The impact of Strategic Human Resource Management Practices on organizational performance. A case study of Family Health International (FHI360)

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A dissertation submitted in partial fulfillment of the requirements for the degree of Master of Business Administration

2019

Graduate School of Management

University of Zimbabwe

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DECLARATION

I, **Tafadzwa Chizunza R1610054** do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

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A study on the impact of Strategic Human Resource Management Practices on organizational performance in NGOs in the Health and Nutrition Sector in Zimbabwe. A case of Family Health International (FHI360)				
DISSERTATION METHODOLOGY (please tick one)				
QUANTITATIVE		**QUALITATIVE**	**X**	**MIXED METHODS**	
INTAKE (YEAR AND MONTH)				
2016		**June**		
Registration No.:		**STUDENT NAME:**		
R1610054		Tafadzwa Chizunza		
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For you my son, Shai Watipa Ammar Gandanhamo.

ACKNOWLEDGEMENTS

ABSTRACT

This objective of this dissertation was to explore the impact of strategic human resources management practices with a focus on recruitment, training, strategic planning and rewarding on organizational performance outcomes within non-governmental organizations operating in the Health and Nutrition sector in Zimbabwe. The study was centered around how recruitment, training, rewards and strategic planning can be adopted to enhance productivity, competitive advantage and organizational development. The research proposition was that performance within the Health and Nutrition non-governmental sector in Zimbabwe is adversely being affected by the non-implementation of strategic human resources management practices and that: implementation of the strategic human resources management will improve organizational performance.

The researcher used a qualitative approach to explore new practices. Interviews were done with a sample from the case organization. Results show that strategic human resources practices have a positive impact on organizational performance and should be implemented.

Key words: recruitment, training, rewards, strategic planning, productivity, competitive advantage, organizational performance.

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GLOSSARY

Strategy – An organization's plan to achieve a long - term goal.

Training – The act of teaching a certain skill.

Rewards – A token or effort to show appreciation for services done.

Performance – Process of conducting a task or job.

Recruitment – The process of attracting employees, hiring and retaining employees within an organization.

Productivity – The rate of output per input.

Competitive advantage – The edge an organization has over its competitors.

Organizational development – Organizational performance and change

ACRONYMS

SHRM   –   Strategic Human Resources Management

HRM   –   Human Resources Management

NGO   –   Non – Governmental Organization

FHI 360   –   Family Health International

UN   –   United Nations

ZHCT   –   Zimbabwe HIV Treatment and Care

DREAMS   –   Determined, Resilient, Empowered, AIDS free, Mentored, Safe-women

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

The human resources management field has evolved from its infancy of Personnel Management to Human Resources Management and more recently to Strategic Human Resources Management (SHRM). In the late 1980s, Armstrong started writing more about the approach of SHRM for the management of people as compared to the traditional methods of industrial relations. SHRM mainly focuses on the long-term objectives of the firm, Malik (2009). Instead of focusing on internal human resource matters, the objective is on addressing and solving the problems that affect people management in the long run and often globally.

The interest in SHRM as a concept has been in existence for at least 30 years, (Malik 2009). This modern field has attracted attention because of its potential to impact the functioning of organizations and its promise of improved organizational performance. However, it appears most organizations seem not to appreciate the importance of SHRM and argue that HR does not have much impact in the achievement of organizational goals except to recruit and encourage compliance as such most HR initiatives seem not to be given precedence or importance. The general belief appears to be that HRM cannot assist or inform strategy but vice versa as such, to improve awareness on the relevance of HRM there is need to convince businesses and organizations that HRM has an important role in different aspects of organizational performance and contributes to strategies for sustained organizational performance. It is the purpose of this thesis to explore SHRM practices and the nature of their impact on organizational performance in NGOs within the Health and Nutrition sector in Zimbabwe, focusing specifically on Family Health International (FHI 360).

1.2 BACKGROUND OF THE STUDY

Strategic leadership has gained momentum over the years and this has resulted in most organizational functions becoming concerned with their role in the strategic management

process and HRM is no exception. Organizations are trying to survive in a Volatile, Uncertain, Complex and Ambiguous (VUCA) environment particularly in third world developing countries such as Zimbabwe. Non-Governmental Organizations are not exempted from the changing operating environment and therefore they need to be better prepared for the volatile Zimbabwean environment.

According to the Gartner's Report for 2019, HR leaders' top three key initiatives for 2019 are building critical skills and competencies, strengthening the current and future leadership bench and improving employee experience. Survey results showed that building critical skills and competencies is a priority for eighty-five percent of heads of learning and development, seventy-eight percent of talent management leaders are prioritizing building the leadership bench and more than half of all HR leaders concurred that improving employee experience is a priority.

1.2.1 Zimbabwe NGO macro environment – A PESTEL Analysis

Political Factors **-** The political environment is one of the least predictable elements in the business environment and significantly volatile. Politics plays a significant role in the NGO sector, and organizations that try to remain as apolitical as possible usually have a longer life than politically active NGOs. This issue is serious to such an extent that in 2004 the government through parliament passed the Non-Governmental Organizations Act, which bars the registration of foreign NGOs engaged in issues of governance together with human rights organizations, and prohibitions domestic "governance" NGOs from receiving foreign funding. The act expanded the definition of NGO to include religious and environmental organizations and private trusts. However, then President Robert Mugabe refused to sign the act, nevertheless most of the act provisions have been since enforced.

Political factors include tax reviews, bureaucracy, corruption level, freedom of the press, tariffs trade control, government stability. Government stability is a key issue for NGOs. Instability in country governance can affect the future of any NGO. Adding to that how the

government perceives the aid or intentions of NGOs also plays a role with regards to the future of NGOs.

In Zimbabwe the government is usually skeptical about NGOs as such it regulates the activities of NGOs with much interest. NGOs seem to be perceived as entities that have ulterior motives in Zimbabwe. Ignatious Chombo then Minister of Local Government, Public works and National Housing in 2001 once said "*Some of these [NGOs] come to you with a packaging which looks good, but the contents would be satanic. Do not accept such type of assistance.*" (Michaelmans 2001). Mr Chombo was simply echoing the general perception of NGOs by the Zimbabwe government. As such the government or politicians usually try and regulate the activities that NGO's do. In 2000 when the political tension was very high NGOs where subjected to such scrutiny and some where even compelled to shut down. Currently, the new dispensation has also indicated that it will not hesitate to withdraw certificates for NGOs that meddle in politics.

Political factors such as who is ruling, what is the perception of those in power has an impact on the life and acceptability of any NGO willing to operate in Zimbabwe. The political environment in Zimbabwe is volatile and unpredictive, what was allowed yesterday may be an offence tomorrow. NGOs need to be adaptive to this aspect of the environment.

Economic factors **-** Different economic factors including a country's gross national product, interest rates, cost of living, inflation have a huge impact on NGO operations and Zimbabwe is no exception. Zimbabwe is a country with a unique economy, there is no civil war in Zimbabwe but there is an economic war. Lack of disposable income due to inflation, lack of a local currency and a compromised banking system that people no longer trust, all influence the amount of funding that NGOs receive.

NGO's are non-profit making organizations and rely on donor funds. Donors need to trust that their money is in good hands, insured and will get to the beneficiaries they intend to assist. The problem arises when there is lack of trust with a country's banking system and

when donors have questions on whether their money will be secure in a country they will not provide funding. Zimbabwe is one such case where it is risky in terms of depositing money into the local banks. Changing currencies and an everchanging monetary policy make Zimbabwe an economic high-risk nation. Zimbabwe is a nation without a currency, what is currency today may not be currency tomorrow and that uncertainty has an impact on whether NGOs in Zimbabwe receive funding or not. Donors do not want to be ripped off their funds.

According to the recent 2017 World Bank report Zimbabwe is ranked 159 among 190 economies in the ease of doing business, according to the latest World Bank annual ratings. The rank of Zimbabwe improved to 159 in 2017 from 161 in 2016. Ease of Doing Business in Zimbabwe averaged 162.60 from 2008 until 2017, reaching an all-time high of 171 in 2011 and a record low of 153 in 2014. Though Zimbabwe is not the last country on the index, its ranking is rather low. The economic environment is unstable and unpredictable. Increasing costs of doing business, such as increased rental payments, bank fees/ charges and utility bills, may result in non-profit organizations having to tighten budgets in other areas to minimize administrative costs, which may result in some functions within the organizations being compromised. The impact of economic factors on NGOs differs depending on the organization field of expertise or aid. This means HRM practices need to be customized to suit the operating environment and ensure that the organization is prepared for any changes in the future hence the need for SHRM.

Social Factors - NGO's implement activities in various parts of the world, with diverse culture, religion and social norms. They must stay in line with various societal expectations if they want communities to listen to them and receive their aid. If they do not conform or provide aid which is not aligned with the culture or religion NGOs run the risk of being rejected by the communities for example NGOs offering services such as circumcision and family planning may have difficulty penetrating apostolic societies. In Zimbabwe NGOs focusing on circumcision and family planning record very low numbers in Manicaland because the population is mostly apostolic.

Population demographics, social mobility, lifestyle changes and levels of education are all socio-cultural factors that may affect the macro-environment the non-profit organization operates within (Johnson, Scholes & Whittington, 2005). There is need to understand the social dynamics and suit organizational operations to the needs of the society in a socially acceptable manner. HRM practices such as shaping the organizational culture and development of organizational values become key for NGOs.

Technological Factors **-** Technological factors include government spending on research, the focus on technological efforts, new discoveries, speed of transfer and rates of obsolescence (Johnson, Scholes & Whittington, 2005). For non-profit organizations this may mean that new methods of reaching donors, volunteers and supporters may need to be found such as using social media including Twitter and Facebook. To facilitate use of new forms of technology, existing hardware may need to be updated at significant costs and training may need to be provided to staff and yet limited funds are allowed for such activities within NGO's within the budgets. Changing technology means organizations must allow for money for more training to equip their staff with skills necessary to effectively do their job. This may result in reduced funds for beneficiaries and other organizational functions.

Environmental Factors **-** Different environmental issues have an impact on NGO operations. Environmental protection laws, together with waste disposal and energy consumption, must be considered by NGOs especially those operating in the health services sector as since they may dispose of human waste. NGOs do in house environmental audits to ensure that they comply such that they are not subject to penalties. Donors do not pay or have no budgets for any form of penalty or fine as such NGOs must be highly compliant as fines and penalties may have to be borne by individuals responsible. Hence the need to have staff responsible for compliance issues.

Legal Factors **-** A country's legal framework in which an organization operates can impact on its profitability through competition laws, employment laws, health and safety requirements and product safety (Johnson, Scholes & Whittington, 2005). Zimbabwe has several restrictive

laws which contribute to it scoring lowly on the Ease of doing business index. Restrictive laws mean that there is fewer donors willing to give aid to Zimbabwe, rather the donors opt for other countries that do not have a lot of restrictive laws. Ultimately resulting in reduced funding base. NGOs in Zimbabwe may need to use cost effective measures to ensure that there are enough funds for every function.

It appears therefore that there may be need for organizations to be better prepared for any eventualities and should be poised to adapt to changes in the business environment for sustained organizational performance and through strategic human resources management practices.

1.2.2 Human Resources Management a strategic shift

The Human Resource Management (HRM) field has similarly sought to become integrated into the strategic management process through the development of a new discipline referred to as Strategic Human Resource Management (SHRM). Discussions about a shift from HRM to SHRM started in late 1980s (Boxall 1992)

According to Boxall (1992) Strategic human resource management can be defined as the linking of human resources with strategic goals and objectives to improve business performance and develop organizational culture that foster innovation, flexibility and competitive advantage. With strategic human resource management, the company focuses on strategy and operational matters instead of simply engaging in the administrative tasks that are required for every business. This adds more responsibility to the human resources department. Nevertheless, most HR functions in Zimbabwe appear to have remained administrative, this maybe because the role of HRM as a strategic function may not have been acknowledged. Accordingly, HRM should move towards the inclusion of business strategy, sustainability, organization design, organization development, and the interface among them and talent management. The creation of this "organization effectiveness" function may be key to ending the criticism of HR for its failure to address key business issues in organizations (Lawler 2015).

Aspects like production, technology, financing, marketing and how people can be managed are imitable, nevertheless the most effective organizations have inimitable ways to attract, retain, develop and motivate employees by integrating their HR Policies and business policies to remain competitive and achieve organizational success through good corporate performance (SHRM) this is a strategy that may be more difficult to imitate. As such, this study into how SHRM may become an important aspect of improving productivity, organizational development and competitive advantage is crucial.

This study will focus on recruitment, training, reward systems and strategic planning as possible SHRM practices that have an impact on organization performance. However, the researcher will allow participants to state their opinion on the SHRM practices they feel are most important. The nature of the impact will be determined later in the study. The study will use a qualitative approach, to allow for new themes that will come out from the study that are not suggested by the author.

1.2.3 Organizational Performance

According to Rogers and Wright (1998 organizational performance amongst the broadly and extensively used dependent variables in organizational studies, but it remains as a vague and roughly described concept.

According to Armstrong (2006), Performance is a function of the Ability + Motivation + Opportunity (AMO). Organizational performance can be measured in terms of operations and financial. In this study the organizational performance outcomes or measures are productivity, competitive advantage and organizational development. In HRM can mean does the human resource have the ability and skill (recruitment and training practices), is the human resources motivated and engaged (retention strategies) is the opportunity there (strategic planning practices).

