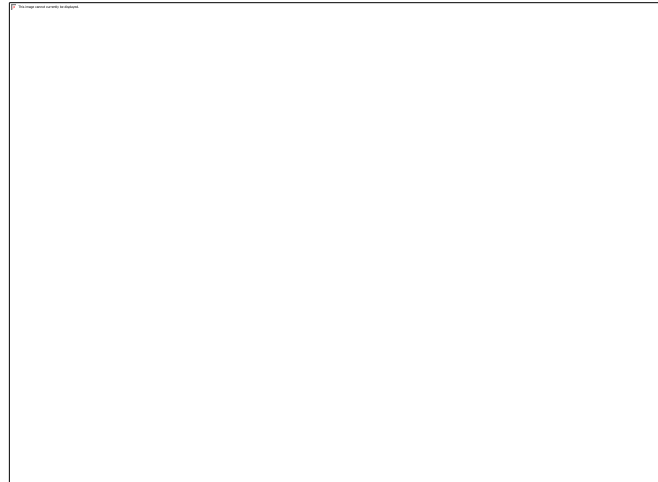**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

FACULTY OF COMMERCE

DERPARTMENT OF HUMAN CAPITAL MANAGEMENT

ANALYSIS OF HUMAN RESOURCES POLICIES ON ORGANIZATIONAL PERFORMANCE: A CASE OF DAIRIBORD ZIMBABWE PRIVATE LIMITED.

A Dissertation Submitted in Partial Fulfilment of the Requirement of the Bachelor of Commerce (Honours) Degree in Human Capital Management Bindura University Of

Science Education By:

Paidamoyo Alice Basvi (210935B)

Year June 2025

Supervisor: Dr. M. Mapuranga

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Submitted by **PAIDAMOYO ALICE BASVI,** Registration Number **B210935B** in partial fulfillment of the requirements of the Bachelor of Commerce Honours Degree in Human Capital Management

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I declare that this research project is my original work and has not been copied or extracted from previous sources without due acknowledgement of the source.

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DEDICATION

I dedicate this project to my role models the ones who encouraged me to become what I am today and give me courage to pursue my studies up to this point. I thereby dedicate this to my father Jonathan Zvidzayi Basvi, my mother Evelyn Tafadzwa Basvi, my brothers Simbarashe Basvi and Tinotenda Basvi. (Family)

ABSTRACT

The current study was focused on an analysis of Human Resources Policies on organizational performance at Dairibord Zimbabwe Private Limited. The studies objective was to evaluate the influence of employee engagement policies on organizational performance at DZPL, to assess the effectiveness of compensation and benefit policies on organizational performance at DZPL, to explore the influence of employee relations policies on organizational performance at DZPL and recommend implementable HR policies for DZPL. The study engaged Dairibord Zimbabwe Private Limited Company managers, employees and former employees who were the respondents in the study. The study design was mainly descriptive and both qualitative and qualitative research methods were used to capture the data. Questionnaires were employed as the main research instruments and the response rate was very high. The researcher used stratified sampling method to collect data. Finding have revealed that there is significant relationship between Human Resources Policies and organizational performance, indicating policies such as compensation and benefit, employee relations and employee engagement polices contributes positively to the overall success of the organization. The study recommended that organizations should introduce comprehensive initiatives for employee engagement to tackle low level of job satisfaction, it also recommend carrying out in depth review and restructuring of the compensation systems to rectify the prevalent dissatisfaction regarding pay fairness and transparency and the study also recommends enhancing employee relations through improved communication strategies, such as regular town hall meeting and transparent grievance procedures to mitigate the existing trust deficit and information gaps.

Key words: Human Resource Management, Human Resource policies, Organizational performance and relationship or HR Policies and organizational performance.

Contents

LIST OF FIGURES

LIST OF TABLES

ACRONYMS

DZPL: Dairibord Zimbabwe Private Limited

HRM: Human Resource Management

HRP: Human Resource Policies

RBV: Resource Based View

HCT: Human Capital Theory

SHRM: Strategic Human Resource Management

BBBEE: Broad Based Black Economic Empowerment

OECD: Organizational Economic Cooperation and Development

USA: United States of America

ILO: International Labour Organization

CHAPTER 1

BACKGROUND AND ITS SETTING

1.1 Introduction

This study delved into the critical relationship between human resources policies and organizational performance, with a focused analysis on Dairibord Zimbabwe Private Limited. It sought to unravel how HR policies shape a company's competitive edge, culture and long term success. The study was aiming to provide insights into best practices and strategic approach that could be used to enhance HR policy implementation for improved organizational outcomes in Zimbabwe dairy industry. This chapter was aimed at providing background of the study, statement of the problem, purpose of the study, significance of the study, assumptions of the study, delimitations of the study, limitations of the study, definition of terms and chapter summary.

1.2 Background of the study

The modern business landscape is characterized by rapid changes, intense competition and increasing demands for organizational efficiency. Studies has proven that specific HR policies such as recruitment, employee development and performance management directly impact on employee motivation, retention and performance when they carried a study of relationship between HR polices and organizational performance. Research has also shown that HR policies can influence organizational performance (Huselid, 1995). Effective HR policies can lead to improved employee outcomes such as job satisfaction, low turnover and high productivity (Guest,2011). However, there is still a gap in understanding how these policies are implemented and adapted in different context, especially in developing economies like Zimbabwe, where organizations face economic challenges such as operating in emerging economies or under harsh conditions, like fluctuating markets or economic instability, which led in challenges in aligning HR policies with organizational performance reducing the chances of competitive advantage.

Worldwide organizations also face challenges in aligning their human resource policies with strategies that effectively enhance organizational performance. This problem is notable in developing countries where differing economic, cultural, and regulatory factors affects the

implementation and the effectiveness of HR policies. The main problem that international developed countries face include balancing flexibility with job security, maintaining employee engagement and motivation, adapting to technological changes, and ensuring alignment between employee skill and organizational needs.

International perspective has it that, in United States of America, the main challenge that is affecting America is balancing employee motivation with job flexibility. The "at will" doctrine of United States of America allows employers to terminate an employee's contract at any time, without reasons or cause. Similarly, employees are also free to leave their jobs at any time. This employment culture of "at will" means that employees may have less job security, potentially leading to reduced loyalty and high turnover. According to (Cascio,2006) the US doctrine "at will" employment promotes flexibility and cost effectiveness and if not managed effectively, it can have a detrimental impact on employee morale and engagement. (Cascio,2006) noted that to achieve sustainable performance, it is essential to strike a balance between flexibility, employment growth and job security. However, to address employee turnover, USA companies are implementing employee engagement initiatives. These comprehensive programs focus on enhancing job satisfaction and reducing turnover rates through various incentives for instance, some corporations like Google offers extensive wellness programs featuring on-site gyms, healthy dining options and mental health resources. Additionally, Google offers robust health insurance coverage and encourage staff participation in fitness activities, fostering a supportive work environment.

According to Cascio (2006) United states have implemented various strategies to address workplace challenges including adaptable work arrangements and professional development initiatives. Many companies in United States organizations now offer flexible scheduling and remote work options, acknowledging the importance of work-life balance in attracting and retaining top performers. Companies in America are investing heavily in employee growth, providing ongoing training and up skilling opportunities to ensure their staff remains current with industry demands. The significance of aligning HR policies such as training and performance evaluation with organization's overall strategic objectives drives business success (Huselid,1995).

Germany's labour market is characterized by stringent regulations which can occasionally impede organizational agility. Germany labour market regulations are designed to protect employee's rights and provide job security (Hall &Soskice,2001). These robust job security laws benefits

employees, they restrict an organization's capacity to rapidly respond to shifting market conditions. For instance, Germany introduced a national minimum wage in 2015, which applies to most employees. The wage is adjusted annually, and the employer must pay at least the minimum wage to their employees. While this protects low-income workers, it can limit employer's flexibility to negotiate wages, have been reported by (Hall &Soskice,2001). Moreover, reconciling traditional apprenticeship models with demands of emerging industries pose a significant challenge. To address this issue, German companies are implementing innovative strategies including co-determination policies, dual education systems and digital transformation initiatives. (Hall & David,2001) found out that by engaging employees in decision- making processes through works council, companies can strike a balance between jobs security and business needs. Germany's dual education systems ensure that apprenticeship and vocational training programs remain aligned with evolving industry standards, thereby maintain a competitive workforce. Germany companies are investing in digital skills training programs to equip employees with expertise necessary to thrive in rapidly changing technology landscape (Hall &Soskice,2001).

The traditional Japanese emphasis on lifelong employment may hinder organizational flexibility, making it difficult for businesses to react to changes in the economy or in technology. Even though seniority-based systems offer job stability, they may unintentionally demotivate younger workers to perform well (Takeuchi, 2009). Japanese businesses are implementing creative management techniques, such as performance-based evaluations, a Kaizen culture of continuous development, and encouraging employee mobility, to overcome these constraints. To increase motivation and efficiency, some Japanese companies are switching from traditional seniority-based methods to performance-driven appraisals. Nonaka & Takeuchi's (1995) research emphasizes Japan's emphasis on employee-driven problem-solving and tacit knowledge, which promotes ongoing improvements but may impede decision-making in the fast-paced global market of today. The kaizen approach ensures employees are continually engaged in skill development, enabling companies to better navigate economic and technological changes.

The United Kingdom is navigating the complexities of balancing flexibility with employee rights. Despite having a moderately regulated labour market, UK faces new challenges in managing performance due to shifting patterns, such as the rise of remote work, have been reported by (Guest,2011). To address these issues, UK organizations are implementing flexible working

3

legislation, robust performance management systems and innovative public-private training partnership. (Guest,2011) found that, UK government has introduced laws supporting flexible work arrangements enabling employees to strike a better balance between personal life while maintaining productivity. Companies are investing in comprehensive performance management systems, fostering continuous feedback and improvement, and aligning employees with organizational objectives. Research highlights the importance of adopting a strategic approach to human resources in the UK, emphasizing the need to align HR policies with organizational strategy to achieve high performance particular in uncertain economic conditions (Guest,2011).

Different countries face unique challenges in managing HR policies to enhance organizational performances. Unites State of American and United Kingdom focus on flexibility and employee engagement, while Germany emphasize job security and vocational training. Japan's approach, which balances stability with continuous improvement, is evolving towards more performance – based models.

Regional perspective has it that organizations in African countries encounter distinct hurdles when attempting to align their human resources policies with strategies that drive organizational success. These challenges stem from a complex interplay of factors, including economic limitations, restricted access to education and training and disparate regulatory framework across the continent. As a result, the development of effective HR policies that foster employee engagement, facilitate skill development and boost productivity is often impeded.

South Africa's labour market is confronted with significant obstacles, including unemployment, skill deficiencies and substantial inequality (Bezuidenhout & Buckley, 2020). The country's business face difficulties in attracting and retaining skilled personnel particularly in sector with limited talent pools. The legacy of apartheid has resulted in a persistent gap in skills development and labour participation, reported by International Labour Organization (ILO). To address these challenges South African companies have implemented strategies such s Broad-Based Black Economic Empowerment (B-BBEE), leadership development programs and employee wellness initiative. By adopting B-BBEE policies, South African companies have bridged the skill gap by promoting the training and hiring of previously disadvantage groups (Bhorat,2018). Researchers have emphasized the importance of skill development and transformation policies like B-BBEE in addressing inequality and fostering inclusive economic growth (Bezuidenhout & Buckley,2020).

According to (Horwitz,2015), experts highlighted the need for policies for promoting vocational training and technical skills development to address socio- economic disparities. In response to social and economic stressors, many South African companies offer wellness programs focusing on healthcare, financial well-being and mental support for employees.

Nigerian organizations contend with a myriad of challenges, including economic instability, a burgeoning informal labour market, and inadequate infrastructure. According to the National Bureau of Statics Nigeria, the unemployment rates in Q2 (2023) was 4.2%, which is an increase of 0.1% from the figure recorded in Q1 (2023) 4.1%, particularly among young people creating a highly difficult for companies to attract and retain skilled workers. Research by (Adewale, Aboiaji & Kalade,2011) underscores the importance of human resources practices, such as training and development in addressing workforce challenges in Nigeria. According to Nkechi, Ikechukwu & Okechukwu (2012) in their universal journal of education and general studies noted that, to mitigate these issues, Nigerian companies have adopted innovative strategies including the implementation of training and developing programs, performance based incentives and flexible employment practices. Many organizations are investing in in-house training initiatives to enhance employees' skill and compensate for gaps in formal education. To motivate employee and improve productivity, many Nigerian organizations offer performance –related bonuses and incentive despite economic challenges.

Kenya deals with high rate of employee turnover, skill development challenges and increasing demand for technological skill. According to (Kigo & Gachunga ,2016) in their journal of strategic business and change management, organizations in Kenya struggles with retaining skilled employees, who often seeks better compensation and growth opportunities elsewhere. HR policies in Kenya must focus on employee retention and engagement to combat high turnover rates (Kamoche,2011). He suggested that this can be achieved through competitive compensation and career development programs. According to (Ng'ang'a & Nyongesa ,2012) emphasizes the need for HR policies to address skill development in line with market demands, especially in the areas of technology and engineering. Hence, Kenya management polices to this problem is through the introduction of employee retention strategies, engagement programs and public-private partnerships for skill development. Organizations in Kenya implement comprehensive compensation packages including health benefits like health insurance, housing allowances, and

career development opportunities. Kenyan companies are increasing adapting engagement initiatives, such as team- building activities and recognition programs to improve employee satisfaction and reduce turnover rates.

