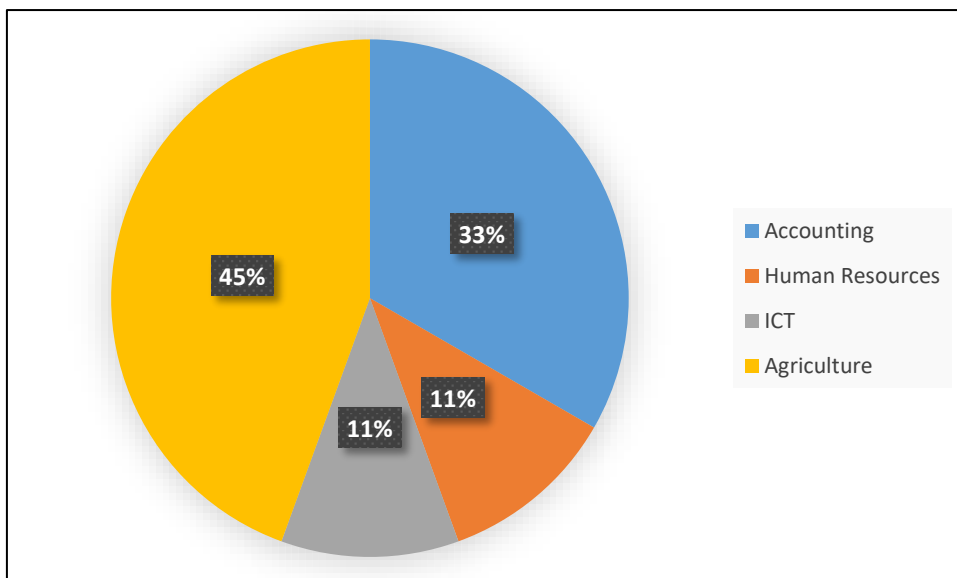


Figure 4.3: Grouping respondents by profession

From the respondents who participated in the study, 45% of the respondents are agriculture professionals, 11% are in the human resources management, 11% are ICT professionals while 33% are into Accounting. Therefore, more employees who participated in the study are from the Agricultural Department.

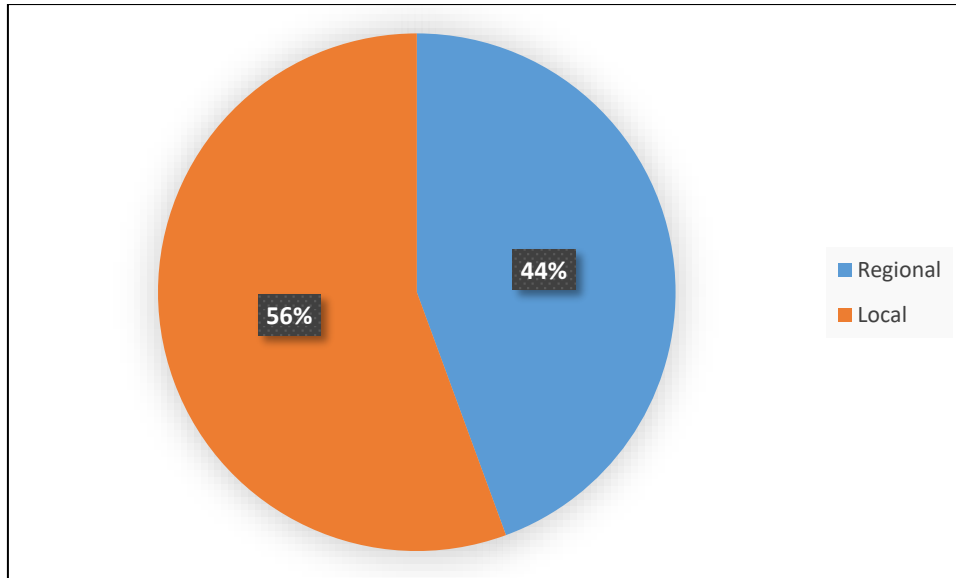


Figure 4.4: Respondents by type of contract held

From the gathered data, 56% of the respondents are local workers and 44% are regional workers. The institution is, therefore, composed of more local employees than regional employees.

Table 4.1: Number of people in each department

No of people in each department	Frequency	Percent	Valid Percent	Cumulative Percent
4	12	33.3	37.5	37.5
6	4	11.1	12.5	50.0
11	8	22.2	25.0	75.0
20	4	11.1	12.5	87.5
16	4	11.1	12.5	100.0
Total	32	88.9	100.0	
Missing System	4	11.1		
Total	36	100.0		

Of the departments at the SPGRC, the largest department reported that they have 20 employees while the smallest department has four employees (Table 4.1).

Table 4.2: Number of people directly supervised

People supervised	Frequency	Percent	Valid Percent	Cumulative Percent
1	12	33.3	42.9	42.9
2	8	22.2	28.6	71.4
Valid 4	4	11.1	14.3	85.7
>4	4	11.1	14.3	100.0
Total	28	77.8	100.0	
Missing System	8	22.2		
Total	36	100.0		

Table 4.2 above show that 42.9% of the respondents supervise 1 person, 28.6% supervise 2 people, 14.3% supervise 4 subordinates and 14.3% of the respondents supervise more than 4 people.

Table 4.3: Number of years in similar industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid >10	36	100.0	100.0	100.0

From the data gathered and shown on Table 5.3, 100% of the respondents have been in the industry for more than 10 years.

4.2 Descriptive Statistics

Table 4.4: Staff terms of employment contract

Question	N	Min	Max	Mean	Std. Deviation
The terms of employment contract varies between local and regional staff	36	4	16	16.44	1.054
Fixed term employment contracts have got potential negative influence on the flow of work at the organisation	36	8	12	15.12	1.202
Employment contracts should be matched to the projects implemented by the employee so that they expire at completion of the project	36	4	20	10.68	0.866
Senior officers should be allowed renewal of contracts until they retire	36	2	20	12.44	1.364
Fixed term contract regional workers should be given permanent positions upon satisfactory performance	36	4	16	12.88	1.302
Valid N	36				

Table 4.4 above shows that of the 36 respondents involved in the study, up to 20 of them indicated that the terms of employment contract varies between local and regional staff, that terms of contracts have got potential negative effects on the operational performance of staff at the organization, that senior officers should be allowed renewal of contracts until they retire, and that fixed term contract employees should be given permanent positions upon satisfactory performance. A maximum of 16 respondents suggested that employment contracts should be matched to the projects implemented by the employee so that they expire at completion of the project.

Table 4.5: How workflow is influenced by the expiry of fixed term contracts

Question	N	Min	Max	Mean	Std. Deviation
There is bureaucracy in the recruitment that results in shortage of workers in conservation work	36	8	20	12.00	0.707
New employees require a longer period of more than a year and a half to master their jobs and deliver as expected	36	4	20	11.56	1.054
There is reduced overall performance during the training period of new staff	36	4	16	12.00	1.118
Some projects are not implemented as the contract of employment of the initiator comes to an end	36	4	20	13.32	1.323
Some projects are abandoned along the way as the contract of employment of the initiator comes to an end	36	4	20	13.32	1.323
The gap of knowledge and experience between the outgoing initiator of the project and the new officer in most cases results with a compromise in the results achieved	36	8	20	13.76	1.236
Valid N	36				

On being asked how operational performance was affected by expiry of contracts, a maximum of 16 respondents said that bureaucracy in the recruitment that results in shortage of workers in conservation work, that there is reduced overall performance during the training period of new staff and that new employees require a longer period to master their jobs and deliver as expected (Table 4.5). They even indicated that some projects suffer still birth as the contract of employment of the initiator comes to an end and that the gap of knowledge and experience between the outgoing initiator of the project and the new officer in most cases result in a compromise in the results achieved.