1.2.4 Non-Governmental Organizations in Africa

Mathews (2017) states that non-governmental organizations better known as (NGOs) have become key actors in responding to poverty and related suffering particularly in Africa. NGOs play a leading role in providing health care, education and infrastructure (water and sanitation). Africa is a developing continent and has many people in need. NGOs have come in to try and alleviate pain and suffering of Africans.

Mathews (2017) goes on to say that the non-profit sector continues grow rapidly in Africa and around the world. In South Africa alone, there are more than 100,000 registered non-profit organization's and in Kenya the number of NGOs grew by over 400% between 1997 and 2006. For most observers NGOs, seem to be well-intentioned actors who do a lot of good on the continent.

In Zimbabwe there are at least 354 non-profitmaking organizations. https://informationcradle.com/africa/ngos-in-zimbabwe/. NGOs play a significant role in various areas of need in Zimbabwe such as Food Security and Agriculture, Health, Nutrition, Protection and Water, Sanitation and Hygiene (WASH). NGOs have become particularly important in that they are a source of foreign currency injection in Zimbabwe.

1.2.5 About the case Family Health International (FHI360)

Family Health International (FHI 360) is a non-profit human development organization dedicated to improving lives in lasting ways, by advancing integrated, locally driven solutions. It works with governments and civil society to create jobs, educate children, provide lifesaving health care and bring about positive social change. It operates in all USA states and has operations in North, West, East and Southern Africa, the Asia Pacific, Eastern Europe and Central Asia Appendix B provides an overview of FHI360 Global.

FHI 360's vision is a world in where every individual and community can reach their highest potential. The mission is to improve lives in lasting ways by advancing integrated, locally driven solutions for human development. FHI 360 serves more than 70 countries and all US

states and employees 4382 people and operates over 400 projects worldwide. This study will be confined to the East / Southern Africa region which is the second large region within FHI360 global constituting at least 26.29% of the work that the organization does.

In Zimbabwe FHI360 implements HIV/AIDS programs and other health programs, these programs constituted 41.39% and 12.87% of the areas of expertise that FHI360 global implements. As such they constitute a significant percentage of work that is done this puts an emphasis on how these programs are important and how effort must be put in terms of making sure that the strategic objectives are achieved, hence the reason why this study is focused on assessing the impact of SHRM practices on organizational performance. This will enable the organization and other organizations with the Health and Nutrition sector in Zimbabwe to better understand which practices work and the best practices to be employed to better harvest good results.

FHI 360 is a non-profit organization and its revenue is from different sources of donors, because NGOs are not for profit in their operations profitability in NGOs can be loosely defined as how much revenue or funding it manages to source from donors to be able to implement projects. USAID is FHI 360's major funder bringing in at least 67.82% of the funds. At least 86.21% of FHI 360 revenue goes towards developmental work, 12.20 % towards general and administrative and 1.59 goes to business development. Distribution of resource most of the donor funds are channeled towards recipients or beneficiaries of programs and program implementation. This means that any recommendations to be made should promote organizational development, productivity and competitive advantage whilst minimizing expenditure.

Implementation in Zimbabwe started in 2015. FHI 360 Projects in Zimbabwe are centered around HIV/AIDS prevention and cure as well as family planning. Zimbabwe remains among the countries in sub-Saharan Africa that have been hit the hardest by the HIV epidemic. According to the 2015 Zimbabwe Demographic Health Survey, the prevalence of

HIV among people 15 years and older is 14.7 percent (an estimated 1,425,762 million people). According to the FHI360 website. The country has seen an increase in the use of antiretroviral treatment, rising from 29 percent in 2010 to 61 percent in 2015 for adults, and from 33 percent to 80 percent for children. However, one significant gap remains: Most people with HIV are unaware of their HIV status (fhi360.org).

Currently FHI360 in Zimbabwe employees at 155 people which makes it the 6th biggest platform out of the 70 countries in which FHI 360 operates. FHI360 implements three USAID-funded projects in Zimbabwe; MHURI/IMULI Project, Zimbabwe HIV Care and Treatment (ZHCT) and Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe (DREAMS) programs.

The Zimbabwe HIV Treatment and Care Project (ZHCT) project is a five-year, multisectoral effort that complements the work of the Government of Zimbabwe to strengthen community-level HIV care and treatment services. The project supports Zimbabwe's attainment of the 90-90-90 goals for HIV epidemic control set forth by the Joint United Nations Program on HIV and AIDS (UNAIDS), particularly the first and third targets, which focus on knowledge of HIV status and viral load suppression. FHI 360 and sub-awardee Plan International are implementing the project in close collaboration with the Ministry of Health and Child Care, the National AIDS Council and other stakeholders. ZHCT's geographic coverage is expanding, and the project ultimately plans to cover 22 priority districts in Zimbabwe. The project is currently active in 8 districts in three provinces: Manicaland, Masvingo and Midlands.

According to the published ZHCT reports as at end of year 2016, across all ZHCT's supported 126 health facilities, a total of 263,731 individuals were tested, 7.5% (19,731) of whom were identified as HIV positive. HIV prevalence in Manicaland and Midlands is 14.1% and 15.5%, respectively. While it is expected that programmatic HIV positivity rates are lower than HIV prevalence, the positivity rates in both Manicaland (5.9%) and Midlands (9.3%) are far below adequate, indicating that current HIV testing strategies are not reaching those highest at risk for infection or are already infected. Of those testing HIV-positive, 84.2% of PLHIV were enrolled in care and 70.4% were initiated on HIV treatment.

These data show that there are gaps in HIV care and treatment coverage, indicating a need for enhanced strategies to improve service linkage across ZHCT supported sites to achieve UNAIDS' second 90-90-90 target, 90% ART coverage among PLHIV. Access to viral load testing is extremely poor, with only 6.1% of PLHIV across ZHCT supported sites having been tested. In fact, viral load testing was only conducted in Manicaland, where district-wide coverage of viral load testing ranged from 0.3% of PLHIV in Chipinge to 29.9% of PLHIV in Buhera. This shows that in as much as the project is doing well there is still need for scaling up to reach the hard to get targets. How then can other functions of the organizations such as HRM assist in the attainment of targets. This will be discussed later in the study.

The 5-year USAID funded Mhuri / Imuli program's goal in Zimbabwe is to improve maternal, youth and child health and survival in beneficiary communities and populations. Geographically it operates in the seven districts of Manicaland Province, focusing on activities to increase the demand and supply of integrated, quality MNCH-FP services as well delivery of family planning services through outreach in all 10 provinces of Zimbabwe. This project will provide Technical Assistance (TA) to the Ministry of Health and Child Care (MOHCC) in Manicaland for MNCH and direct service delivery for Family Planning through outreach services. MHURI/IMULI Project has not been performing as expected from its inception in 2018. Currently the project is implementing an acceleration plan intended to boost performance amid threats from donors to with draw program funds. There is need to explore how human resources can help with in this acceleration plan.

1.2.7 FHI360 Zimbabwe Superstructure

FHI 360 Zimbabwe is led by a Country Director who is responsible for seeing all FHI 360 operations. The executive also consists of five Directors & Chief of Parties who lead the internal departments and three projects. As shown in the organogram below.
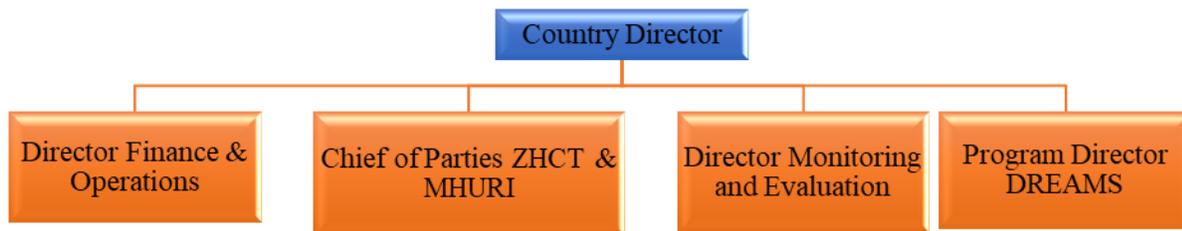
Figure 1. 1 **FHI 360 Executive**

Source: Researcher

1.2.8 FHI360 Internal environment analysis – SWOT

a. Strengths

FHI360 is funded by one of the biggest and most sought-after donor USAID. USAID is one of the global funders of non-profit making organizations globally alongside DFID and the United Nations. USAID as a funder is more stable and provides a reliable source of funding. This makes FHI 360 a more secure INGO to work for giving it an edge above other NGO.

The organization has strong and highly integrated systems for example Human Resources, Information Technology and Finance. FHI 360 IT systems are well integrated across the globe.

FHI360 employs a qualified employee base with the lowest position requiring a minimum of 5 O levels.

FHI 360 currently implementing three different projects in Zimbabwe namely (DREAMS, ZHCT & MHURI/IMULI), this is a strength as compared to most NGOs which operate one project at a time.

It also has a diverse labor force, this is so because it implements in more than 70 countries around the globe and one of its principles is 93% of people working in their projects are people from the host country which means there is diverse culture and ideas that can be harvested.

b. Weaknesses

Though FHI 360 Global has different sources of funds, programs in Zimbabwe are funded by one donor which is a huge risk – FHI360 is funded by one donor and this is a weakness in that should the donor decide at any moment to pull out their funds, there is no other source of funds to fall back on.

Lack of project diversification. All FHI360 projects are centered around HIV/AIDS, this means when AIDS is no longer a topical issue in Zimbabwe the organization may face closure

Exclusion of Human resources in the Zimbabwe superstructure, gives HR limited autonomy in terms of decision making.

c. Opportunities

A point to note is FHI360 is a charitable organization and any area of need in any country presents an opportunity for FHI360.

A community in need – According to Zimbabwe poverty rate at national poverty line was 72.3 % in 2011 - the single year for which the data is available. National poverty rate is the percentage of the population living below the national poverty line https://knoema.com/atlas/Zimbabwe/Poverty-rate-at-national-poverty-line. Zimbabweans have a lot of areas of need, marginalized societies or groups, hunger prone regions, malaria, sanitation and water which can be explored by FHI360/Z. A struggling economy provides an opportunity for FHI 360 to grow into areas such as food aid, water and sanitation as these have become elusive to most communal areas.

Onset of frequent Drought – over the years the average rainfall has dwindled making Zimbabwe a drought prone country, this is an area which provides an opportunity to FHI360 where it could provide food relief

d. Threats

Shift in donor expectations in terms of whom to fund, local vs international NGOs. Huge donors are viewing local NGOs as being less costly than international NGOs

Sprouting local NGOs pose a threat to funding. There are several NGOs that are coming up in Zimbabwe. As mentioned earlier NGOs are on a trajectory in Zimbabwe and this is a threat as there is more competition for donor funding.

Political issues- where NGOs are viewed as being politically aligned, this can result in closure of NGOs.

1.3 RESEARCH PROBLEM

It appears that there may be no appreciation of Human Resources Management (HRM) as a strategic organizational function that may impact on organizational performance particularly in developing countries of the third world very little research has been done as compared to the developed world. HRM is viewed as an operational function, not to inform strategy but to implement strategy. The general view is that HRM cannot or should not inform the business but implement what the business requires of it and manage litigation risk. Strategic Human Resources practices seem to be considered as an unnecessary cost to the organization. Should a link between SHRM and Organizational performance be established, then HRM function may become more relevant and better appreciated as a function that gives organizations a competitive edge for good corporate performance.

Human resources problems currently being experienced include, employee separations increasing labor turnover, leave liability, workplace accidents.

Employee separations cause several problems for NGO, when an employee resigns from employment usually without notice, there is significant downtime involved, it takes a minimum of two months to fill the position, effort is diverted from focusing on meeting programmatic targets to spending time doing shortlisting and interviews many times more

than once for one position. These inconveniences among others mean employee separations should be kept at a minimum.

At FHI360 at least 18 people have left voluntarily to join other organizations for the period January to October 2018. For an organization with an average of 142 employees this is a relatively high figure. The highest attrition was in May however as at 31 October 2018, the number was on an upward trajectory again, there is need to curb voluntary resignations through strategic human resources practices. Employee separations are costly for organizations, when an employee resigns there is need to advertise for the position, shortlist and interview for the position. Recruitment turnaround time may be long for example 3 months. An employee works 8.5 hours a day for 22 days a month. If there is no placement for that position for three month that means 66 days lost translating to 561 hours downtime. This is time any project for an NGO cannot afford to lose since project operations are timebound and performance highly evaluated by donors. As such employee turnover should be kept at a minimum.

Other human resources problems being experienced include absenteeism due to sick leave. An estimated number averaging ten people take sick leave for more two or more days. High leave balances translating to high leave liability.

Leave liability is one aspect that non-governmental organizations need to closely monitor. Donors do not want to incur expenses resulting in leave payouts. Funds need to be directed to programs and the people in need within the society. This means leave balances need to keep at a minimum. At FHI360 employees accrue 22 leave days a year and an average above 10 leave days is above the recommended average. Currently employees have an average of 15 days. There is need to strategize on how average leave days can be kept below 10 days monthly through strategic human resources planning. When employees do not take leave days through-out the year it means there is more work and less life as such work-life balance is not being done and this is not healthy when you want to use the human resource to its maximum potential.

The above-mentioned human resources problems are some of the problems that can be addressed by implementing SHRM practices.

1.4 RESEARCH AIMS AND OBJECTIVES

1.4.1 This dissertation seeks to explore the impact of SHRM practices namely (training and productivity, reward systems, recruitment, strategic planning) on organizational performance outcomes (productivity, competitive advantage, organizational development) from an employee's and manager's perspective.