Egypt is grappling with several challenges including inefficient bureaucracy, a disconnect between education and labour markets needs and limited opportunities for career advancements. According to (Said,2009) Egypt educational systems is outdated and fails to equips students with skills that skills that meet market demands resulting in a significant skills mismatch. To address this issue, there is a growing need to emphasize technical and vocational education. El Hamidi (2009) highlights restrictive nature of bureaucratic barriers and labour regulations which hinder companies' ability to implement flexible HR policies that drive productivity. In response to these challenges, Egyptian organizations are adopting management strategies focused on employee development, government-led employment initiatives and job stability with benefits. These strategies aim to enhance the skills and competitiveness of the workforce, foster a more flexible and adaptable labour market, and promote economic growth and development.

Additionally, Zimbabwean companies are struggling to synchronize their human resources policies with organizational objectives leading to numerous challenges that negatively impact overall performance of an organization. Across various sectors in Zimbabwe, misalignment between HR policies and organizational goals is a pervasive issue. Research by Nkomo (2011) suggests that Zimbabwean companies often grapple with employee retention due to HR policies and practices that fail to address pressing concerns such as economic instability and career advancements. To mitigate this, Nkomo proposes that HR policies should prioritize creating a stable and growth-oriented work environment, thereby fostering talent retention and organizational success.

According to Mlambo (2015) Zimbabwean companies are facing challenges in aligning HR policies with organizational goals due to factors like bureaucratic inefficiencies, skill mismatch and limited career advancements opportunities. This resulted in employees feeling to disconnect from the company's mission and vision, leading to decreased motivation and productivity impacting the overall organizational performance.

 This research seeks to bridge the knowledge gap by examining the link between Human Resources policies and organizational performance, using Dairibord Zimbabwe Private Limited as a case

study. As one of Zimbabwe's leading dairy and beverages companies, Dairibord Zimbabwe faces challenges in aligning its HR policies with strategic objectives, mirroring a common issue in the industry. Despite efforts to address human resources concerns, certain areas require improvement to ensure seamless alignment between HR policies and organizational goals, ultimately impacting overall performance.

1.3 Problem Statement

Dairibord Zimbabwe Private Limited have got different human resources policies, but questions arise as to whether these policies contribute to the organizational performance or success. The efficacy of human resource policies is vital for bolstering organizational performance. At Dairibord Zimbabwe a significant mismatch between HRP and strategic objectives has been identified, negatively impacting employee engagement, productivity, retention, and overall performance. Zimbabwe's economic instability, marked by hyperinflation, foreign currency shortages and volatile labour markets, has exacerbated these challenges, hindering the company's ability to maintain competitive HR practices. Dairibord annual report of (2019) indicates that a substantial employee turnover rate of 20%, surpassing the global average of 10-15% in manufacturing industries. In 2019, Dairibord conducted an employee survey indicated that approximately 40% of employee reported low job satisfaction, citing limited career growth opportunities, lack of recognition and inadequate compensation as primary factors. This diminished engagement has been linked to reduced productivity and increased absenteeism, hence the need for this study.

1.4 Research Objectives

The primary objective of this study was to analyse the influence of HR policies on organizational performance at Dairibord Zimbabwe Private Limited. This study was guided by the following specific research objectives:

1. To evaluate the influence of employee engagement policies on organizational performance at Dairibord Zimbabwe Private Limited.
2. To assess the effectiveness of compensation and benefits policies on organizational performance at Dairibord Zimbabwe Private Limited.

3. To explore the influence of employee relations policies on organizational performance at Dairibord Zimbabwe Private Limited.

4. To recommend implementable HR policies for Dairibord Zimbabwe Private Limited to enhance organizational performance.

1.5 Research Questions

1. How do employee engagement policies influence organizational performance at Dairibord Zimbabwe Private Limited?

2. How effective is compensation and benefits policies on organizational at Dairibord Zimbabwe Private Limited?

3. How do employee relations policies influence organizational performance at Dairibord Zimbabwe Private Limited?

4. How can Dairibord Zimbabwe private limited implement effective HR policies in order to enhance organizational performance?

1.6 Hypothesis

H1 there is significant relationship between employee engagement policies and organizational performance.

H2 there is significant relationship between compensation and benefit policies and organizational performance.

H3 there is a significant relationship between employee relation policies and organizational performance.

1.7 Significance of the study

The study significance of the study reflects the extent of the contribution made by the study in the improvements of understanding, changing of a concept of in the promotion of new hypothesis in particular field of research.

1.5.1 To the researcher

Conducting this study allowed the researcher to gain insights into the dynamics of HR practices and their impact on the real world business environment. It also helped to bridge the gap between

theoretical knowledge and practical application in organizational management. This experience improved the researcher's expertise in HR management policy analysis, and the evaluation of business performance.

1.5.2 To the University

Conducting this study can help the university to have an understanding of which HR policies are most effective at improving organizational performance in enhancing better strategic. This study can also help the university in analysing HR policies so that the university can have insight on how university can create an environment that supports faculty and staff satisfaction, ultimately improving their retention rates. The university management can make evidenced –based decisions regarding hiring practices training programs, performance evaluates and employee development using this study.

1.5.3 To Industry

To the industry, this study provides a valuable important insight that can help the organizations benchmark their HR polices against successful practices in the industry, enhancing the adaption of strategies that have a positive effect. The study can inform industry professional on how to align effective HR polices with the overall goals of the organizations so as to improve the performance of the organizations. Using this study, the industry can have an understanding of how HR policies impact organizational performance so that the leaders can design policies that boost employee productivity.

1.5.4 To the government

To the government this can help to formulate refine labour laws and policies that promote fair HR practices and support the growth of private companies. The insight from the study can also inform policymakers on the significance of HR management in boosting economic performance, potentially leading to the development of incentives for companies that adopt exemplary HR practices.

1.5.5 To the Body of Knowledge

This study contributes to the academic field by exploring the relationship between human resource policies and organizational performance in a context of private company. It provides empirical

evidence and a deeper understating of how HR policies affect productivity, employee satisfaction and profitability. The research can also serve as a reference for further studies, potentially extending the finding to other industries or geographical regions.

1.5.6 To Dairibord Zimbabwe Private Limited

For Dairibord, the study's findings can be instrumental in evaluating the effectiveness of its current HR policies. The research can highlight areas succeeding or failing, enabling the company to optimize its HR strategies for better employee engagement, retention and productivity. Improved HR policies can contribute to higher organizational performance leading to increased profitability and competitive advantage in the market.

1.6 Assumptions of the Study

Employee engagement policies have a significant influence on organizational performance. However, there are discrepancies between intended policies and actual employee experience, with low job satisfaction 33% and motivation 17%. Compensation and benefits policies have notable deficiencies with 80% of employees dissatisfied with their wages and 65% mistrusting the process behind pay decisions. Employee relations policies have deficiencies in execution, with only 35% of employee aware of organizational objectives and 30% feeling at ease expressing concerns to supervisors.

1.7 Limitations of the Study

 Limitations are those conditions beyond the control of the researcher that may place restrictions on the conclusions of the study and their applications to other situations (Choga &Njaya, 2011). In analysing the impact of Human resource polices on organizational performance in case of DZPL, several limitations can affect research. The study encountered challenges in limited access to detailed HR policy documents and performance metrics can be restricted due to confidentiality concerns. However, the researcher mitigated this challenge by utilizing publicized available information of HR policies, annual reports and organizational performance metrics available in company reports websites and press release.

The study also faced a challenge of credibility of information as some respondents were not willing to participate in answering sensitive questions. However, the researcher combated this challenge

by assuring respondents that their identities will remain confidential and that their responses would only be used for research purposes.

1.8 Delimitations of the Study

Geographical delimitation, as the study focused exclusively on Dairibord Zimbabwe Private Limited's operations within Zimbabwe. Any HR policies or organizational performance date outside of Zimbabwe was not considered. The analysis focused on specific regions where Dairibord operates most prominently. This study was not account for regional variations in HR practices or performance indicators across different areas of the country.

The study looked into theoretical review on HR policies and organizational performance relevant to Zimbabwe and international theoretical review. Broader international theoretical review was referred to, but did not form a core analysis. These theoretical limitations highlighted the importance of adopting a mulita- faceted and flexible approach when evaluating HR policies and their impact on organizational performance.

The study was conducted within a specific timeframe, which may not capture long- term effects of HR policies on organizational performance. The study's findings may be relevant to the current economic and political climate in Zimbabwe, but may not be applicable to future contexts. HR policies and practices may change over time, which may impact the study's findings and recommendations.

1.9 Definition of Key Terms

 Human Resources Management (HRM) principles defined as a strategic approach to managing employee relationships, focusing on organizational objectives, employee well-being and societal expectations (Armstrong,2017).

Human resources policies (HRP) are the formal rules and guidelines that shape the employment relationships and influence the behaviour of employees and managers (Boxall &Purcell 2016).

Organizational performance is a comprehensive concept that encompasses various aspects including financial performance, customer satisfaction, employee engagement and social responsibility (Lawler et al.,2011).

1.10 Chapter Summary

This chapter provided a brief background to the study. Key issues raised in the chapter include the statement of the research problem, research objectives, research questions and assumptions, delimitations and limitations of the study and definitions of the key terms as well as outline of the whole research project.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review on the analysis of human resources policies on organizational performance. Saunders et al (2012) define literature review as an evaluation previous researchers in a particular area. The review of the literature involves the systematic identification, location and analysis of documents containing information related to the research problem being investigated. The literature in this chapter was reviewed in three main divisions namely theoretical framework, conceptual framework and empirical review where previous studies related to researcher's study was enunciated. Lastly, empirical review was articulated from the international perspective, regional perspective and Zimbabwean perspective, looking at different sectors

2.2 Theoretical Framework

This study on the analysis of HRP on organizational performance was informed by three theoretical frameworks namely Resource Based View (RBV), Human Capital Theory (HCT) and Strategic Human Resource Management Theory (SHRMT). A comprehensive literature review was conducted to examine the theoretical underpinnings and the empirical evidence that explore the relationship between HRP and organizational performance.

2.2.1 Resource Based View

Jay Barney's resource-based view (1991) is one of the main theoretical stances that connects HR policies and organizational success. According to Barney's study paradigm, an organization's internal resources are crucial for gaining and maintaining a competitive edge, which improves organizational performance. According to the notion, businesses can outperform rivals if they have resources and competencies that are rare, precious, unique, and non-replaceable. According to the resource-based view, if an individual has abilities and competencies that are hard to replicate, they can be considered a valuable resource. In order to assist firms efficiently utilize their human resources, (Barney,1991) promotes creating distinctive training programs, cultivating a strong company culture, and encouraging employee motivation.

The resource-based view and control-based approaches in human resource policy were examined by (Sun et al.,2007) and (Bamberger &Meshoulam,2000). They pointed out that the resource-based approach assesses the procedures and touches on certain topics, like staff training and internal development. Additionally, it has served as a tool for the development of the concept of human resource policies. The resource-based approach offers a lasting competitive advantage and is hard to copy or replace (Barney, 1991). According to the resource-based approach, performance can be improved by investing in human resources.

According to Barney, a company's superior set of dynamic, intangible resources would be used to evaluate it instead of its product market. The integration of human resources policy and practices was the main topic of discussion (Faclon & Perez ,2002). Human resources were formed by jobs. This idea is important to the research because it emphasizes how internal organizational elements, such employees and cultures, can improve organizational performance. The theory clearly highlights the significance of matching organizational policies with the target and its goals by analysing the relationship between HR policies and organizational performance.

2.2.3 Human Capital theory

Another theoretical framework that links human resource policies with organizational performance is Human capital theory by (Becker,1960s). Human capital theory (HCT), posits that investments in human resource can significantly enhance organizational performance. Human capital theory draws from economics, psychology and sociology to understand the role of human resources in organizational (Becker,1960). The theory emphasizes the importance of investing in human capital to increase productivity, innovation, and competitiveness resulting to increase in organizational performance

 This theory is essential to the research because it highlights the necessity of implementing policies that improve employee skills and knowledge in order for the organization to be productive. Becker & Theodore Schultz (1960) noted that organizations can invest in human capital through education, training, and health care. These investments increase the quality and productivity of the workforce, thereby contributing to economic development. As a result, an organization should have policies that train and educate its employees, and the returns will come in the form of higher wages, better job opportunities, and increased productivity.

2.2.4 Strategic Human Recourses Management theory

Strategic Human Resource Management theory propounded by (Wright &McMahan,1992) emphasizes on the need to align HR policies with organizational goals. The theory focuses on aligning human resource policies and practices with the strategic objective of an organization to enhance performance and achieve a competitive advantage. The theory stipulates that human resource is vital part of strategic planning process and play a crucial role in reaching organizational goals. Strategic Human Resource Management (SHRM), involves HR integrating strategic with the overall business strategy to ensure that HRP supports the direction and objective of the organization. According to (Wright & McMahan,1992) this integration aids in managing talent in accordance with the company's growth plans and addressing future workforce needs. For HR policies to be effective, they must be continuously in line with the organization's strategic goals. The theory is significant because it improves organizational performance, increases employee engagement, creates a sustainable competitive advantage, and improves adaptability to change.

2.3 Conceptual Framework

According to (Maxwell,2013), a conceptual framework is a diagram or map that shows the relationships among the key concepts, variables and ideas in a study, providing a visual representation of the research design. Independent variable of the research is human resource policies. These include recruitment and selection policies, training and development programs, compensation and reward systems, performance management and employee relations. These factors are to be considered the Cause or factors that potentially influence organizational performance

Dependent variable in this research is organizational performance. This dependent variable measure organizational performance, which was assessed through various indicators such as employee productivity, profitability, employee retention, job satisfaction, organizational efficiency and customer satisfaction. The variable represents the effect that is expected to change in the implementation of different HRP.

Moderate variable is organizational culture as this factor could influence the strength or direction of the relationship between HRP independent variable and organizational performance dependent variable.

