

硕士学位论文

**小城市企业如何吸引和留住员工
——以津巴布韦 ECONET 公司为例”
How Small City Businesses Can Attract and
Retain Employees- In the case of Zimbabwe's
ECONET**

学科专业 工商管理(MBA)

专业领域 市场营销

作者姓名

指导教师

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作者姓名：

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指导教师：

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How small city Company can Attract and Retain Employees – Case study of ECONET in ZIMBABWE

Abstract: All telecommunications companies and internet service providers make up the telecommunications industry, which plays a critical role in the evolution of mobile communications and the information society. Econet Wireless is Zimbabwe's largest provider of telecommunications services, providing solutions in mobile and fixed wireless telephony, public payphones, internet access and payment solutions. It is primarily focused on providing digital solutions to residents of sub-Saharan Africa, connecting people, improving their lives and to cofound ways in which the societies can be transformed into better places. Therefore, Econet wireless have a great potential to operate and penetrate in the southern region of Africa.

To determine the reasons and the key factors of the relevant literature and to identify the intention of retaining and attracting workers on the company located in a small town, the paper has proposed a conceptual framework that shows the major variables in explaining the reason why retaining and attracting workers in a small city is a major problem and also how to handle the issues that arises with it.

Improving Human Resource Management effectiveness of managing the workers of Econet firstly this paper outlines the strength and weakness that comes with SWOT analysis that the company can make use of and take advantages of using the model.

On the purpose of human resource market, the Motivation Hygiene theory, highlight the complexities of labor attraction and retention that faces small cities. Also, Motivation Hygiene theory the HRM can be the source of the company capabilities that allows the workers to stay in the small city longer and learn the benefits such as spacious area, community friendly due to low population, clean air hence few cars and industries etc. Obtaining and retaining the skilled, committed and well-motivated workforce the theory of the hierarchy of needs is also put in place within the Human Resource Management strategy. In bridging the gap the study also provides theoretical foundation underpinning employees' turnover strategies that can help in

小城市企业如何吸引和留住员工以津巴布韦 ECONET 公司为例

摘要:所有的电信公司和互联网服务提供商组成了电信行业,在移动通信和信息社会的发展中起着至关重要的作用。电信行业是由电信企业和互联网服务提供商组成的,对移动通信和信息社会的发展起着至关重要的作用。Econet Wireless 是津巴布韦最大的电信服务提供商,提供移动和固定无线电话、公共付费电话、互联网接入和支付解决方案。它主要专注于为撒哈拉以南非洲的居民提供数字解决方案,连接人们,改善他们的生活,并共同找到将社会转变为更好地方的方法。因此,Econet 无线网络在非洲南部地区有着巨大的运营和渗透潜力。

确定的原因和关键因素的相关文献,确定留住和吸引员工的意图在该公司位于一个小镇,本文提出了一个概念性的框架,展示了主要变量解释留住和吸引员工的原因在一个小城市是一个重要的问题以及如何处理出现的问题。

本文首先概述了公司可以利用的 SWOT 分析的优势和不足,以及利用模型的优势。

基于人力资源市场的动机卫生理论,强调了小城市所面临的吸引和留住劳动力的复杂性。此外,激励卫生理论人力资源管理可以成为公司能力的来源,允许员工在小城市停留更长时间,学习的好处,如宽敞的区域,社区友好的人口,清洁的空气,因此很少的汽车和工业等。获得和留住有技能、有决心和有良好动力的劳动力。需求层次理论也被纳入人力资源管理战略。在弥合差距,研究还提供了理论基础,支持员工的离职策略,可以帮助解决员工的离职,包括有利的工作环境,改善薪酬方案,等等。

因此,为了降低公司的流动率,Econet 需要实施本文提出的人力资源管理战略,与员工建立有效的沟通条件,使员工有组织地执行任务和活动,产生预期的结果。本研究应用 Econet 人力资源部门在实施本文所讨论的有用策略方面作出重大贡献。他们需要将战略落实到位,参加组织内外的培训和发展项目,以组织良好的方式执行他们的任务和活动,并产生有针对性的结果。人力资源管理的总体目标是确保 Econet 能够通过员工实现成功,并且能够将他们保留在主要位于小城市的公司内。

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Chapter 1: Introduction

This chapter first introduces background and significance of the research, and on the basis of summarizing the research status at home and abroad, it expounds the research content and research methods of this paper.

1.1 Background and significance to the subject

The success of any organization depends largely on the workforce, i.e. the employees. Employees are considered as the backbone of the organization. At the same time, the employees should also be satisfied with what the employer has invested or is going to invest in them for the employers' career development. And this could not happen with the same strategies, they need to be changed. At a basic level, a Skills shortages in small cities and remote communities impinge on the competitiveness of regions due to the lack of services and amenities available. Many organizations in such small cities face challenges in recruiting skilled labor despite the offer of a well-paid, secure job and this is the particular apparent when a skill set is in short supply (Porter, October 2010). The reasons why small cities struggle to attract and retain workers are inherently complex. Workers job satisfaction and dissatisfaction are mainly caused by the theories of motivation suggested by Maslow and Herzberg. Job satisfaction is the result of various tendencies possessed by an employee towards his job. These outlooks or tendencies may be related to job factors, such as job security, policy of the organization, type of supervision, job environment, salary, chances of advancement and growth, sense of responsibility, and other fringe benefits. So, one can define job satisfaction of an employee as a grown behavior as a result of feelings of various needs and wants during the performance of his duties. In other words, employee's developed feelings regarding how good his job as a whole offers possibility to fulfill his needs determines his attitude towards his job.

skills shortage can be attributed to an overall shortage in supply and excess demand. However, smaller communities often have a more difficult time making significant adjustments (Liu, 2006). They are more likely to depend on a single economic sector, and they might not have the infrastructure, facilities and human capital they need to tackle the complicated economic and social challenges they face.

As a result, many small towns and cities across many countries have seen their job base shrink. Many residents move to other places with more opportunities, leaving behind those with other options. In some cases, there may be excess supply in one region where organizations attract skilled workers through offering higher wages and better conditions,

organizations. These costs have been estimated to range from thirty percent to as high as four hundred percent of a single employee's annual salary, depending on the industry and job being filled (Bureau of Statistics , 2008).

The majority of businesses today participate in strategic planning. Strategy preparation is a method of assisting an entity in becoming more efficient by assisting in the distribution of resources to accomplish objectives. It is a strategic management tool. In fact, strategic planning is a key to successful strategic management. The problem of employee turnover has been extensively researched. There's a vast literature on the causes of voluntary employee turnover dating back to the 1950's. by developing multivariate models that combine a number of factors contributing to turnover and empirically testing the models, researchers have sought to predict why individuals leave organizations. A recent study of turnover, confirmed the view that motivation for a job change is multidimensional and that no one factor will explain it. Greater employee morale may lead to increased retention and fewer turnovers. Understanding the significance of morale may be an important consideration in the current disparity between turnover rates as compared to other industries. It has been suggested that leaders use a spiritually-based management approach to assist with the challenges of turnover and employee dissatisfaction. Spiritually-based management does not refer specifically to any said religion or the use of spiritual elements practiced in the workplace.

Business today doesn't have national boundaries – it reaches around the world. The rise of multinational corporations' places new requirements on human resource managers. The growth of liberal cross-border trade, the use of communications technology and the expansion of transnational companies are not likely to let up. Attracting global talent requires staying abreast of new strategies for finding and attracting talent. The HR department needs to ensure that the appropriate mix of employees in terms of knowledge, skills and cultural adaptability is available to handle global assignments. In order to meet this goal, the organizations must train individuals to meet the challenges of globalization. HRM would be required to train management to be more flexible in its practices. Business technology consultancy Infosys decided to hire Chinese graduates and started by inviting and teaching a select group of Chinese students English at its office in Mysore, India, allowing the company to source workers from a neighboring country cost-effectively.

Most organization prefer to reward good performance through pay rise instead of trying out other options which might be more motivating to the employee. respondents also felt that some employees felt that they were not fully involved in the designing and implementation of the performance system and therefore fail to embrace it fully.

(Huselid, 1995). And while it may appear to be easily predicted by macro-economic data, decades of research suggest that a rich understanding of individual behavior under constantly evolving global and local conditions will require additional research effort. Organizations success can be measured mainly through delivery of quality services to their beneficiaries/customers. This can be achieved through designing of well formulated plans and programs, allocation of sufficient funds and materials, assignment and retention of committed and competent staff. Due to a high level of staff turnover in humanitarian organizations, they have been losing their experienced employees who have better relationship with donors, beneficiaries, controlling authorities and other stakeholders. Therefore, the non-financial cost of staff turnover is beyond the expectation of such organizations (McEvoy. G.M, 2002). In the light of the above scenario, a study of what attracts an employee to an organization and what causes them to leave becomes very important.