1.4.2. To find out how the HRM strategies are formulated.

1.4.3. Explore how the HRM strategies are implemented

1.4.4. To determine the challenges of implementing SHRM practices within NGOs in the Health and Nutrition sector.

1.4.5. To recommend HRM strategies for sustained organizational performance.

1.4.6. To recommend solutions to the challenges of implementing SHRM practices

1.5 MAJOR RESEARCH QUESTIONS

1.5.1. What is the impact of SHRM Practices and Organizational performance outcomes?

1.5.2. How are human resources strategies formulated and implemented?

1.5.3 What are the challenges of implementing SHRM within the NGOs operating in the Health and Nutrition sector?

1.5.4. What HRM strategies can be recommended to improve organizational performance?

1.5.5. How can NGOs overcome challenges of implementing SHRM practices?

1.6 RESEARCH PROPOSITION

The proposal is that performance of NGO's in the Health and Nutrition sector in Zimbabwe is being affected by non-implementation of the necessary human resources strategies. The researcher's assertion is organizational performance can be improved by implementing strategic human resources.

1.7 JUSTIFICATION OF THE STUDY

The study is of importance, it might add to the existing literature and build on SHRM theory and its impact on organizational performance. It might provide organizations with a holistic view on the extent to which training, reward systems, recruitment and planning can improve organizational productivity, competitive advantage and development.

Additionally, Lawler (2015) acknowledges that, "HR has been criticized for being bureaucratic, dysfunctional, and out-of-touch with the reality of what businesses need to do in order to be successful." According to a 20-year-old study done by Lawler and Boudreau traditional HR still spends the same amount of time performing its administrative activities as it did 20 years ago. As such, HR often fails to engage in important issues related to business strategy, organizational change, organization design, sustainability, and a whole host of other important organizational effectiveness issues. There is therefore need for a strategic shift for HRM so that it becomes more relevant.

According to Noe (2007) most researches that have been done particularly in the United States adopt an implicitly managerialist approach, focusing on how HR can benefit shareholders, while researchers in Europe emphasize the importance of balancing the interests of multiple stakeholders such as employees, unions, governments, and society. The European view tends to emphasize the importance of context; the U.S. view, "best practice." This is where this study comes in. It will take a balanced approach by taking the viewpoints of both managers and employees.

According to Pfeffer (1994:14), as other sources of competitive success have become less important, what remains a crucial, differentiating factor is the organization, its employees and how they work. Additionally, he states that the current recognition among strategic management researchers is that sustained competitive advantage comes from an organization's internal resources such as its human capital which cannot be

imitated not from the market position of the organization. As such research should never tire of discovering ways in which to improve human performance for improved organizational performance.

It is the hope of the researcher that should a link between SHRM and organization performance be proved, this will bring more relevance to the HR function as a strategic business function. The concept of organizational performance or effectiveness holds a central position in the management of private and public organizations as well as in the field of organizational research. Over the last decades, concerns for efficiency, productivity, excellence and total quality have become increasingly widespread in Western organizations (Deb, 2009).

The organization under study might benefit in that the study will highlight areas needing further development. The research will bring out the areas which the organization is doing well, and which areas need more work. An organization is a live organ and constantly evolves, as such organizations need to be transformational and this can only be done when organizations continually learn from their employees and surroundings. Recommendations that will be made will benefit the organization. Also, there is no empirical evidence of such a study in the Non-governmental organizations sector in Zimbabwe. As such this study might also lay a foundation for future discussions regarding this issue.

1.8   SCOPE OF RESEARCH

This study will use a qualitative approach involving +/- 20 FHI360 employees and managers. The results of which will benefit organizations particularly NGOs operating in Zimbabwe and within the Southern African Region. Interviews using a structured questionnaire will be used as the research tool. The following HRM themes will be explored, training, reward systems, recruitment and strategic planning.

Each variable will be juxtaposed to an organizational performance variable, that is (productivity, competitive advantage, organizational development) which it is most likely to affect. Other themes that will come out from the study through the open-ended questions will be discussed. The study will be confined to FHI 360 as the NGO representing NGO's within the Health and Nutrition sector.

1.9   CONCLUSION

This chapter laid the foundation of the dissertation. It is where the whole dissertation structure will be built from. It introduced the topic of interest, highlighted the problem and justifies the study. It went further to give a background of the case organizations as well as the terms that will frequent the discussion. It is a preamble to chapter two.

1.10   DISSERTATION OUTLINE

a. *Chapter One- Introduction and Background*

The chapter introduces the study and explains the outline of the research. It includes a brief explanation of the research background and provides justification for the selection of the research area. The first chapter contains explanation of the research aim and objectives and comprises structure of the research.

b. *Chapter Two- Literature review*

Includes a literature review, and accordingly, contains analysis of models and theoretical frameworks that have been previously introduced to the research area. Viewpoints of other authors regarding the research area have been presented in a logical manner in this chapter. This chapter contains definitions of main terms and explains search strategy for the secondary data.

c. *Chapter Three addresses methodology – Research Methodology*

The chapter explains the research process and addresses the issues of research philosophy. Methodology chapter contains explanation of research design, and the choice and implementation of data collection methods. Sampling aspect of the study and discussions of ethical considerations are also included in this chapter.

d. *Chapter Four – Findings and Data Analysis*

Contains presentation and analysis of the primary data collected through interviews using a structured questionnaire. Presentation data findings is shown through bar graphs and pie charts. Brief discussions have been included to explain each chart. This chapter is important for the achievement of research aim and objectives. Findings of the literature review are compared to primary data findings in this chapter, and in-depth discussions are provided in relation to each individual research objective.

e. *Chapter 5 – Conclusions and Recommendations*

Concludes the research and brings all chapters together. Provides recommendations that can be deduced from the study.

CHAPTER II

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter discusses the various literature available for the topic under study. It reviews some of the valuable contributions to the field of SHRM. It brings the study into focus and provides depth definition of terms. The literature review will synthesize the various literature surrounding the area of study and identify study gaps which the current study seeks to fill.

2.2 SEARCH STRATEGY

The literature review mainly examines the contributions for early theorist Chandler 1962. One of the theories that supports SHRM is the Resource Based View by Chandler, much literature will be derived from his work directly or as cited by more recent theorists.

The search strategy included reviewing secondary data available such as literature from HRM gurus namely Armstrong, his books and materials on SHRM and articles by Boxall. The author exploited library services such as use of the library website to access journal and articles on SHRM. Subject guides, EBSCO Host, Mendeley, Books and Journals, E-Resources as well as other studies on the subject.

2.3 DESCRIPTION OF PHENOMENON

2.3.1 Strategy Concept

Strategy is can be understood to be the approach selected to achieve specified goals in the future (Armstrong 2006). Chandler (1962), cited by Armstrong (2006) asserts that strategy refers to   determination of the long - term goals and objectives of an organization and the path through which the goals will be attained including the necessary skills or tools required to meet the objective., and the adoption of courses of action and the allocation of resources necessary for carrying out those goals.

Boxall (1996) asserts that the best way to understand strategy is as a framework of essential ends and means. This means a good strategy is one that enables an organization to be adaptive to the VUCA environment particularly in Zimbabwe. NGO's are not exempted. They need to be adaptive, flexible to the changing economic and operational environment. There should always be a game plan on what must be done for the next certain years, how it is going to be achieved and how change is going to be managed during that process.

Another feature of strategy is that the capability of an organization relies on the abilities of its current resources and the resources ability to deliver results. For NGO's functioning effectively means is the organization is able to meet its targets for example the target 100 000 HIV positive clients to be on Antiretroviral treatment (ART) for the year 2018, how many have really been assisted to access ART. Effectiveness in NGO's means are the donor funds being channeled to the right recipients, the ability to manage budgets and maintain budget lines, how many cases of fraud or theft have been reported. How many accidents have been reported, managing risk and liability all define NGOs effectiveness.

According to Abell (1993) strategic fit is the third feature of strategy which is the extent to which the organization matches its resources and capabilities with opportunities available externally. In summary, strategy is a distinct roadmap of an organization. It describes the overall mission, vision and direction of an organization. The objective of a strategy is to maximize an organization's strengths and to minimize the strengths of the competitors. It is the bridge between where an organization wants to be and where it currently is.

2.3.2 Strategic Human Resources Management

According to Jain (2005) SHRM is not a completely new and revolutionary field rather its roots can be traced back to the mid – 1950s. The birth of Strategic Human Resource Management (SHRM) came in the early 1980's with Devanna, Fombrum and Tichy (1984) who extensively explored the link between business strategy and HR (Wright 2001). They argued that three important functions are necessary for organizations to function effectively namely, Mission and strategy, Organization culture and Human resource management. They

defined strategy as a process through which the basic mission and objectives of the organization are set, and a process through which the organization uses its resources to achieve its objectives. They concluded that human resources systems and organizational structure should be managed in a way which is congruent with organizational strategy. This is the concept that SHRM is based.

Armstrong (2006) asserts that Strategic HRM defines the organization's intentions and plans on how its business goals should be achieved through people. He goes on to say that SHRM is based on three propositions: first, that human capital is a major source of competitive advantage; second, that it is people who implement the strategic plan; and, third, that a systematic approach should be adopted to defining where the organization wants to go and how it should get there. According to Armstrong (2006, p. 30), "Strategic HRM involves the use of all-encompassing methods to the development of HR strategies, these are vertically integrated with the business strategy and horizontally each other. The strategies define purposes and plans linked to overall organizational considerations, for example resourcing, learning and development, rewarding and employee relations."

Strategic HRM has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche 2004). SHRM facilitates the development of a human capital that meets the requirements of business competitive strategy, so that organizational goals and mission will be achieved (Guest 1987). Strategy of human resource management is an integral part of business strategy. The focus of this strategy is to achieve organizational objectives. So, strategy, then, is a set of strategic choices, some of which may be formally planned. It is unavoidable that much, if not most, of an organization's strategy emerges in a stream of action over time (Boxall and Purcell 2003).

The study will look at the following SHRM practices training, reward systems, recruitment and strategic planning.

2.3.3 Organizational performance concept

Campbell's (1999) theory defines performance as behaviors that are important for the achievement of the organization's objectives. These behaviors can be measured through performance appraisals by managers or peers. Attention on organizational performance has been centered around profitability however there are other entities that are not in business for profit such as charitable organizations. Organizational performance in this study will be looked at in terms of outcomes namely are productivity, competitive advantage and organizational development, which are variables that suit the sector under study. According to Boxall, Purcell and Wright (2007). There is need for a performance theory to determine the important aspects of performance.

2.4 UNDERPINNING THEORIES

Literature on HRM and performance can be separated into three philosophies namely Universalistic, Contingency and Configuration (Gooderham 2008). Wright (1992, p. 303) states that of the original and more popular theoretical models used in the SHRM literature is the Behavioral Perspective. This theory explains the mediator effect on the relationship between strategy and firm performance. Alternatively, there is the agency/transaction cost theory approach to examining the problems of human exchange are based in the fields of finance and economics.

a. **Universalistic theory**

Universalist principles argue that there is a universal prescription or a general design. According to Delery and Doty (1996) the Universalistic perspective theory is that there are human resources practices that can be applied across the board mainly because they are the best and should be implemented by all organizations for sustained organizational performance.

b. **Contingency theory**

The Contingency perspective argues that for organizations to be effective the human resources policies should be incongruence with all aspects of the organization including its mission and values.

c. Configuration theory

The Configuration approach - relating HRM to the 'configuration' of the organization in terms of its structures and processes.

According to Wright (1992) two perspectives namely the universal approach and contingency approach have been used to describe the link between human resources management and organizational performance. Additionally, they argue that the universal or best practice perspective implies a direct relationship between certain approaches to human resources and performance, and the contingency perspective posits that an organization's strategic posture either augments or diminishes the impact of HR Practices on performance.

Barney (1991) has a slightly different approach, he asserts that there are five approaches to strategic HRM. These consist of resource-based strategy, achieving strategic fit, high-performance management, high commitment management and high-involvement management, which are described as:

d. The resource-based approach

The purpose of this strategy is to develop strategic capability which is achieving strategic fit between resources and opportunities and getting more value from the effective use of resources. According to Barney (1991). A resource-based approach will address methods of increasing the firm's strategic capability by the development of managers and other staff who can think and plan strategically and who understand the key strategic issues. The resource-based approach is founded on the belief that competitive-advantage is obtained if a firm can obtain and develop human resources that enable it to learn faster and apply its learning more effectively than its rivals (Hamel and Prahalad 1989).

According to Barney (1995) as with the human capital theory, resource-based theory emphasizes that investment in people adds to their value in the firm. Unique talents among employees, including superior performance, productivity, flexibility, innovation, and the ability to deliver high levels give the firm competitive advantage.

e. Strategic fit

This strategy stipulates that HR strategy should be aligned to the business strategy, it should be an integral part of the business strategy, contributing to the business planning process as it happens. Vertical integration is necessary to provide congruence between business and human resource strategy so that the latter supports the accomplishment of the former and defines it. Horizontal integration is important with other areas of human resources so that different factors fit together. The purpose being to attain a coherent approach to managing people in which the various practices are mutually supportive.

f. High-performance management

High performance management practices seek to make impact on firm performance through its people. These include demanding recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes.

g. High-commitment management

High commitment management is one of the defining characteristics of HRM its emphasis is on the importance of enhancing mutual commitment Walton (1985). It can be understood as a type of management which is focused on eliciting a commitment people are committed and can work without supervision by having a sense of ownership and trust. High commitment translates to high engagement.

In all this it can be summarized that the Resource based view provides a foundation on which most SHRM theories are based. As such the author will give more explanation to the RBV of SRHM.