Fig. 1 on conceptual framework

Independent Variable	Moderate variable	Dependent Variable
HR Polices Training and development Compensations and rewards Employee relations	Organizational culture	Organizational performance High productivity High profits Employee retention Job satisfaction Organizational success
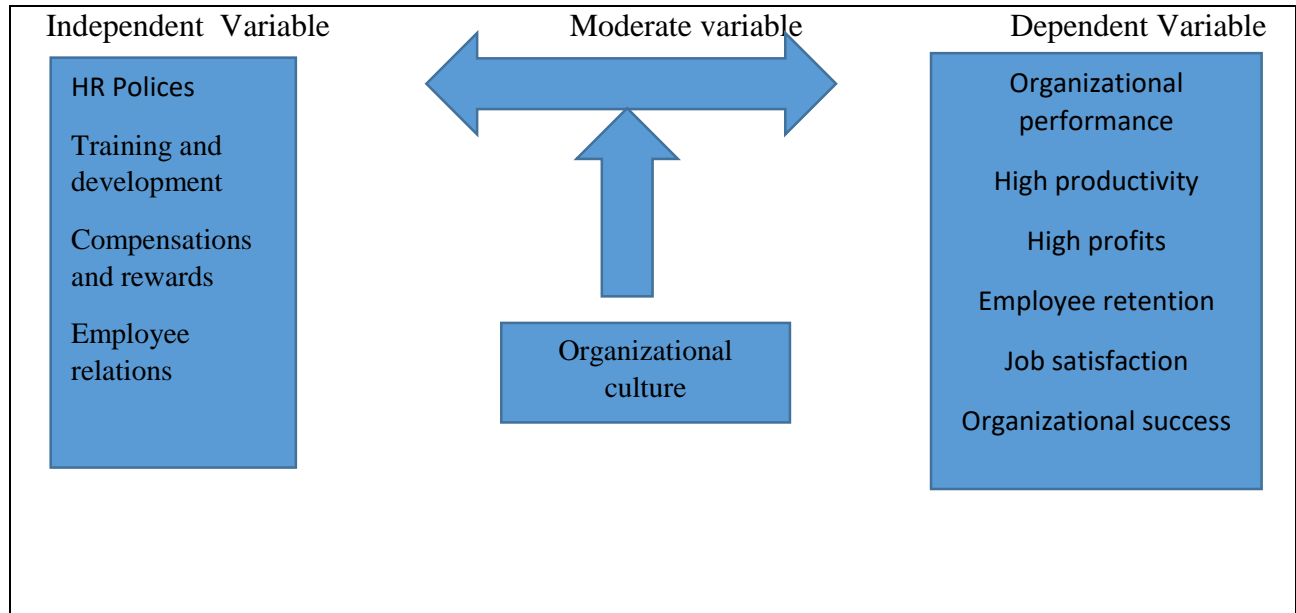
2.3.1 The influence of employee engagement policies on organizational performance at DZPL.

The study conducts an in-depth analysis of existing research, assessing the impact of employee engagement policies on organizational performance. According to Macey & Schneider, (2008) employee engagement is an individual's psychological state of being fully involved and committed to their work, which is characterized by energy, dedication and absorption. Schaufeli (2001), noted that engaged employees consistently exhibit elevated energy levels, commitment and performance. Effective engagement policies comprise a range of practices designed to foster a sense of belonging, motivation and job satisfaction among employees. Transparent communication is critical component of these policies, facilitating open dialogue between management and employees and cultivating trust and alignment with organizational objectives (Bakker & Albrecht, 2018). Research by Brun & Dugas, (2008) recognition and rewards systems play a pivotal role in promoting employee engagement.

Several studies have identified key drivers of employee engagement (Tourish &Hargie,2004) conducted a qualitative study to explores the drivers of engagement. Their research focused on identifying the factors that motivate employees to engaged in critical upward communication, which they defined as the process by which employees communicate their ideas, concerns and

suggestions to management. Tourish & Hargies (2004), in their research highlighted that open and transparent communication is essential for fostering employee engagement. Employees are more likely to engage in critical upward communication when they fell that their voices are heard and valued. The researchers also found that leadership styles play a significant role in promoting employee engagement. Transformational leaders who empower and motivate employees are more likely to foster employee engagement.

According to Shucks et al, (2001) Professional training and development opportunities help employees build new skills enhancing their engagement overall leading to the organization's competitive. Work life balance also contributes to employee engagement as employees will be looking forward to flexible work arrangement as it promotes well-being and reduces stress, leading to higher engagement (Gorgulu et al, 2021). Studies by Harter, (2002) & Gallup, (2020) showed that engaged employees contribute to 21% increase in profitability and 17% higher productivity. Employee engagement policies help reduce turnover and absenteeism, ensuring operational continuity and retention of knowledge (Saks,2006).

Chikazhe et al (2021) conducted a case study on research on Zimbabwean firms indicating that employee engagement significantly influence on organizational performance. Chikazhe examined manufacturing firms in Zimbabwe and his key findings was that robust engagement policies outperformed those with weak programs in terms of revenue and employee retention. To maintain operational efficiency, reduce staff turnover, and foster innovation organizations requires effective HR policies (Chikazhe,2021). Given the competitive landscape of Zimbabwe's FMCG sector, cultivating a culture of engagement is crucial for organizations to gain a competitive edge. By prioritizing employee engagement, organizations can presently differentiate itself from competitors, drive business growth and sustain its market position.

2.3.2The effectiveness of compensation and benefits policies on organizational performance at Dairibord Zimbabwe Private Limited.

Compensation is a crucial element in shaping organizational performance which impacts business outcomes such as productivity, retention and job satisfaction. This literature review examines the interplay between motivation, retention, productivity and organizational performance. According to Worldatwork, (2020) Compensation encompasses of total rewards which includes all of the tool available to an organization to attract, motivate and retain employee. Hierarchy of needs by

Maslow, (1943) and two factor theory by Herzberg, (1959) underscores the significance of effective compensation in driving employee motivation and engagement. Hierarchy of needs by Maslow, (1943) suggests that compensation should be designed to address the different levels of employee needs for example, a competitive salary and benefits package can help satisfy an employee's basic physiological needs like food, water, shelter, clothing, healthcare and safety. Hierarchy of needs propounded by Maslow, (1943) held that in the context of employment, a competitive salary and benefits packages can help ensure that an employee's physiological needs are met by providing a sufficient income to purchase food, access to healthcare benefits and safe and secure work environment.

Research supports the notion that well-designed compensation and benefits policies can enhance organizational performance. According to Brown, (2011) & Shaw et al, (2009) noted that organizations with comprehensive compensation packages tend to exhibit higher productivity levels and improve retention rates. Researches emphasizes the importance of aligning compensation structures with overall business objectives to achieve financial performance and employee satisfaction (Shaw et al,2009). According to Worldwork, (2020) total rewards model suggests that a balance mix of financial and non-financial incentives can foster organizational outcomes.

Effective compensation and benefits polices such as competitive salary and benefits, performance based pay, employee's recognition and rewards leads to higher levels of employee engagement, motivation and job satisfaction (Shaw et al,2009). Compensation and benefits policies significantly influence employee behaviour encompassing motivation, retain and job satisfaction. A competitive base pay is vital for attracting and retaining top talent. Variable pay such as bonuses and commissions can motivate employees to achieve business objectives (Martochio,2009). Benefits such as health insurance, retirement plans and paid time off can improve employee well-being and job satisfaction (Milkovich &Newman,2009).

Chikova & Dube (2020) conducted a case study on compensation practices in Zimbabwean companies. In their research they noted that organizations offering compensation packages tends to perform better in terms of staff loyalty and operational efficiency. However, organizations that fail to adapt full compensation benefits face high turnover rates impacting their performance.

Dairibord Zimbabwe as a leader in the dairy and beverage industry, should engage in effective compensation policies to maintain its workforce's motivation and productivity.

Therefore, compensation and benefits policies have a profound influence on organizational performance. A Competitive base pay is vital for attracting and retaining top talent. Milkovich & Newman (2008) noted that variable pay such as bonuses and commissions, can motivate employees to achieve business objectives. To implement effective compensation and benefits policies, organizations should conduct market research to determine competitive packages. Milkovich &Newman, (2008) propounded that effective communication of communication of compensation and benefits policies is also crucial to ensure that employees understands the value of their communication and benefits packages. Despite the importance of compensation and benefits policies, organizations face challenges including budget constraints and changing labour market. Tailoring policies to meet diverse, employee needs.

2.3.3 The influence of employee relations policies on organizational performance at Dairibord Zimbabwe Private Limited

Employee relations involves the complex web of relationship, policies and practices that govern the employment relationship, including the rights, responsibility and interest of employers, employees and trade unions (Moore,2020). This literature examined the link between employee relations policies and organizational performance outcomes. Effective employee relations involve a range or strategies that foster positive relationships between an organization and its workforce. The social exchange theory suggests that the quality of the employer employee relationships significantly influence employee commitment and performance. Research has shown that organizations that implement fair and supportive policies create a conducive work environment promoting loyalty and high productivity among employees (Cropanzonon &Mitchell,2005). Herzberg's two factor theory (1968), highlights the importance of company policies and management practices in shaping employee satisfaction and dissatisfaction. These factors, in turn or impact organizational performance, emphasizing the need for effective employee relations policies.

Scholars identified several key employee relations policies that can influence organizational performance, first one being communication policies, regular communicating with employees enhances employee trust and commitment (Eisenberger et al,1986). A study by Tourish & Hargie,

(2000) found that effective communication can reduce conflicts, improve employee satisfaction, and increase organizational commitment. However, poor communication can lead to high turnover rates (Milliken et al 2003). Scholars noted that performance management policies are critical for promoting employee development and improving organizational performance (Armstrong & Taylor,2020). A research by Aguinis & Bradley, (2016) found that effective employee relation polices can improve employee performance, increasing commitment and enhance organizational performance.

Effective employee relations policies play a crucial role in fostering a positive work environment, characterized by fair treatment and transparent communication. Such policies can significantly enhance employee engagement, retention and productivity (Armstrong & Taylor,2020). Conversely, poor designed policies can have detrimental effects, including high turnover rates, low morale, reduced operational efficiency (Armstrong&Taylor,2020). Research conducted in Zimbabwean companies highlights the importance of tailoring HR policies to local economic conditions and labour laws. Studies have shown that investing in comprehensive employee development programs and effective grievance management frameworks can lead to measureable improvements in productivity and employee satisfaction.

Effective employee relations policies can also contribute to a strong employer brand, reducing turnover costs and attracting top talent (Guest,2001). A study by Marufu (2021) found that organizations that invest in comprehensive employee development and grievance management frameworks experience measurable improvements in productivity and employee satisfaction.

2.4   Empirical Evidence

An international empirical assessment of the analysis of HR policies and how they affect the performance of organizations. An investigation of the connection between HR policies and organizational performance that was carried out in the industrial sector in the United States of America highlighted that HR policies such as hiring and selection, training and development, performance management, and compensation have a direct effect on organizational performance (Huselid,1995). In his research on HR policies and organizational performance in the manufacturing industries (Huselid,1995) found a strong positive relationship between improved organizational performance and comprehensive HR practices. He pointed out that companies with

well-structured hiring practices, performance-based incentives, and increased training expenditures showed gains in financial results, employee happiness, and productivity.

Huselid's (1995) research was consistent with positivist research philosophy, which prioritizes objective measurement, empirical data, and hypothesis testing. This study's research design was cross-sectional and quantitative. Huselid, (1995) employed survey data to gather information from numerous manufacturing companies and conducted statistical analysis to determine the association between performance measures and HR practices. The study used data from a sizable dataset that included 968 publicly traded companies in the US. The size of his population improved the findings' generalizability. Huselid, (1995) used a method of stratified random sampling. In order to ensure that the sample comprised a diverse variety of manufacturing enterprises with various HR practices, he selected a larger population of organizations. Huselid, (1995) meticulously designed and assessed HR procedures and performance indicators to guarantee the veracity of his conclusions. Measures of organizational performance and HR practices that are well recognized and well-defined were used to establish content validity. Regression analysis was used to account for potential confounding variables in order to preserve statistical validity. Reliability checks were incorporated into his study through the use of uniform data collection methods and survey tools.

Another empirical research, the human equation: building profits by putting people first, was conducted by (Pfeffer,1998). The significance of people centred management was highlighted in Jeffrey Pfeffer's work, which also covered techniques including collaborative decision-making, selective hiring, employment security, and intensive training. Pfeffer, (1998) presented empirical data from businesses worldwide that demonstrated how companies that adopted these methods improved organizational performance, including customer loyalty, employee satisfaction, and profitability.

 Pfeffer, (1998) employed a pragmatic research philosophy, which emphasizes practical implications and real-world problem resolution. Pfeffer, (1998) used case studies and qualitative insights to support broad ideas. He used a theoretical and case study-based approach to his studies. Using comparative case studies (Pfeffer,1998) skilfully demonstrated how specific HR strategies affect performance by presenting data from multiple businesses. In contrast to empirical quantitative studies (Pfeffer,1998) did not have a predetermined population size. Instead, he used secondary data and previous research to support his arguments by analysing data and examples

from several businesses in various industries. In order to support his claims (Pfeffer,1998) used sampling techniques to choose instances and vases that showed either successful or unsuccessful HRM procedures. Pfeffer, (1998) work is widely respected for its authenticity and dependability due to its perceptive analysis and useful suggestions. Rather than being an original empirical study, it is seen as a case study and a synthesis of previous research.

This study was relevant to the researcher because it offers a global perspective on how HR policies might be implemented in various organizational and cultural situations. Pfeffer, (1998) shown that everyone might gain from the idea of good HR management. This further demonstrates that strategic HRM is a worldwide economic necessity rather than merely a regional phenomenon.