1.4 Work force in the enterprise

Employee turnover is influenced by the organization's culture and system, its benefits and prospects, its organizational size, compensation, payment, and promotion, its partnership, training, employee engagement, individual work attitude, and organizational justice.

Changes in corporate culture can have an effect on turnover. When a new employee joins the company's his or her personal value orientation and expectations must be reconciled with the company's culture and management mechanisms. Employee can be predicted by the continuity of personal value orientation and organizational culture. The more consistent you are, the more likely you are to be retained. Employees who have a good fit between their personal ambitions and the organization's goals are less likely to quit. The stronger the organization's efficiency, or the higher the organization's economic benefits, the more benefits and advantages can be provided to people within the organization such as increased income and health, and the lower the rate of turnover behavior. The lower the likelihood of employee turnover, the better the enterprise prospect that workers will see the size of the company grows.

The greater the size of the organization, the stronger the sense of employee security, employee security, employees are satisfied and proud of access to the mass organization, generally they do not want to leave the organization. Every employee has desire to play a particular character that suits him within the organization, the larger organization size, the more internal opportunities, and more role can be acted, good internal dynamic can

implementation of the correct human resources strategies can help Econet group to form good relations between managers and employees, which could lead the employees to stay longer at the company therefore turnover will be reduced. The analysis technique will be used because of its simplicity and flexible nature. Literature review was utilized to gather the necessary secondary data. This was done to gather theoretical knowledge in order to obtain the relevant theoretical basics for writing this paper. The information was mostly taken and considering the concepts of this paper through the use of academic material such as, human resources strategies and published academic papers.

1.5.1 The significance of the study

This paper aims to identify factors that contribute to successful attraction and retention of workers in small cities specifically the Econet wireless Company in Bulawayo. Also, to advance our understanding on the measures that can be used to have a successful retention of workers. The question of how to best attract and retain workers is examined from multiple perspectives, including those of employers, professional employees, and service providers. To provide depth to the paper, literature review of relevant theories from national and international trends, experiences pertaining to attraction and retention of professional workers in small cities, rural and remote areas been used. Ultimately, the paper's objective is to propose recommendations to support Econet company to come up with strategy on how to tackle best the problems and initiatives. This project aims to identify factors that contribute to successful attraction and retaining of workers in small cities.

This study will aid Econet company and its other branches located in the other nine countries to retain their workers. It would further assist with understanding how Econet can build stronger and deeper connections with its employees through human resources strategies, which can lead to advocacy and loyalty. Furthermore, there is barely any literature and published papers about attracting and retaining workers in Africa; hence, this study will also contribute to the existing literature and insight on how most firms in Africa can retain and attract employees on their organization.

1.6 Overview of the Methodology, Structure and Framework

1.6.1 Methodology content analysis

The qualitative content analysis of the selected documents was conducted using an inductive approach. This approach is common when there is little former knowledge on the topic or if this knowledge is fragmented which is the case here as little is known on the

1.6.3 Structure of the Dissertation

This study is divided into five different chapters as follows:

The first chapter attempts to summarize the research background significance based on general knowledge on Human Resources. The study continues to investigate the domestic and international human resource strategy, and describes the research content and research methods.

In the second chapter, theories and concepts are used to define the human resource strategies of attracting and retaining workers. The third chapter introduces the background information of Econet, the current human resources strategies utilizing the strategies models and the human resources trends in Zimbabwe. The questionnaire results and analyses are also introduced in this chapter, and lastly but not least the problems with the current human resource strategies.

Chapter four introduces the suggested countermeasures on how Econet is to deal with its employees. The suggested strategies are based on the motivational theories to improve human resources management. Chapter five suggested the strategies implementation steps and the objectives for each step. The last chapter which is the conclusion, bind shortcomings of the report, and suggestions are all included in chapter six and recommendations for future research.

recognizing employee retention as a key strategic issue (Okubanjo, 2014). The main purpose of retention is to prevent the loss of competent employees from the organization as this could have an adverse effect on productivity and service delivery (Gunlu, 2010). The Harvard Business Essential 2002 defined retention as the converse of turnover, being voluntary and involuntary. It is a voluntary move by an organization to create an environment which engages employees for a long term (Gulf Labor Markets and Migration, 2011). Attracting and retaining high-quality workers is more critical than ever before from a managerial perspective. A variety of developments (for example, globalization, an increase in information work, and the rapid development of technology) make it important for companies to acquire and maintain human capital. Although there are significant variations between countries, research into the costs of turnover, as well as labor shortages in vital industries around the world, has stressed the importance of maintaining key workers for organizational performance (John, 2016).

When a large percentage of workers only remain with a business for a short period of time, it is also an indication that there are fundamental issues that need to be investigated and solved by finding the best solutions. In response, managers have implemented HR policies and practices to actively reduce avoidable and undesirable turnover. It is noted that even for jobs that do not require a high level of skill, a retention strategy can have a positive impact on employee engagement, turnover, and ultimately financial performance, especially for positions that require customer interaction. Given the development of new managerial approaches to retention, labor market dynamism, and evolution in research methodology and technology, it is not surprising that turnover continues to be a vibrant field of research more than 1600 academic studies addressing the topic of turnover.

2.2 Motivation Hygiene Theory

The discussion of job satisfaction and dissatisfaction is mostly developed from the theory offered by Herzberg's theory that is called 'two-factor theory' or 'Herzberg's Motivation-Hygiene theory'. The factors that lead to job satisfaction also called motivational factors and factors that lead to job dissatisfaction called hygiene factors as they required to refrain dissatisfaction. Herzberg in his theory proposed that satisfaction and dissatisfaction are entirely isolated issues. Motivation has been defined as the individual's internal process that stimulates, guides and maintains the conduct of the individual in order to meet his needs and help him attain some specific objectives. In simple words, motivation is the force that makes individuals to act in a specific way, positive or negative. Employee's morale is a very important factor associated with his

satisfaction because satisfied employees can contribute to improved morale which in turn will bring greater happiness and greater self-realization. Promotions offers opportunities for growth and is also of Herzberg motivators which can be used to enhance retention (Rampur, 2009).

Table 1: motivation and hygiene factors

Factors Leading to Dissatisfaction (motivators)	Factors Leading to dissatisfaction (hygiene)
Achievement	Companies policies, procedure & admin
Recognition	Quality of Supervision
The work itself	Relationship with managers and peers
Responsibility	Work conditions
Achievement	Remuneration, work life balance
Growth	Salary, wages and other benefits
	Job security

2.3 Theory of the Hierarchy of Needs

Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees' performance (Gordon, 1965) . According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied, and so on... Human beings are motivated by a hierarchy of needs. Needs that are down in the hierarchy must be satisfied before individuals can attend to needs higher up by higher growth needs at the same time as lower level deficiency needs (Wahba M A & Bridwell, 1976). Contemporary research by (Tay L. & Diener, 2011) has tested Maslow's theory by analyzing the data of 60,865 participants from 123 countries, representing every major region of the world. The survey was carried out from 2005 to 2010. Since each person's motivation for self-actualization is different, people pursue it in different ways (Kendrick D.T., 2010).

performance in the broadest sense. It has been found that spiritually-based organizations always try to develop an environment where employees enjoy the work environment, are energized by job responsibilities and the work environment (Guest, 2002). This also helps the employers to develop such a work environment that gives personal meaning and purpose. There is need of good people in the organization and hence there is a need of having good retention policies. Retention basically refers to those efforts made by the employer to retain the current employees (Lueke, 2002).

