FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF PSYCHOLOGY

THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES
AND EMPLOYEE ATTITUDES: A CASE OF TOBACCO RESEARCH BOARD

By

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Parallel

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DEDICATION

This dissertation is dedicated to my father Mr J. Goneso, my beloved mother Mrs C. Goneso, my brother and my sisters.

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I would like to thank the Almighty God for guiding and protecting me throughout the whole duration of this research and for making it a success. I am extremely grateful to my supervisor, Mr Matiya for his unwavering support, guidance, assistance and encouragement in this research. I also extend my gratitude to Mr Mushore and Mrs Chingombe for allowing me to collect data for the research at Tobacco Research Board. My sincere gratitude also goes to my family who supported me financially and emotionally throughout the study. I would also like to thank my friends for patiently assisting me throughout this research.

ABSTRACT

The study examined the relationship between Human Resource Management Practices and employee attitudes among employees at Tobacco Research Board. 210 participants took part in the study which comprised of 120 males and 90 females and stratified random sampling. Participants' age ranged from 23 – 59 years. Participants also had different levels of education and different working years in the organization. Correlation coefficient indicated that there was a high positive relationship between Human Resource Management Practices and employee attitudes which can therefore be credited that employees who engage in HRM practices produce positive attitudes for instance training and development brings in job involvement and practices like compensation and benefits are reciprocated by employees through job satisfaction. A quantitative research approach that employ descriptive survey was adopted in this paper to describe current situations and conditions. Data was collected using a set of questionnaires and it was analysed through the use of SPSS Version 16. Recommendations for future researchers, managers and employees were done in the study.

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CHAPTER 1

1.0 INTRODUCTION

This contemporary study seeks to take a look at the relationship which exists among HRM practices and worker attitudes. The research makes an important examination of the connection linking HRM practices with worker attitudes at Tobacco Research Board by way of identifying the HRM practices elements with the aim of helping in raising worker attitudes. This study will reveal the factors that led to the researcher to look into the underlying subject, by going through the background , problem statement, reason of the research, objectives, research questions, importance of the research, assumptions, delimitations and barriers as well as the definition of terms and a summary of the entire study.

1.2 Background

Human Resource Management practices(HRM) is defined as structures that appeal to, broaden, encourage, and preserve employees to make sure that the company's workers play a pivotal role to the accomplishment of company goals (Tan et al ,2011). Yet, because of adjustments within the labor marketplace, there are arguments whether these HRM practices must be focused in relation to any classes of employees, particularly in as far as to their age group in a comparable arrangement.

In these days' viable and hastily converting business world, companies want to ensure most utilization in their resources which can be the human beings to their very own advantage that is essential for company's endurance. Research review that corporations can construct and maintain competitive advantage through the management of difficult to substitute, unique, important, and incomparable inner assets (Barney, 1991).

In particular, corporations offer Human resource management activities that are linked to the entire activities related to the administration of people in corporations (Boxall, Purcell, &Wright, 2008), such as provision of training and development programs for growth and autonomy .Human resources practices are planned,and they characterize an important support system that

works hand in glove with management business plan. HRM practices are the ways in which human resources personnel can build up the leadership of workers and it occurs through the practice of mounting training and development courses and motivational programs, such as putting in place systems which direct and help management in conducting constant performance appraisals. Human resources practices include putting in place avenues through which staff will have opportunity for progression for example, the suggestion of a device that enables the constant promotion of employees as it gives opportunities for staff members to grow headed for leadership positions this is also coined at Unilever company in Zimbabwe as evidenced at the top employer institute award ceremony which was held in Sandton Convention Centre on 4 October 2018 they have what is called the Unilever future leaders programme which is designed to develop business leaders of the future. Factors that led to the rise of Human Resources Practices(HRM)comprise of the rise of a viable market. The hypothesis underlying the practice of HRM is that human resource are the corporate's important resource.

HRM Practices assist in employee's results like motivation and dedication and also, they improve worker's overall performance to the quantity that they develop worthwhile abilties which can be hard to substitute (Huselid 1995). Unique Human Resource Management activities, through information allocation sessions connect personnel in day to day and long-term judgment through the construction of surroundings revolving totally on teamwork.

Corporates, despite of magnitude and market share, try by all means to keep the best employees in so doing appreciating their important position to their industry and weight on organizational effectiveness. In a way to get through the barriers, organizations should build a powerful and optimistic link with its human resources as to express their energies towards job fulfillment and make sure that they are guaranteed work fulfilment (Fisher, 2012).To reach its targets, corporates put in place plans like making use of Human resource management practices to participate in exceedingly viable markets and to boost their performance. One of the important plans is to make sure that the workforce is highly motivated to carry out their duties effectively. Even though, only some companies regard employees as an important aspect that is competent to drive them to success yet if not managed well, human resources might turn into a cost thereby leading the cooperate to fail and high employee loss (Fisher, 2012). In reference to (Ran 2009), managers

face a challenge by means of assignments to motivate the workforce and developing maximum work pleasure amongst their board of workers.