Wright, Gardner & Moynihan (2003) carried out a study in the United Kingdom titled The impact of HR policies on the performance business units. The study's main objective was to examine how HR procedures affect business unit performance in the UK. Researchers looked at things including employee involvement initiatives, performance management systems, and workforce training. According to Wright, Gardner & Moynihan, (2003) business unit success particularly in terms of operational efficiency and profitability was strongly correlated with the adoption of high performance HR practices. This study is relevant because it highlights how HR departments must collaborate closely with company executives to customize HR procedures to help achieve particular operational objectives.

Wright, Gardner & Moynihan, (2003) usually employed empirical data to test hypotheses and draw findings regarding the relationship between HR practices and corporate performance, their research was consistent with positivist research theory. Wright, Gardner &Moynihan, (2003) placed a strong emphasis on statistical analysis and objective measurement. In order to investigate the connection between HR policies and business unit performance, the study employed a quantitative cross-sectional research approach, which entailed gathering data at a certain moment in time. Wright, Gardner & Moynihan, (2003) employed population studies that included a sample of organizations from several industries or several business divisions inside huge enterprises. To guarantee that the sample is representative of various business units or companies, they employed stratified random sampling in accordance with sampling methodologies. They were able to record a variety of training and performance results because to this. Wright, Gardner & Moynihan, (2003) employed verified survey instruments or performance data and matched HR practices and

performance indicators with specified definitions to guarantee construct validity. They frequently incorporated strategies like survey pilot testing and ensuring that data gathering techniques are consistent in order to assess the dependability of their study.

Okechukwu & Ugwu (2017) conducted a regional empirical review from Nigeria in their study, "Human resource managements practices and organizational performance in Nigerian Banking Industry." The study examined a number of HR practices, such as employee training, compensation, the recruitment process, and career development opportunities. The findings from (Okechukwu & Ugwu,2017) indicated a positive correlation between banks' operational and financial performance and effective HR practices.

Okechukwu & Ugwa (2017) employed a positivist research philosophy that prioritizes objective measurements and statistical analysis, with a focus on quantitative methods. The study used a correlational research design to investigate the connections between performance and HR practices. A number of carefully chosen banks in Nigeria were used to represent the population size. Okechukwu & Ugwa, (2017) employed survey tools, pilot testing, and statistical measures like Cronbach's alpha for reliability to guarantee validity and reliability.

K'Obonyo, Ogutu & Awino (2015) carried out a study in Kenya titled "Strategic human resource management and firm performance: A study of Kenyan manufacturing firms." Their study concentrated on how strategic HR practices, like performance-based pay, ongoing training, and employee involvement, affect business productivity and profitability. According to K'Obonyo, Ogutu &Awino, (2015) businesses that use SHRM practices outperform those that don't. This study is significant for enterprises, as it highlights the significance of SHRM in boosting competitiveness in industrial industry.

K'Obonyo, Ogutu & Awino (2015) employed a positivist research philosophy that prioritizes objective measurements and statistical analysis, with a focus on quantitative methods. In order to examine the connections between HR practices and business performance across several organizations at one particular moment, (K'Obonyo, Ogutu & Awino, 2015) employed a descriptive cross-sectional survey approach, which is typical in research of this kind. Participants in the study comprised HR specialists, senior managers, and workers from Kenyan manufacturing companies. In order to guarantee a comprehensive range of different production kinds and sizes, the research employed stratified random sampling. K'Obonyo, Ogutu & Awino, (2015) employed

statistical measurements including Cronbach's alpha for reliability, survey instruments, and pilot testing to guarantee validity and reliability.

Tessema & Soeters (2006) from Ethiopia conducted a study, Challenges and prospects of HRM in developing countries. The research focused on HR practices in the public sector. Tessema & Soeters (2006) evaluated the impact of HR policies such as recruitment, training and compensation on civil service organizations. The research indicated that effective HR policies, notably in training and staff development boost organizational performance in terms of service delivery and employee productivity. However, in their research Tessema & Soeters, (2006) also highlighted issues such as lack of resources and bureaucratic obstacles that limit the effective of HR policies.

According to Tessema &Soeters, (2006), this kind of research employs an interpretivist philosophical approach, which focuses on comprehending the complex and contextual difficulties associated with HRM practices in developing nations. Because it concentrated on interviews, case studies, and a thorough examination of HRM issues, the study's research design was qualitative. Only HR managers, workers, and policymakers in developing nations' diverse industries were the subject of the population size study. Tessema&Soeters, (2006) employed purposive sampling as a sampling approach to choose individuals who had relevant HRM experience and knowledge. The research included triangulation and member checking to ensure validity and reliability.

Moyo &Ndlovu (2015) are two examples of empirical research works by Zimbabwean academics that concentrate on the examination of human resource policies and their effects on organizational performance. With an emphasis on the connection between HR rules and employee performance, (Moyo & Ndlovu, 2015) studied HR policies in Zimbabwe's retail industry. The study looked into important HR practices such employee motivation, performance reviews, and training and development. Moyo &Ndlovu, (2015) findings showed that companies with strong HR procedures, such as frequent training and equitable performance reviews, had higher staff productivity and job satisfaction levels. Nonetheless, several retail businesses encountered difficulties like insufficient funding for training, which had a detrimental effect on worker performance.

Moyo &Ndlovu (2015) employed a positivist research philosophy that prioritized objective analysis and empirical evidence. The study's research design was a descriptive survey in order to characterize the existing association between employee performance and HR policy. Participants in the study comprised staff members and human resources specialists from a range of retail

businesses in Zimbabwe. To guarantee participation from various levels within the retail industry, (Moyo Ndlovu,2015) used stratified random sampling as the sample technique. Cronbach's alpha was used to assess the study's validity and reliability to make sure the survey or questionnaire was consistent.

Chikomba & Matarise (2017) carried out a study titled "Organizational performance and human resource management practices in Zimbabwe's manufacturing sector." Recruitment and selection, employee relations, training, and pay were the main topics of the study. Effective HR procedures and enhanced organizational performance metrics including profitability, staff retention, and productivity were found to be significantly correlated by the study. Chikomba &Matarise, (2017) research clarified that manufacturing companies with fair wages and staff development investments saw higher results.

Chikomba & Matarise (2017) used positivist research philosophy, which focused on objective measurements and statistical analysis in their quantitative data gathering. The population size of the descriptive survey research design includes key management persons and HR managers from a variety of Zimbabwean manufacturing enterprises. As a sample approach, stratified random sampling was employed by (Chikomba & Matarise,2017). Cronbach's alpha was utilized in the study to guarantee the consistency of the survey instruments in terms of validity and reliability.

A study on the impact of strategic HRM on organizational performance in Zimbabwe's banking industry was carried out by (Masaka,2011). The study looked at HR procedures such performance-based awards, succession planning, employee engagement, and talent management. The results demonstrated that banks with a strategic approach to HR management saw increases in profitability, operational effectiveness, and customer satisfaction. Masaka, (2011) study clarified how important it is to match organizational objectives with HR policies in order to achieve peak performance.

Chikosha & Zhou (2016) employed a positivist research theory, descriptive survey design was used also as research design. The sampling size focused on HR managers, senior executive and employees from various banking sector in Zimbabwe. Stratified random sampling was used as sampling procedures.

These empirical reviews are relevant to the researcher's present work since they emphasize how crucial strategic HR policies are to the success of a firm. It illustrates how businesses can become more competitive by modifying procedures that meet the strategic demands of their workforce. This study is important to the researcher's present topic because it highlights the value of strategic HR practices in service-oriented sectors, where employee performance has a direct impact on financial results and customer happiness. Similarities were found in these empirical reviews regarding the adoption of strategic HR policies, including training and development, performance management, reward management, and recruitment and selection. These HR policies are essential for boosting employee job satisfaction, motivation, and retention as well as productivity and the organization's overall performance.

2.5   Research Gap

According to Creswell (2014), a research gap is an area where knowledge is lacking or underdeveloped and has to be further explored in order to add to it. This study's research gap stems from the dearth of customized studies, (Moyo, 2015) noted the majority of previous research primarily addressed general HR practices that applied to different industries henceforth, there is need for customized studies. Studies that looks at how certain HR practices at Dairibord Zimbabwe Private Limited affect organizational performance in the setting of Zimbabwe's distinct economic and cultural environment are therefore lacking. According to Moyo, (2015) there is a dearth of thorough mixed research that offers an alternative perspective on how HR policies impact performance measures like productivity, employee satisfaction, and attrition rates because most studies use either qualitative or quantitative approaches.

The Zimbabwean context is not well represented in the body of current research, especially when it comes to the dairy business. Moyo, (2015) many of the research that are currently available focus on organizational outcomes without giving enough thought to how employees feel about HR policies. Gaining insight into how Dairibord's HR procedures are viewed and used by staff members can help determine how effective they are.

2.6 Chapter Summary

This chapter synthesizes on the literature on HR policies and organizational performance, providing a theoretical foundation for the subsequent analysis of Dairibord Zimbabwe Private Limited (DZPL). This chapter captured theoretical review of literature, empirical review, taking a glance of international, regional and local empirical review. It showed the importance of tailored HR policies in improving organizational performance and also sets stages for empirical research.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter concentrates on the research methodology used to collect data on the analysis of HR policies on organizational performance at Dairibord Zimbabwe Private Limited. This chapter therefore, describes the philosophical framework, the research design, population and sample size, sampling methods, research instruments and data collection procedures, validity and reliability of the data and data presentation.

3.2 Research Philosophy

According to Saunders et al (2016) describes research philosophy as the underlying beliefs and values that guide the research process, including the nature of reality, knowledge, and the relationship between the researcher and the research participants. For this study, a pragmatic research philosophy was used. According to Greene (2013), pragmatism is concerned with understanding the practical implications of research findings and using the understanding to inform decision-making and action. Pragmatics places a strong emphasis on the usefulness of concepts and the results of deeds. Instead than rigorously following the theoretical concepts, it focuses on developing solutions that work in real-world situations. This research employed pragmatism by focusing on the useful results of HR policies and employing a combination of data collection and analysis techniques. This made the research to be possible to investigate many viewpoints from management and people, assessing how well HR policies work to gauge an organization's performance using metrics like profitability, employee satisfaction, and productivity. The researcher used this approach because it emphasizes the research's practical implications, permits the use of both qualitative and quantitative methods, incorporates contextual factors that affect policies and their efficacy, and is flexible enough to allow researchers to modify their methods in response to findings as the study develops.

3.3 Research Design

Research design, according to Kahn (2011), is a theory, rationale, or collection of overarching guiding ideas that underpin a research process. A research design incorporates interpretation, analysis, and turning data into useful knowledge in addition to data gathering. A research design is the conceptual structure within research is conducted. It constitutes the blueprint for the collection measurement and analysis of data (Creswell,2014).

In light of the stated issues above, the descriptive approach is to be used in this study because the subject being explored is both qualitative and quantitative in nature. The researcher opted for it because it allows relevant data collection, data analysis and interpretation.

3.4 Research approach

According to Creswell, (2014) research approach refers to the overall strategy and methodology used to conduct research. The researcher used mixed method approach, combining qualitative and quantitative methods to provide a comprehensive understanding of the research of the research problem. The researcher opted for this approach because it provides a holistic view of HR policies' impact on organizational performance and increases validity and reliability.

3.4.1 Qualitative Research

Aaker et al (2007), argues that qualitative research is used when one is seeking insights into the general nature of the problem, the possible decision alternative and relevant variables that need to be considered. The researcher used qualitative method because the method is lightly flexible, unstructured which allows the researcher to begin without firm preconceptions as to what will be discovered in the absence of interesting ideas and clues about the problem understudy.

The researcher used qualitative research as it aims to provide clear reading of the structure, order and broad patterns found among group of participants. Furthermore, qualitative aims at acquiring clear understanding through first- hand experience, truthful reporting and quotation of actual conversation. Therefore, provides a central advantage to the researcher (Blumberg et al 2011) who established that qualitative method is combined with qualitative method to achieve triangulation of data

3.4. 2 Quantitative Research

Hair et al (2007) states that quantitative research is a set of scientific methods and procedures used to collect raw data and create structure that describe the existing characteristics like attitudes, intentions and preferences, purchasing behaviour of the defined target of population or market structure. The deployment of numbers, statistics or quantified phenomena, was classified as quantitative research. In the light of this research statistical analysis of human resources policies on organizational performance the researcher provided a detailed quantitative analysis of the pertinent issues. The researcher used tables and figures to provide a pictorial background of the nature of results collected from the field.

3.5 Population of the study

Target population is a wholesome list of components understudy, in this study, a total of the sample was taken for easier review. The population of the study comprises of management, employees, HR department and former employees. The target population used was 100 participants.

Table 3.5.1 Sample Categories

Description	Population
Management	10
Employees	80
HR Department	5
Former employees	5
Total	**100**

Table 3.1 shows that 100 participants were used

Employees who implement HR policies provide detailed information on policy content and intent for example the HR department. Those who enforce HR polices in day to day operations can share insights into policy effectiveness and challenges for example the management and supervisors. A diverse group of staff members can provide perspective on how HR policies affect their job satisfaction, performance and productivity for example the general employees and former employees, including them so that they can help assess reasons for turnover and how policies may have influenced in their decision to leave.

3.6 Sample size

According to Saunders et al (2012), it is not possible for the researcher to use all the members of targeted but to establish a sample size reasonable to identify the right size which is affordable. Furthermore (Cohen & Manion, 2002) established that a sample size is a portion of the population targeted, which must be large enough to provide the necessary confidence in data of which a minimum target population of 40% is large enough to be acceptable. In this case: the researcher calculated the sample size as thus:

Table 3.2 Sample Categories

Description	Sample size calculation	Sample size
Management	10×40%	4
Employees	80×40%	32
HR Department	5×40%	2
Former employees	5×40%	2
Total	**100×40%**	**40**

Table shows that the study used 40% respondents in the categories as detailed.