2.5 Labor turnover concept

The concept of labor turnover is often used interchangeably with employees' turnover. It means the rate at which employees leave the organization (Hewiga, 2011). A number of other terms have been used interchangeably with employee turnover, such terms include: quits, attrition, exits, mobility, migration or losses of employees (Marisoosay, 2009). (Kazi G. F, 2011) describe employees' turnover as the regular change of employees around the employment market among organizations, professions and career; and between the conditions of full employment and that of being without a job. Employees turnover can be defined as a measure of the number of employees leaving and being replaced within a particular period, usually a year, expressed as a percentage of the total labor force at the beginning of the period (Abassi S.M, 2000) . For the purpose of the current study, the concept of employee turnover can be defined as a measurement of the length of time an organization's employees remain in the workforce. Anytime an employee leaves the workforce of any business organization the reasons for leaving notwithstanding, and such employee is being replaced, it is referred to as labor turnover. Usually employees' turnover is expressed in accounting as a percentage as follows:

$$\text{Employees' turnover} = \frac{\text{Replacement}}{\text{Average number of employees in period}} \times 100$$

Employee turnover is a process of an employee who receives material benefits from an organization leaves the organization. There are benefits and drawbacks. On the other hand, how can low-quality workers be replaced and how can an organization's ingenuity, versatility, and adaptability be improved. On the other hand, cost of leaving will increase, the cost including explicit cost (recruitment, training, productivity loss etc.) (Noel R &Hollenbeck J, 2003). Generally, employee turnover can be classified into two categories: voluntary turnover (pull factors) and involuntary turnover (push factors). Voluntary turnover refers to decision mostly made by employees leaving the company, including all

Douglas McGregor, felt that there are two different perspectives, which he termed as Theory X and Theory Y. These theories were based on assumptions that managers have about their workers. He defined a Theory X manager who believes that most people do not like work. Theory X refers to a set of traditional beliefs, while Theory Y refers to a set of beliefs based on behavioral science researchers that are concerned with contemporary social views on men at work. Theory Y managers feel that people want to do what is best for the organization and can direct themselves under the right conditions. Managers should give employees responsible autonomy. This involves giving employees the opportunity to have control over their own work situations in a manner that benefits the organization (Jnr, 2007).

Managers who accept theory-X assumptions tend to structure, control and closely supervise their employees. These managers think that external control is appropriate for dealing with unreliable, irresponsible and immature people. Drawing heavily on Maslow's hierarchy of needs, McGregor concluded that theory-X assumptions about the nature of man are generally inaccurate and the management practices that develop from these assumptions will often fail to motivate individuals to work toward organizational goals. Managers give employees status, authority and responsibility. This is based on McGregor theory Y which assumes that employees are responsible people who seek responsibility and are creative. This helps to win employees loyalty and attempts to get employees to adopt the organizational goals. Direct control has declined with the realization by employers that greater productivity can be achieved using a strategy of responsible autonomy.

2.7 Learning and developing in Strategic Human Resource Management

Learning and developing is the process of acquiring and improving knowledge, skills, talents, habits and attitudes through learning or developmental experiences. It is concerned with ensuring that the company has the competent, trained, motivated, and dedicated workforce it requires.

Learning is the mechanism by which an individual acquires new skills, knowledge and abilities, while training is one of many approaches that an organization can undertake to facilitate learning. Training should be structured, in the sense that it should be specifically designed, prepared and enforced to meet defined needs. It is delivered by people who understand how to learn, and the training's effect is carefully assessed (Armstrong, 2009).



Figure 4: SWOT Analysis

How to make plans or decisions is a concept that is critical to managers and employees of any organizations. SWOT analysis is a very popular method used by organizations for strategic management and marketing. It is tried-and-true tool of strategic analysis. It is possible to mention many characteristics that affect the preferability and usability of SWOT analysis. SWOT has high cost, but fewer benefits. The discussion environment that creates can mean a loss of time for organizational managers and strategy consultants. Categorization of variables into one of the four SWOT quadrants is challenging. The same factor can be fitted in two categories. A factor can be a strength and a weakness at the same time. In addition, strengths that are not maintained may become threats.

2.9 Strategic Approach to Recruitment

Strategic HRM emphasizes the importance of Human Resources in achieving organizational capability and therefore the need to find people whose attitudes and behavior are likely to be congruent with what management believes to be appropriate and conducive to success. The approach to resourcing therefore emphasizes that matching resources to organizational requirements does not just mean maintaining the status quo. It does mean radical changes in thinking about skills and behaviors required in the future to achieve sustainable growth and cultural change. It also means using a systematic approach, starting with human resource planning and proceeding through recruitment, selection and induction, followed by performance management, learning and development, recognition and reward (Quinn. J, 1991).

There are various components of people resourcing strategy. The first is Human resource planning which involves assessing future business needs, deciding on the

Performance appraisal systems are based on some ranking or scaling criteria. Ideally, the judgment should be made with the help of statistics, along with the feedback coming from managers, coordinates and peers. Assessment criteria must be uncomplicated and easily available to everybody. Give them a transparent review system where employees can judge themselves against their fellow workers, at any given time. Monitor the performance on regular basis waiting for the month end before you go through the evaluation process.

The most important part of performance appraisal is to communicate with employees and discuss their overall performance. Once the end goals are defined, the steps and processes to get there need to be laid out. Each step should be calibrated against measurable guideposts. This often involves a review of the entire organization, each department, and even each individual's function within the company. The strategic performance management process would then be better able to give each individual employee a clear vision of their role in overall mission and define measurable achievements. Once an entire organization becomes involved and focused on a set of clear goals, the culture of the organization inevitably begins to change. The organization begins to function more as a cohesive team, with each individual player aware of his or her importance to the overall mission (Pfeffer, 1998).

2.9.2 Control based models

This is based on management's efforts to track and monitor employee performance in their various roles. Management systems and HR strategy, in this view are instruments and strategies for controlling all facets of work in order to ensure a high level of labor efficiency and as a result a high emphasis on tracking and managing employee actions as a means to turn the capacity to function created by the wage connection into productive output. (Dimba, 2009) comment that, 'control is not an end of itself, but a means to transform the capacity to work established by the wage relation into profitable production'. Variations in organizational form (for example, scale, composition, and age), competitive pressures on management, and labor market stability, mediated by the interplay of manager-subordinate relations and worker resistance, all affect the choice of Human Resource strategy. (Sheila.R, 1991) structured his typology of HR strategies – direct control and responsible – around the notion of differing logics of control depending upon the of the product and labor markets. The growth of in new call centers has recently given rise to a renewed focus of interest the use of technical control systems: the electronic surveillance of the operator's role performance (Stephen.T, 2008).

3 Chapter 3: Econet case analysis on Human Resource Strategies

3.1 Introduction

This chapter will provide the background information on the company of study and review Econet Human Resource trends and the current human resource campaigns strategy. It will also provide details of how the research was conducted; data analyses and discuss the problems with the current human resource campaign strategies.

3.1.1 Introduction to the telecommunication industry

Telecommunication is one of the industries that's taking over globally. Companies in the telecommunications industry make communication possible on a global scale, whether it's over the phone or the Internet, via airwaves or cables, wires or wirelessly. These businesses built the infrastructure that allows data to be sent anywhere in the world in the form of words, voice, audio, or video. Telephone both wired and wireless is the largest company in the industry. At one time, telecommunications required physical wires connecting homes and businesses. In contemporary society, technology has gone mobile. Now, wireless digital technology is becoming the primary form of communication.

3.1.2 Telecommunication Industry in Zimbabwe

Zimbabwe has three licensed GSM network operators, Econet Wireless, NetOne and Telecel; the largest by subscriber base, Econet, has already begun deploying 3G W-CDMA technology.

Econet Wireless is Zimbabwe's largest provider of telecommunications services enjoying a 56.8% market share in mobile subscriptions, followed by NetOne and Telecel with 23.7% and 19.5% respectively. These companies provide services such as mobile and fixed wireless telephony, public payphones, internet access and payment solutions. Since 2019 Zimbabwe has been hit by significant macro-economic difficulties, therefore international bandwidth for the landlocked country for many years held back development of the internet and broadband sectors, but this has changed since fiber optic links to several submarine cables were established via neighboring territories. The expansion of 3G and LTE-based mobile broadband services have meant that more than half of the population now has access to the internet. Investment in fixed broadband infrastructure has also resulted in a slow but steady growth in the number of DSL connections, as also in fiber subscriptions. In mobile network Industry of Zimbabwe and Africa in general,

3.1.3 Current Human Resource status in Zimbabwe

Human Resource Management has undergone significant changes in shape and function over the last century, with the last two decades seeing the most significant transition. The role of human resource management in organizations has been evolving dramatically in recent times. The administration of human capital is known as Human Resources Management (HRM). It is a process of bringing people and organizations together so that the goals of each are met. It's a method of bringing individuals and organizations together in order to achieve their mutual objectives.