Table 4.6: Staff turnover at SADC Plant Genetic Resources Centre

Question	N	Min	Max	Mean	Std. Deviation
There is high staff turnover on regional workers at SPGRC	36	8	18	8.44	1.167
The organisation incur high costs due to high staff turnover	36	4	18	9.32	1.000
The organisation is now just like a training institution in plant genetic conservation for other organisations in the same industry	36	8	16	10.24	.882
There is need to decrease the staff turnover rate by lengthening employment contracts for Regional workers	36	4	24	11.56	.928
The organisation is losing people with high expertise to other regional and international organisations	36	4	18	10.68	1.323
Valid N	36				

The majority of the respondents indicated that there is high staff turnover on regional workers at SPGRC, the organisation incur high costs due to high staff turnover, and that institution is now just like a training institution in plant genetic conservation for other organisations in the same industry and expressed the need to decrease the staff turnover rate by lengthening employment contracts for regional workers as the organisation is losing people with high expertise to other regional and international organisations (Table 4.6).

Table 4.7: The need for proper handover and training for new employees

Question	N	Min	Max	Mean	Std. Deviation
There should be proper handover and mentoring between outgoing and incoming employees at the organisation	36	8	28	18.00	0.441
Former employees should be hired as consultants for the success of those projects that were ongoing at the expiry of their contracts	36	8	12	13.32	1.225
New employees should be hired not only based on qualifications, but experience in order to cut the period of learning	36	8	20	17.32	0.866
The learning period should be minimised so as to allow the organisation to derive much benefit from every employee before the expiry of his / her contract of employment	36	12	24	14.68	0.500
There should be a strictly laid out period for new employees to start their own experimental work and projects without assistance from the former employees	36	4	20	11.56	0.928
Valid N	36				

Most of the employees interviewed were of the view that there should be proper handover and mentoring between outgoing and incoming employees at the organization, that the outgoing employees should be hired as consultants for the success of those projects that were ongoing at the expiry of their contracts, and that new employees should be hired not only based on qualifications, but experience in order to cut the period of learning (Table 4.7). Although others suggested that the learning period should be minimised to allow the organisation to derive much benefit from every employee before the expiry of his / her contract of employment some said that there should be a strictly laid out period for new employees to start their own experimental work and projects without assistance from the former employees.

Table 4.8: The need for lobbying and advocacy by employees and citizens.

Question	N	Min	Max	Mean	Std. Deviation
As an employee I support the lengthening of employment contracts for all employees of SADC Plant Genetic Resources Centre	36	4	22	13.76	0.882
Member countries are expected to respond positively on the revision of employment contracts	36	4	20	15	0.886
The organization which I work for at times carries out some advocacy brainstorming to change situations that are unfavourable to employees as well as the flow of work at its institutions	36	8	12	11.56	1.364
If employees better organise themselves, they can positively influence the renewal of contracts for a third or fourth term in order to improve the flow of work at the institution	36	4	12	12.44	1.269
Member countries and the SADC Secretariat are already aware of the problems being posed by fixed term contracts	36	4	16	15.12	0.972
Valid N	36				

On the need for lobbying for policy change on employment, most respondents supported the lengthening of employment contracts for all employees of SADC Plant Genetic Resources Centre. They were also optimistic that the member states would agree to the proposal since the institution already knows the challenges faced (Table 4.8).

4.3 Terms of Employment Contract for SADC Plant Genetic Resources Centre Staff

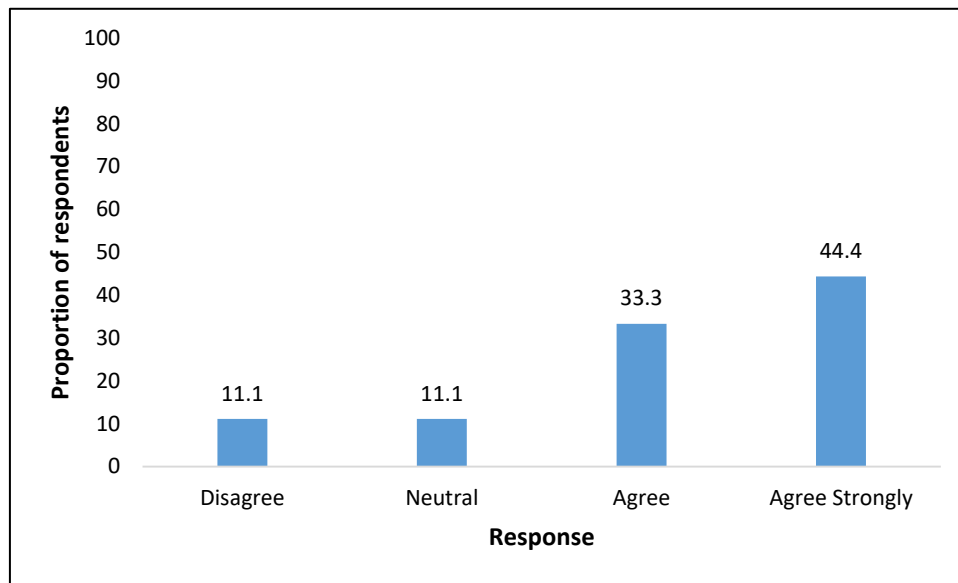


Figure 4.5: Terms of employment contract varies between local and regional staff

From the respondents, 11.1% disagree that the terms of contract vary between local and regional staff, 11.1% were neutral, 33.3% agreed and 44.4% strongly agreed (Figure 4.5).

Table 4.9: Terms of contracts have potential negative effects on operational performance

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	8	22.2	22.2	22.2
Neutral	4	11.1	11.1	33.3
Valid Agree	12	33.3	33.3	66.7
Agree Strongly	12	33.3	33.3	100.0
Total	36	100.0	100.0	

Gathered data presented on Table 4.9 show that 22.2% of the respondents disagreed with the statement that the terms of contracts have got potential negative effects on the operational performance of staff at the organisation, 11.1% were neutral, 33.3% agreed and the other 33.3% strongly agreed.

Table 4.10: Contracts should matched the projects implemented by the employee

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree Strongly	4	11.1	11.1	11.1
Disagree	8	22.2	22.2	33.3
Valid Neutral	4	11.1	11.1	34.4
Agree	20	55.6	55.6	100.0
Total	36	100.0	100.0	

Table 4.10 show that 11.1% of the respondents disagreed strongly on the need to match organisation’s projects to employment contracts so that these employment contracts expire at completion of the matched projects, 22.2% of the respondents disagreed, 11.1% were neutral and 55.6% agreed.

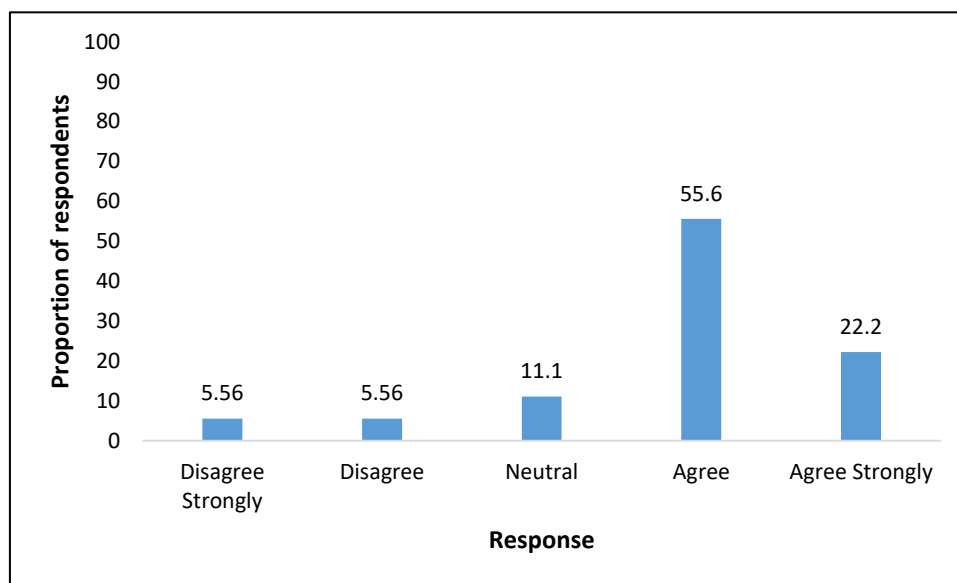


Figure 4.6: Senior officers should be allowed renewal of contracts until they retire

The results of the analysis on Figure 4.6 show that 5.56% of the respondents disagreed strongly with the need to allow renewal of employment contracts to senior officers until they reach retirement, 5.56% disagreed, 11.1% were neutral, 55.6% agreed and 22.2% strongly agreed.