2.4.1 The resource-based view of the firm

According to Armstrong, strategic HRM is reinforced by the resource-based view. It is the resources that the organization has that created its differentiation uniqueness and competitive advantage. This is based on the ideas of Penrose (1959), who asserted that the firm is an administrative organization and a collection of productive resources.

Resource-based strategy theorists such as Barney (1995) argued that sustained competitive advantage stemmed from the acquisition and effective use of bundles of distinctive resources that competitors cannot imitate. Distinguishing resources must be valuable, non-imitable, rare, and non-substitutable. These resources encompass experience, knowledge, judgement, and wisdom of individuals connected with an organization. According to Boxall and Purcell (2003) resource-based strategic HRM results in human resource advantage this ultimately cultivates strategic capability. The resource-based view accentuates that investing in people increases their worth to the organization.

2.5 IMPORTANCE OF STRATEGIC HUMAN RESOURCES MANAGEMENT

Globalization, international competition, innovation, and technology advancements have accentuated the importance of SHRM for competitive advantage. According to Barney and Wright (1998), strategic human resource management (SHRM) as a concept became increasingly important because in knowledge-based economies in the 21st century, the emphasis is on employees being considered as a primary component for attaining a competitive advantage. Other researchers established that SHRM resulted in human capital with greater commitment and lower turnover (Lawler & Mohrman 2003).

SHRM has been criticized for lacking a strong theoretical background. According to Wright (1992) one of the weaknesses of the field of Strategic Human Resource Management (SHRM) is its lack of a strong theoretical foundation. In addition, various literature shows that organizational performance is not clearly defined. Several studies have measured organizational performance differently. The consequence being no general agreement on the most precise theory than can measure performance. For this reason, Janssens and Steyaert (2009) have advocated for a specific theory that defines organizational performance.

Today, Human Resource Management (HRM) has become more important to strategic management, mainly because of its role in providing competitive advantage and the need for

organizations to have competitiveness. With this rapid development of the globalized economy, both practitioners and academics have identified the importance of Human factor for the success of an organization. Human Resources are, "The available talents and energies of people to an organization as potential contributors to the creation and realization of the organization's mission, vision, strategy and goals" (Jackson & Schular 2000, p. 37). As such SHRM is becoming ever more popular.

2.6 EXISTING FRAMEWORKS, KEY CONCEPTS AND AREAS OF FURTHER RESEARCH

Armstrong (2006 designed a model for SHRM where he indicates the connections that exist from business strategies to organizational performance measured by financial indicators. According to Armstrong (2006), in the center of this model is the performance as a function of the Ability + Motivation + Opportunity (AMO). Human resources strategy development comes after business strategy crafting. Historical HR data should be considered when crafting new business strategy. This is so in that it is the workforce that will achieve the performance indicators. The realization of business strategy comes through integration of workforce opportunities, their expectations and other factors that influence inside and outside the organization. As such it is easier tracking of a human resources strategy and adaptation strategies with previous practice and practice to be followed for the implementation of performance. The performance will be implemented successfully to achieve organizational performance satisfaction from reaching employees, their motivation, effective management of HR by production high quality products. The figure 2.1 below illustrates Armstrong's model:
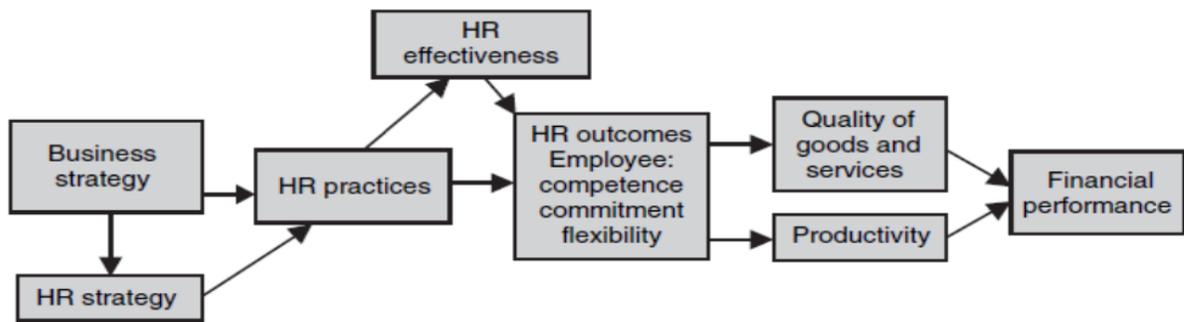
Figure 2. 1 The relationship between strategic HRM and performance

Source: Armstrong (2006, p.75).(this source has been over cited)

In the figure above Armstrong shows how HR practices interact with business strategy for improved productivity and quality ultimately leading to the firm's financial performance.

Another framework was developed by Paauwe and Richardson (1977) shown in figure 2.1 below.

HRM activities	HR outcomes	Performance
Recruitment/ Selection HR strategic planning Rewards Participation De-centralization Training Opportunity for internal promotion More autonomy	Employee satisfaction Employee motivation Employee turnover Employee absenteeism Social climate Employee involvement Trust Loyalty/ commitment	Profit Market value Market share Increase in sales Productivity Product/service quality Customer satisfaction Development of product/service Future investment

Figure 2. 2 Paauwe and Richardson Framework 1977

Source: Darwish 2013

According to this framework internal variables include a host of factors, such as employee satisfaction, employee commitment, employee motivation, leadership, employee turnover, and social climate. The positive consequences of HR practices are shown which include increased motivation and commitment, thus resulting in lower employee turnover, which in turn could result in higher organizational performance. The current study will be based on some of the internal aspects of this framework.

There is still room for research in this area, according to (Darwish 2013, p. 21), "The literature reveals that studies into the HRM-performance link have, not determined a specific and precise meaning for the organizational performance construct. Some studies have used subjective measures to evaluate firms' performance, such as employee satisfaction, customer satisfaction, executives' perceptions about the company's performance, absenteeism, employee commitment, and other behavioral aspects. Other studies reference various objective measures for evaluating firms' performance, such as financial and market indicators. As a result, there is no common theory concerning organizational performance, and researchers utilize different indicators or variables to measure this construct. For this reason, there is also a call for a precise theory of organizational performance (Guest 2011), HRM researchers and professionals might give crucial and special consideration to filling such a gap." The research gap identified by Darwish forms a potential research area for future studies.

Another area of future research is the definition of organizational performance. There appears to be no universal definition for organizational performance. In the strategy literature, the focus of attention on this construct has been concerned almost entirely with financial measures of performance. Conceptually, organizational performance has been defined as the comparison of the value produced by a company with the value owners expected to receive from the company. Such a definition would not work for non-profit making organizations.

2.7 KEY DIMENSIONS

2.7.1   Strategic Human Resources Management Dimensions

a. Training

Armstrong (2001) defines training as a systematic development of the knowledge, skills and attitudes. Flippo (1984) sees training as the systematic development of knowledge, skills and attitudes required by individuals to perform their jobs adequately. As such training can be understood as a structured way of improving one's skills, be it for personal or business needs.

b. Reward systems

Rewards systems are those systems that organizations use to reward their employees. Reward systems management is concerned with the formulation and implementation of strategies and policies to reward people fairly, equitably and consistently in accordance with their value to the organization. This includes the development of reward strategies and the design, implementation and maintenance of reward systems namely reward processes, practices and procedures which aim to meet the needs of both the organization and its stakeholders. Rewards are essential expression of the employment relationship and usually appear in all contracts of employment.

c. Recruitment

Recruitment is the process of attracting individuals on a timely basis, in enough numbers and with proper qualifications, to apply for jobs with an organization, it is the process of searching the candidates for employment and motivating them to apply for jobs in the organization. The recruitment process includes analyzing the requirements of a job, advertising for that job, shortlisting applicants hiring and retaining the employees. In strategic SHRM recruitment is a continuous process where the organization develops a pool of qualified applicants for the future human resources needs even though the vacancies do not exist, this enables a shorter recruitment turnaround time for any vacancies that may arise.

d. Strategic planning

This links all HR processes to the organization's strategy. Strategic HR planning forecasts the future HR management needs of the organization after analyzing the organization's current human resources, the external labour market and the future HR environment that the organization will be operating in. It involves the analysis of HR management issues external to the organization and developing scenarios about the future are what distinguishes strategic planning from operational planning. Strategic planning enhances HR preparedness.

2.7.2   Organizational Performance dimensions

a. Productivity

According to CIPD 2015 report the simplest definition for productivity is output divided by inputs. How much output are we getting for input? This can be input in terms of salary. Are we getting the anticipated results by employing certain people? How much are we harvesting from our human resource versus what we are getting as output.

b. Competitive advantage

Competitive advantage is obtained when an organization develops or acquires a set of attributes (or execution actions) that allow it to outperform its competitors (Wang 2014). Competitive advantage is revealed, when activities of a given organization are more profitable than those of its market competitors or when it outperforms them about other significant results of activities (Huff 2009). Competitive advantage is that which makes an organization better than its competitors. The edge that the organization has compared to its competitors.

c. Organizational development

According to Beckhard (1998), organization development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge. Organizational development focuses on aspects such as culture and processes, encourages collaboration between organization leaders and members, whilst focusing on the human and social side of the organization. Participation and involvement in problem solving and

decision making by all levels of the organization are pillars of organizational development and advocates for complete system change and sees organizations as complex social systems.

2.8 LITERATURE SYNTHESIS & CONCEPTUAL FRAMEWORK

2.8.1 Literature synthesis

A few studies have been done to review or assess the SHRM/ HRM and performance link. The table below details conclusions made on different studies which were researching on various HR practices vs performance.

Huselid (1995) researched on the link between HRM and firm performance Huselid (1995) analyzed the responses of 968 US firms to a questionnaire exploring the use of high-performance work practices. He concluded that productivity is influenced by employee motivation; financial performance is influenced by employee skills, motivation and organizational structures.

Patterson (1997), did a research on the link between business performance and organizational culture and the use of several HR practices. HR practices explained significant variations in profitability and productivity (19 per cent and 18 per cent respectively). His conclusion slightly varied from Huselid's conclusion according to him two HR practices were particularly significant namely the acquisition and development of employee skills and job design including flexibility, responsibility and variety. In his study Patterson looked at business performance and several HR practices. However, he concluded that HR practices such as the acquisition and development of employees and job design have the greatest impact on business performance.

Another study conducted by Guest (2000) concluded that a significant use of HR practices is associated with increased levels of employee commitment and contribution leading to advanced levels of productivity and quality. Thompson (2002) analyzed the impact of high-performance work practices such as team working, appraisal, job rotation, broad banded grade structures and sharing of business information in UK aerospace establishments. The

research was aimed at practices namely teamwork, appraisal, job grading and rotation as having an impact on organizational performance. He concluded that the number of human resources practices and the proportionate workforce affected have the potential to differentiate organizations.

Similarly, Appelbaum (2000) conducted a study of the impact of high-performance work systems (HPWS) in manufacturing firms. Findings of his research showed that HPWSs produced solid positive effects on performance. Such a system raises levels of trust and motivation which improve organizational performance.

In summary the literature available suggests that there is a link between SHRM practices and organizational performance, though the studies may differ on the HR practice of focus or field of study. However, it can be noted from the studies above (though there are not exhaustive all the studies) that there is more focus on performance management as a strategic HR practice. But there are other practices which can also impact organizational performance such as the SHRM practices in this study.

2.8.2 Conceptual Framework

The link between HRM and strategic management is strategic human resources management. According to Boxall (1996) HRM is a strategic, combined and comprehensible approach which develops in line with the concept of strategic management. The argument is that an organization's human resources are of strategic importance and the organization's HRM practices are instrumental in developing the strategic capability of its human resources pool. The researcher's proposition is that a combination of recruitment, training, rewarding and strategic planning is key to sustained organizational performance. Fig 2.3 depicts the conceptual framework diagrammatically:

Figure 2. 3 Researcher's SHRM Practices conceptual framework

Source: Researcher

The figure above shows how the Strategic Human Resources feeds from the overall strategic plan and the set of practices proposed by the researcher for sustained organizational performance namely training, rewards, recruitment and strategic planning.

2.8.3 Research Contradictions

There is no consensus amongst researchers concerning what SHRM practices should be or on the number of practices that can enhance organizational performance. As evidenced by the list of studies mentioned earlier almost each study in the HRM-performance link has utilized different combinations of HR practices; this produces an assumption that there is no agreement on the standard or semi-standard list of HR practices to be considered and measured in terms of the link with organizational performance.

Additionally, there is no agreement regarding the measurement of organizational performance. Different performance indicators are put forward when measuring organizational performance

Researchers have employed different performance indicators which are mainly subjective, in different studies. There may be need for SHRM researchers to use multiple measures to cover the multiple objectives of SHRM. Methods of testing the SHRM performance may be considered inconsistent in that some researches have looked at the relationship directly whilst others focus on indirectly through different variables.

Lastly contradictions exist on the best SHRM theory. Some theorists argue that in terms of theory the assertion that there is a universal set of SHRM practices that is best as in the "Best Practice approach" when implementing SHRM is not accurate. Some argue that "Best fit" is the best SHRM strategy. Where the context of the organization is analyzed first then SHRM practices are designed to suit the context in which the organization is based.

2.8.4 RESEARCH PROPOSITION

Performance in the NGO sector is being affected by non-implementation of strategic human resources practices. Implementation of strategic human resources practices will improve organizational performance.