There are a range of factors to motivation such as education and improvement of employees that is probably utilized to communicate out effective employee outcomes within the workplace and hence beautify work performance. In Zimbabwe companies like NSSA unfolds the importance of human resource practice through the pension scheme fund which is part and parcel of compensation and benefits and there is also the national handle services at Harare international airport which also provides HRM practices that include employee relations, compensation and benefits and recruitment and selection thereby showing the importance of human resource practice in the modern day. The workers at Tobacco Research Board are going to be the participants of the research so as to try and evaluate the degree in which Human resource management activities might influence worker outcomes positively or negatively.

1.3 STATEMENT OF THE PROBLEM

HRM is that component of the method of control that is focused with the upkeeping of human being affairs and ensure the bodily maintanance of workers so that they offer utmost input to competent working (Appleby, C.Robert 1991). Social capital may be utilized within an organization to increase capabilities and abilities of workers. Human resource can determine whether to do an awareness on their individual inside the organization or exterior societal capital.In support of the verdict, through giving attention to societal assets that belong openly to workers (inside social capital), they know how to be conscious about their culture and can broaden togetherness among different personnel with shared values. Looking on the outside, social capital then again, can assist personnel in figuring out ways to acquire the resources, know-how and information they do now not have but require for his or her achievement in the corporation. Employees who participate in HRM practices along with profession improvement, overall performance control and reimbursement and advantages are likely to perform nicely due to positive attitudes like job satisfaction, satisfaction with the supervisor as well as engagement and commitment to their organization while employees that do not go through generally tend to perform badly due to loss of motivational factors to boost their attitudes and if personnel do not

participate in HRM practices their turnover intentions are very high. In the past year the tobacco enterprise has been facing work attrition due to unique motives which may also have an effect on the employee attitudes. Therefore, the study aim to determine a link between HRM practices in line with employee attitudes. The research will even take observe on what was left in the back of by using different early researchers. The studies might be of critical use to the control group of that organization because they will use the statistics to increase factors which enhance tremendous employee attitudes.

1.4 PURPOSE OF THE STUDY
It should be acknowledged that, this research serves to determine the human resource practices impacting on worker attitudes or results at Tobacco Research Board and examine how managers together with supervisors can make use of HRM Practices to increase worker attitudes.

1.5 RESEARCH OBJECTIVES
The research will be accompanied by the following objectives:

- ➢ To examine HRM practices employees take part in.
- ➢ To examine the HRM practices offered by an organization.
- ➢ To examine the employee attitudes
- ➢ To examine the relationship between HRM practices and employee attitudes

1.6 RESEARCH QUESTIONS
The study will be guided by the following research questions:

- ➢ What HRM practices do employees take part in?
- ➢ What HRM practices does the organization offer?
- ➢ What are the employee attitudes?
- ➢ What is the relationship between HRM Practices and employee attitudes.

1.7 SIGNIFICANCE OF THE STUDY
It ought to be highlighted that, significantly this study would result in findings that can enhance an awareness to managers especially those within the human resource on how HRM practices influence worker attitudes. This will be in large part due to the studies' consciousness on how searching for the extent to which HRM practices impact worker attitudes. The findings of the

study can also advantage researchers throughout by playing a crucial role to the board of knowledge formerly present to commercial industrial psychology. Workers can also profit extra by taking part which would boost the knowledge of how HRM practices have an effect on employee attitudes. Above all, the research would possibly advantage commercial and company practitioners on giving knowledge through orientation of HRM practices and their relationship with worker attitudes.

1.8. ASSUMPTIONS
Several assumptions have been deduced from this research and they are listed below.

➢ The right application of HRM practices might contribute to optimistic employee attitude

➢ The sample taking part in the research will oblige and honestly respond to every question asked

➢ The sample chosen will be a display of the workers at Tobacco Research Board

➢ That number of people poses appropriate understanding of the subject matter under evaluation

1.9 DELIMITATIONS OF THE STUDY
- Conceptual delimitation

The research shall only try to find the link between Human Resource Management practices and worker attitudes at Tobacco Research Board only. The study could be restricted to the definition, causes, and HRM Practices on worker attitudes.

- Population delimitation

Participants in the research program shall be personnel, and management of TRB due to the fact their input will be of paramount importance for when making decisions

- Geographical delimitation

This research will be constrained to Harare, where the company is located.

1.10. STUDY LIMITATIONS

Information access

Information required in most cases private. Some may refuse to reveal records and as such as well as the need to assure participants thereof that their facts could be handled with the maximum retreat(confidential).

Lack of participation

Another predicament is the shortage of time participation by the respondents as some of them could have a busy schedule to look at questions on the questionnaire. Alerts can be sent to the participants in order to maximise the answer charge.

Response bias

The other limitation is response bias that is the tendency by respondents to respond incorrectly or falsely to questions. Response may have a large impact on the validity of questionnaires.

Limited generalizability

Another restraint is that of limited generalizability which is the extend conclusions can be drawn from study or extended to those in natural settings.

1.11. DEFINATION OF TERMS

HRM PRACTICES
HRM practices can be defined as a set of executive activities that aims at managing a pool of human resources and ensuring that this human resource is engaged towards the attainment of executive objectives (Wright and Boswell, 2002).