3.7 Sampling Technique

According to Kumar et al (1999), sampling is the process of selecting a representation of the population that represents characteristics of a population from which it is drawn. In contrast, simple random sampling is used when there's limited information about the population or its too diverse. The researcher employed stratified sampling as it ensures the sample represent the population's characteristics proportionally. Nonetheless, this method is effective for diverse population but can be challenging when subgroups cannot be clearly defined. For instance, the

researcher divided a population into subgroups based on employment history or occupational backgrounds allowing for a more accurate representation.

3.8 Data Collection Method

The researcher used both primary and secondary sources to collect data. The researcher used questionnaires and interviews to collect primary data relevant for this particular study.

3.8.1 Primary Source

According to Kotler (1999), primary information collected for the specific purpose on hand. The researcher collected primary information from management, employees, HR department and former employees from DZPL.

3.8.2 Secondary Source

Saunders (2010), defines secondary information as documents, textbooks and other written information presented. The researcher interpreted the information from documents to give them a voice and meaning around the study topic. The process incorporated coding of content into things similar to how other assessment methods, like focus group of interview transcripts were analysed. The process of documentary analysis using annual reports, company policies and procedures, industrial reports and finical statements enabled the researcher to ascertain credibility and meaning of the information recorded.

3.9 Research Instruments

3.9.1 Questionnaire

According to Brar and Kular (2010), a questionnaire is an instrument used for collecting information from the field. The researcher used interview guide to interview managers and questionnaires to gather information from non-employees. In all case, the questionnaires were self-administered. The respondents were asked to complete questionnaires in their own time. The questionnaires had closed questions. Closed ended questionnaires require the respondents to choose from a list of answers led to gathering of relevant data.

3.9.2 Interviews

An interview is a conversation in which the interviewer will elicit information from interviewee in order to get insights into the phenomenon that is under investigation, Mishler (2013). In this study, the researcher prepared an interview guide to solicit information from the respondents.

3.10 Data Collection Procedure

Data collection procedure is a systematic and structured process used to gather, record and store data for research analysis or decision –making purposes (Creswell, 2014). The first stage researcher obtained a letter from Bindura University of Science Education (see annexure A) to conduct research at Dairibord Zimbabwe Private Limited. Second stage the researcher then applied for approval at Dairibord Zimbabwe (see annexure B) ensuring the organization that the researcher would take careful consideration to ensure information adhere to ethical standards. Upon presenting this letter, Dairibord management issued an approval for the third stage (letter see annexure C). Lastly, researcher then utilized questionnaires (see annexure D) and interview guide (see annexure E) to collect data for the study.

3.10 Data Presentation and Analysis.

3.10.1 Data Presentation

Data collected was coded and collated for analysis. Data collection findings were presented using tables and pie charts. The researcher used this because pie charts provides clear visual representation of data. High level of ethics were maintained in the field process. For analysis, the researcher used Microsoft Excel and SPSS.

3.10.2 Data Analysis

Thematic analysis was used to examine qualitative data. A qualitative technique for finding, examining, and summarizing patterns in data is thematic analysis, Macqueen (2012). In order to address important issues that surface about HR policies' impact on organizational performance, the research employed entail methodically going over interview transcripts or textual data. Correlation analysis and other statistical techniques was used to examine quantitative data in order to find relationships between organizational performance and HR policies. The researcher used

this because combining thematic and statistical analysis provides a holistic understanding of HR policies' impact.

3.11 Validity and reliability

Validity refers to the extent which a research instrument, measurement or assessment accurately measures what it is intended to measure. Accurate measurement of data it truly reflects the extent to which a measurement covers all aspects of the concept being measured. The degree of consistency in researcher's measurements is known as reliability (Cook and Campbell 2018). The researcher established validity and reliability of the instruments using the following strategies.

3.11.1 Pilot study

The researcher used pilot study to establish the validity and reliability of the study. A pilot study is primarily used to evaluate the feasibility off various aspects of a main study, (Lean et al 2018). To unsure validity and feasibility, the researcher conducted a pilot study. This preliminary study conducted by the researcher helped to evaluate and refine various aspects of the main research, including the questionnaire and interview guide. Therefore, a pre-test was administered to a small group, allowing for adjustments to be made to errors, language and layout. Colleagues provided feedback, which was incorporated to enhance the instruments' clarity and effectiveness. The pilot study enabled the researcher to make necessary changes before distributing the final questionnaire to the intended respondents.

3.11.2 Triangulation

To strengthen the researcher's validity and reliability, a triangulation approach was employed. This involved combing multiple data source and methods as suggested by (Robson, 2002). The researcher utilized both qualitative and quantitative approaches, incorporating primary and secondary data collection methods. Primary data was gathered through in-depth interviews and questionnaires, while secondary data supplemented the findings. The usage of triangulation approach by the researcher enhanced the study's accuracy and robustness of its results.

3.12 Ethical Considerations

According to Saunders (2013), research studies must prioritize ethics to protect participants from potential risks and ensure voluntary involvement. In line with this, the study obtained informed

consent from participants through a consent form, emphasizing their autonomy and right to refuse participation. The study also maintained confidentiality to uphold ethical standards. Details regarding consent and confidentiality are outlined below:

3.12.1 Informed Consent

According to Berg et al (2011), the consent form informs participants of the general nature of the study and potential harm or risk that the study may cause. It ensures participants' protection and voluntary involvement, free from coercion. The consent form also provides an opportunity for participants to receives study results. In this study a consent form was prepared for respondents to sign, indicating their willingness to participate.

3.12.2 Anonymity and Confidentiality

Anonymity refers to concealing the identities of participants in all documents resulting from the research, (Wiles et al 2006). Confidentiality is concerned with who has right of access to the data provided by the participants. Therefore, anonymity and privacy was respected. Care was taken to ensure that sensitive information would not be disclosed to people who do not deserve it. In pursuit of confidentiality, identities and research records was kept confidential whether or not an explicit pledge has been given. To protect the respondents from harm the researcher used pseudo names protecting the real identity of respondents.

3.13 Chapter Summary

This chapter focused on the methodology used for data collection to establish an analysis of human resources policies at Dairibord Zimbabwe Private Limited. This chapter established that Descriptive research design used to ensure that the intended information was collected. Questionnaires and interviews formed the main data collection instruments.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the primary data collected from the field. The chapter explored the key conclusions and debates that emerged from the study's goals about an analysis of HR policies on organizational success using a case of Dairibord Zimbabwe Private Limited. The main research instruments used was the questionnaires playing a supportive role in the study. In this chapter data was presented using pie charts and graph tables and data was thematically analysed for qualitative data and for quantitative data it was analysed though descriptive statistics. The chapter presents an analysis of the information designed to respond to the research objective as outlined in the study.

4.2 Response Rate

Zipp (2022) defined response rate as the number of people who participated in the study divided by the number of people who received the study invitation.

Table 4.1: Participants response rate

Research Instruments	Required Participants	Acquired Participants	Percentage
In-depth interviews for management	6	4	66%
Semi-structured questionnaire for employees	34	24	70%
Total	**40**	**28**	**70%**

Source: Primary data (2025)

The table above shows the participants response rate, the researcher distributed 33 questionnaires to non-managerial participants, 24 participants managed to respond to the questionnaire, accumulating a response rate of 70% response rate. The researcher sought to interview 6

managerial participants, 4 participants managed to participate in the interview, accumulating a response rate of 66%. In total, the researcher intended to interview 40 participants, 28 participated in the study, accumulating a total response of 70%.

4.3 Participants demographics

Collins (2005) states that demographic data are important in research because they help to identify patterns and trends in human behaviour that may be masked when we focus only on individual cases.

4.3.1 Participants Gender

Fig. 2 pie chart on gender distribution
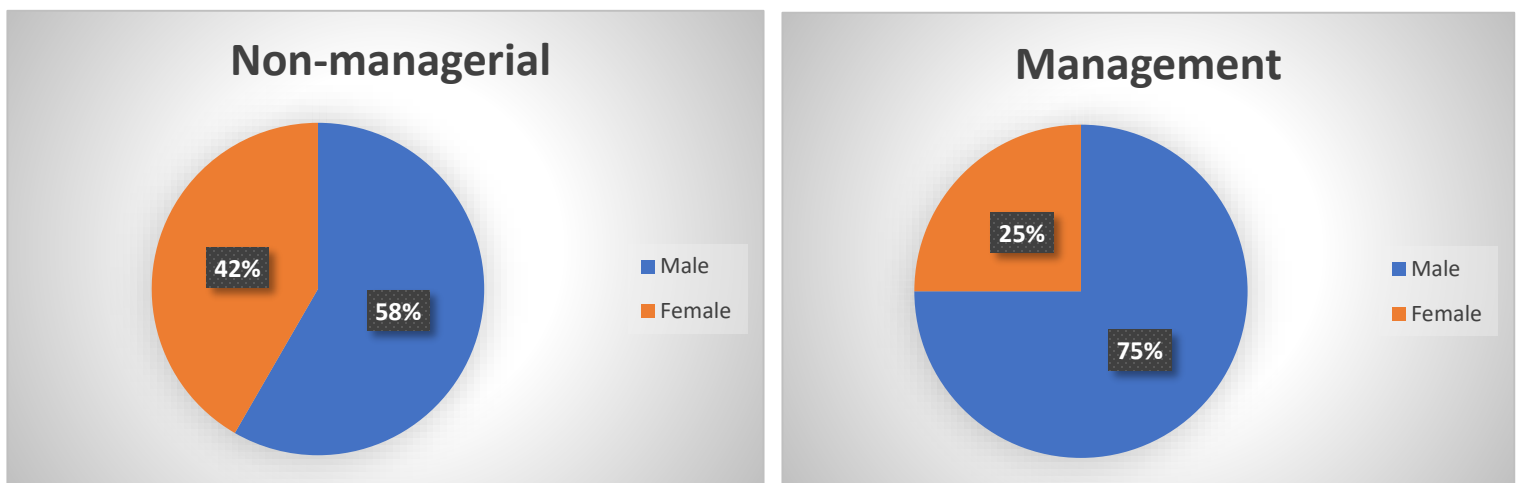
The illustration above shows the gender breakdown of 28 participants, were it shows 16 males 12 females participated in this study. There were more male participants as compared to female participants. The gender distribution data reveals a significant disparity between non-managerial and management roles, with women comprising 42% of non-managerial staff but only 23% of management positions, indicating a pronounced vertical gender segregation consistent with the "glass ceiling" phenomenon (Eagly & Carli, 2021). This underrepresentation of women in leadership aligns with global trends reported by McKinsey & LeanIn (2023), where women hold just 32% of senior management roles, and suggests systemic barriers such as unconscious bias in promotions (Kanter, 1977), lack of mentorship opportunities (Ibarra et al., 2010), and work-life balance challenges (Michel et al., 2021).

4.3.2 Participants qualifications

Fig. 3 bar graph on Educational qualifications

PARTICIPANTS EDUCATION

■Certificate	■Diploma	■Degree	■Masters	■PhD

	Management	Employees
■Certificate	0	15
■Diploma	0	6
■Degree	0	3
■Masters	1	
■PhD	3	
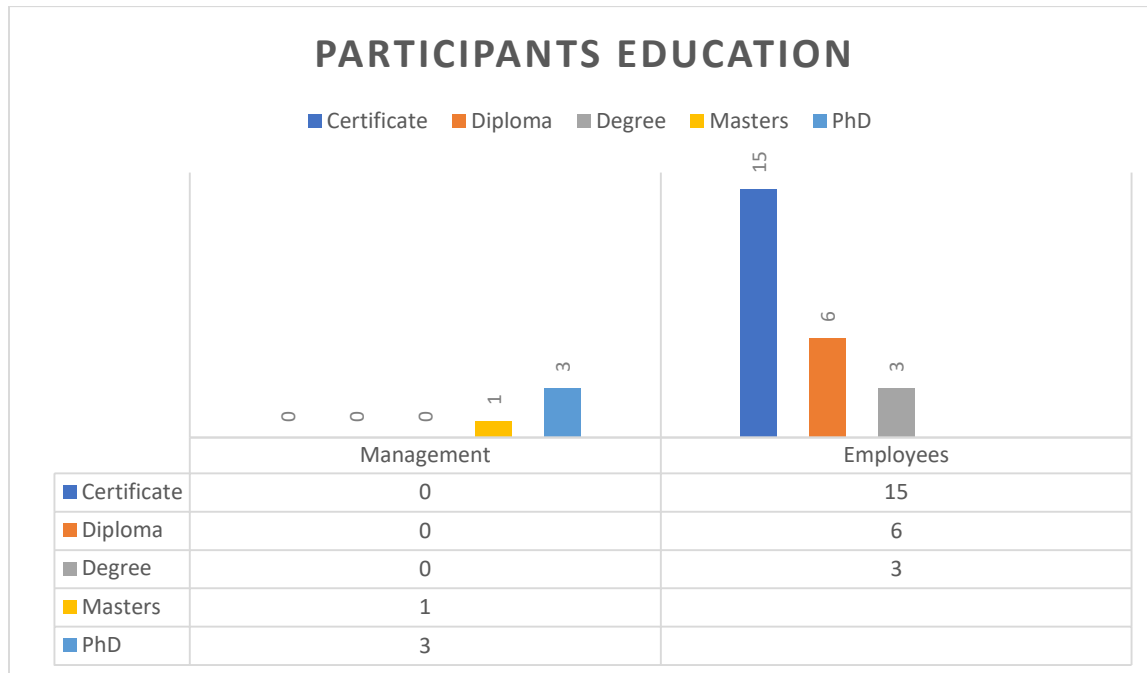
The participants held a variety of qualifications. 15 participants held a certificate, 6 held diplomas, 4 held degrees, 3 held master's degrees. The majority of the participants had certificates. The qualifications data reveals a pronounced educational stratification between hierarchical levels, with 62% of non-managerial employees holding certificates as their highest qualification compared to 75% of management possessing degrees, suggesting an academic glass ceiling where certificate-holders face constrained advancement opportunities despite likely constituting the operational backbone. This credential disparity aligns with recent findings from the Organisation for Economic Cooperation and Development (OECD) (2023) showing that 68% of mid-level managers globally hold bachelor's degrees, while frontline workers predominantly possess vocational qualifications. The complete absence of postgraduate representation (Masters/PhD) in both tiers may indicate either limited higher education access or the organization's undervaluation of advanced degrees, contrasting with LinkedIn's 2023 qualifications for leadership roles.