2.8.5 INDICATIONS OF RESEARCH METHODOLOGY

The aim of this study focused on the impact of Strategic Human Resources practices on organizational performance. It will be based on two major sources of research namely through collection and analysis of various publications in the research field as the secondary sources, the primary source will be data collection through interviews using a questionnaire. The study will adopt a qualitative approach based on the positivism philosophy. The research strategy includes the use of interviews, the research tool being a questionnaire. The researcher will also conduct a pilot test, to test the reliability and validity of the research tool.

2.9 CONCLUSION

In summation, the literature available suggests that there is a set of practices that organizations can use to improve organizational performance for sustained competitive advantage. This chapter has discussed the theory upon which the study is based which is the resource-based theory and synthesized the literature available. The chapter also highlighted areas for potential future studies.

CHAPTER III

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents the description of the research process. It gives information with regards to the method that was used in conducting this research and provides validation for the use of this method. The chapter will explain several stages of the research this includes the research design, research philosophy, selection of participants, the data collection process and the process of data analysis. The chapter ends with a discussion of validity and reliability in qualitative research and discusses the way in which these two requirements were met in the study.

3.1.1   Research aim and main study objective

The aim of this research is to explore the impact or effect of strategic human resources practices on organizational performance in non-governmental organizations within the health and nutrition sector in Zimbabwe. According to Penrose (1959), the firm is an administrative organization and a collection of productive resources.

This dissertation seeks to explore the effect of SHRM practices namely (training and productivity, reward systems, recruitment, strategic planning) on organizational performance outcomes (productivity, competitive advantage, organizational development) from an employee's and manager's perspective and recommend HRM strategies for sustained organizational performance. It sought to establish how strategic HRM practices are formulated and implemented as well as determine the challenges faced by NGOs in the Health and Nutrition sector and how they can be overcome.

3.1.2 Major questions

The following questions will be asked and answered in this study; What is the nature of relationship between SHRM Practices and Organizational performance outcomes? Do HRM strategies improve organizational performance? How are HRM strategies formulated and

implemented? What challenges do NGO's in the Health sector face when trying to implement HRM strategies? How can organizations overcome these challenges?

3.1.3 Research Proposition

The researcher's proposition is that the performance of NGO's in the Health and Nutrition sector in Zimbabwe is being affected by non-implementation of strategic human resources strategies and that SHRM practices should be implemented fully for sustained organizational performance.

3.2 RESEARCH DESIGN

A researcher can use a variety of either qualitative or quantitative research paradigms or methods. The appropriateness of the methodology depends on the nature of the research problem, philosophical orientation and author's assumptions. Research design can be exploratory or descriptive depending on the nature of the study. Quantitative research uses a positivist approach whilst qualitative research uses interpretivism.

3.2.1 Qualitative research orientation

For this study the author used a conclusive research design which is descriptive in nature to describe SHRM practices and their impact on specific elements, causes, or phenomena in the research area.

The study adopts a qualitative approach using structured interviews for data collection. The researcher sought detailed understanding of the insights of managers and non-managerial employees to the impact of Strategic Human Resources Practices on organizational performance. The qualitative approach was used by the researcher because of the nature of the study which is primarily a social science therefore requires in depth analysis of human thought and perception.

3.2.2 Why descriptive/ qualitative research design

Using a qualitative approach allowed the researcher to gather depth and detail, allowing deeper analysis rather than analyzing ranks and counts as in quantitative research. During the interviews the researcher could record attitudes, feelings and behaviors by creating openness,

encouraging people to expand on their responses to reveal new themes that were not initially considered.

Denzin and Lincoln (2005) assert that a qualitative research approach understands the human experience in specific settings. They mention that qualitative research is an interdisciplinary field which encompasses a wider range of epistemological viewpoints, research methods, and interpretive techniques of understanding human experiences.

However, qualitative research has been criticized for lacking the rigor and credibility associated with traditional quantitative research (Horsburgh 2003). With quantitative research the emphasis is on the accuracy of data and the extent to which data can be generalized. According to Denzin and Lincoln (2005) quantitative research concerns itself with the extent to which results are consistent over time (reliability) and whether the research truly measures that which it was intended to measure (validity) whilst qualitative research disagrees the notion that results can be generalized stating that meaning is historically situated and consequently no two people can experience the same problem in the same way.

A qualitative approach was required to gather insights from respondents. There is need to extract detail from respondents which might not be possible using a quantitative approach where there is no researcher presence.

3.3 RESEARCH PHILOSOPHY

Based on the philosophical assumptions adopted, research can be classified as positivist, interpretive and critical (Myers 1998). The study is based on phenomenology as its epistemological position. It is the researcher's assumption that there are multiple realities to human experiences as they experience the world. The researcher assumed that the participants in the study experience human resources practices independently as such the issue cannot be regarded as one reality but there is need to consider different perspectives of participants, this makes the research subjective rather than objective as in positivism studies.

The purpose of this research continues to be reiterated from chapter 1 as being to assess the impact of strategic human resources practices on organizational performance. It is heuristic

because it seeks to bring in understanding on the nature of relationship between SHRM practices and organizational performance.

Interpretivism is the research philosophy because of the nature of the study being primarily a social science and utilizes a naturalistic approach of data collection such as interviews and observations. From the perspective of epistemological position organizational performance cannot be set apart from the human resources strategies being implemented by the organization as these set the culture and work ethic. Appendix C depicts the differences between positivism and interpretivism.

In positivism the nature of reality is objective, tangible and single however in interpretivism reality is socially constructed and multiple, there can be different opinions about reality. The researcher for this study subscribes to the interpretivism approach because the researcher is not focusing on what is general, but what is unique and deviant which is the assumption of the interpretivist approach. Only when you can extract what is unique in your organization can you have competitive advantage.

The researcher's values where time consciousness, integrity and consent. Time consciousness was important for the research because, the NGO sector is fast paced, results timebound and people are less likely to participate in studies which are time consuming when they would rather focus on more programmatic things which are donor reported. As such the researcher ensured that the research tool was simple enough for the respondent to comprehend and not too long to require much time from the respondents. Ample time was spent examining the data to guarantee that the findings accurately reflect the way in which the participants construct meaning. To ensure that the integrity of the research was preserved the researcher consciously prevented against presenting personal experiences or opinions into the interviews but rather listened to the respondents and only sought clarity when unclear. The researcher remained aware of own biases and experiences as such did not bring them to the respondent's attention.

Consent was of great importance for without which the research would not have proceeded. The researcher made sure that there was consent both from the organization where the sample was drawn from and consent from the participants.

3.3.1   An inductive research approach

The researcher used an inductive approach. Qualitative data was collected through interviews using a structured questionnaire. The purpose of selecting an inductive approach was that the researcher wants to help build theory on SHRM and its relevance to organizational performance. Earlier in chapter 2 it was discussed that SHRM has been criticized for lacking a solid theory with regards to its impact on organizational performance. Gratton and Jones (2009) stipulate that an inductive approach generates the explanation from the data collected which is different from the deductive approach. An inductive approach aims at exploring new theory not reject or accept a theory as in deductive approaches. It is concerned with shifting from specific observations to broader generalizations and theories.

3.4   METHODS OF DATA COLLECTION

In qualitative research, there are three classes of data collection namely observation, interviews, and the use of personal documents or secondary data (Mouton & Marais 1991). For the current study, interviews using a structured questionnaire were used as the main method of data collection. The interviews were conducted using a structured questionnaire for data collection. The participants were asked several questions structured the same way to determine the respondents' perception of the researcher's assertions and the extent to which they agreed or disagreed with the statements.

The questions where phrased in such a way that a limited range of responses may be given. The questions were structured in such a way that each SHRM practice had a chance to be juxtaposed to an organizational performance outcome so that the level of impact can be deducted and ascertained.

3.5   RESEARCH INSTRUMENT

Several research instruments that can be used for research such as questionnaires or surveys, psychological tools, mechanical devices and qualitative measurements. For this research, the

researcher opted to use interviews using a structured questionnaire with open ended questions at the end.

In a structured questionnaire, the questions asked are precisely decided in advance. The questions are asked in the manner there are written in the same sequence, using the same style, for all interviews. Nevertheless, the structured questionnaire can be left slightly open to allow the interviewer to amend to suit the context, this is what the researcher implemented. Appendix D shows the research instrument.

The author preferred the structured questionnaire because it particularly does not require much cognitive action from the participants, it minimizes the amount of thinking that a respondent needs to complete the task thus it leads to leads to higher response and more accurate data. Structured questionnaires also made it easier for the researcher to quickly code and analyze the data. This reduces the amount of time required to analyze and interpret data.

3.5.1   Questionnaire development

The first part of the questionnaire included the demographic information that was then used for comparison of the different organizational strata. The second section of the questionnaire comprised of questions to capture insights on the specific areas of research.

The questions allowed the researcher to assess the extent to which the participants agreed with regards to the researcher's assertions, to capture their perceptions on the impact of SHRM practices such as training, recruitment, rewards, strategic planning on organizational outcomes namely productivity, competitive advantage and organizational development.

3.5.2   Pilot testing

A pilot study is a small study that tests that research. It is a crucial stage in the research project and is conducted to determine potential problematic areas and insufficiency of the instrument before it is administered to the participants.

The questionnaire was pilot tested on 5 individuals who did not eventually partake in the final study. Feedback that researcher received was that the questionnaire was complicated and the individuals did not understand what some of the terms meant. Others stated that the questions were too many, required much time from the respondents and the interviews were

taxing on the participants. The instrument was also given to an HR practitioner who also provided valuable input by establishing the validity of research based on the expert knowledge in the discipline, consequently avoiding falsified work from being accepted within an area of study. The feedback from the pilot study was important it allowed the researcher to revise and improve the research tool so that it would capture what it was intended to capture and improve the response rate.

Nevertheless, there were a few down sides to the pilot test one of which was the time constraint. The pilot test caused lengthy delays in the dissemination of research findings. It turned out to be a time-consuming process which placed considerable demand on the researcher.

3.6 POPULATION AND SAMPLING TECHNIQUES

Population in research refers to the group of people whom the findings of the research will be generalized or transferred to. Polit and Hungler (1999, p. 37) define population as being an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. (Polit and Hunger 1999, p. 95) also define sampling procedure/ technique as process of selecting a portion of the population to represent the entire population.

3.6.1 Population

In this study the population that was covered was 155 which was the staff compliment of the case organization at the time of the study. However, the population represent every person working for an NGO within the Health and Nutrition sector. At least 14% of NGOs in Zimbabwe are in the Health and Nutrition sector. According to zimfact.org The Health and Nutrition sector has the third highest population in Zimbabwe.

3.6.2 Sample size

A sample is a subset of a population selected to participate in the study, it is a fraction of the whole, selected to participate in the research project (Brink 1996:133). The case organization where the samples will be drawn from is FHI360. FHI360 in Zimbabwe has a staff compliment of at least190 employees and the researcher felt that the population was big enough to be able to draw a representative sample of the sector. The sample was selected

from FHI360 staff members. The researcher drew samples from both managers and non-managers. The researcher particularly targeted those staff members who had served at least 6 months or more at FHI360.

Initially the researcher intended to use a sample of 30 participants however because the interviews were time consuming she ended up using a sample of 18 participants.

3.6.3 Sampling method

In qualitative research, there are various sampling techniques one can use to recruit participants. The two most popular sampling techniques are purposeful and convenience sampling because they are suitable for all qualitative research designs. For this research purposive sampling was used by the researcher to recruit participants. Purposive sampling is a non-probability sampling method which, according to LoBiondo-Wood and Haber (1998, p. 249), is less vigorous and allows the researcher to pay attention to participants who are most likely to add value to the research. It has however been criticized for being subjective and less accurate than probability sampling method. In non-probability sampling not, every element of the population has an opportunity for being included in the sample (Burns & Grove 2001, p. 804).

Despite the above limitations the researcher chose to use purposeful sampling by selecting participants who had served at least 6 months with the organizations and had the ability to provide valuable information for the study. Participants selected by the researcher were those who had detailed knowledge of the organization, its history and how it had evolved in terms of performance.

The researcher also utilized convenience sampling in that the organization chosen to collect samples was an organization that the researcher had access to and would get consent to use the employees as a sample. Additionally, the researcher used participants who were close geographically and for those based at the district the researcher targeted those that had access to mobile phone network to increase response rate.

3.7   QUESTIONNAIRE ADMINISTRATION

FHI 360 operates around Zimbabwe in various districts and to disseminate the questionnaire to the districts outside of Harare where the researcher is based, the researcher used emails to send the questionnaires and those sent to the district offices were self-administered with some interviews done via telephone. For those based in Harare the researcher conducted the interviews in person. The researcher booked a venue were the respondents would feel comfortable responding to the questions and a venue which provided confidentiality to the exercise such that no one else would hear what was being discussed.

3.8   DATA GATHERING, PROCESSING AND ANALYSIS

According to Schwandt (2007, p. 6) "this it is the activity of making sense of, interpreting and theorizing data that signifies a search for general statements among categories of data." Therefore, one could infer that data analysis requires some sort or form of logic applied to research. The researcher conducted interviews using a structured questionnaire for data gathering and thematic coding to analyze the data.

3.9   RESEARCH LIMITATIONS

The researcher acknowledges the following limitations to the study. There is need for further study using other organizations to determine the extent to which the findings of this study can be generalized or if it applies to all organizations within the sector.

The study used interpretivism as an approach which has been criticized as being subjective than objective. Further research can be done using quantitative methods to test the researcher's proposition. However, for the study the researcher was not seeking to test hypothesis but to gather information on the perceived impact of strategic human resources practices on organizational performance to build on SHRM literature.