HR is increasingly receiving attention as a critical strategic partner, assuming stunningly different, far reaching transformational roles and responsibilities. The world of work is rapidly changing (Mak, 2001) . As a part of organization, Human Resource Management (HRM) must be prepared to deal with effects of changing world of work. For the HR people it means understanding the implications of globalization, work-force diversity, changing skill requirements, corporate downsizing, continuous improvement initiatives, re-engineering, the contingent work force, decentralized work sites and employee involvement for which all and more have the financial implication to organization. Changing skill requirements, driven by a number of significant internal and external environment forces, HRM has evolved from a primarily maintenance role with little if any effect on the bottom line to what many scholars and practitioners now consider as a source of long -term competitive advantage for companies operating in a global economy. Strategic human resource planning will have to carefully weigh the skill deficiencies and shortages. HRM department will have to devise suitable training and short-term programs to bridge the skill gaps & deficiencies.

3.2 Introduction to Econet

3.2.1 Overview of Econet Wireless

Econet Wireless is a part of the Econet holdings group and operates primarily in the Zimbabwean telecommunications market. Econet Wireless Zimbabwe is the largest telecommunications provider in Zimbabwe, offering mobile and fixed wireless telephony, public payphones, internet access and payment solutions. The prime focus of this company's products and services are centered on the internet, satellite and mobile and fixed telephonic services. Econet launched its network July 1998 and was listed on the Zimbabwe Stock Exchange in September as one of the largest companies in terms of market capitalization. The company continues to upgrade its network to carry more subscribers, and further widen its geographical coverage, which is already the most

opportunities in different sectors of the economy. It has significant investments and shares in companies like Kingdom financial holdings limited and First Mutual limited.

3.2.2 Econet values, mission and innovation

The values of the Econet company is committed to finding the best way forward in the fast-moving and highly competitive technology field. To remain a leader in the field, Econet is relentlessly pursue innovative solutions and constantly grow the knowledge base, with an uncompromising passion for excellence. The groups' vision is to provide world-class telecommunications to all the people of Zimbabwe. As of now, the aim is to serve Zimbabweans by pioneering, improving and maintaining uncompromising worlds-class standards and ethics in telecommunications. Professionalism, in everything Econet do, both within Econet and in the community, always work in a customer oriented and objective manner with clearly defined goals, in terms of quality of service. In all the professional areas and at all levels carry out the duties skillfully and diligently. Innovation to enable it to deliver world-class service, Econet will is leading the market in acquiring and deploying cutting edge technology and infrastructure to give excellent service to the customers.

3.2.3 Econet in depth

Internally Econet always remember that it's a company made up of individuals. Each one is an intrinsically valuable member of the organization irrespective of their gender, race or position. Econet believes in working in teams in effective and confident co-operation and in environments where honesty, praise, constructive criticism and fair reward have their place.

Who the organization are inside the company reflects who it is externally. The relationship with customers enthuses with warmth and a genuine desire to meet their needs. The company reach out to customers in a holistic way that makes them true stakeholders and willing participants in Econet.

3.3 Econet Strategic Human Resources Management Practices

The interface between HRM and Strategic Management is Strategic HRM. It introduces the concept Strategic Management by combining the concept of HRM as a strategic, integrated and coherent approach.

At Econet, strategic HRM entails a variety of human resource techniques. There may be strategies in place to provide equal and reasonable compensation, boost results, or streamline the structure. These tactics, however, are not HRM in and of themselves. The

job enrichment. When workers are adequately prepared for a task, their workload increases, and their treatment improves as a result. This gives employees a greater sense of achievement. Employees will be more satisfied with their jobs if they are placed in the appropriate position that allows them to fully utilize their talents.

Understanding the one-of-a-kind, legitimate desire for talents is the cornerstone for preserving talent. As a result, human resource managers should use a variety of effective methods to really understand the needs of their workers, as well as to objectively and proactively track employee efficiency. Pay close attention to the employees' conversations, preventing subjective psychological deviations, so you can take successful retention steps. Managing employee grievances by providing a contact and feedback system for employees.

3.3.2 Econet's Demographic for Current Human Resource status

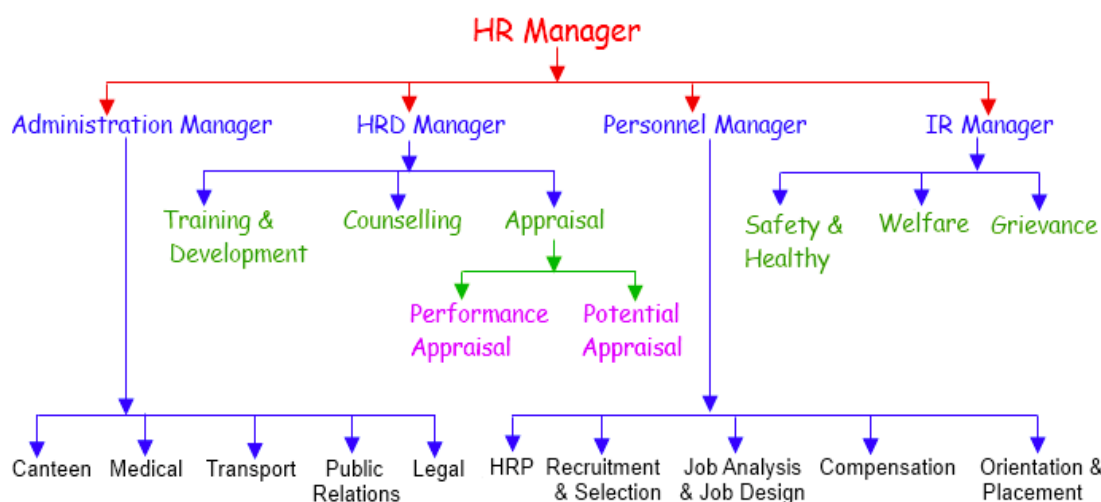
The data was collected from the headquarters of Econet company precisely the senior Human Resource Manager and the number of employees is presented below

Table 2 Demographics

GENDER	TOTAL
Male	1262
Female	745
TOTAL	2007

37% of the staff members are female.

3.3.3 Econet Human Resource Department Hierarchy



The other employees at 80% was that employees are motivate by cash and non-cash items in recognition of role well performed or objectives achieved. Hence the reward system has been helpful in motivating the employees to focus more on achieving their targets which helps the organization to realize its corporate strategic goal. Where team incentives are offered, it helps employees to work together other than compete with one another hence driving performances for each individual high.

3.5 Labor Turnover Concept of the Econet Human Resource

The availability and commitment of efficient and effective human resources is one of the main factors that determine an organization's success. Econet company wants to achieve its goals needs workers who are capable of carrying out all of the duties and responsibilities that are required of them in a professional way and who are committed to the company's goals. One of the major factors that determine the success of an organization is the availability and commitment of efficient and effective human resources. Econet human resources management lacks commitment to their workers. Mainly causes results of insufficient development opportunities, ineffective supervision, poor levels of employee involvement and straight forward personality clashes are the most common precipitating factors.

Econet lacks opportunity to voice concern, employees who are unhappy will inevitably start looking elsewhere. Individual characteristics are education, age, tenure and marital status asserts, highly educated workers keep their skill up to date or remain active in their profession and consequently might possess a higher-level movement from one organization to another. As employee's tenure increases, the formal benefits such as promotion and compensation and informal benefits such as status also increased. Given these issues, employees with higher tenure are less likely to leave their organization for fear of losing these benefits upon entry into a new organization note. Staff turnover is a warning sign of low morale and it is the amount of movement in and out of employees in an organization in an organization.

Econet wireless Zimbabwe Limited believes that its success lies in people. Effective people management is key to ensuring that the company continues to get the best out of people. The company has thus created a people management training for non-HR managers so that they sharpen their skills. To date a total of 50 managers have taken part in this training program.

3.6 Motivation theory analyzes the current human resources management

- Remuneration, work life balance – Health care plans, family insurance, employee assistance services, and other benefits should be available to workers.
- Salary, wages and other benefits - ensure that wages/salary is appropriate and attractive. It must be the same as other competitor telecommunication companies in the country.
- Job security – Econet provides job security to the workers, as it is known to be one of the big groups in the southern region in Africa.

Motivational factors - Positive happiness is a product of the motivational factors. These factors are inherent to work. These factors are unavoidable in the workplace. Econet's workers are inspired by these factors to produce outstanding results. The dimensions of work are inevitable and hence these factors inspire workers to give their best effort. Human resource management takes the elements as satisfiers. There are facets of the work that must be addressed, workers at different department feels it is necessary. These elements are intrinsically rewarding to workers. The motivators reflected the psychological aspects of the situation.