Table 4.11: Fixed term contract employees should be given permanent positions.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree Strongly	4	11.1	11.1	11.1
Disagree	4	11.1	11.1	22.2
Neutral	4	11.1	11.1	33.3
Agree	16	44.4	44.4	77.8
Agree Strongly	8	22.2	22.2	100.0
Total	36	100.0	100.0	

From the gathered data, 11.1% strongly disagreed on the suggestion of giving permanent positions to employees initially employed on fixed term contracts upon satisfactory performance, 11.1% disagreed, 11.1% were neutral, 44.4% agreed and 22.2% strongly agreed (Table 4.11).

4.4 How Workflow is Influenced by the Expiry of Fixed Term Employment Contracts

Table 4.12: There is bureaucracy in the recruitment resulting in shortage of workers

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	8	22.2	22.2	22.2
Neutral	8	22.2	22.2	44.4
Agree	20	55.6	55.6	100.0
Total	36	100.0	100.0	

On bureaucracy in the recruitment process, 22.2% of respondents disagreed that there is bureaucracy in the recruitment of employees at the organisation that results in shortage of workers in conservation work, 22.2% were neutral and 55.6% agreed (Table 4.12).

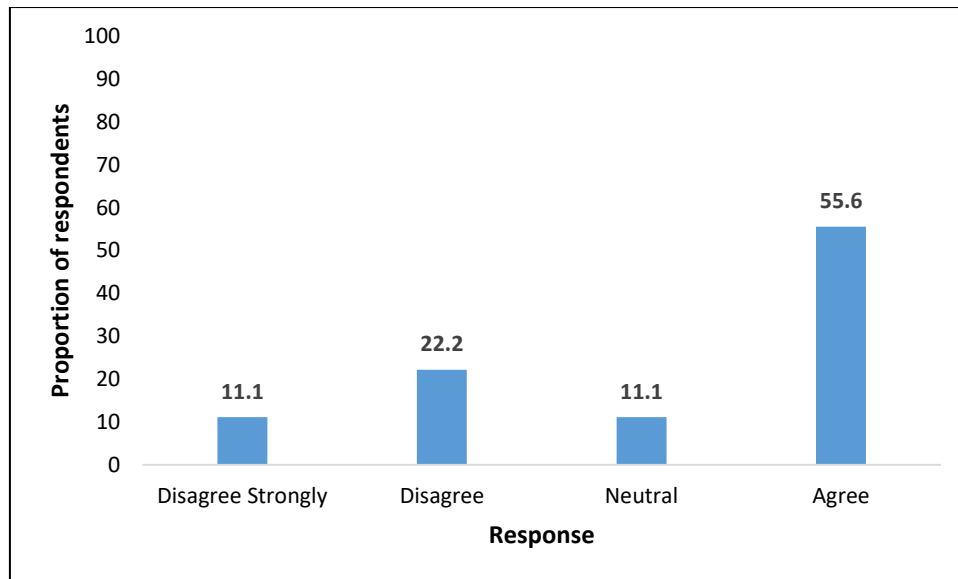


Figure 4.7: New employees require a longer period to master their jobs and deliver.

Figure 4.7 shows that 11.1% disagreed strongly on the requirement of a longer period by employees to master their jobs and deliver as expected, 22.2% disagree, 11.1% were neutral and 55.6% agreed.

Table 4.13: There is reduced overall performance during the training period of new staff

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree Strongly	2	5.56	5.56	5.56
Disagree	4	11.1	11.1	16.7
Valid Neutral	8	22.2	22.2	38.9
Agree	22	61.1	61.1	100.0
Total	36	100.0	100.0	

On performance during the training period of new staff, 5.56% of respondents disagreed strongly that there is reduced overall performance during the training period of new staff, 11.1% disagreed, 22.2% were neutral and 61.1% agreed (Table. 4.13).

Table 4.14: Some planned projects are never implemented as the contracts end.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree Strongly	4	11.1	11.1	11.1
Disagree	4	11.1	11.1	22.2
Neutral	3	8.3	8.3	30.5
Agree	17	47.2	47.2	77.7
Agree Strongly	8	22.2	22.2	100.0
Total	36	100.0	100.0	

On the issue of projects suffering stillbirth as the contract of employment of the initiator comes to an end, 11.1% of the respondents disagreed strongly, 11.1% disagreed, 8.3% were neutral, 47.2% agreed and 22.2% strongly agreed (Table 4.14).

Table 4.15: Knowledge and experience gap between officers compromises results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	8	22.2	22.2	22.2
Neutral	4	11.1	11.1	33.3
Agree Strongly	24	66.7	66.7	100.0
Total	36	100.0	100.0	

The study showed that 22.2% of the respondents disagreed on the subject, 11.1% were neutral and 66.7% strongly agreed (Table 4.15).

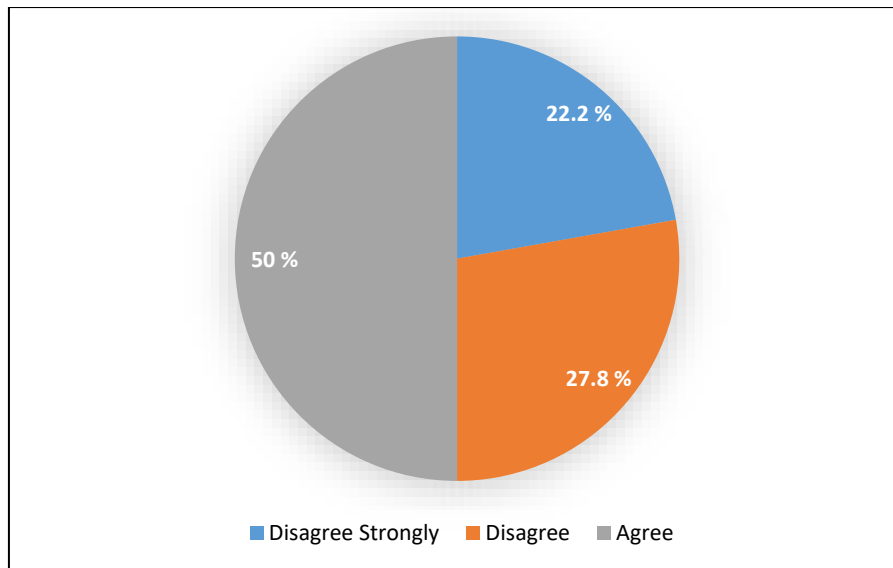


Figure 4.8: There is high staff turnover on regional workers at SPGRC

On the organisation having high staff turnover, 22.2% of the respondents disagreed strongly that there is high staff turnover on regional workers at SADC Plant Genetic Resources Centre, 27.8% disagreed and 50% agreed (Figure 4.8).

Table 4.16: The organisation incur high costs due to high staff turnover

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree Strongly	4	11.1	11.1	11.1
Disagree	14	38.9	38.9	50
Agree	18	50	50	100.0
Total	36	100.0	100.0	

Table 4.16 show that, 11.1% of respondents disagreed strongly on the organisation incurring high costs due to high staff turnover, 38.9% disagreed and 50% agreed.