3.10   VALIDITY

Burns and Grove (2001, p. 226) define validity as the measure of truth or falsity of the data obtained through using the research instrument. It is classified as internal and external validity of the measuring instrument. For this research validity refers to the measure of truth or falsity of the assumed impact of strategic human resources practices such as training,

recruitment, rewards and strategic management on organizational performance. Burns and Grove (2001, p. 814) go on to assert that an instrument's validity is the extent to which the instrument reflects the abstract construct that is being examined. The pilot test was used by the researcher enhance validity and reliability.

Validity in qualitative research can be regarded as the extent to which the researcher provides enough detail to enable the reader to interpret the meaning and context of what is presented (Popey 1998). Koch (1994) asserts that the dependability of the research process can be determined by the degree to which the research delivers information and the process by which the product has been reached.

The purpose of this chapter was to keep in line with the important aspect of research which is validity. All discussions about data collection, methodology and data analysis were to be in line with the validity hallmark.

3.11 RELIABILITY

Reliability is the degree of consistency with which the instrument measures an attribute (Polit & Hungler 1999, p. 255). This means that the extent to which independent administration of the same instrument yields the same results under comparable conditions (De Vos 1998, p. 85). An instrument has higher reliability when the variations are less. Additionally, an instrument which is not valid cannot be reliable.

3.12 ETHICAL CONSIDERATIONS

Several ethical considerations were considered to ensure that the study was conducted in an appropriate manner:

a. Informed Consent

Informed consent refers to ensuring that people understand what it means to participate in a study, so they can decide in a conscious, deliberate way whether they want to participate. Informed consent is one of the most important tools for ensuring respect for persons during research.

An important ethical consideration that the researcher made was consent. Consent was sought from the organization where the sample was drawn from. Annexure E shows the letter from the university requesting for permission to conduct research which was subsequently stamped to show consent by the organization

Participants' consent was sought from the participants. No participants were forced to partake in the study and the researcher explained the purposes of the research to ensure that the participants were aware of what they were respond to. According to Silverman (2009) while it is common practice to request written consent, highly formalized ways of securing consent should be avoided in favor of encouraging relationships in which ongoing ethical regard for participants is sustained. For this research the researcher determined that verbal consent from participants to be enough so as not to bring discomfort to the participants. Additionally, Fritz (2008) has argued that the strength of qualitative research often lies in the informality of the communication as well as the interactive nature of the research process.

b. Confidentiality

Confidentiality was significant to the researcher. The researcher remained aware that participants may not want to be known for fear of victimization as such she advised them not to indicate their names or identity on the questionnaires. Further it was explained to the participants that their information would be kept confidential.

c. Beneficence

Beneficence requires a commitment to minimizing the risks associated with research, which includes psychological and social risks, and maximizing the benefits that accrue to research participants. Researchers must articulate specific ways this will be achieved. The researcher ensured that no harm was suffered by the participants during or after the study. Ensuring high confidentiality and anonymity ensured that this was observed.

3.13 CONCLUSION

This chapter discussed the research methodology, philosophical assumptions underlying the research. The researcher provided information on the data collection methods, research

strategy and justified why the research is of a qualitative nature. The chapter is a preamble to chapter 4.

CHAPTER IV

FRAMING AND ANALYSIS OF DATA

4.1 INTRODUCTION

This chapter reports and organizes the study findings. The findings will relate to the objectives of the study and the research questions which guided the research. The discussion in this chapter will be centered around the evidence gathered to determine the relationship between strategic human resources practices and organizational performance. Data were collected from interviews and self - administered questionnaires.

The researcher used the qualitative approach instead of quantitative approach, as alluded to in the previous chapters the research's main thrust was not to generalize findings but to build on strategic human resources theory and add on to the literature that supports human resources management as a key organizational function. Data was analyzed by focusing on the study objectives, research questions and researcher's proposed theoretical concept mentioned in Chapter two.

4.1.1 Research Objectives

This dissertation seeks to assess the impact of SHRM practices namely (training and productivity, reward systems, recruitment and strategic planning) on organizational performance outcomes (productivity, competitive advantage, organizational development) from an employee's and manager's perspective. To determine there is perceived relationship between strategic human resources practices and organizational performance.

The other objective is to find out how the HRM strategies that enhance performance are formulated, recommend which performance strategy works and how to implement the HRM strategy. Further the study sought to determine challenges of SHRM practices implementation within the NGO sector and recommend solutions to the challenges of implementing SHRM practices.

4.1.2 Proposition

The researcher's proposition is that performance in the NGO sector is being affected by non-implementation of strategic human resources practices such as training, recruitment, rewards and strategic planning. The researcher's argument is that implementation of SHRM practices will improve organizational performance.

4.2 RESEARCH PARTICIPANTS

As previously mentioned in the previous chapter, the respondents were drawn from FHI360 which is a non-governmental organization operating within the health and nutrition sector. The respondents included manager/supervisors and non-supervisory employees. This was so that the researcher could review perceptions from the different strata. Table 4.1 shows a summary of the sample size and how many participants were drawn from each function.

Table 4.1 – Summary of sample size

Total Population	Programs	Support	Total Sample Size
155	9	9	18

Source: Researcher

In the table above, it can be observed that the researcher split the organizational functions into two that is Support and Programs. Programs refers to those people working directly in a program, the technical staff employed by FHI360 whilst support refers to staff working to provide services such as human resources, finance and administration. The sample was drawn from the FHI360 Harare office and FHI 360 districts office. A total ofighteen participants responded and were used for the study.

4.2.1   Ethical considerations

This research was conducted guided by confidentiality, consent and doing no harm to respondents as its ethical guidelines. The researcher ensured that there was consent in writing from the organization were the sample was drawn from and that participants responses were kept confidential. No names were indicated on the questionnaire. By keeping the participants

identity and information confidential the researcher ensured there was no harm to the participants in the form of retaliation from management from information provided.

4.2.2   Response rate

Initially the researcher booked thirty interviews with participants however managed to use a sample of eighteen. Some of the participants cancelled because they had travelled, the other three were just not available for the interviews due to pressing work commitment and the researcher had to proceed with the twenty interviews only due to unavailability of some participants and time constraint. Of the twenty questionnaires some were self-administered.

 The response rate was high with a percentage of 72 % which the researcher deemed to be adequate to perform qualitative analysis.

4.3 DATA FRAMING AND ANALYSIS

The questionnaire contained three sections, Section A, B & C. Section A comprised of demographic data namely years of service, department or function, supervisory responsibility and district/location of operation. Section B contained structured questions which extract the respondent's feelings towards the researcher's assertions. Section C obtained data from open ended questions to determine which strategic human resources practices organizations should prioritize for sustained organizational performance. Section C was of utmost importance as in this section the researcher allowed the participants to explain which SHRM practices they felt had significant impact on organizational performance. These can be practices that were not previously suggested by the researcher.

Analysis involved addressing each of the research objectives, and what the data gathered will reveal. Research proposition/s stated in chapter one will also be deliberated on and how findings either support or reject the researcher's assertions.

4.3.1   Length of service with FHI360

Length of service was deemed important for the study. Employees with a longer length of service provided more information as they were aware of the trends of the organization's performance. Figure 4.1 shows the percentages of people who responded by length of service.
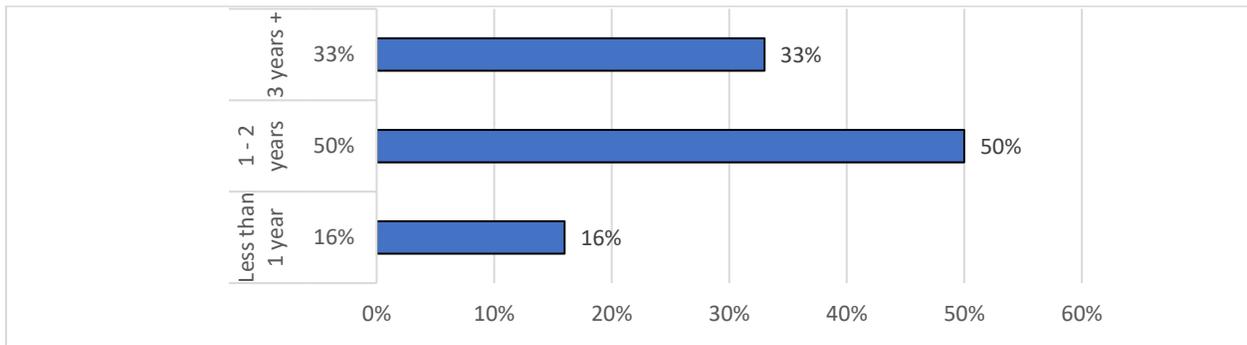
Figure 4. 1 – Length of service

Source: Researcher

At least 50% of the respondents had served two years with the organization, 33 % had served for 3 years or more. Only 16 % had served less than a year.

4.3.2 Gender statistics

The interviews were conducted with both genders' males and females. Figure 4.2 denotes how many people partook in the interviews based on gender showing that there were more females than males who participated in the study.
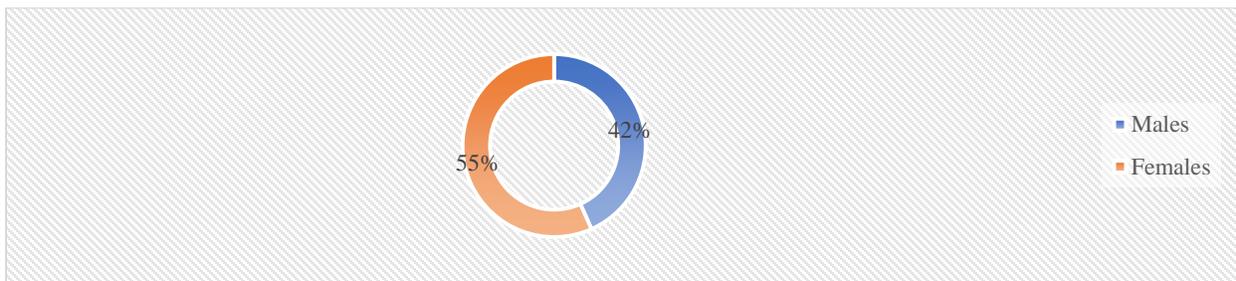
Figure 4. 2 - Gender distribution

Source: Researcher

Data shows that more women were willing to participate in the study than men. in words of the respondents were women and 42% were men. From the analysis women provided deep information and there was little need for the researcher to probe unlike with the male participants who tended to give short answers and required more probing. Males wanted to make the interviews as short as possible and gave quite brief responses so that they could get

back to their daily routine and unlike female participants who were more willing and had less divided attention during the interviews.

4.3.3 Respondents by Department or Function

Respondents were grouped based on their department or function that is either Support or Programs.
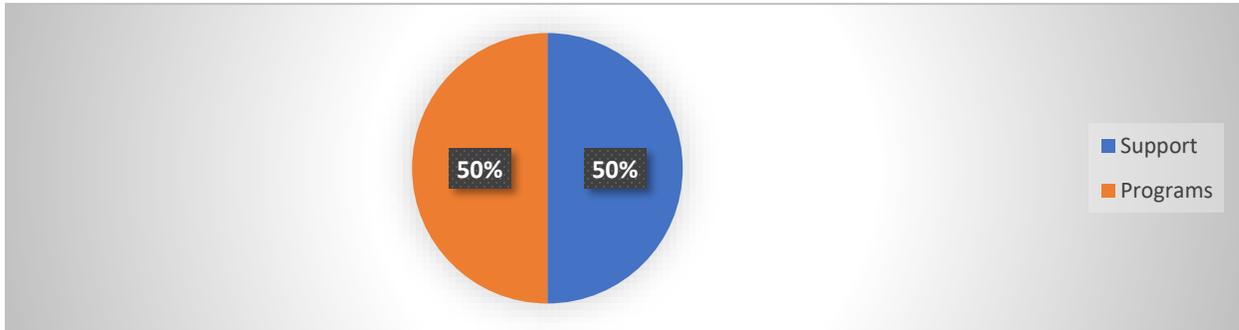
Figure 4. 3 - Respondents by function

Source: Researcher

Samples were drawn equally from both organizational functions. As mentioned earlier programs staff are those staff working directly under the three FHI360 projects namely DREAMS, ZHCT and MHURI projects. Support refers to staff that support projects operationally that is Finance, Administration, Human Resources and Procurement. It was important to get fair representation from both groups as they appear to experience the organization events differently.

4.3.4   Managerial vs non – managerial participants

Respondents were selected from both managers and non - managers to determine if assertions were the same across the board. Figure 4.4 shows representation from both groups.

Figure 4. 4 - Managerial vs non-managerial respondents

Source: Researcher

61% of the participants were drawn from non-managers, what contributed to this was that managers were less available for the interviews
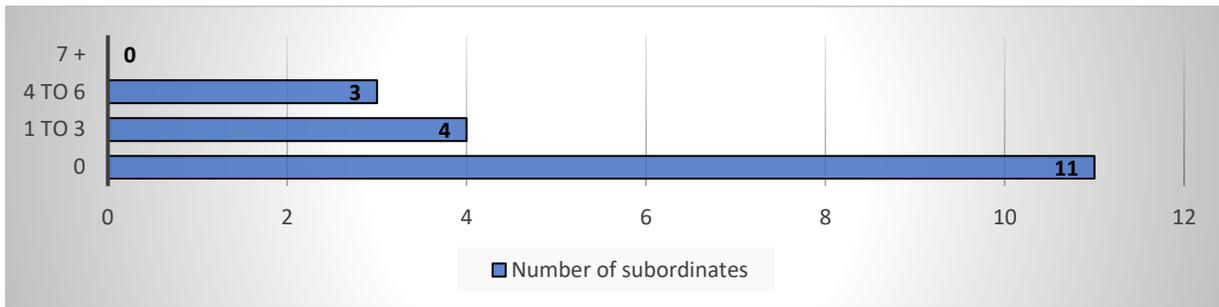
4.4 THEMATIC CODING

Section C of the questionnaire required the researcher to immense in the data and get familiar with data. Table 4.2 gives a summary of the qualitative responses and the themes that the researcher drew from the responses.