4.3.4 Participants' years of service

Fig.4 Pie chart on length of service
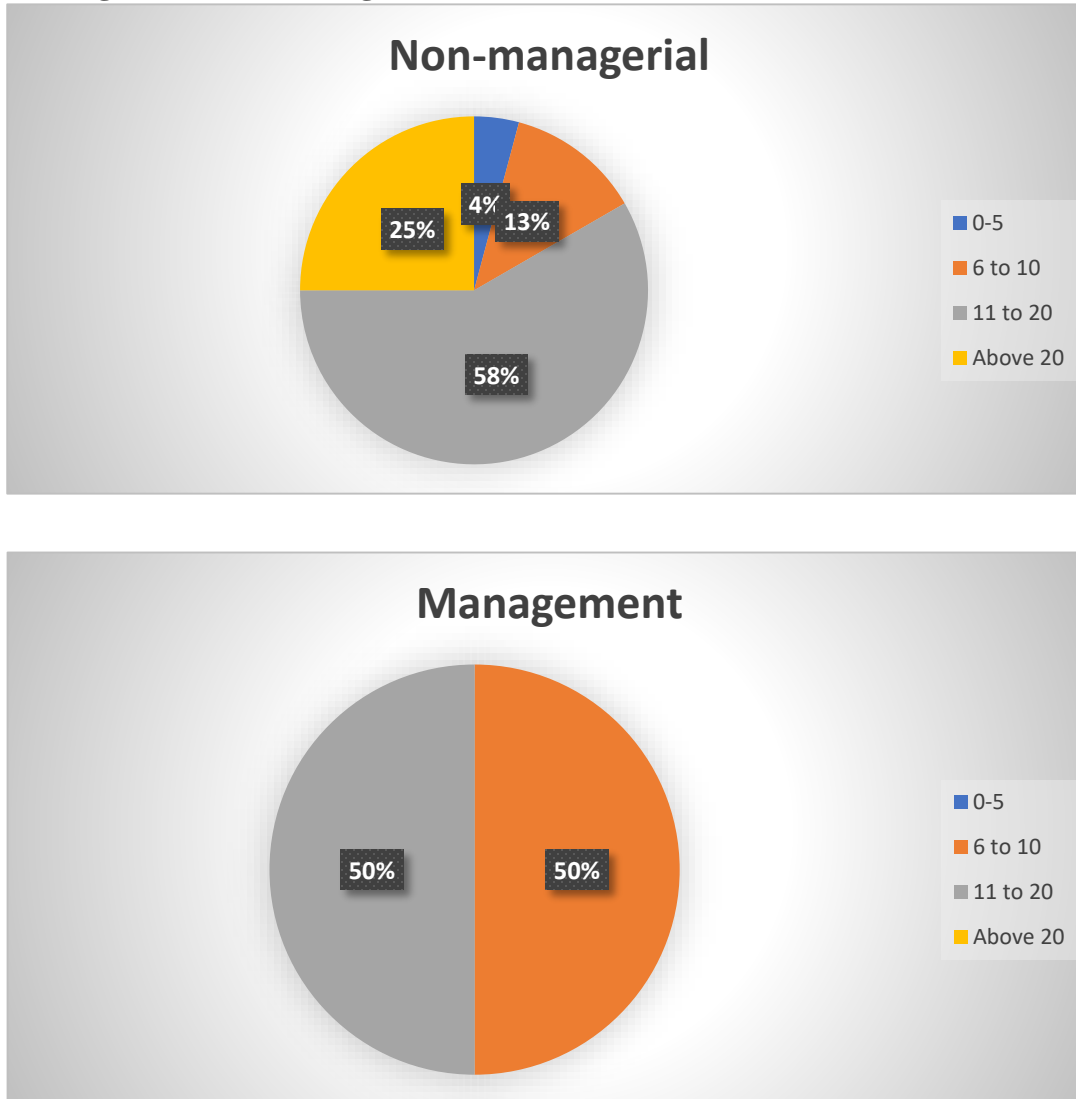
The length of service varied among participants. 4 participants had a length of service of 6 to 10 years, 19 had 11 to 20 years, and 5 had more than 20 years of service. The tenure distribution reveals critical insights about organizational mobility and retention patterns. Among non-managerial staff, 4% have 0-5 years of service, suggesting high turnover in entry-level positions, while a striking 58% with 11-20 years' experience indicate mid-career promotion. Management shows a bipolar distribution with equal 50% splits between 11 to 20 year and 6-10 year cohorts.

4.4 Influence of employee engagement policies on organizational performance

The researcher interviewed managerial participants and asked them on the influence of employee engagement on organizational performance. All four managerial participants agreed that employee engagement positively affects organizational performance.

One of the managerial participant stated that:

> *Policies that encourage employee engagement increase output. Employees are more driven to produce excellent work when they feel appreciated.*

Another manager alluded that:

> *Recruitment expenses have been decreased and turnover rates have decreased thanks to engagement policies. We have developed a solid employer brand as a result.*

Another Manager stated that:

> *Innovation is promoted by engagement policies. Our ability to stay ahead of the competition is facilitated by empowered employees who take chances and share ideas.*

The above findings are supported by Schaufeli (2001) who noted that engaged employees consistently exhibit elevated energy levels, commitment and performance. Furthermore, this is supported by Chikazhe et al (2021) who conducted a case study on research on Zimbabwean firms indicating that employee engagement significantly influence on organizational performance. Chikazhe (2021) examined manufacturing firms in Zimbabwe and his key findings was that robust engagement policies outperformed those with weak programs in terms of revenue and employee retention.

Table 4.2. *Employee engagement policies and organisation performance*

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5

Job satisfaction					
I am satisfied with my current job	9	5	2	5	3
I find my work fulfilling	11	4	6	1	2
Motivation					
I feel motivated to perform my best at work	7	13	-	1	3
I am excited about my daily tasks	6	8	4	3	3
Communication					
I feel that my opinions are valued by my team	3	5	6	2	8
There is open communication between management and employees	5	10	1	1	7
Career development					
I have opportunities for professional growth in this organisation	7	7	4	1	5
I receive adequate support for my career development	9	5	-	5	5
Work environment					
The work environment is conducive to high performance	4	14	3	-	3
I feel comfortable discussing issues with my supervisor	6	7	3	1	7

Source: **Primary survey (2025)**

4.4.1 Job Satisfaction

The survey results for job satisfaction indicate different employee perspectives. Regarding satisfaction with their current job, 9 respondents strongly disagreed, 5 disagreed, 2 remained neutral, 5 agreed, and 3 strongly agreed. When asked about finding their work fulfilling, responses showed 11 employees strongly disagreed, 4 disagreed, 6 were neutral, 1 agreed, and just 2 strongly agreed.

4.4.2 Motivation

For feeling motivated to perform their best, 7 staff members strongly disagreed while 13 disagreed, with none selecting neutral, 1 agreeing, and 3 strongly agreeing. Similarly, when asked about excitement for daily tasks, 6 strongly disagreed, 8 disagreed, 4 were neutral, 3 agreed, and 3 strongly agreed. The distribution suggests motivation may be an area requiring attention.

4.4.3 Communication

On whether opinions are valued by their team, 3 respondents strongly disagreed, 5 disagreed, 6 were neutral, 2 agreed, and 8 strongly agreed. Regarding open communication between management and employees, 5 strongly disagreed, 10 disagreed, 1 was neutral, 1 agreed, and 7 strongly agreed. These results indicate communication is viewed more favorably than other areas surveyed.

4.4.4 Career Development

For professional growth prospects, 7 employees strongly disagreed, 7 disagreed, 4 were neutral, 1 agreed, and 5 strongly agreed. Concerning career development support, 9 strongly disagreed, 5 disagreed, none were neutral, 5 agreed, and 5 strongly agreed. The data reveals polarization in views about career advancement possibilities.

4.4.5 Work Environment

The work environment received predominantly negative assessments. On whether it supports high performance, 4 respondents strongly disagreed, 14 disagreed, 3 were neutral, none agreed, and only 3 strongly agreed. Regarding comfort discussing issues with supervisors, 6 strongly disagreed, 7 disagreed, 3 were neutral, 1 agreed, and 7 strongly agreed. These findings suggest work environment improvements may be needed.

The survey results reveal significant concerns regarding employee engagement across multiple dimensions of the workplace experience. With mean scores predominantly falling between 2.1 and 2.8 on a 5-point Likert scale – mainly between "Disagree" to "Neutral", the data suggests widespread dissatisfaction among employees. The only moderately positive finding was that employees feel their opinions are valued by their team, which scored 3.3. This overall pattern indicates systemic challenges in maintaining an engaged workforce.

Several critical problem areas emerge from the data. Most alarming is the severe lack of job fulfilment, scoring just 2.1, with only 12.5% of employees agreeing their work is fulfilling and merely 33% expressing job satisfaction. This suggests a fundamental disconnect between employee expectations and their daily work experiences. Motivation represents another major concern, with scores of 2.2 to 2.5 showing that 83% of employees lack motivation to perform their best and 58% find no excitement in their daily tasks. These findings likely indicate deficiencies in reward systems, recognition practices, and meaningful work assignments. Career development opportunities also scored poorly (2.6-2.7), with only 25% of employees seeing growth potential and 58% feeling unsupported in their professional development. Additionally, the work environment received a low score of 2.3, with 75% of respondents finding it unconducive to high performance and 54% uncomfortable discussing issues with supervisors, pointing to potential leadership and trust issues.

These findings have significant ramifications for the functioning of organisations. Because disgruntled employees are more likely to quit, the combination of low fulfilment, low drive, and few possibilities for advancement poses serious retention risks. Furthermore, disengaged employees typically operate at reduced capacity, potentially below 60% of their potential productivity. Over time, chronic dissatisfaction can erode workplace culture, creating a toxic environment that becomes increasingly difficult to remediate. While the data shows some positive aspects of peer relationships and basic team communication functioning, these strengths are insufficient to compensate for the broader engagement deficits.

4.5 Effectiveness of compensation and benefits policies on organizational performance

The researcher further asked the managerial participants on the effectiveness of compensation and benefits on organizational performance. One material participant highlighted that:

> *Top talent is drawn to and retained by competitive compensation packages. Maintaining competitiveness and achieving corporate success depend on it.*

Another participant stated that,

> *Employee satisfaction has increased and turnover has decreased thanks to our benefits program. It's crucial to the general wellbeing of our workers. Employees*

are encouraged to give their best work when they receive fair pay and benefits. It has a direct connection to both job happiness and productivity.

Responded 3 alluded that,

We have been able to stand out in the market thanks to our perks and pay policies. It's a crucial selling feature for drawing in and keeping talent.

The aforementioned information is in relation with (Brown,2011) and (Shaw et al,2009) who noted that organizations with comprehensive compensation packages tend to exhibit higher productivity levels and improve retention rates. In addition, Chikova & Dube (2020) conducted a case study on compensation practices in Zimbabwean companies. In their research they noted that organizations offering compensation packages tends to perform better in terms of staff loyalty and operational efficiency.

Table 4.3: *Compensation and benefits policies and organizational benefits*

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5
Compensation Satisfaction					
I am satisfied with my salary	16	5	1	-	2
My compensation indicates my job contributions	8	9	-	4	3
The company's salary structure is competitive compared to similar roles in the same industry.	2	7	6	4	5
Benefits Effectiveness					

The benefits package (e.g., medical, pension, bonuses) meets my needs	4	8	3	3	6
Non-monetary benefits (e.g., training, recognition) are valuable to me	3	9	3	5	4
I understand how to access and use all offered benefits.	2	5	6	5	6
Motivation & Performance					
The current compensation policy motivates me to perform better	7	9	3	2	3
I believe my rewards are tied to my performance	8	7	4	3	2
I receive timely feedback on how my performance affects my compensation	12	9	-	2	3
Fairness & Transparency					
Compensation decisions at Dairibord Zimbabwe are fair and unbiased	4	4	7	5	4
The company clearly communicates how compensation and benefits are determined	4	13	3	-	4
I trust that management considers employee effort when designing policies	9	7	2	4	2
Retention & Loyalty					
I am likely to stay with Dairibord Zimbabwe due to its compensation policies.	5	8	5	1	5
I would recommend Dairibord as an employer based on its benefits package	2	10	2	3	7
I feel valued as an employee because of my compensation	6	9	1	3	5

4.5.1 Compensation Satisfaction

When asked about salary satisfaction, 16 respondents strongly disagreed, 5 disagreed, 1 remained neutral, and only 2 agreed – with none strongly agreeing. Similarly, regarding whether compensation reflects job contributions, 8 strongly disagreed, 9 disagreed, none were neutral, 4 agreed, and 3 strongly agreed. However, views on the company's competitive salary structure were more balanced: 2 strongly disagreed, 7 disagreed, 6 were neutral, 4 agreed, and 5 strongly agreed.

4.5.2 Benefits Effectiveness

For the adequacy of benefits (medical, pension, bonuses), 4 strongly disagreed, 8 disagreed, 3 were neutral, 3 agreed, and 6 strongly agreed. Non-monetary benefits like training and recognition saw 3 strongly disagreeing, 9 disagreeing, 3 neutrals, 5 agreeing, and 4 strongly agreeing. Understanding of benefit accessibility received better ratings: 2 strongly disagreed, 5 disagreed, 6 were neutral, 5 agreed, and 6 strongly agreed.