Table 4.17: Institution is now a training institution for other organisations.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	12	33.3	33.3	33.3
Neutral	4	11.1	11.1	44.4
Agree	20	55.6	55.6	100.0
Total	36	100.0	100.0	

A proportion of 33.3% among the respondents disagreed with the statement that the institution being a training ground for plant genetic conservation for other organisations, 11.1% were neutral and 55.6% agreed (Table 4.17).

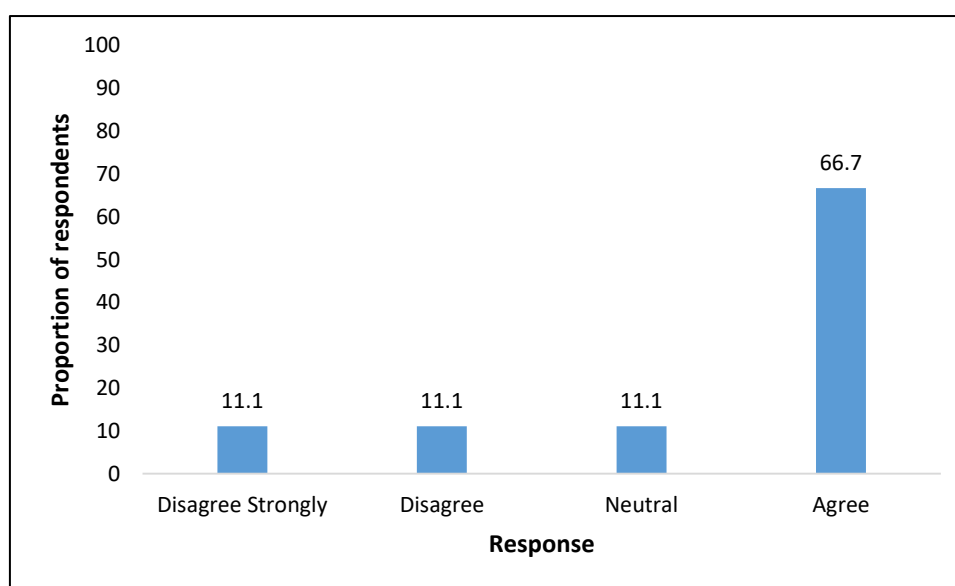


Figure 4.9: There is need to decrease staff turnover by lengthening contracts.

Figure 4.9 show that, 11.1% of respondents disagreed strongly that there is need to decrease staff turnover rate by lengthening employment contracts for Regional workers, 11.1% disagreed, 11.1% were neutral and 66.7% agreed.

Table 4.18: The organisation is losing expertise to other organisations.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree Strongly	4	11.1	11.1	11.1
Disagree	6	16.7	16.7	27.8
Neutral	4	11.1	11.1	38.9
Agree	18	50	50	88.9
Agree Strongly	4	11.1	11.1	100.0
Total	36	100.0	100.0	

On loss of staff with expertise, 11.1% of the respondents disagreed strongly that the organisation is losing people with high expertise to other regional and international organisation, 16.7% disagreed, 11.1% were neutral, 50% agreed and 11.1% strongly agreed (Table 4.18).

4.5 There is need to Allow Proper Handover and Training for New Employees.

Table 4.19: There should be Handover and mentoring of incoming employees

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	28	77.8	77.8	77.8
Agree Strongly	8	22.2	22.2	100.0
Total	36	100.0	100.0	

Table 4.19 show that 77.8% agreed that there should be proper handover and mentoring between outgoing and incoming employees at the organisation and 22.2% strongly agreed.

Table 4.20: Former employees should be hired as consultants for the success of projects

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	12	33.3	33.3	33.3
Neutral	8	22.2	22.2	55.6
Valid Agree	8	22.2	22.2	77.8
Agree Strongly	8	22.2	22.2	100.0
Total	36	100.0	100.0	

From the conducted study, 33.3% of the respondents disagreed on the need to hire former employees as consultants for the success of those projects that were ongoing at the expiry of their contracts, 22.2% were neutral, 22.2% agreed and 22.2% strongly agreed (Table 4.20).

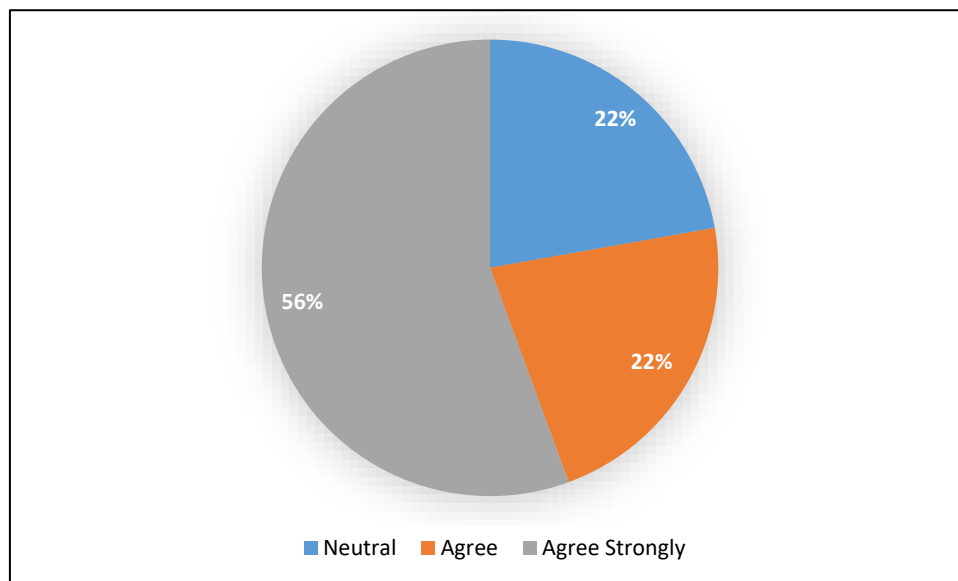


Figure 4.10: New employees should be hired not only based on qualifications.

Figure 4.10 show that 22.2% of the respondents were neutral on whether new employees should be hired not only based on qualifications, but experience in order to cut the period of learning, 22.2% agreed and 55.6% agreed strongly.

Table 4.21: Learning time should be minimized for the organisation to benefit.

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	12	33.3	33.3	33.3
	Agree	24	66.7	66.7	100.0
	Total	36	100.0	100.0	

On the above Table 4.27, 33.3% of the respondents were neutral on the issue of the learning period being minimised so as to allow the organisation to derive much benefit from every employee before the expiry of his or her contract of employment and 66.7% agreed on this.

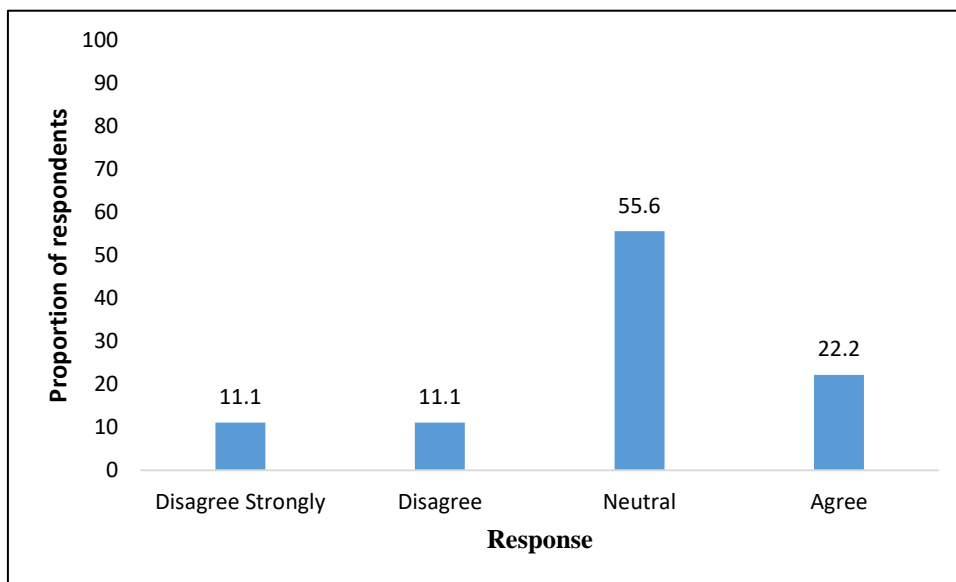


Figure 4.11: There should be a time period for employees to start their own projects

From the study conducted on the above (Figure 4.11), 11.1% of the respondents disagreed strongly that there should be a strictly laid out period for new employees to start their own experimental work and projects without assistance from the former employees, 11.1% disagreed, 55.6% were neutral and 22.2% agreed on this.