Table 4. 2 - **Summary of qualitative responses and formation of key themes**

Question	Summary of Responses	Codes
In your opinion what is the purpose/ role of the HR department?	Ensuring that the organization has qualified employees, who are rewarded and motivated Training of employees and seeing to staff welfare Staff development, motivation through attending to staff welfare issues, staff retention and morale To make employees happy by ensuring employee wellbeing, Staff development, improve staff performance, Recruiting the right people for the right jobs, Ensuring Law and compliance by staff, maintaining a	Recruitment – 8 responses Motivation – 11 responses Rewarding – 9 responses Training – 8 responses Retention – 4 responses Staff Welfare – 5 responses Performance Management – 9 responses Law and Compliance Compensation and Benefits

	safe environment,	
Which HR practices would you want the human resources department to prioritize to improve organizational performance?	Compensation and benefits to retain staff, Continuous – education, Training of employees, providing financing to training of employees, Performance Management and training, Employee welfare and morale, improve retention strategies, increase team building, forward thinking, Employees need to be rewarded for good performance for them to be happy, Incentives and wellness activities, planning for future staff needs,	Rewards and Benefits – 9 respondents Staff Retention – 5 respondents Training – 10 respondents Strategic HR planning– 10 respondents Performance management – 11 respondents Recruitment – 4 respondents
What should be changed or enhanced by the human resources department to continue to strengthen FHI360?	Communication with staff, Fast and constant feedback, giving rewards to employees for their hard work, some employees ride on other people's performance, be for the people not management, change management, Implement strategic management, Reward systems.	Communication – 13 respondents Rewarding – 11 respondents Strategic planning implementation – 8 respondents
In your opinion do you think HR has a role to play in the achievement of project / organizational goals? Yes/ No – State reason for your response	Yes – 14 responses, No – 4 responses Motivating employees improves performance Through ensuring that the organization is always adequately staffed For improved effectiveness staff welfare and training must be prioritized Key to success is motivation of employees and staff welfare Managing employee performance	Training Recruitment Motivation Performance management

Source: Researcher

Development of themes involved intensive data cleaning and analysis of data. The researcher had to review all information from the interviews to become familiar with the data. This led to the development of key themes. One can see from the table above that in the second column there is uncleaned responses from the participants whilst in the third column the researcher categorized and created themes for example statements such as, "*Ensuring that the organization has qualified employees, who are rewarded and motivated*" and "*Recruiting the right people for the right jobs*" can be broken down into the following themes, " Recruitment, motivation, rewards". This was the process of categorizing data and developing themes.

4.5 FINDINGS

The researcher's proposition mentioned at the beginning of the study was that, "Performance in the NGO sector is being affected by the non - implementation of SHRM practices." Further the researcher asserted that there appeared to be lack of appreciation of human resources management as a strategic organizational function.

Research findings support the researcher's proposition. When asked the first question of section C which said, "In your opinion what is the purpose/ role of the HR department?" respondents mainly cited, recruitment, training, motivation, rewards and performance management as the roles performed by human resources." There seemed to be general agreement between managers and non- managerial staff that certain HR practices have an impact on organizational performance.

The views differed when the researcher asked questions that relate to the implementation of the practices, that is where significant differences arose, for example whilst managerial staff felt that they were being rewarded for their hard work by the organization, non-managerial staff were of the opinion that they were not being rewarded for their hard work, when probe some indicated that there was selective rewarding by management and there was need to

ensure that rewards are applied fairly across the board. Nevertheless, findings did support the researcher's proposition.

Additionally, as previously mentioned the researcher proposed that there is lack of appreciation of human resources management as a strategic human resources function, this is evidenced by the lack of strategic planning as an HR function in the participants responses. This is one of the knowledge gaps that this research seeks to address as will be deliberated on in chapter 5.

4.5.1 Researcher's theoretical concept before data collection

In Chapter two the researcher highlighted that the study was based on the resource-based view which according to Armstrong (2006) is the resources in an organization that results in its different character and generates competitive advantage. The researcher's initial theoretical concept discussed in Chapter two is depicted in the diagram Fig 4.5 below:

| Organization Strategic Plan | + | SHRM Practices | = | Organizational Performance Outcomes |
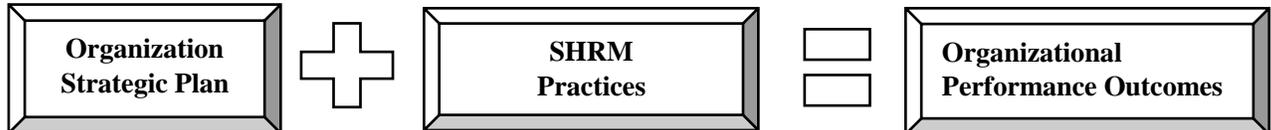
Figure 4. 5 - Theoretical concept 1

Source: Researcher

Organizational Strategy and SHRM practices namely, Training, Reward systems, Recruitment and Strategic planning lead to Productivity, Competitive advantage, Organizational development.

The researcher's argument was that strategic human resources practices namely Training, reward systems, recruitment, strategic planning have an impact on organizational performance. The researcher's assertion was that the proposed 4 HRM practices will be the popular practices that will emerge in the study. However, after data collection and analysis a new framework emerged. Figure 4.6 shows the new framework supported by the research findings.

Figure 4. 6 - Theoretical concept 2

Source: Researcher

A slightly different framework emerged where Human resources management informs organization strategic plan and organizational strategic plan informs human resources management. The relationship is now two way. One can note that recruitment has been substituted by performance management as a key human resources practice, though participants mentioned recruitment as an area of priority the popular human resources practices from the study, the felt that practices such as training, strategic human resources planning, rewards, performance management.

4.5.2 Impact of SHRM practices on organizational performance

A key objective to the study was to assess the impact of SHRM practices namely (training and productivity, reward systems, recruitment, strategic planning) on organizational performance outcomes (productivity, competitive advantage, organizational development) from an employee's and manager's perspective. Data from the study shows that employees and managers agree on the fact that recruitment, training, reward systems and strategic planning have an impact on organizational performance. 100% of the respondents either agreed or strongly agreed that training has a positive impact on their performance. 55% disagreed that there were training opportunities at FHI360 most of these respondents were non-managerial employees. At least 66% disagreed with the assertion that there was no relationship between their performance and rewards. 77 % indicated that they have not been rewarded for their hard work by the organization. Respondents shared the same perception that training opportunities would make FHI360 a better place to work. As such available data from the study supports that training has a positive impact on organizational performance.

Respondents were also asked to rank proposed SHRM best practices in terms of which affected which organizational performance outcome the most. Results show that Training impacts productivity the most with 61% of the respondents selecting training as a variable which has the greatest impact on productivity. 61% responded that reward systems impact competitive advantage the most, recruitment has a 50-50% impact on competitive advantage and organizational development whilst 72% responded that strategic planning impacted organizational development the most.

To summarize the impact of SHRM practices on organizational performance respondents were asked which SHRM practice would have the greatest impact on organizational performance. 50% of the respondents which became the majority felt that reward systems have the greatest impact, followed by strategic HR planning with 34%, training with 16% and recruitment with 0%.

Further data supports that rewarding enhances organizational performance. Twelve of the respondents disagreed with the statement that there was no direct relationship between rewards and their performance, this denotes that there is a relationship between rewarding and performance. Additionally, 100 % of the respondents either agreed or strongly agreed that incentives for good performance would improve their performance. 72% of the respondents disagreed with the statement that they have been rewarded for their hard work at FHI360 with, 0.05 stated that they were neutral and 27 % agreed that they had been rewarded for their hard work.

4.5.3 Challenges when implementing SHRM practices

One of the objectives of this study was to determine the challenges that organizations may anticipate when implementing SHRM initiative or challenges: To determine the challenges of implementing SHRM practices the researcher used secondary data from other studies to come up with eight challenges for the respondents to choose from. From the study the top four challenges from respondents that had the potential to hinder the implementation of SHRM practices:

Complex initiatives that may not be understood by staff ranked highest with 77% of the respondents indicating that this would be a challenge when trying to implement SHRM practices. Second ranking challenge was "*The tendency of long serving employees to cling to the status quo*" this was supported by non-managerial employees mainly and probing by the researcher revealed that non - managerial employees felt that management was not flexible and willing to accept change or new practices. The third for seen challenge is "*Inconsistencies between corporate strategies and values.*" Participants believed if there are inconsistences between the implemented strategies and organizational values then the strategy will not succeed. Lastly "*The tendency of employees in diverse organizations to accept initiatives they believe to be relevant*" has the potential to impede implementation of SHRM practices.

4.5.4 Strategic HR gaps identified

At least 61% of the respondents disagreed that there was someone who could succeed them internally, responding to the question on succession planning, 11% were neutral and the remaining minority agreed that there was someone who could succeed them. This shows that there is need to come up with a strong succession planning program. This will be discussed further in the following chapter.

Additionally, retention of staff is an area needing improvement. Data shows that 55 % of the employees disagreed that they could see themselves working for FHI360 same time next year. These finding show a gap that will be addressed in chapter 5. There is need for HR strategy which ensures there is succession planning and retention of skills.

Another gap identified in the study is the need for enhanced communication, strategic shift and transformational leadership by management

4.6 CONCLUSION

This chapter discussed the research findings and interpreted them to make sense to the reader. Key thematic issues arising from the findings were discussed and how the research findings relate to the study objectives. The conclusion is that strategic human resources practices have a positive impact on organizational performance, training, rewarding,

performance management and strategic planning, this is because they enhance employee productivity, competitive advantage and organizational development.

Chapter 5 will discuss conclusions and recommendations.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In this final chapter conclusions and recommendations basing on findings and data analysis in chapter 4 will be discussed. Limitations and areas of further research will be deliberated at the end of the chapter. The purpose of this dissertation was to ascertain the impact of strategic human resources practices on organizational performance. The research questions that shaped the study and assisted the researcher to achieve objectives were:

What is the impact of SHRM Practices and Organizational performance? How are human resources strategies formulated and implemented? What are the challenges of implementing SHRM within the NGOs operating in the Health and Nutrition sector? What HRM strategies can be recommended to improve organizational performance? How can NGOs overcome challenges of implementing SHRM practices?

The researcher used a qualitative approach, using interviews and a structured questionnaire as the data collection tool. The background problem was that performance within the NGO sector is being affected by the non-implementation of strategic human resources practices. Lack of forecasting the future HR needs of organization has resulted in the rise of HR problems such as increased labour turnover resulting in downtime, high leave liabilities, and to the extreme extend loss of donor funding.

The issue of performance is critical for NGO's and an area of much interest therefore findings of this research are crucial for the Non-Governmental sector particularly in Zimbabwe. For non- govern-mental organizations to continuously receive funding they need to deliver, as such research should never tire of finding ways to improve organizational performance.

5.2 ACHIEVED OBJECTIVES

Assessing the impact of SHRM practices on organizational performance was one of the objectives of the study. The researcher was particularly interested in practices such as training, recruitment, reward systems and strategic planning on organizational performance. The research met this objective as most participants agreed that SHRM practices namely training, reward systems and strategic planning do have a significant impact on organizational performance.

However, from the research another HR practice was propounded as being more important than the one of the proposed practices by the researcher that is performance management which replaced recruitment. From the study it can be deduced that these four practices have positive impact on organizational performance and policies that support the above - mentioned practices should be encouraged.

5.3 CONCLUSIONS

The study came to the following conclusions

5.3.1 Impact of strategic human resources practices on organizational performance

It can be concluded that strategic human resources practices mainly training, performance management, rewarding and strategic planning have a positive impact on organizational performance through increasing employee productivity, organizational competitive advantage. It is the employee's both managers and non-managers perception that the practices above improve their performance as such are crucial for sustained organizational performance. This is in line with the Paauwe and Richardson (1977) frame-work discussed in Chapter two.

5.3.2 How human resources strategies are formulated and implemented

From the study it can be concluded that the formulation of human resources strategies for sustained organizational performance should be centered around strategies that are aligned to the organization's values, staff welfare, staff training, rewarding and performance management to enhance staff capability as these came out from the study as factors that would enhance performance.

Additionally, participants supported the notion that high involvement management human resources strategy would be the best strategy for sustained organizational performance. This strategy hinges on employee decision making, autonomy, power, access to information, training and incentives.

5.3.3 Challenges affecting implementation of Strategic Human Resources practices

In the study the researcher proposed several potential challenges that can impact the implementation of strategic human resources practices. Overall, the study concluded that the following four challenges affect the implementation of strategic human resources practices:

Complex initiatives that may not be understood by staff, the tendency of long serving employees to cling to the status quo, inconsistencies between corporate strategies and values, the tendency of employees in diverse organizations to accept initiatives they believe to be relevant. These barriers must be dissolved for the success of the implementation of human resources strategic initiatives.

5.3.4 Solutions to challenges affecting the implementation of strategic human resources practices.

Initiatives should be simple and understandable for staff as complex initiatives impede the success of strategic human resources practices. Another solution will be Management Development Program for management to facilitate transformational leadership, so that management will be inclined to accept change and embrace culture change. Initiatives need to be aligned with organizational values such that there is no conflict. In line with UBUNTU, a mental shift through constant communication and feedback is required to enable transparency and the development of teamwork. Communication blocks affect the success of SHRM strategies and must be avoided through two-way communication between managers and subordinates.