4.5.3 Motivation & Performance

Regarding motivation to perform better, 7 strongly disagreed, 9 disagreed, 3 were neutral, 2 agreed, and 3 strongly agreed. Only 5 respondents (3 agreed, 2 strongly agreed) believed rewards were tied to performance. Timely feedback about performance's impact on compensation was particularly lacking, with 12 strongly disagreeing ,9 disagreeing, 2 strongly agreeing and 3 agreeing.

4.5.4 Fairness & Transparency

On compensation decision fairness, 4 strongly disagreed, 4 disagreed, 7 were neutral, 5 agreed, and 4 strongly agreed. Communication about compensation determination received negative ratings: 4 strongly disagreed, 13 disagreed, 3 were neutral, and only 4 agreed. Trust in management's consideration of employee effort was low, with 9 strongly disagreeing, 7 disagreeing2 were neutral and 4 strongly agreeing and 2 agreeing.

4.5.5 Retention & Loyalty

Regarding staying with the company due to compensation, 5 strongly disagreed, 8 disagreed, 5 were neutral, 1 agreed, and 5 strongly agreed. While 10 respondents would not recommend the

company based on benefits, 7 would. Feelings of being valued through compensation were weak: 6 strongly disagreed, 9 disagreed, 1 was neutral, 3 agreed, and 5 strongly agreed.

Significant systemic issues are found in all measurable aspects of workplace experience, according to the thorough analysis of the employee engagement survey. The information presents a worrisome image of pervasive discontent that probably affects retention, productivity, and overall organisational effectiveness. The survey shows alarmingly negative perceptions of fundamental job elements, with compensation satisfaction scoring lowest at just 1.6 and job fulfilment only slightly higher at 2.1. These scores indicate most employees feel undervalued and disconnected from their work. The pattern persists across motivation (2.2-2.5), career development (2.6-2.7), and work environment (2.3) metrics, suggesting the organization faces deep-rooted cultural and structural issues rather than isolated problems. The extremely low scores in areas connecting effort to rewards (performance motivation at 2.3, compensation fairness at 2.3) reveal a severe erosion of the employee-employer relationship. Only 20-25% of employees believe their contributions are properly recognized or rewarded, indicating the organization's reward systems fail to fulfill basic psychological contracts that drive engagement. The cumulative effect of these deficiencies manifests in concerning retention metrics (2.5). With most dimensions scoring well below neutral and no area exceeding 3.3, the data suggests the organization risks entering a downward spiral of disengagement, turnover, and declining performance. The few relative strengths, notably peer recognition (3.3) and some benefit understanding (3.3) are overshadowed by systemic weaknesses. This pattern indicates employees may be creating their own support networks to compensate for organizational failures, but these informal systems cannot sustain long-term engagement.

4.6 Influence of employee relations policies on organizational performance

The researcher asked the managerial participants on the influence of employee relationship policies on organizational performance.

Two managerial participants agreed that positive employee relations policies foster a collaborative work environment. It leads to increased productivity and better teamwork.

One of the managerial practitioner stated that:

> *Communication and trust have improved as a result of our employee relations policies. A more peaceful workplace has resulted from fewer disputes and complaints.*

Another managerial participant stated that:

> *Employee motivation and engagement are fuelled by effective employee relations practices. It's crucial for achieving corporate objectives and providing outstanding customer service.*

The above findings are supported by (Aguinis & Bradley, 2016) who found that effective employee relation polices can improve employee performance, increasing commitment and enhance organizational performance. Moreover, a study by (Tourish & Hargie, 2000) found that effective communication can reduce conflicts, improve employee satisfaction, and increase organizational commitment.

Table 4.4: **employee relations policies and organizational performance**

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5
Communication & Transparency					
Management communicates company goals clearly	3	7	5	6	3
I feel comfortable voicing concerns or suggestions to my supervisor.	6	8	-	2	8
The company encourages open communication between employees and leadership	2	6	4	5	7
Conflict Resolution & Fair Treatment					

Workplace conflicts are resolved fairly and promptly	2	5	4	3	10
I trust HR to handle grievances impartially	2	6	5	4	7
Disciplinary actions are applied consistently across all staff levels	5	7	3	3	6
Employee Participation & Engagement					
Employees are encouraged to participate in decision-making that affects their work	5	8	3	3	5
Teamwork and collaboration are actively promoted in my department	2	4	3	5	10
I feel valued as an employee beyond my job role	5	8	-	4	7
Policy Effectiveness & Performance Impact					
Employee relations policies positively impact my productivity	1	6	4	5	10
The work environment fosters motivation and job satisfaction	2	4	2	7	9
I believe strong employee relations contribute to the company's overall success.	-	-	3	15	6
Retention & Loyalty					
I plan to stay with Dairibord long-term due to its workplace culture	3	7	4	2	8
I would recommend Dairibord as a good place to work	1	4	5	5	9

4.6.1 Communication & Transparency

Regarding clarity of company goals from management, 3 respondents strongly disagreed, 7 disagreed, 5 remained neutral, 6 strongly agreed and 3 agreeing. Comfort levels in voicing concerns to supervisors showed greater dissatisfaction, with 6 strongly disagreeing and 8 disagreeing, while only 2 strongly agreed and 8 agreeing. However, open dialogue between employees and leadership received better ratings: 2 strongly disagreed, 6 disagreed, 4 were neutral, 5 strongly agreed and 7 agreeing.

4.6.2 Conflict Resolution & Fair Treatment

For fair and prompt conflict resolution, 2 strongly disagreed, 5 disagreed, 4 were neutral, and 3 strongly agreed and 10 agreeing. Trust in HR's impartial grievance handling showed similar patterns: 2 strongly disagreed, 6 disagreed, 5 were neutral, 4 strongly agreed and 7agreeing. Consistency in disciplinary actions across staff levels received more critical responses, with 5 strongly disagreeing and 7 disagreeing, compared to 3 strongly agreeing.

4.6.3 Employee Participation & Engagement

Regarding encouragement to participate in work-related decisions, 2 respondents strongly disagreed, 4 disagreed, 3 were neutral, 5 strongly agreed and 10 agreed. Teamwork promotion showed similar response patterns. Feelings of being valued beyond job roles revealed greater dissatisfaction, with 5 strongly disagreeing and 8 disagreeing, while 4 strongly agreed.

4.6.4 Policy Effectiveness & Performance Impact

For policy effects on productivity, only 1 strongly disagreed and 6 disagreed, while 4 were neutral, 5 strongly agreed and 10 agreed. The work environment's effect on motivation showed 2 strongly disagreeing, 4 disagreeing, 2 neutrals, and 7 strongly agreeing. Notably, 15 respondents strongly agreed that strong employee relations contribute to company success, with only 3 remaining neutral.

4.6.5 Retention & Loyalty

Regarding long-term stay intentions due to culture, 3 strongly disagreed, 7 disagreed, 4 were neutral, and 2 strongly agreed and 8agreeing. Willingness to recommend the company as a

workplace was more favourable: 1 strongly disagreed, 4 disagreed, 5 were neutral, and 5 strongly agreed. These results suggest that while some employees value the workplace culture, others remain unconvinced of its long-term benefits.

The workplace has several operational and cultural issues, according to the employee relations survey, but there are also some encouraging areas for development. According to the statistics, the company is having serious problems with communication and trust, but it is also showing signs of resiliency by having people that value positive relationships. The organization faces a pronounced disconnect between employees and management. While peer communication scores moderately (3.3), vertical communication falters, particularly in comfort voicing concerns (2.3) and clarity of company goals (2.8). This suggests leadership may be either inaccessible or ineffective in messaging. The data reveals troubling gaps in trust regarding HR's impartiality (2.8) and consistency in disciplinary actions (2.3). Employees appear skeptical about fairness in conflict resolution (2.7) and transparent policy communication (2.3), indicating systemic credibility issues that could undermine all improvement efforts. While day-to-day relations score poorly, employees strongly believe (4.6) that good relations contribute to organizational success. This disconnect suggests workers want better relations but don't experience them currently. The moderate scores on teamwork promotion (3.3) and participation encouragement (3.2) further highlight this untapped potential. The concerning 2.5 score on long-term retention intentions, coupled with neutral recommendations (3.3) of the company as a workplace, signals significant cultural vulnerabilities. Employees appear unconvinced that current relations merit long-term commitment.

4.7 implementable HR policies

The researcher asked the participants what they suggest is the best policy that should be implemented by the company to improve performance. Below the table shows the votes they did for HR policies.

Table 4.5: **Implementable findings suggested**

Policy Theme	Employee votes	Manager votes
Performance based initiatives	9	2
Career development	5	1

Flexible Work	5	0
Transparent communication	2	0
Well-being initiatives	2	0
DEI policies	0	1

 Source: **Primary survey (2025)**

The table presents survey results where employees and managers voted on the most effective HR policies to enhance organizational performance. Performance-based initiatives received the highest support (9 employees and 2 managers), followed by career development (5 employees, 1 manager) and flexible work arrangements (5 employees). Transparent communication and well-being initiatives each garnered 2 employee votes, while DEI policies received only 1 manager vote. This shows that employees clearly favour policies that directly reward success and foster career advancement, with flexibility playing a big role as well. With the exception of one vote in favour of DEI initiatives, managers had little interest in other policies, despite their alignment with performance-based approaches.

Employee emphasis on observable benefits, such as career development and performance rewards, is evident from the data, indicating that these practices are seen as important sources of motivation and output. The high number of votes for flexible work shows how important it is becoming for employee satisfaction, but the absence of executive support in this area can be a sign of priorities not aligning. Given the lack of interest in DEI and well-being programs, it may be necessary to increase advocacy or raise awareness in order for these sectors to gain momentum. Though their little involvement with other policies may indicate a weak understanding of performance determinants, managers' emphasis on performance is in line with organisational goals.

Table 4.6 **Hypothesis testing**

HR Polices	Standard Coefficient	P Value	Hypothesis	Decision
Employee engagement and organizational performance	0.61	0.003	H1	Accept
Compensation and benefits	0.53	0.012	H2	Accept

and organizational performance			
Employee relations and organizational performance	0.63	0.000	H3	Accept

The above table illustrates the relationship between key HR policy and organizational performance. H1 indicates higher engagements through motivation, communication and work environment is expected to enhance organizational performance with a p-value of 0,003 and standard coefficient of 0,61. This is similar to the study conducted by (Guest & Conway, 2011) were the study showed that employee engagement is positively related to organizational performance. H2 indicates a direct link from compensation and benefits policies to organizational performance highlighting that better salary, bonuses and benefits increase productivity, retention and overall outcomes with a p-value of 0,012 and standard coefficient of 0,53. This is also corresponding to the study of (Katou,2012) and (Demo et al, 2014) were the showed that HR policies such as compensation and benefits have a significant effect on organizational performance. Scholars such as Guest & Conway, (2011) and Siyal et al (2020) have confirmed the relationship between HR policies and greater organizational effectiveness.

4.8 Chapter summary

Chapter 4 presents the findings on the impact of HR policies on organizational performance at Dairibord Zimbabwe, based on responses from 28 participants (70% response rate). Key issues include low employee engagement, with dissatisfaction in job fulfilment (2.1/5), motivation (2.2–2.5), and career development (2.6–2.7), alongside significant concerns about compensation fairness (1.6) and communication gaps. Employee relations revealed conflicting findings, with great conviction in the importance of good relationships and a lack of trust in management. Performance-based incentives and career advancement were given top priority in the proposed policies; nevertheless, there was little managerial support for DEI and flexible work arrangements. The information highlights structural issues with productivity, retention, and the fit between organisational procedures and employee expectations.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter encapsulates the research study by summarizing key findings, drawing insightful conclusions, and suggesting practical recommendations. Based on the data analysis from Chapter Four, the discussion interprets the outcomes in relation to the existing literature surrounding HR policies and their impact on organizational performance. The chapter is divided into three primary sections: Initially, it reviews the research findings in connection with the study's objectives,

analysing how employee engagement, compensation and benefits, and employee relations policies affect organizational performance at Dairibord Zimbabwe. Next, it outlines the study's conclusions, emphasizing the noteworthy disparities between the intended policies and the actual experiences of employees. Lastly, it provides specific recommendations for organizational practices along with suggestions for future research avenues.

5.2 Summary

5.2.1 Influence of Employee Engagement Policies on Organizational Performance

The research found that employee engagement policies have a considerable influence on the performance of Dairibord Zimbabwe, even though there are discrepancies between the intended policies and the actual employee experiences. While management claimed that engagement initiatives enhance productivity, innovation, and employee retention, survey results showed a high level of dissatisfaction among staff, with just 33% reporting satisfaction with their jobs and only 12.5% considering their work to be fulfilling. Motivation levels were notably low, as 83% of employees indicated they felt unmotivated, and many viewed career development opportunities as lacking support, with 58% feeling unsupported in their growth. Nevertheless, aspects such as peer communication and team collaboration received moderate ratings (3.3/5), indicating that relational elements of engagement tend to function more effectively than structural or motivational ones. These results are consistent with earlier studies (e.g., Schaufeli, 2001; Chikazhe et al., 2021), which demonstrate that strong engagement policies are linked to improved performance, but point out that Dairibord needs to focus on job satisfaction, career advancement, and trust in leadership to convert policies into tangible results.