Motivational factor includes:

- Recognition – Econet's website has a page of employees that do well in each and every six months they get rewarded and recognized for their achievements by the supervisors and managers from the branch up to the headquarters.
- Sense of achievement – Econet's employees have a good sense of accomplishment especially the ones that have been working at the company for at least over a year. This depends on the department. There's always a fruit of some sort in the job. This gives the satisfaction of accomplishing something tough but worthy it.
- Growth and promotional opportunities – Human resource management at Econet company acknowledge that in order to inspire workers to work well and do their jobs perfectly, there must be opportunities for growth and advancement in the organization.
- Responsibility – Workers take responsibility for their jobs. Ownership of the jobs is provided to them by supervisors and managers. They also decrease power while retaining accountability.
- Meaningfulness of the work - The work itself is meaningful to the workers, exciting and challenging for the workers to perform and to get inspired.

3.7 Theory of the Hierarchy of Needs

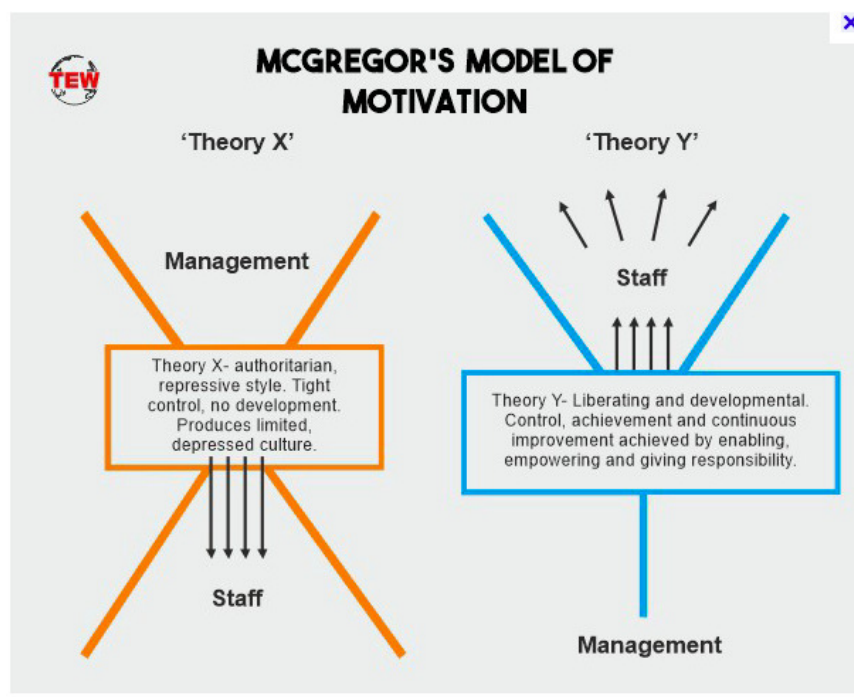


Figure 7: McGregor's Model of Motivation

The Theory Y has been used in the telecommunication industry as it allows their workers to work freely and bring innovation to the company. As Econet is also using this theory the result been good as the employees can view work as being as natural as rest or play. Workers will exercise self-direction and self-control if they are committed to the objectives, average person can learn to accept, even seek, responsibility. If the workers have the ability to make innovative decisions is widely dispersed throughout the population. Managers who accept theory-Y assumptions about the nature of man do not attempt to structure, control or closely supervise the employees.

3.9 Employee retention

An employee is the most important asset for any organization. So, whether it is a Private or Public organization, every organization needs employees to survive in the marketplace. No organization can survive at any cost without its committed and loyal employees. Involving employees in taking critical and important decisions is one way to make the employees feel that they are not just a worker for the organization but an important part of the organization. "Our assets walk out of the door each evening. We have to make sure that they come back the next morning," said by Narayana Murthy.

Literature and best practices indicate that if employers treat their employees as valued contributors, the employees will stay till the end. Companies train their managers, offer competitive compensation plans, and increase benefits to secure their employee

Fewer vehicles mean less air pollution, making the great outdoors a nicer place to be. Lower air pollution levels can also help people who suffer from respiratory conditions such as asthma.

Having a healthy environment to live in is a real bonus. If you have less toxins to breathe in, fresher food to eat and feel less stressed, you're likely to be in decent shape – saving you money in health-related costs.

(4) Slower pace

Far away from the hustle and bustle of a big city, the slower, more relaxed pace of small towns can be a welcome change of pace, less crowded. You can be attended quickly in small cities when you go to places like hospitals, banks because there will be few people.

(5) Close-knit community

It's also great chance to become a 'big fish in a pond', with less competition for jobs and more opportunity to earn a wee-known reputation, that is difficult to do in a large crowded city you may stand out in your chosen field in a way you never could enormous city. The fact is that in small cities everyone looks after one another, if you are a software engineer, model, dancer, journalist or programmer, living in a major city might give you the best chance at career, a small town might just the budget saving strategy needed.

(6) Strong sense of community

By far one of the biggest benefits of living in a small city is the undeniable sense of community that develops. While some people may not like feeling that they are living their life under a microscope, the fact is that in a small town, everyone looks after one another, whether you like it or not. This is especially good for those people who may be swallowed up and isolated by living in a big city where it is much harder to get to know those around you.

3.9.2 Disadvantages of working in a small city

(1) Lack of education

More educated and experienced employees prefer to live and work in a large city simply because of the incentive's benefits offered by organizations in big cities, also fast life. Although life in small cities is very peaceful and quiet, also has many disadvantages. The first problem is education- this is the most disadvantages in small towns. In small towns, you don't have the opportunity to take various courses such as day schools, courses, language centers, soft skill classes and exhibitions to improve your mind.

(2) Low salary

3.10.1 Reasoning aligning with the questionnaire

(1) Purpose of the questionnaire

The main purpose of the questionnaire survey was to understand how the workers perceive working in a small company located in a small city. To find out what employees need and consider to remain working at the company for a long time and surveying what really need to be done. Finding out how employees think about staff turnover and enhance what strategies Econet should embark on retaining and attracting employees on the company. Understanding the employee's needs is important in order to effectively keep and motivate them.

(2) The research aimed to achieve the following objectives:

Objective 1: To find out what are the problems with the current human resources at the company with respect to the employees.

Objective 2: To determine what mostly leads to employees leaving the company.

Objective 3: To determine what kind of impact performance have at the company.

3.11 Survey findings

This section covers findings from the specific questions posed to the respondents to determine to which predetermined factors influence employees staying in the organization.

3.11.1 Respondents by gender

The responders were to indicate their gender. The findings in figure 1, shows that majority 63% of the respondents were male while female made up to 37% of the respondents.

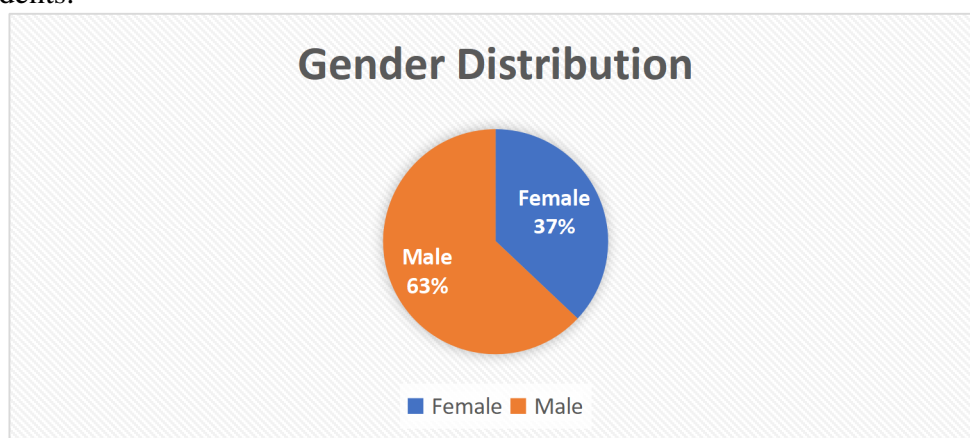


Figure 8: Gender

Respondents by age

Figure 10: Educational Level

3.11.3 Marital Status

The results presented in figure 4, shows that 60% of the employees are single, 20% is married and 37% is divorced.