5.4 CONTRIBUTIONS

5.4.1 THEORETICAL CONTRIBUTION

As mentioned in the literature review in chapter two strategic human resources management has been criticized for lacking a strong theory. This study has contributed to the development of SHRM theory by demonstrating that there is a perceived link between such practices and organizational performance by both employees and managers. Benefit to theory is that the study highlighted the two - way relationship between strategic human resources practices and organizational strategy.

Non-governmental organizations within Southern Africa particularly in Zimbabwe can benefit from this knowledge. Whilst organizational strategy informs human resources, the strategy should similarly be informed by human resources to harvest the best in people.

5.4.2 METHODOLOGICAL CONTRIBUTION

This study used a qualitative approach using a structured interview. This ensured that the researcher gives the opportunity to the respondents to explain their views. This approach was important because the researcher sought to explore the impact of strategic human resources practices on organizational performance. Future studies can then use quantitative methods to test the hypothesis that strategic human resources practices namely training, performance management, rewarding and strategic planning have an impact on organizational performance outcomes namely productivity, competitive advantage and organizational performance.

5.5 POLICY RECOMMENDATIONS

Policies that support strategic human resources management need to be implemented. These policies will help curb that effect of human resources problems such as increased labour turnover and leave liability mentioned in Chapter 1. These policy changes include:

Introduction of study leave, educational loans and training by the organization, whilst this improves employee productivity it is also a retention strategy. As organizations work towards retaining staff they decrease labour turnover reducing downtime.

A succession planning policy to cater for staff gaps that arise abruptly needs to be implemented, from the study 65% of staff felt that should they leave the organization there is no one internally that has been groomed to succeed them. Organizations need to identify key positions which if left vacant would intervene with organizational performance and work towards upskilling the positions below that position.

Workforce planning policy will guide human resources so that human resources can recruit beforehand and plan for the organization's human resources needs. This will improve organizational performance.

5.6 MANAGERIAL RECOMMENDATIONS

It is evident from the findings that programs that support the implementation of strategic human resources will improve organizational performance. It is necessary for management to undergo a management development program for leadership transformation to facilitate positive change. It was mentioned above that one of the challenges that will most likely affect the implementation of strategic human resources management is the tendency of long serving employees to resist change and stick to the status quo. This can be curbed by structing a management development program.

5.7 GENERALIZATION OF FINDINGS

These findings apply to NGOs that are operating within the Health and Nutrition sector in Zimbabwe. However, a quantitative approach needs to be used so that one can objectively generalize the finding of this study to the greater population.

5.8 RESEARCH LIMITATIONS

The study was confined to one organization within the NGO sector under health and nutrition. There is room to explore the concept with several organizations to better corroborate the findings of this study. Some would also argue that a qualitative approach has its limitations in terms of its subjectivity, however the researcher adopted this approach so that she could gather insights and rich data from the study.

5.9 AREAS OF FURTHER RESEARCH

As highlighted above there is need to test the researcher's final findings that is strategic human resources practices namely training, rewarding, performance management have a positive impact on organizational outcomes that is productivity, competitive advantage and organizational development a quantitative approach will empirically test the researcher's assertions so that the results become more generalizable.

In chapter two it was mentioned that measuring organizational performance remains a loosely defined construct. This is another area of research particularly in the NGO sector. The researcher noted that it was difficult to define productivity as a measure of organizational performance for none profit making organizations more over one cannot introduce profitability as a measure of organizational performance in the NGO sector.

5.10 CONCLUSION

The just ended chapter discussed the researcher's findings and how non-governmental organizations and SHRM theory can benefit from the findings of this study. The study concluded that SHRM practices namely training, rewarding, performance management and strategic planning have a positive impact on organizational performance through enhancing employee productivity, competitive advantage and organizational development. Challenges that may affect the implementation of SHRM practices include complex initiatives that may not be understood by staff and the tendency of long serving employees to cling to the status quo. Organizations should therefore implement structures and polices that support strategic human resources.

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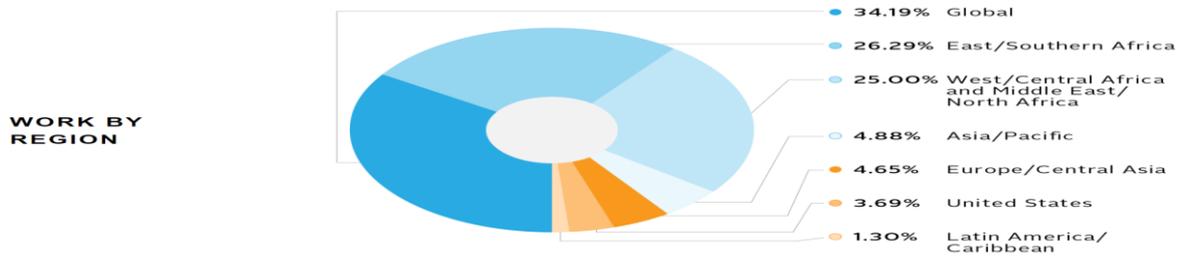
ANNEXURE B

ABOUT FHI360 GlOBAL

Fig: 1.1 FHI 360 work by region

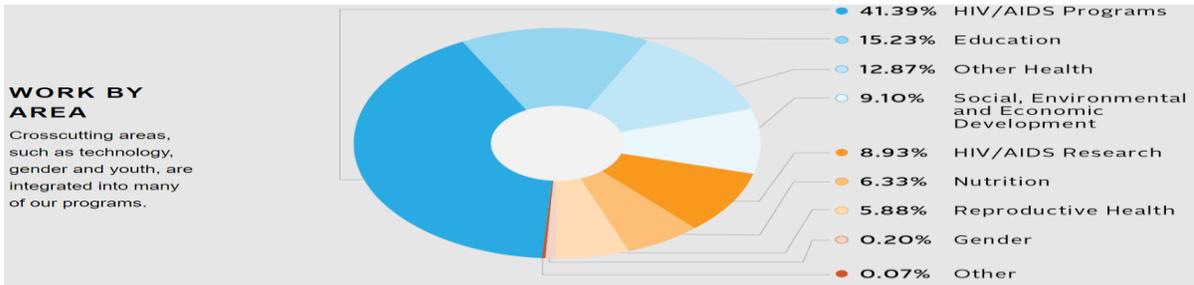Source: FHI360 website

Fig 1.2: FHI360 Work by area

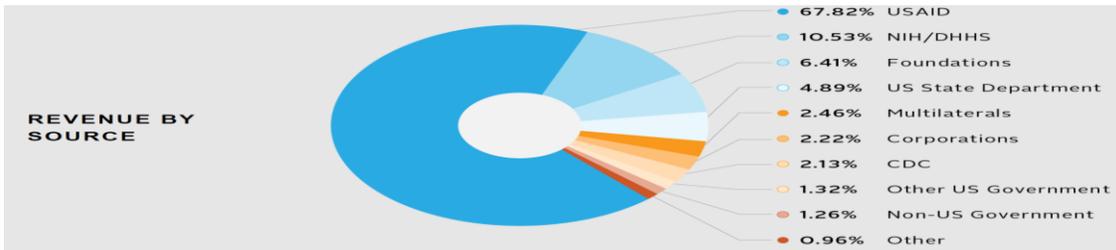Source: FHI360 Website

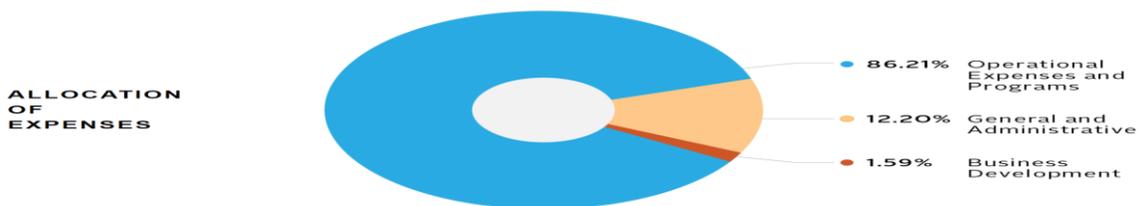**Fig 1.3: FHI 360 Revenue by source**

Source: FHI360 Website

Fig 1.4: FHI 360 Allocation of resources

Source: FHI360 Website

APPENDIX C

Differences between positivism and interpretivism

Assumptions	Positivism	Interpretivism
Nature of reality	Objective, tangible, single	Socially constructed, multiple
Goal of research	Explanation, strong prediction	Understanding, weak prediction
Focus of interest	What is general, average and representative	What is specific, unique, and deviant
Knowledge generated	Laws Absolute (time, context, and value free)	Meanings Relative (time, context, culture, value bound)
Subject/Researcher relationship	Rigid separation	Interactive, cooperative, participative
Desired information	How many people think and do a specific thing, or have a specific problem	What some people think and do, what kind of problems they are confronted with, and how they deal with them

Source: Pizam and Mansfeld (2009)

APPENDIX D

Departure from HRM to SHRM

Differences between HRM and SHRM	
Human Resources Management (HRM)	**Strategic Human Resources Management**
Traditional HRM focuses on employee relations and administrative issues	Focuses on strategy and obstacles to organizational operations
Focuses on operations and has short term goals	Focuses on the long range
Transactional and reactive for example HR staff place job advert, based on departmental requests for additional staff, process terminations and resignations, answers questions to do with payroll etc.	Proactive because HR is engaged as partners in the formulation of long-range strategic direction. Issues of workforce planning are taken into consideration
HR practitioners in traditional HRM are highly specialized for example recruitment specialist and benefits administrator.	Encourages cross functionality in which HR specialists are aware of the impact they have in every area of the HR Department

Source: Mayhew (2018)

APPENDIX E

Dear Sir/ Madam, my name is Tafadzwa Chizunza. I am currently studying for a Master of Business Administration Degree with the University of Zimbabwe. In partial fulfilment of the requirements of the program students are required to conduct research in their final year of study. It is the purpose of this research to explore the effect of strategic human resources practices (SHRM) on organizational performance with a focus on how practices such as recruitment, training, rewards and HR strategic planning impact organizational performance outcomes namely productivity, organizational development and competitive advantage. Your contribution to this study is of great importance kindly spare a few minutes of your time to answer the questionnaire below: *Do not write your name anywhere on this document*

Section A

1. Select your length of service with FHI360:   Less than 1 year ☐   1-2 years ☐   3+years ☐
2. What is your gender?   Male ☐   Female ☐
3. Which department or function do you belong to?   Support ☐   Programs ☐
4. Indicate the number of people you supervise: 0 ☐   1-3 ☐   4-6 ☐   7+ ☐
5. Select your location: Harare Country Office ☐   District / Provincial Office: ☐

Section B

B1 - Select your level of agreement with the following statements

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. Training improves my performance					
b. Training will make me achieve my targets					
c. There are training opportunities at FHI360					
d. Opportunities for training make FHI360 a better place to work					
e. I have done a course on FHI Learns in the past 3 months					
f. There is no relationship between rewards and my performance					
g. Incentives for good performance would improve my performance					
h. I have been rewarded for my hard work at FHI 360					
i. FHI360 employs highly qualified personnel					
j. The nature of staff recruited influences organizational performance					
k. The recruitment decisions being made today are moving us forward to achieving our goal					
l. Should I leave there is someone who can succeed me internally					
m. HR has an important role to play in the future of the organization					
n. FHI360 is a well-respected human development organization					
o. I can see myself working for FHI360 same time next year					
p. Employee wellbeing is considered at FHI360					
q. There is transparency and regular communication					

B2. Match each HRM practices below to one of the following organizational performance out-come it will impact the most	Productivity	Competitive advantage	Organizational Development
1. Training			
2. Reward systems			
3. Recruitment			
4. Strategic planning			

B3. In your opinion which of the following SHRM Practices has the greatest impact on organizational performance (select one)?

    a. Training ☐   b. Reward Systems ☐   c. Recruitment ☐ d. Strategic planning ☐

B4. Select one of the HR Strategies/plan you think will be most effective for improved organizational performance?

    a. High performance management (HR strategy which comprises of practices that can facilitate employee involvement, skill enhancement and motivation) ☐

    b. High commitment management (HR Strategy which focuses on employees, as assets to be developed rather than as disposable factors of production) ☐

    c. High involvement management (HR Strategy which focuses on employee decision making, power, access to information, training and incentives) ☐

B5. Which of the following challenges will most likely affect implementation of HR Strategies (you can select more than one)

    a. The tendency of employees in diverse organizations only to accept initiatives they perceive to be relevant ☐

    b. The tendency of long serving employees to cling to the status quo ☐

    c. Complex initiatives that may not be understood by staff ☐

    d. Difficulty for initiatives to gain acceptance as they may be interfering with daily work ☐

    e. The extent to which senior management is trusted ☐

    f. The inconsistencies between corporate strategies and values ☐

    g. A bureaucratic culture which leads to inertia or rigidity ☐

    h. Lack of funds to implement the strategy ☐

Section C – Open ended questions

C1. In your opinion what is the purpose/ role of the HR department?

_____

_____

C2. Which HR practices would you want the human resources department to prioritize to improve organizational performance?

_____

C3. What should be changed, enhanced or developed by the human resources department to continue to strengthen FHI 360?

_____

_____

C4. In your opinion do you think HR has a role to play in the achievement of project targets/ organizational goals? **Yes / No**

Please state a reason for your above response: _____

_____

THANK YOU FOR YOUR TIME!