5.2.2 Effectiveness of Compensation and Benefits Policies on Organizational Performance

The research uncovered notable deficiencies in the impact of compensation and benefits policies on organizational performance at Dairibord Zimbabwe. While managers claimed that competitive salaries and benefits draw in talent and enhance productivity, employee feedback indicated significant discontent—80% were dissatisfied with their wages, and only 20% felt that their pay accurately reflected their contributions. Benefits packages scored marginally better, with a 40% approval rate, but non-monetary incentives such as training and recognition were seen as insufficient (60% dissatisfaction). Important gaps were identified in performance-based rewards,

with only 25% recognizing a link between their effort and compensation, and issues of transparency, as 65% mistrusted the process behind pay decisions. These findings support the work of Brown (2011) and Shaw et al. (2009), which illustrates that equitable and transparent compensation enhances performance, yet they also shed light on systemic problems at Dairibord, such as misaligned incentives, inadequate communication, and perceived inequity. If these issues remain unaddressed, the organization may face risks of employee demotivation, turnover, and diminished trust, which could jeopardize long-term performance.

5.2.3 Influence of Employee Relations Policies on Organizational Performance

The research indicated that although Dairibord's leadership believed that employee relations policies fostered collaboration and trust, there were notable deficiencies in their execution, with merely 35% of employees indicating they were aware of the organization's objectives and only 30% feeling at ease expressing concerns to their supervisors. Even though 60% recognized the value of positive employee relations for the success of the company, 55% expressed skepticism regarding HR's neutrality in dealing with complaints, and 45% viewed disciplinary measures as being applied inconsistently, exposing underlying problems in policy implementation. While collaboration among peers received a relatively higher approval rating of 65%, the results underscore significant shortcomings in communication from management, perceptions of fairness, and consistency in policy enforcement. These findings correspond with Aguinis and Bradley's (2016) research, which illustrates that such discrepancies can hinder employee engagement and performance unless addressed through more transparent, fair, and consistently applied strategies for relations.

5.2.4 Implementable HR Policies for Enhanced Performance

The research highlighted a notable gap between the priorities of employees and management concerning effective HR strategies, with performance-based incentives being the most favored initiative (supported by 9 employees and 2 managers), followed by career development programs (5 employees, 1 manager) and flexible work options (5 employees). Interestingly, while employees strongly supported concrete benefits such as performance rewards and opportunities for career advancement, managers demonstrated minimal interest in policies that promote well-being (0 votes) or DEI (1 vote), indicating a disconnect in organizational priorities. These results imply that Dairibord could enhance performance substantially by establishing merit-based reward systems

and clear career pathways, while also bridging the gap between leadership and staff expectations through more inclusive policy development processes that integrate employee feedback from all levels.

5.3 Conclusions

In summary, this research has offered essential insights into how HR policies, particularly regarding employee engagement, compensation and benefits, and employee relations, influence organizational performance at Dairibord Zimbabwe. The results indicated that, while management views these policies as effective drivers of productivity, innovation, and workforce retention, employees expressed considerable dissatisfaction with their execution. Notable gaps included low job satisfaction (with only 33% expressing contentment), insufficient motivation (with 83% reporting disengagement), and a lack of trust in compensation fairness (with 80% dissatisfied) and HR impartiality (with 55% remaining sceptical). These discrepancies reveal significant issues in communication, transparency, and consistency of policies that hinder organizational effectiveness. The research highlighted feasible improvements in HR policies, with employees emphasizing the need for performance-based incentives, career development opportunities, and flexible work arrangements areas that management has largely neglected. To close this gap, Dairibord must realign its HR strategies with the expectations of employees by adopting merit-based rewards

5.4 Recommendations

5.4.1 Recommendations to the organisation

- The researcher suggests that the organization introduce comprehensive initiatives for employee engagement to tackle the low levels of job satisfaction (33%) and motivation (83%) highlighted in the study.
- The researcher advises carrying out an in-depth review and restructuring of the compensation system to rectify the prevalent dissatisfaction regarding pay fairness (80%) and transparency (65%).
- The researcher recommends enhancing employee relations through improved communication strategies, such as regular town hall meetings and transparent grievance procedures, to mitigate the existing trust deficit (55% distrust in HR) and information gaps (only 35% understanding of organizational goals).

- The researcher encourages prioritizing career development programs and flexible work options, as these received strong backing from employees (9 votes for performance incentives, 5 votes for career growth).

5.4.2 Recommendations to HR

- The researcher suggests that HR create data-informed strategies based on insights gathered from employee surveys to establish more focused and effective policies, especially in areas where there are differences in perceptions between management and staff.
- The researcher advocates for a collaborative approach in policy development by engaging employees in the creation of HR initiatives, particularly related to compensation and benefits, to ensure increased acceptance and effectiveness.
- The researcher recommends the establishment of comprehensive training programs for leaders that emphasize transformational leadership techniques to enhance manager-employee relationships and bridge the existing gap between leadership intentions and staff perceptions.

5.4.3 Recommendations for Further Study

- The researcher suggests performing longitudinal studies to evaluate the lasting effects of the suggested HR policy changes on organizational performance and employee satisfaction at Dairibord Zimbabwe.
- The researcher proposes conducting comparative studies with other manufacturing firms in Zimbabwe to uncover industry-wide trends and specific challenges related to HR policy implementation.

5.5 Chapter Summary

This chapter focused on providing conclusion and recommendations of the study which explored the relationship between human resource policies and organizational performance with a direct focus on employee engagement policies, compensation and benefits policies and employee relationship policies. The analysis of this study showed that there is significant positive relationship between these policies and organizational competitive advantage. The chapter propound recommends for the organizational, for the HR department and for further studies in

order to continue improving the overall performance of the organizational. Implementing these recommendations, the organization can unlock the full potential of human resource driving performance, innovation and success.

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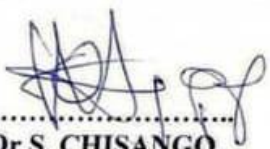
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Annexure A: Letter from the University

BINDURA UNIVERSITY OF SCIENCE EDUCATION

Private Bag 1020
BINDURA, Zimbabwe
Tel: 066271 – 7127, 7620,7615
Dr S.Chisango:0773194510

HUMAN RESOURES MANAGEMENT DEPARTMENT

02 May 2025

Dairibord Zimbabwe Private Limited

1225 Rekayi Tangwena Avenue

Belvedere

HARARE

ZIMBABWE

RE: REQUEST FOR DATA COLLECTION

Please may you assist our student Basvi Paidamoyo Alice (B210935B) carry her research in your organization on her topic on **"An analysis of human resources policies on organizational performance. A case study of Zimbabwe, Dairibord Zimbabwe Private Limited, Harare"**. She is our 4.2 student at Bindura University of Science Education in the Department of Human Resources Management.

Your assistance to our student will be greatly appreciated.

Regards

Dr S. CHISANGO
Chairperson

BINDURA UNIVERSITY OF SCIENCE EDUCATION
DEPT. OF HUMAN RESOURCES MANAGEMENT
CHAIRPERSON

0 2 MAY 2025

FACULTY OF COMMERCE
PRIVATE BAG 1020, BINDURA, ZIMBABWE

Annexure B: Application Letter to the Organization

64

Bindura University of Science Education

P O Box 741 Chimurenga Road

Bindura

18 April 2025

The Talent Development Manager

Dairibord Zimbabwe (PVT) Ltd

1225 Rekayi Tangwena Ave

Belvedere, Harare

Dear Sir

RE: APPLICATION FOR AUTHORISATION TO CARRY OUT RESEARCH AT YOUR ORGANISATION

My name is Paidamoyo Alice Basvi, Student Registration Number: B210935B, I hereby kindly seek permission to carry out research whose topic is **an analysis of Human Resources Policies on organizational performance: case of Dairibord Zimbabwe Private Limited.**

The research is to be carried out in partial fulfilment of the requirements of the Bachelor's Honors Degree in Human Capital Management (HCM) that I am currently undertaking at the Bindura University of Science Education.

I assure you that all the information collected will be considered confidential and will be used for academic purposes only.

I will be very grateful if you permit me.

Yours Faithfully

Paidamoyo A. Basvi

Annexure C: Approved Letter from DZPL

Bindura University of Science Education

Bindura University of Science Education

P O Box 741 Chimurenga Road

Bindura

18 April 2025

The Talent Development Manager

Dairibord Zimbabwe (PVT) Ltd

1225 Rekayi Tangwena Ave

Belvedere, Harare

Dear Sir

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The research is to be carried out in partial fulfilment of the requirements of the Bachelor's Honors Degree in Human Capital Management (HCM) that I am currently undertaking at the Bindura University of Science Education.

I assure you that all the information collected will be considered confidential and will be used for academic purposes only.

I will be very grateful if you permit me.

Yours Faithfully

Paidamoyo A. Basvi

> **DAIRIBORD ZIMBABWE (PVT) LTD**
> **HR DEPARTMENT**
> approved
> 2 4 APR 2025
> **1225 REKAYI TANGWENA AVENUE**
> **P. O. BOX 2512, HARARE**
> **TEL: +263 242 779035-42**

Annexure D: CLOSE- ENDED QUESTIONNAIRE FOR EMPLOYEES

Introduction

I am Paidamoyo Alice Basvi a level 4.2 student at Bindura University of Science Education pursuing a **BSc Degree in Human Capital Management.** I am currently doing research titled **Analysis of Human Resources Policies on organizational performance: A cases of Dairibord Zimbabwe Private Limited**. Your responses will only be used for academic purposes. Your confidentiality will be upheld and respected. I kindly ask you to participate in this research to enrich this study.

INSTRUCTIONS

- Do not write your name or any other person's name in this questionnaire
- Please tick ( ) where possible
- Write your responses in the spaces provided.

SECTION A: DEMOGRAPHIC DATA

Department……………………………………………………

1. Gender   Male ( )   Female ( )

2. Level of Education   Ordinary level ( )   Advanced Level   ( ) Certificate ( ) Diploma ( ) Undergraduate ( )   Masters ( ) PHD ( )

3. Age: From 0 to 25 years ( ) From 26 to 30 years ( ) From 31 to 40 years ( ) From 41 to 50 years ( ) Above 50 ( )

4. How long have you been working for Dairibord Zimbabwe Private Limited.
Below 2 years ( ) 2-5 years ( )   6-10 years ( ) 11-20 years ( ) above 20 years ( )

Section B: <u>Research Questions</u>

Instructions

For each statement, please indicate how much you agree or disagree by selecting a number from **1 (Strongly Disagree)** to **5 (Agree).** There are no right or wrong answers, we're interested in your honest opinion. If you feel neutral or unsure, select **3 (Neutral**). Answer based on your personal experience, and don't overthink it; your first instinct is often best. Thank you for your time and honest feedback.

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5
Job satisfaction					
I am satisfied with my current job					
I find my work fulfilling					
Motivation					
I feel motivated to perform my best at work					
I am excited about my daily tasks					
Communication					
I feel that my opinions are valued by my team					
There is open communication between management and employees					
Career development					
I have opportunities for professional growth in this organisation					
I receive adequate support for my career development					
Work environment					

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5
The work environment is conducive to high performance					
I feel comfortable discussing issues with my supervisor					

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5
Compensation Satisfaction					
I am satisfied with my salary				-	
My compensation indicates my job contributions					
The company's salary structure is competitive compared to similar roles in the same industry.					
Benefits Effectiveness					
The benefits package (e.g., medical, pension, bonuses) meets my needs					
Non-monetary benefits (e.g., training, recognition) are valuable to me					
I understand how to access and use all offered benefits.					
Motivation & Performance					
The current compensation policy motivates me to perform better					

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5
I believe my rewards are tied to my performance					
I receive timely feedback on how my performance affects my compensation					
Fairness & Transparency					
Compensation decisions at Dairibord Zimbabwe are fair and unbiased					
The company clearly communicates how compensation and benefits are determined					
I trust that management considers employee effort when designing policies					
Retention & Loyalty					
I am likely to stay with Dairibord Zimbabwe due to its compensation policies.					
I would recommend Dairibord as an employer based on its benefits package					
I feel valued as an employee because of my compensation					

	Strongly Disagree 1	Disagree 2	Neutral 3	Strongly Agree 4	Agree 5
Communication & Transparency					
Management communicates company goals clearly					

I feel comfortable voicing concerns or suggestions to my supervisor.		-		
The company encourages open communication between employees and leadership				
Conflict Resolution & Fair Treatment				
Workplace conflicts are resolved fairly and promptly				
I trust HR to handle grievances impartially				
Disciplinary actions are applied consistently across all staff levels				
Employee Participation & Engagement				
Employees are encouraged to participate in decision-making that affects their work				
Teamwork and collaboration are actively promoted in my department				
I feel valued as an employee beyond my job role				
Policy Effectiveness & Performance Impact				
Employee relations policies positively impact my productivity				
The work environment fosters motivation and job satisfaction				
I believe strong employee relations contribute to the company's overall success.				
Retention & Loyalty				

I plan to stay with Dairibord long-term due to its workplace culture					
I would recommend Dairibord as a good place to work					

Annexure E: In-depth Interview Guide for Top Management

Introduction

I am Paiadamoyo Alice Basvi a level 4.2 student at Bindura University of Science Education pursuing a **BSc Degree in Human Capital Management.** I am currently doing research titled **Analysis of Human Resources Policies on organizational performance: A cases of Dairibord Zimbabwe Private Limited**. Your responses will only be used for academic purposes. Your confidentiality will be upheld and respected. I kindly ask you to participate in this research to enrich this study.

<u>**Research Questions**</u>

1. What employee engagement policies are currently in place at Dairibord?
2. How do these engagement policies contribute to employee productivity?
3. What challenges have you encountered in implementing these engagement policies?
4. How does Dairibord structure its compensation and benefits packages?
5. What impact have these compensation policies had on employee retention?
6. Are there any weaknesses in the current compensation structure that need improvement?
7. What policies are in place to maintain positive employee relations at Dairibord?
8. Can you share an example where good employee relations improved operational efficiency?
9. What strategies could strengthen employee relations further?
10. Which HR policy improvements would have the biggest impact on Dairibord's performance?
11. How should the company prioritize and implement these policy changes?
12. How can leadership ensure successful adoption of new HR policies?

<div align="center">Thank You.</div>