4.6 Lobbying and Advocacy by Employees and Citizens for Employment Policies

Table 4.22: I support the lengthening of employment contracts for all employees

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	11.1	11.1	11.1
Neutral	6	16.7	16.7	27.8
Valid Agree	22	61.1	61.1	88.9
Agree Strongly	4	11.1	11.1	100.0
Total	36	100.0	100.0	

Table 4.22 above show that 11.1% of the respondents disagreed on the need to lengthen employment contracts for all employees of SADC Plant Genetic Resources Centre, 16.7% were neutral, 61.1% agreed and 11.1% agreed strongly.

Table 4.23: Member States are expected to respond positively on revision of contracts

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	11.1	12.5	12.5
Neutral	4	11.1	12.5	25.0
Valid Agree	20	55.6	62.5	87.5
Agree Strongly	4	11.1	12.5	100.0
Total	32	88.9	100.0	
Missing System	4	11.1		
Total	36	100.0		

On the member countries being expected to respond positively on the revision of employment contracts, 11.1% of the respondents agreed, 11.1% were neutral, 55.6% agreed and 11.1% strongly agreed (Table 4.23).

Table 4.24: Our organization carries out advocacy brainstorming to change situations

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree Strongly	8	22.2	22.2	22.2
Disagree	4	11.1	11.1	33.3
Neutral	12	33.3	33.3	66.7
Agree	8	22.2	22.2	88.9
Agree Strongly	4	11.1	11.1	100.0
Total	36	100.0	100.0	

The findings from the study of the above were that 22.2% of the respondents disagreed strongly, 11.1% disagreed, 33.3% were neutral, 22.2% agreed and 11.1% agreed strongly (Table 4.24).

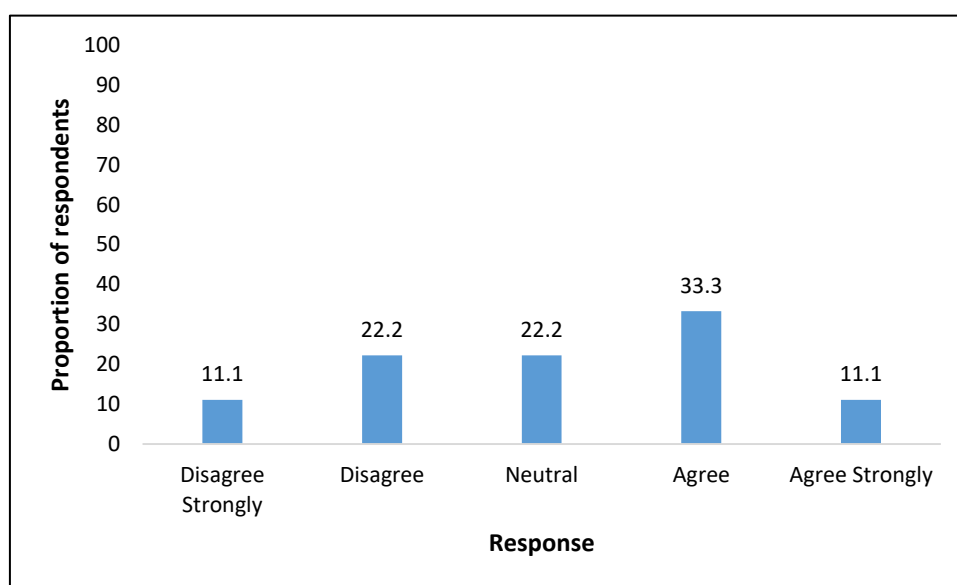


Figure 4.12: If employees organise themselves, they positively influence contract renewal.

Figure 4.12 show that 11.1% of the respondents disagreed strongly on the statement that if employees better organise themselves, they can positively influence the renewal of contracts for a third or fourth term in order to improve the flow of work at the institution, 22.2% disagreed, 22.2% were neutral, 33.3% agreed and 11.1% strongly agreed.

Table 4.25: Member States and Secretariat know of problems of fixed term contracts

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	11.1	11.1	11.1
Neutral	8	22.2	22.2	33.3
Valid Agree	16	44.4	44.4	77.8
Agree Strongly	8	22.2	22.2	100.0
Total	36	100.0	100.0	

From the gathered data, 11.1% of respondents disagreed on the SADC member countries and the SADC Secretariat being aware of the problems being posed by fixed term contracts, 22.2% were neutral, 44.4% agreed and 22.2% agreed strongly (Table 4.25).

4.7 Discussion of the findings

4.7.1 General Demographics

From the presented results of the study, the number of males who took part in the study are more than the number of females who participated in the study. A proportion of 56% of the respondents are males whereas 44% of the respondents are females (Figure 4.1). The number of local employees employed by the organisation is also greater than that of regional employees which is the reason why there are a larger number of employees who have stayed at the organisation for more than ten years. It can also be seen that 100% of the sample have more than ten years' experience in the field of agriculture, which shows that the organisation's employees have got reasonable experience in the field of agriculture.

4.7.2 The Terms of Employment Contract for SADC Plant Genetic Resources Centre

4.7.2.1 The Terms of Employment Contract Vary Between Local and Regional Staff.

More than three quarters of the respondents agree that the terms of the employment contracts vary between local and regional staff. Although all the employees are given four years' renewable contracts, the regional workers can only renew these up to a maximum of two terms

whereas their local counterparts have got the privilege of renewing their employment contracts until they reach retirement age of sixty years.

4.7.2.2 The Terms of Employment Contracts have Potential Negative Effects on Operational Performance.

A larger percentage of respondents agreed (Table 4.9) to the opinion that the terms of employment contracts have got some potential negative effects on the operational performance of staff at the organisation which proves the opinion to be valid. These, according to the respondents, have been witnessed by the still- birth of some planned projects, abolition of projects halfway and not fully achieving what was planned on the implementation of the project. The general flow of work and the collection of plant genetic resources have also been negatively affected by the exiting of the key persons superintending these on the expiry of their employment contracts. De Cuyper *et al.* (2008) said that fixed term contracts may be a source of negative outcomes for both individuals and the organisation. The results from this study, therefore, tend to agree with him as some negative outcomes have been witnessed, according to the respondents. Basing the results on The Keynesian Theory of Employment, Keynes advocated that in an economy, the employment level depends on the number of workers that are employed, so that maximum profit can be drawn. A reduction in the number of workers would therefore impact the productivity of the organisation through the disruption of its work processes.

4.7.2.3 Employment Contracts Should be Matched to Projects Implemented.

On the need to match the employment contracts with the projects implemented by the employees so that the contracts expire at the end of the project, 55.6% of the respondents agreed to this (Table 4.10). This has been suggested so as to avoid abolishing projects before their end so as to achieve the desired goals. Organisations like The United Nations and NEPAD are known to hire employees with the duration of the employment contract based on the completion of the project for which they were hired. The matching of the contracts of employment with the projects that the employee is supposed to work on will also make sure that the employee concentrates on those projects for which he or she was hired, and avoid creating other projects which he is likely to leave before they are completed.