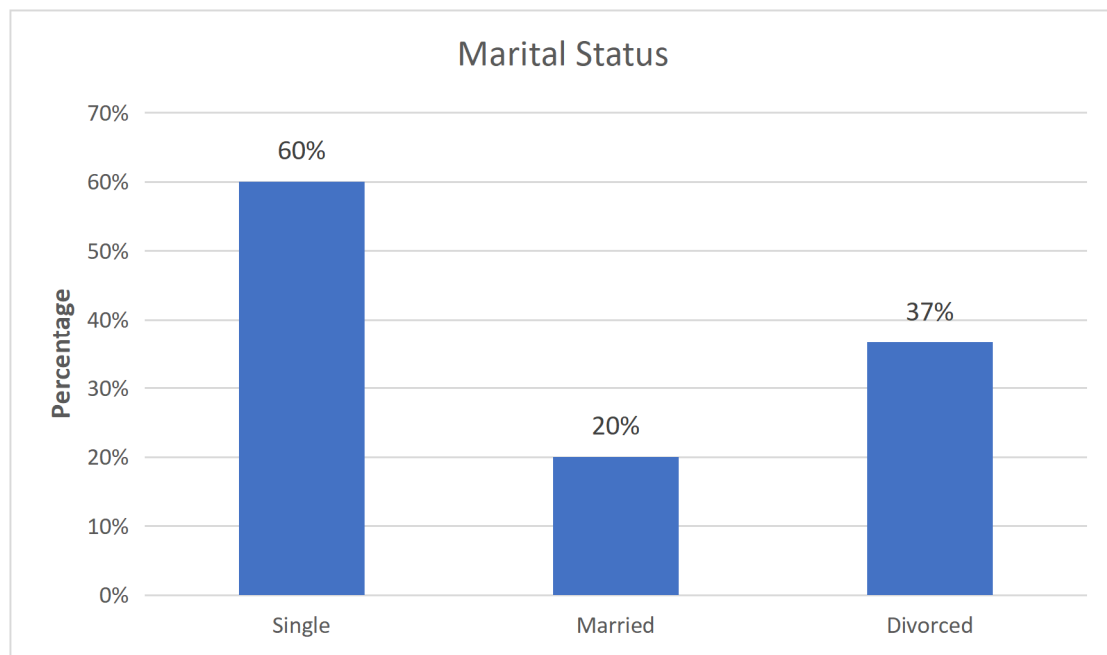


Figure 11: Marital Status

3.11.4 Level of service

The results presented in figure 5, shows that 74% of the employees have less than five years, 17% has 5-10 years and 9% has 11-15 years working at the Econet company in Zimbabwe.

Total	69	100.0
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The analysis in table 4 shows that all 100% of the respondents agreed that the existence of staff turnover at Econet wireless Zimbabwe.

3.11.7 Impact of staff turnover on performance of Econet

The responders were to state whether staff turnover had an impact on performance of Econet wireless Zimbabwe. As shown in figure 7, 90% stated that staff turnover affects the performance of Econet and only 10% did not state.

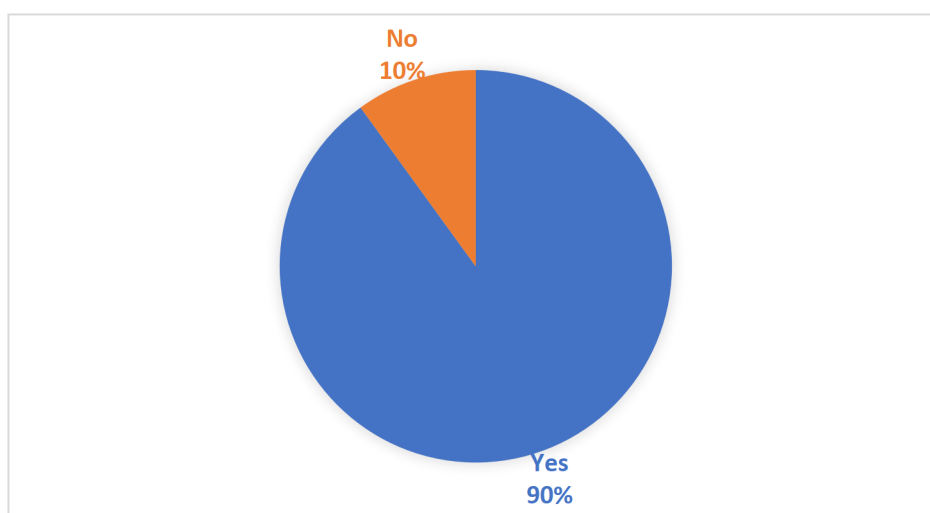


Figure 14: Impact of staff turnover on performance of Econet.

3.11.8 How has staff turnover affected performance of Econet Wireless

As shown in figure 14, majority of the responders were of the opinion that staff turnover has affected the performance of Econet Wireless Bulawayo branch in Zimbabwe in all aspects, that is, business continuity in both projects and support functions is affected, increased work load for remaining staff, inconsistency in coaching staff supervised and lack of proper handing over by previous incumbent. Individually increased work load for remaining staff was rated highly followed by business continuity in both projects and support functions.

when they learn of the existence of a vacancy only a small percentage of the recruitment was done by visiting the university at 20% and Job centers at 25%.

3.12.2 Educational level and age status

According to the results conducted from Econet wireless company specifically the Bulawayo branch it shows that the majority of bachelor's holders at the company is more than 55% which will also explain why the whole company has more young employees compared to more old employees. Human resource management from the headquarters is supposed to pay more attention on this aspect. As the company is to have workers that are stable with families and good life style being offered by the company it will reduce the rate of turnover and as a result of retaining workers. It is known and obvious that once you attain further studies such as master degree and PhD the preferences of working in a big city is high, Econet human resource is to work on this issue by try to offer good services and remuneration same as the one offered from the Econet headquarters that is located in the capital city.

3.12.3 Impact of staff turnover on performance of Econet

Barriers encountered in the implementation of the strategic human resources practices. The main barrier cited by 75% of the respondents was resistance to change. Most of the people in management as well as the employees didn't want a new way of doing things implemented, they wanted to stick to the norm.

Finances was also cited new systems need to be put in place to facilitate the new processes and procedures. Training is also required after introducing new systems and procedures for people to learn how to operate them. This adds up to the costs and thus implemented in quite expensive. Lack of initiative was also cited as a barrier to the successful implementation of strategic human resources practices at Econet. Those in senior management and had the power to initiate change are reluctant to do so. The focus is mainly on performance, once employees achieve target and the company makes profits the rest of the practices are not keenly observed. According to (Tettey, 2006) satisfaction with salaries is one key factor facilitating the commitment of employees to their organizations and careers and consequently their decision or intent not to leave.

Performance management sometimes creates a negative feeling on the employees as they view it as a way for management to control them. The focus is mainly on individual performance which can sometimes have detrimental results as employees compete with one another to the point of causing enmity. It becomes hard for individuals to assist their co-workers in assigned tasks as they deem it as a competition with a winner and a loser.

such as software, telecom, entertainment and pharmaceuticals the turnover ratios are rising fast and if HR managers do not respond positively to employee expectations, the acquisition and development costs of recruits is going to mount up steadily. An efficient organization is, therefore required to anticipate and manage turnover through human resource planning, training schemes followed by appropriate compensation packages.

3.13.2 Lack of Econet's infrastructure development

The problems of attracting and retaining skilled workers are exacerbated in rural and remote regions because these small communities lack the capital investments to improve their infrastructure, and cultural and social amenities, thereby decreasing their competitiveness. The company in question is located in the outskirts of the second capital city of Zimbabwe. Although skilled workers are mobile, they ultimately choose from a small number of locations and therefore make the decision based upon the most appropriate for their needs and circumstances. This impetus to choose further disadvantages rural and remote areas, resulting in the requirement to compete in different ways, with a more restricted set of policies. One way that rural and remote communities can compete is through quality of life, maintain that enhancing quality of life can lure mobile employees, and when competitiveness is achieved through factors such as territorial quality, it benefits local economic and social activity.

3.14 Chapter Conclusion

The study examined the influence of working environment, poor remuneration packages, relationship between the management and employees, inadequate career progression and better employment opportunities with the labor turnover of Econet Wireless Company Bulawayo branch. In spite of the evidence, which in many cases is somewhat subjective in nature, the study tests some conventional norms, particularly within the Bulawayo district. The application of structural equation modeling enabled the researcher to gain an in-depth holistic perspective of the casual linkages of the above-mentioned constructs within the Econet Wireless company in Bulawayo.

Since Econet Wireless Bulawayo branch is located in a remote area which is not family-friendly culture and good working conditions, the company organization overall faces challenges given that many of the work locations are remote and support facilities minimal, making employment generally unattractive. The majority of elderly employees tend to leave the organization, quit their jobs following their spouses in the capital where they tend to send them with the children during their early years of working at the organization for better educational, medical facilities, a better standard of housing and a

4 Chapter 4: Strategies to enhance Econet's Human Resource Management

This chapter discusses the strategies that can be implemented by Econet to improve its Human Resources management, to make their Human Resources more effective and help in influencing employees to choose Bulawayo branch and therefore work and be stable at the remote area through improved working conditions. The strategies are based on the findings from Chapter 3. The Human Resources strategies or solutions work best if there is theoretical support behind them; therefore, this section employs some theories and concepts of strategic Human Resources to provide possibilities for solutions. Econet should incorporate the following techniques to resolve the issue of employee turnover.