4.7.2.4 Senior Officers Should be Allowed Renewal of Contracts Until they Retire.

In response to whether senior officers should be allowed renewal of contracts until they retire, the majority of respondents agreed to this (Figure 4.6). This is likely to save the organization on spending much in the form of hiring costs associated with recruitment of new employees. It

can be noted that every employee improves in terms of effectiveness and efficiency as time goes on. Allowing these senior regional workers, the opportunity to renew their contracts until they retire will also give the organization to maximize from these workers in terms of quality deliverables.

4.7.2.5 Fixed Term Contract Employees Should be Given Permanent Positions Upon Satisfactory Performance.

From the data gathered from respondents, 66.6% (Table 5.11) were of the opinion that fixed term contract employees should be given permanent positions upon satisfactory performance. If the contracts are renewed based on the performance of the employees, perhaps it could be a way of motivating the hard working employees to continue even working much harder. A few respondents were against that notion, however. Maybe it is because all member countries should be allowed a chance to send their citizens for different posts in the SADC Secretariat institutions, so that they are given a chance to contribute as well as learn something from these institutions to take back home. Every organisation prefers to keep highly performing employees and this could be a smarter way of doing away with non-performers at the institution. From the reviewed literature, African Union uses this type of employment contracts where an employee who has spent more than five years and with satisfactory performance is given the privilege to renew the contracts up to retirement age (African Union, 2019)

The classical theory of employment is based on the assumption that individuals are rational human beings and are motivated by self-interest. Giving high performers permanent positions motivates them, makes them more loyal to their employer as well as developing self-interest.

4.7.2.6 How Workflow is Influenced by the Expiry of Fixed Term Employment Contracts.

On trying to gather data about how workflow at the organisation is affected by the expiry of fixed term employment contracts, the majority of the respondents concurred to the statement that there is bureaucracy in the recruitment process that results in shortage of workers in conservation work. The process of recruitment starts from sending the advertisement of jobs to the member countries. The member countries are given two months to submit their selected applicants. The applications are further screened at head office level until the desired number of applicants is selected for interviewing. This is followed by calling of selected applicants for interviews and selection of successful interviewees. If the selected applicants do not satisfy the interviewing panel, then there is need to start the process again until the desired applicant for the job is selected. This process usually takes a period of about six months, up to even one year

if the desired applicant is not found in the first interviews. The bureaucracy has resulted with interruptions in collection of plant genetic resources from different member states for storage at the institution. The sending of these plant genetic resources to the Global Seed Vault has also been affected (SADC, 2018)

4.7.2.7 New Employees Require a Longer Period to Master Their Jobs and Deliver as Expected.

On the opinion that new employees require a longer period to master their job and deliver as expected, 55.6% of the respondents agreed to this. Since most of these jobs are in plant genetic resources conservation, these require specialized skills of which some recruited employees, although having knowledge and experience in the agriculture sector, need to learn before they handle the highly sensitive resources of the institution. 11.1% disagreed strongly and 22.2% disagreed. Perhaps taking into consideration that the period of learning should be relatively short so as to allow the employees to contribute much before their employment contracts expire. Of the 11.1% comprising of neutral employees, this might be because the learning period could be lengthened depending on the ability of the new employee to grasp new things and bring them into practical.

4.7.2.8 There is Reduced Overall Performance during the Training Period of New Staff

On the overall performance of the organisation during the training period of new staff, the majority of respondents agreed that there is reduced there is reduced overall performance as new employees are being trained. All new employees can only perform better after going through the learning process of how systems of the organisation work. Even the most experienced employees who would have worked for the member countries' gene banks and research stations also need to adapt to the changes in work environment before they contribute to the conservation work at the organisation. Respondents making up 22.2% of the sample were neutral on the subject, perhaps that situations always differ on how quickly the trainees master their jobs. A proportion of 11.1% disagreed and 5.56% disagreed strongly to the opinion that there is reduced overall reduced performance. This could be that their departments are comprised of local employees who have the privilege to renew their contracts of employment until they retire.

4.7.2.9 Some Planned Projects are not Implemented; others are Abandoned along the Way or Do Not Achieve Satisfactory Results.

Most respondents were of the opinion that some projects suffer still birth as the contract of employment of the initiator comes to an end. From the data gathered, 47.2% agreed and 22.2% agreed strongly to the above opinion. Some projects have been witnessed to have ended on paper and were never implemented. Wagner (2017) cited that there can be a tendency in the management of projects at some organisations, of taking a midwifery approach of passing on the child to the parents at birth, and wishing them good luck. This, therefore, has been known to place benefits realization and achievement of organizational goals at high risk. In most cases, it's the initiator of the project who understands what he wants to achieve, and the way to achieve these objectives. The planned projects ad experiments in most cases were never implemented, although they might have sounded good, with good promises towards the achievement of the organisation's goals. There could also be a feeling by any incoming employees to contribute in the form of those projects which are their brainchild for the need to leave a mark at the organisation when their contracts expire.

4.7.2.10 The Gap of Knowledge and Experience between the Outgoing and the Incoming Officer Compromises Results.

The gap of knowledge and experience between the outgoing initiator of a project and the new officer in most cases results with a compromise in the results achieved. A proportion of 66.7% of the respondents agreed strongly to the above Table 5.14). The incoming employee would be handed over an ongoing project and in some cases without fully understanding how it started, what is expected from him and the desired goals of the project. This employee is expected to take over the superintending of the project whilst in the learning phase and therefore, probability is high that the desired goals and objectives of the project could be compromised. A proportion of 11.1% of the respondents were neutral on the matter, an indication that this issue could depend on how skilled the incoming employee is, and how complicated the project is.

4.7.3 Staff Turnover at SADC Plant Genetic Resources Centre

4.7.3.1 There is high Staff Turnover on Regional Workers at SPGRC

On whether the staff turnover on regional workers is high at the organisation, 50% of the respondents from the questionnaires agreed to the opinion whereas the other 50% disagreed to the opinion (Table 4.16). This is because the organisation has witnessed only five regional

employees leaving the organisation on the expiry of their contracts. Reh (2019) stated that too many employees leaving an organisation at one time have got the potential of ruining the company. It can therefore be concluded that the staff turnover is in-between.

The classical theory is based on the assumption of full employment of labour and other resources of the economy. The classical economists believe in the stable equilibrium at full employment level as a normal situation and tend to support low staff turnover.

4.7.3.2 The Organisation incur high Costs due to High Staff Turnover.

From the findings, 50% of the respondents agreed that the organisation is incurring high costs due to high staff turnover whereas 38.9% disagreed and 11.1% disagreed strongly (Figure 4.8). Abbasi (2000) established that high employee turnover may be harmful to a company's productivity. Sell et al stated that employee turnover has got the potential of decreasing customer service, lowers company profits and causes training and expatriation losses. An (2019) stated that low staff turnover saves the company money in the form of decreased hiring and training costs. It can therefore be noted that the company is neither losing nor saving as it is in-between the two.

The economic theory states that a decrease in the marginal disutility of labour, as expressed by the real wage for which additional labour is available decreases productivity. The theory states that withdrawal in the labour market by some workers will decrease production, thereby, an impact on the flow of work processes from one stage to another. The theory therefore supports the results in that as employees leave the organisation, productivity goes down resulting in some costs in the form of some unfinished projects.

4.7.3.3 The Organisation is now a Training Institution in Plant Genetic Conservation for other Organisations.

From the opinion that the organisation is now just like a training institution in plant genetic conservation for other organisations in the same industry, 55.6% agreed to the above whilst 11.1% were neutral and 33.3% disagreed (Table 4.13). During the second contract of employment of the employee, relevant deliverables would be noted just because of the experience and skills acquired during the first contract. It is, however, unfortunate that the employee is not given another contract to contribute much from these skills when the contract ends. This expertise tends to benefit much to the future employers of these employees who are mainly seed companies and other big agricultural research institutions.

4.7.3.4 There is Need to Decrease Staff Turnover by Lengthening Employment

Contracts.

From the data gathered, 66.7% of the respondents agreed that there is need to decrease staff turnover rate by lengthening employment contracts for regional workers, 11.1% were neutral, 11.1% disagreed and 11.1% strongly disagreed (Figure 4.7). Kokemuller (2019) stated that low staff turnover benefits the organisation through cost saving, better production and high morale amongst employees. The institution would therefore save much if the contracts of employment are lengthened. This will also improve employees' morale. A high-morale culture where employees have good working relationships contributes to the effectiveness of any business.

4.7.3.5 The Organisation is Losing People with High Expertise to Other Regional and International Organisations.

From the above, 11.1% of the respondents agreed strongly, 50% agreed, 11.1% were neutral, 16.7% disagreed and 11.1% disagreed strongly. After getting the necessary experience and expertise required in conservation work, the employees leave the organisation for other regional and international organisations in the same industry. These organisations are the ones who benefit from the vast training of employees done at the expense of the training institution.

4.7.4 The Need for SPGRC to Allow Proper Handover and Training.

4.7.4.1 There should be Handover and Mentoring between Outgoing and Incoming Employees at the Organisation.

From the data gathered on the above, 22.2% of the respondents agreed strongly and 77.8% agreed. There should always be proper handover between the involved parties so that the outgoing employee is given the opportunity to explain in full on all the ongoing projects and what needs to be achieved and what is really expected of the employee. Failure to hand over a project appropriately may result in a misunderstanding of terms and obligations and consequently performance and deliverables of the project are compromised.

4.7.4.2 Former Employees should be Hired as Consultants for the Success of Projects.

From the responses of the study, 22.2% agreed strongly to the above, 22.2% agreed, 22.2% were neutral and 33.3% disagreed. The hiring of former employees as consultants will assure continuity of all projects that were left by the initiators before they came to an end. On the other hand, this move has the potential to create conflicts between the consultants and new employees. The other potential problem with this is that officers will have a tendency to start

projects towards the expiry of their employment contracts so that they secure places as consultants after leaving the organization. This will be a way of earning themselves some income before securing alternative employment.

4.7.4.3 New Employees should be Hired not Only Based on Qualifications, but Experience.

On the above opinion, 55.6% agreed strongly, 22.2% agreed and 22.2% were neutral. Since the conservation of plant genetic resources is a very sensitive job, preference should be given to people who have worked in the same industry and same scope of business as SADC Plant Genetic Resources Centre. This ensures the ability by the recruited officers to start their own experiments and projects as soon as they finish one month of induction.

4.7.4.4 Learning Period Should be Minimized to Allow the Organization to Derive Benefit from the Employees Before Expiry of a Contract.

From the above, 66.7% of the respondents agreed and 33.3% were neutral. Newly recruited officers should have the ability to learn and grasp new things quickly before they start their own projects. The organization is not a learning institute for plant genetic resources conservation, but, has got its own goals to achieve.

4.7.4.5 There Should be Strictly Laid Out Period for New Employees to Start Their Own Experimental Work and Projects.

From the conducted study on the above, 22.2% agreed, 55.6% were neutral, 11.1% disagreed and 11.1% disagreed strongly. Although the organization could have a zeal of maximizing from its employees, there could be further need for assistance from the former employees so that the ongoing work is not jeopardized. People's abilities to adapt to new environments vary, depending mostly with one's background. Some employees would be from well-developed infrastructures as compared to others and therefore, the ability to learn new things quickly varies. The largest percentage was neutral, perhaps because of the fact that the ability to comply with the above depends on one's experience and background.

4.7.5 The Need for Lobbying and Advocacy for Revision of Employment Policies.

4.7.5.1 Support the Lengthening of Employment Contracts for all Employees.

From the above, 11.1% agreed strongly, 61.1% agreed, 16.7% were neutral and 11.1% disagreed. A larger percentage of the respondents, therefore, supports the lengthening of

employment contracts for all employees, whether regional or local. Perhaps this might ease the disruptions in workflow that have been witnessed by the expiry of contracts of former employees. Lengthening of contracts also means many projects are carried out without disruptions to the end. The Human Resources theory also states that “organisations are there to serve human needs” By lengthening the employment contracts, the organisation, will be doing a favourable job to the employees and itself. This stems from the fact that both the organisation and employees need each other if they are targeting to be excellent performers (Global Journal of Human Resource Management, 2016).

4.7.5.2 Member States are Expected to Respond Positively to Revision of Employment Contracts.

From the gathered data, the majority of respondents concurred to the above. The member countries, on tackling the above issue also takes into account a number of factors. This might include the need to give other member countries a chance to be part of a certain organization, without taking longer periods. A larger percentage of the respondents, however, have got hope that the member countries would respond to their favour thereby, easing the workflow as well as operational performance of the organisation.

4.7.5.3 The Organization Carries Out Advocacy Brainstorming to Change Situations.

The findings from the study on the above was that 11.1% agreed strongly, 22.2% agreed, 33.3% were neutral, 11.1% disagreed and 22.2% disagreed strongly. Brainstorming is known to help in hearing the views of the employees in a peaceful manner and with open minds. It could be that the organisation used to brainstorm on the employees before making it clear on the current employment policies. The employees are, therefore, in between on whether there is any brainstorming being done for the betterment of the unfavourable situations and better flow of work.

4.7.5.4 If Employees Better Organize Themselves, they Positively Influence Renewal of Contracts.

On the above opinion, 11.1% of respondents agreed strongly, 33.3% agreed, 22.2% were neutral, 22.2% disagreed and 11.1% disagreed strongly. The employees’ voices can positively turn around things to their favour, that is, if they are better organized and speak with one voice. However, all the decisions depend on the consensus of the member countries. It should also be noted that the motive behind the renewal of contracts is to improve workflow at the organization, as well at the member countries’ national plant genebanks. Further renewal of contracts means that experienced workers are retained by the organization for a longer period.

This will help the organisation by retention of high talent. According to The Human Resources Theory, the organizational behavior perspective places a very high value on humans as individuals, things typically are done openly, including providing employees with information they need to make informed decisions with free will about their future. The theory therefore supports the idea of listening to the employees in every decision that impact their work at every organisation (Global Journal of Human Resource Management, 2016).

4.7.5.5 Member Countries and the SADC Secretariat are Aware of the Problems Posed by Fixed Term Contracts.

The majority of respondents agreed to the above statement. SADC Plant Genetic Resources Centre, being an institution of the SADC Secretariat reports all its activities to the head office. There could, therefore, be no way the interruptions on work caused by the expiry of employment contracts for employees at this institution have not been reported. The Secretariat is the one which also undertakes the recruitment of employees. Any shortages and underperformance at the organization are therefore quickly noted.

4.8 Summary

This chapter presented, analysed and discussed results of the study. Based on the results, the general findings were that fixed term employment contracts impact negatively on the flow of work processes at SADC Plant Genetic Resources Centre. Fixed term employment contracts are therefore not an ideal type of contract of employment for specialized long term projects in intergovernmental organisations. The next chapter is conclusions and recommendations.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter concludes the research. It also gives necessary recommendations based on the conclusions from the findings of the study. The conclusions and recommendations are derived from the research findings and to some extent from the discussions that followed the results presentation. Further recommendations on possible future research areas in related topics are also suggested.

5.1 Conclusions of the Study

From the findings of this study, it can be concluded that;

- Short term employment contracts in intergovernmental organisations have got a number of negative influences which need to be addressed. This is because long term specialized roles most of the time do not match with the fixed term employment contracts offered in these organisations. Most projects go beyond the contract of the initiator, with the implementer of the project leaving the organization before the contract which he or she is supervising comes to an end. The nature of the employment contracts and the projects duration therefore do not tally. This has resulted with projects not yielding expected results in terms of quality, being abandoned along the way or even dying on plan.
- The fact that there is no induction and handover between the incoming and outgoing employee on the ongoing projects means that the incoming employee will require a longer period of mastering the systems of the organizations so as to perform as expected. According to the study, this is usually a period of roughly two years. Handling of species of plants for conservation is a very sensitive job that requires thorough training and induction. The reasonable learning period for new employees is roughly two years before they begin to make a noticeable impact by other stakeholders.
- Delays in the recruitment of new employees resulted with longer periods of vacant positions. This has affected the flow of work at the organization, with some projects on the collection and multiplication of plant genetic resources being temporarily halted until there is sufficient staff to carry out the tasks.