4.1 Training Development strategy

In order to secure the company's future and continuously adapt to change, the company continues to embark on talent management initiatives. These initiatives are all aimed at ensuring that the company unlocks the value of its people and create a unique source of competitive advantage by attracting, developing, engaging and retaining talent. Econet training target per employee is 8 days and as at 31 January 2018, we score 9.7 days. Through its innovative products and services, Econet continues to be a leader in the creation of direct and indirect employment. The company contribute to the national economy fiscus resulting in empowering individuals, families, communities and the nation at large. Investment in training is one way to show employees how important they are to the organization. One of the factors that Hertzberg identifies as an important motivator is the advancement opportunities.

A firm must take a configuration perspective and create a system of HR practices that are customized to suit a particular firm's competitive strategies, and internal practices, policies, and resources provide both vertical and horizontal fit. That way, advantages may be found in the rare, imperfectly imitable, and non-substitutable resources already controlled but the firm conclude that the role of the HR manger then, is to recognize, develop and exploit the resources within the firm through the application of HR systems that develop the human capital pool and elicit employee behavior supportive of a firm's competitive strategy.

4.2 Employee relations strategy

Figure 17:Swot Analysis Strategy

Strengths are helpful to achieve the human resources objectives. They are favorable for the company. The human resource department can take advantages of its strength such as quick decision making when it comes to recruit talented workers. Innovating culture in the human resource management team helps to bring the team together at all times. Pay policies or salary should also come in hand as it will be the good time to cease the opportunity with the employees. Econet has also come up with a plan that helps its workers to start building capacity.

Weaknesses, are harmful to achieving the Econet company objectives. They are unfavorable for the company. Every organization has its own weaknesses now Econet's' human resource management weakness is the high existing of workload and lack of expertise in some areas as it is hard to recruit the right candidates in the outskirts of the capital city. Recruitment process sometimes takes longer than expected, and when new workers sign the contract the correspondence between the policies seems to vary. Not forgetting to mention the diversification of profile which the human resource needs to work on. As the rate of turnover is already high the human resource has to rely more on their strength which will put the company on a better position on retaining the workers. The budget constraints should also be considered because not only high salary reduces the rate of turnover other aspects like sports and flexible working hours helps. As the tariffs are a little high to the majority of the Zimbabwean population the accessibility of website is a not much convenient

Opportunities, new geographic markets to recruit from or new technologies to improve recruitment efforts, weak of competition as in the Human resource department should be always alert on what is happening with the competitors all the time. HR policies have to correspond with the other policies especially with the other two mobile competitors.

Staff retention policy and diversification of profile. Recruitment process the human resource managers should always do it in a unique way so the Econet wireless will remain outstanding.

Threats, low level of loyalty of long-term workers is a big threat to Econet Wireless in Bulawayo as the employees are not positive if the company will strive and keep on going in harsh times. As Zimbabwean economy is not good and it survival of the fittest. High cost of training investment as the company want to retain their workers they tend to

4.5 Compensation Program Strategy

Strategic Themes: align staff compensation programs with relevant markets cash to be particularly. Promote understanding of compensation at the Medical Aid, and recognize compensation as a competitive tool to drive organizational results. The main purpose is to provide tools to managers to administer programs in a fair, efficient and consistent manner.

Create and deliver robust education and training to managers and employees regarding compensation programs and the role of these programs. The workers must be able to respond to the human resource with relevant markets and perspective also drive timely, accurate data to the branches and other top managers. Establish and implement market-based system-wide compensation and practices. Implement and communicate common frameworks for position evaluation and performance management. Streamline, simplify and automate processes and procedures. Balance all other types of rewards within a total package. Future implications will be to move toward market alignment allows to make competitive talent choices. Predictable pay practices will drive internal credibility to help attract retain talent.

4.6 Workforce Diversity Strategy

Workforce diversity means similarities and disparities among workers in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation. No two humans are the same. Diversity is critically linked to the organization's strategic direction. The workforce composition is also changing over the years. Demands for equal pay for equal work, putting an end to gender inequality and bias in certain occupations, the breaking down of glass ceiling have already been met. A family friendly organization is one that has flexible work schedules and provides such employee benefits such as child care. In addition to the diversity brought by gender and nationality, HRM must be aware of the age differences that exist in today's work force. HRM must train people of different age groups to effectively manage and to deal with each other and to respect the diversity of views that each offer. In situations like these a participative approach seems to work better. In current scenario, employing a diverse workforce is a requirement for every company but managing such diverse workforce is also a major challenge for management.

4.7 Fair and Competitive Compensation Benefit Strategy

related to longer tenure. Every person wants all desires to be remembered for their efforts. Making it a habit to thank the direct reports for going higher and higher, whether with a heartfelt note, a gift card, or extra day off.

Show your employees you appreciate them, let them know how much you value their efforts and how they benefit the company. Some companies have reward systems in place to encourage great ideas and innovation, but even a small team within a limited budget can implement recognition programs. Intrinsic benefits, such as greater decision-making control, may also be considered by organizations.

companies set up rewards systems that incentivize great ideas and innovation, but you can institute recognition programs even on a small team with a small budget. Additionally, organizations can also look to intrinsic rewards such as increased decision-making autonomy. Recognition in front of the company, company and department parties, service projects, launches with the boss, etc., can all contribute to the positive culture of the company and can be good morale builders as well. Any employee should be aware of all the benefits they are entitled to as a result of their employment with your company.

4.9 Performance Management System strategy

Managing and creating a health benefits strategy and programs that enhance the well-being of Econet employees/retirees and their families. Human resource management is in control of costs and create value for employees through plan design, focusing on giving employees choices and alternatives in order to establish programs that are market competitive and sustainable and more effectively partner in shares outcomes with medical enterprise. Communication is very essential when it is clear on choice, value and accountability. Econet telecommunication company should include a critical nature of medical aid with regards to pricing. Provide a consistent level of service for all employees (Health Care Facilitator function)

to purchase the online training material for their staff to use in learning. It saves time and the cost of having to organize the training that is facilitated by external trainers. Second in popularity as a learning method within the Econet company is structured formal training at 50% which is sponsored by the organization either within the organization or out of site.

The least popular as a learning and training method is the use of workshops whose ranking is third at 26%. These training methods are normally conducted out of site and hence the cost of organizing such is high and time consumed is too much to the detriment of organization performance, hence they are not favored by management workshops are a good means of getting out of a team from the office to be able to socialization in a less formal setting and hence break the barriers that might have been facilitated by routine and individualism. Apprenticeship came in last at 20%, this is normally for interns who have joined the organization from universities and colleges and may be hired later on after the learning through work experience. It's used in preparation of change of roles either through a promotion or movement across the department. Employees learn how to operate new system or perform some tasks through the guidance of someone who has the experience.

5.1.2 Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. The company short term employee benefits comprise remuneration in the form of salaries, wages, bonuses, employee entitlement to leave pay and medical aid. The undiscounted amount of all short-term employee benefits expected to be paid in exchange for service rendered are recognized as an expense or as part of the cost of an asset during the period in which the employee renders the related services. The company recognizes the expected cost of bonuses only when the company has a present legal or constructive obligation to make such payment and a reliable estimate can be made.

5.1.3 Post-employment benefits

Post-employment are benefits (other than termination benefits and short-term employee benefits) that are payable after the completion of employment.

The benefits comprise retirement benefits that are provided for the company employees through an independently administered defined contribution fund and by the National Social Service Authority (NSSA), which is also a defined contribution fund from the company perspective. Payments to the contribution fund and to the NSSA scheme are

and the most valuable and innovative tools of company, paying attention to employees, caring for them, respecting them, trusting them, completely empowering them, and giving them opportunities to complete work individually. Employee innovation, engagement, and teamwork should be encouraged in the workplace, and a special and excellent organization culture should be developed to ensure the highest level of employee retention.

For the generation of complaint, there are both objective and subjective explanations (such as weak organizational culture, ambiguous roles, personal ability to play), as well as subjective reasons (such as arrogance, emotional change, and unreasonable demands not met). As employees complain, they exhibit some unusual behavior in their words and actions. Managers must pay close attention to their employees' words and actions, as well as monitor their subordinates' work attitude and state of mind, in order to recognize and address grievances as soon as possible in order to prevent turnover. Setting up a suggestion box and opening a BBS allows workers to have a fair and smooth feedback approach, along with some propaganda work, to deal with complaints as soon as possible, minimizing the negative impact of employees, improving the staffs working performance and lowering the staff turnover rate.

5.3.1 Hiring top professionals

Hiring workers is just a step to creating a strong work force. After that, you have to keep them. Retaining workers costs companies in terms of time and productivity. These tactics does help to retain workers at a company. Econet is a fierce competitor company in the southern part of Africa especially in Zimbabwe and South Africa. In order to reduce the rate of employee turnover in a strategic manner it should really consider to offer attraction essentials to those employees that work in the small cities. More of the same packages of that being offered to those working in the city center. Giving health insurances and retirement bonuses is a very good way of retaining employees. Flexible time that gives those who have families to spend quality time at home, it shows employees that the company is able to accommodate their personal lives. Provide some small perks like free cooking oil, and free data to at least two immediate family members, offer a shuttle bus to and from work it may seem insignificant but it helps the employees better manage their lives, they will definitely serve the company for a long time.

Encourage employees to participate in tournaments and bonuses to keep the workers engaged and feeling appreciated. These types of system, when done correctly, workers will be motivated and enthusiastic about their work.

5.3.3 Retirement programs and services

Leverage enhance technology and self-service to improve expand the service model concept so that employees can best understand, plan for, and access the retirement plans and the Retiree Health Program.

It is to create, manage and administer retirement programs and services that reward long service and help provide for post-employment income and health. Deliver the value through a state-of-the-art retirement processing center and self-service experience that helps employees' transition to the next phase of their lives and that supports retirees and their survivors.

Table 4 Retirement program and service

STRATEGIES	REASONS	FUTURE IMPLICATIONS
Econet should continue to integrate the retirement administration service center, actuarial services and pension and retirement programs to provide a comprehensive suite of service.	To reduce transactional work, improving efficiency and maintaining the compliant operation of these valued, integrated programs.	Scale concept and administrative efficiencies for other centralized Human Resource transactional work and services.
Change culture through a shared vision to prepare and develop staff for upcoming changes.	Econet staff are to be trained and motivated to provide accurate and consistent services.	Bench strength for future leaders through succession planning and talent retention.
Promote recognition of post-employment benefits as integrated parts of the employee lifecycle.	Econet should maintain a competitive, strategic advantage of attracting and retaining talent.	High caliber workforce that executes our institutional priorities.

5.3.4 Talent management and staff development

Econet should design an approach, strategies and programs to hire, deploy, develop and retain the best people in their respective fields.

Table 5: Design an approach, strategies and programs to hire, deploy, develop and retain

STRATEGIES	REASONS	FUTURE IMPLICATIONS
Acknowledge the critical nature of Talent Management current state, outlook and challenges across.	Create an environment where organizational opportunity meets readiness of individuals.	Preparation for the impact of the changes in the talent landscape
Establish discipline and best practices around a culture of talent management.	Comprehensive and competitive Executive Recruitment focus.	Prepared to compare for top talent.
Facilitate conversation and development of succession strategies to prepare future leaders for management and leadership.	Improves our status as a preferred employer by becoming competitive in the marketplace.	Identified career opportunities for talent of the future, with bench strength and succession plans for key positions.
Establish diversity as a key	Develops leaders and provides advancement opportunities for both.	Attract and retain the best and brightest talent and help them become successful.
	Leverages internal talent pool, measures, recognizes and	The employees' lifecycle experience is efficient, positive,

5.4.1 Foster employee development

This could be in a form of preparation to learn a new skill training or tuition reimbursement to assist further your employee's education. Employees' turnover can be drastically reduced through the provision of avenues for career progression by employees. There should be opportunities for growth and promotion within the organization. Employees look forward to working in organizations that make available to them opportunities to be promoted to new higher and more challenging positions. Employees who feel that they are making progress in their positions generally are motivated and will likely stay in fulfilling position.

Attraction remuneration package is one of the extremely essential factors of reducing employee's turnover since through its employees financial and physical needs can be met. Employees will not likely want to quit their present job for a new one if they are convinced that their current remuneration packages are above average of what is obtained in the same industry. Clearly, for employees to safely make a long-term commitment to an organization, the employer will need to give them good reason to stay. We advocate proactive efforts by employers to establish a culture that builds strong relationships with their employees the kind that speak to a lengthy commitment, and perhaps even a commitment for life.

Mentoring, leadership growth, and networking programs tailored to women can help companies retain top talent and reduce turnover costs. Employees can be more motivated and efficient at work by introducing measures to strengthen their work/life balance. Onboarding a new employee by pairing them with a mentor is an excellent idea. Members of the new team will learn the ropes from a seasoned veteran with a wealth of resources and the new hire gives a fresh perspective to experienced workers.

5.4.2 Onboard and orientation

Socialization activities delivered as part of a strategic onboarding and assimilation program will assist new assist new workers in becoming more integrated into the organization and thus more likely to continue. Research has shown that socialization activities will assist new employees in being more integrated into the organization and hence more likely to continue. These practices include mutual and individualized learning experiences, as well as events that enable people to get to know one another. Providing workers with a role model, mentor, or teacher, as well as providing appropriate and sufficient input, are examples of such activities.

6 Chapter 6: Conclusion

In summary, the study shows that the rate of staff turnover at Econet is high. The turnover was rated as high with 45% and very high at 20%. It was apparent that turnover affected the performance of the company in growth that is, business continuity in both projects and support functions, there is increased work load for remaining staff, there is inconsistency in coaching staff supervised especially field staff and lack of proper handing over by previous incumbent. Individually increased work for remaining staff was related highest. While small cities face challenges not unlike those found in big cities, it is the combination of factors outlined here that creates a picture greater, and more daunting, than the sum of its parts. Looking at the ways in which forces employees to run away from small cities, the employees experience is very valuable in each and every organization so as human resource management it should try its best to reduce the number of workers or employees leaving the organization to go beyond compensation and benefits include knowing and assessing the indicators of withdrawal process, job satisfaction and organizational commitment; managing employees relationships with their immediate supervisors and others in the organization, managing role expectations and role conflicts. Giving employees average working hours boost their moral and social wellbeing. More free time gives employees time to get together and also time to know each other, therefore bringing unity and togetherness at work. Nevertheless, if employees continue to return going to big cities hiring new employees is costly as the human resource department will need to let the new employee to go through some training. In order to retain top talented workers, organizations should apply the six elements of human resources management that is recruiting the right people for the right job, maintaining a safe environment, employer-employee relations, compensation and benefits, labour law compliance and training development.

Hence, the study suggests that it is necessary for Econet to change its Human Resource strategies and implement the ones that are being updated by the new literature based on the 20st century human resources trends, based on the relevant conclusions from human resource and the analysis using the HR models, the paper puts forward the following suggestions to help improve the strategies of Human resource of Econet. To retain workers the company must promote from within whenever possible and give employees a clear path of advancement. Employees will become frustrated and may stop trying if they see no clear future for themselves at your company.

be representative of all organizations in the business sector. As majority of the respondents were firstly contacted via company telephone. All the questionnaires were able to be completed longer than the expected, as a result ten questionnaires from Econet were received much later after the data analysis had been completed. To mitigate the time constraint, trainees who were doing the training at the time we requested to move around the staff and ask them to fill out the questionnaires.

6.2 Suggestion for Future Research

There is a need to carry out future research to establish the relationship between management/ supervisor of employee and staff turnover among companies, organizations operating in small cities. It is also evident that there is room for further progress if high involvement work systems are also to be operationalized. The solutions and the countermeasures of Econet Wireless should assist Human Resource managers to identify and benchmark their progress in the context of changing external conditions.

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Appendix: 2 Questionnaire

SECTION A: General Questions

Please tick where appropriate

Name (Optional).....

Gender

Male Female

Age group

21-30

30-39

40-49

50-56

Educational background

Diploma

Bachelors

Masters

PhD

Others (specify).....

Marital status

Single

Married

Divorced

How long have you worked for Econet Wireless Company Bulawayo branch?

Less than 5 years

5-10 years

11-15 years

SECTION B: RATE OF STAFF TURNOVER

Is there staff turnover at Econet Wireless company Bulawayo branch?

Yes

No

If yes to what extend?

Very high High Moderate Low Very low

Has staff turnover affected the performance of Econet Wireless company?

THANK YOU FOR YOUR COOPERATION!