- The majority among both regional and locally recruited staff support the lengthening of the employment contracts, or even, offering permanent positions subject to performance or until one reaches retirement age.
- The organisation has acted as a training ground for most institutions in the same industry where most former employees are recruited on better employment contracts.

5.2 Recommendations

Based on the conclusions given above, it is recommended that:

- (i) The organisation's employment policies should be reviewed from short term fixed contracts to periods much longer than the current ones, matching the length of projects with the length of employment contracts, or even renewing the employment contracts until the employee reaches retirement age so as to allow long-term projects and experiments to come to an end being supervised by one Research Officer.
- (ii) The incoming and outgoing employees should be given a period of induction and handover so as to allow the incoming officer to have much appreciation of what needs to be achieved on the ongoing experiment because of the sensitivity of their jobs.
- (iii) The organization should quicken the hiring process, giving preference on employment to employees already working at sub-gene banks on specialized conservation of plant genetic resources. This reduces the period of time needed on mastering the systems of the organizations on conservation work.
- (iv) Senior regional employees should be given permanent positions based on their overall performance at work. This will help in keeping high talent in the organisation as well as motivating workers to work even much harder. This will also help to avoid making the institution a training ground for other organisations in related industries who offer much longer contracts of employment.
- (v) A maximum period of one and a half to two years should be adopted and accepted as a learning period for all new employees, so that they master how to manage large and complex projects, handling of sensitive plant genetic material and maintenance of germplasm health before they begin to deliver what is expected of them.

5.3 Summary

Chapter Five is the last chapter of the dissertation. It gave conclusions based on the findings of the study as well as recommendations on how best intergovernmental organisations can address the influence of fixed term employment on workflow. However, there is need for further studies on the losses suffered by these intergovernmental organisations as a result of fixed term employment contracts, nature of employment contracts and their impact on the operational performance of intergovernmental organisations as well as analysis of fixed term contract management systems.

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APPENDICES

Appendix A: Study Questionnaire



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Dear Sir/ Madam

RE: Masters in Business Administration Research Questionnaire

The researcher is a final year student studying for a Masters of Business Administration (MBA General) Degree with the Graduate School of Business at the University of Zambia. The researcher is conducting a research on fixed term employment and its influence on workflow. The research is a case study of SADC Plant Genetic Resources Centre. This research is an issue of great importance within SADC and yet little is currently known about the possible influence and possible remedies.

You are one of a small number of people who are being asked to give your opinion on this issue.

The researcher would heartily appreciate if you could assist by completing and returning the attached questionnaire.

If you have any questions you wish to ask or there is anything you wish to discuss, please do not hesitate to phone the writer on the following cell phone numbers: +260964835023.

All information you provide will be totally confidential and will not be disclosed to third parties without your permission. You will notice that your name and address will not appear on the questionnaire and that there is no identification number. This is purely an academic research and all the information received will be treated with high levels of confidentiality

Thank you in advance for your assistance in this matter.

Yours faithfully

.....

Name of Student

Masters in Business Administration Student.



SECTION A: DEMOGRAPHICS

1. Company/ Organization name (optional).....

2. Gender: Male Female

3. How many years have you been with the organisation.?.....

4. What profession are you?

Accounting Human Resources ICT Agriculture

5. What type of employee are you?

Regional Local

6. How many people are in your department?

7. How many employees do you supervise directly?

1 2 3 4

8. How many years have you been in a similar industry?

1	2	3	4	5	6	7	8	9	> 10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



SECTION B: DATA COLLECTION

How to answer this section:

For your answer make use of the five (5) point Likert's scale which varies from;

“Disagree strongly” (1) to “Agree strongly” (5) as illustrated below:

DISAGREE STRONGLY	DISAGREE	NEUTRAL	AGREE	AGREE STRONGLY
1	2	3	4	5

The following statements refer to:

“The terms of employment contract for SADC Plant Genetic Resources Centre Staff”

		1	2	3	4	5
1.1	The terms of employment contract varies between local and Regional staff.					
1.2	Fixed term employment contracts have got potential negative influences on the flow of work at the organisation.					
1.3	Employment contracts should be matched to the projects implemented by the employee so that they expire at completion of the project					
1.4	Senior officers should be allowed renewal of employment contracts until they reach retirement age.					
1.5	Fixed term contract regional workers should be given permanent positions upon satisfactory performance.					

1.6 Additional information in relation to the above statements (optional)

.....

The following statements refer to:

“how workflow is influenced by the expiry of fixed term employment contracts”

		1	2	3	4	5
2.1	The gap of knowledge and experience between the outgoing initiator of the project and the new officer in most cases results with a compromise in the results achieved.					
2.2	Some planned projects are not implemented as the contract of employment of the initiator expires.					
2.3	Some projects are abandoned along the way or do not achieve satisfactory results as the contract of employment of the initiator comes to an end.					
2.4	There is beaurecracy in the recruitment process that results with shortage of workers in conservation work, hence less productivity.					
2.5	There is reduced overall performance during the training period of new staff.					
2.6	New employees require a longer period of at least two years to master their jobs and deliver as expected					

2.6 Additional information in relation to the above statements (optional)

.....

The following statements refer to:

“Staff turnover at SADC Plant Genetic Resources Centre”

		1	2	3	4	5
3.1	There is high staff turnover on regional workers at SPGRC					
3.2	The organisation incur high costs due to high staff turnover					
3.3	The institution is now just like a training institution in plant genetic conservation for other organisations in the same industry.					
3.4	There is need to decrease the staff turnover rate by lengthening employment contracts for Regional workers.					
3.5	The organisation is losing people with high expertise to other regional and international organisations.					

3.6 Additional information in relation to the above statements (optional)

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The following statements refer to:

“The need for SADC Plant Genetic Resources Centre to allow proper handover and training for new employees to deliver expected outcome”

		1	2	3	4	5
4.1	There should be proper handover and mentoring between outgoing and incoming employees at the organisation.					
4.2	Former employees should be hired as consultants for the success of those projects that were ongoing at the expiry of their contracts.					
4.3	New employees should be hired not only based on qualifications, but experience in order to cut the period of learning.					
4.4	The learning period should be minimised to a period of two years so as to allow the organisation to derive much benefit from every employee before the expiry of his / her contract of employment.					
4.5	There should be a strictly laid out period for new employees to start their own experimental work and projects without assistance from the former employees.					

4.6 Additional information in relation to the above statements (optional)

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The following statements refer to:

“The need for strong lobbying and advocacy by SADC Plant Genetic Resources employees and citizens of SADC member states on revisiting the organisation’s employment policies”

		1	2	3	4	5
5.1	As an employee I support the lengthening of employment contracts for all employees of SADC Plant Genetic Resources Centre.					
5.2	Member countries are expected to respond positively on the revision of employment contracts.					
5.3	The organization which I work for at times carries out some advocacy brainstorming to change situations that are unfavourable to employees as well as the flow of work at its institutions.					
5.4	If employees better organise themselves, they can positively influence the renewal of contracts for a third or fourth term in order to improve the flow of work at the institution.					
5.5	Member countries and the SADC Secretariat are already aware of the problems being posed by fixed term contracts.					

5.6 Additional information in relation to above statements (optional)

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The End – Thank You!!!!

Appendix B: Student Introductory Letter

Appendix C: SADC Authorisation letter

Appendix D: Ethical Clearance

Appendix E: Proof of Publication