HUMAN RESOURCE MANAGEMENT
Human Resource Management (HRM) is defined as a planned and organized method to the management of an organization's important asserts ; that is the human beings working there who individually and together contribute to the success of its objectives (Armstrong 2009).

EMPLOYEE ATTITUDES
They are defined as the way in which an individual perceive things from his or her own point of view for an instance activity pleasure and dedication to the organization, work engagement and job involvement are all examples of positive attitudes. They may be positive or negative attitudes.

RELATIONSHIP

Relationship is defined as the degree to which two variables are related or linked to each other and in this case it is the degree to which HRM practices are related to employee attitudes.

1.12 CHAPTER SUMMARY

This section managed to present an introduction of the research by looking at the study background , statement of the problem, reasons of the study, study objectives, research questions, importance of the research, assumptions, delimitations of the study as well as the limits of the research and meaning of main terms to be used in the research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Before engaging into any research it is of vital importance to take a look at what previous related studies have to say in this case on perceiving of the connection between people management practices and employee attitudes. Theoretical models used to give an explanation for HRM activities as well as worker attitudes encompass the reprocity norm and social exchange theory. Empirical literature was also used to review other research studies carried out to give an explanation for the connection among HRM practices and worker attitudes..

2.2 CONCEPTUAL FRAMEWORK

2.2.1 HRM PRACTICE MODEL
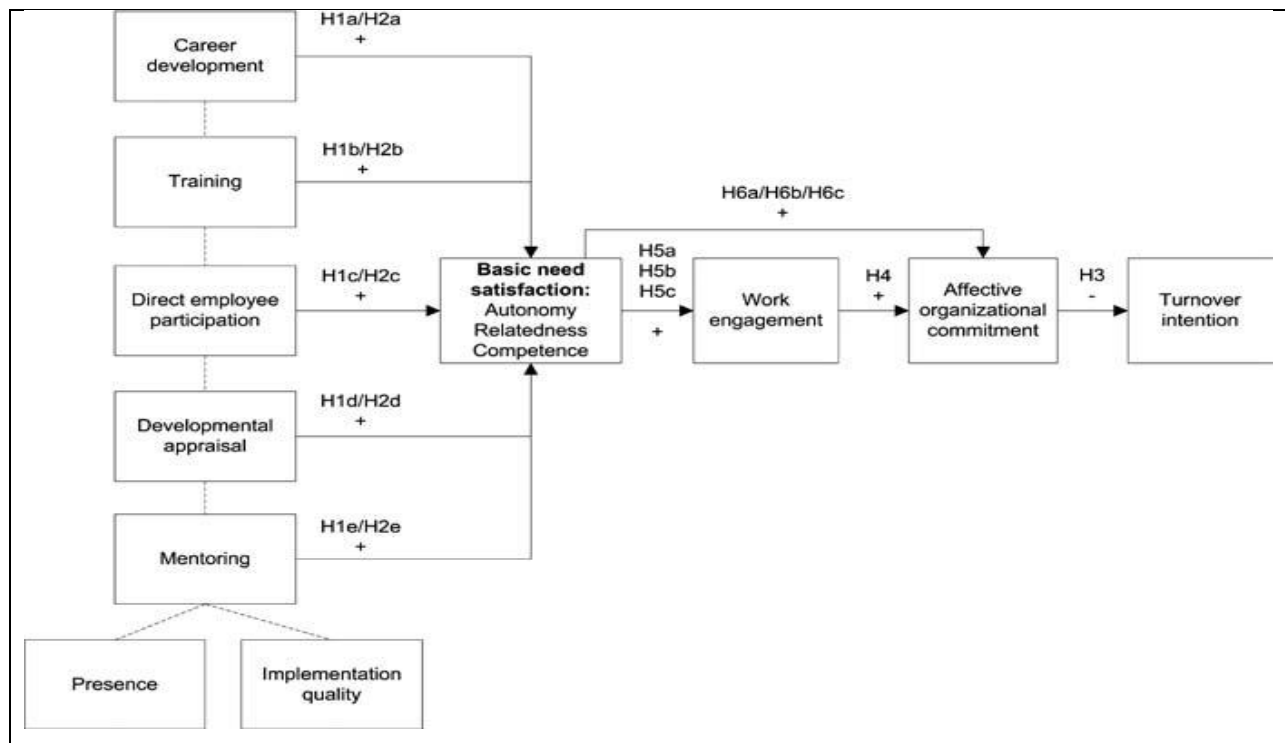
Table 2.2.1

This a model which was propounded by (stone et al 2009) and it shows that people management practices such as career development, training, direct employee participation, developmental appraisal and mentoring pave way to vital desires fulfillment in employees like autonomy which has to do with control, relatedness has to do with a mutual relationship that exists between the company and its employees and here employees feel valued and lastly competence under training it has to do with acquiring new skills or knowledge. The basic needs leads to employee attitudes encompassing work engagement, affective organizational commitment and the intentions by an individual to search for a new job elsewhere or intentions to depart the organization in future.

2.3 HRM PRACTICES

2.3.1 HRM PRACTICES THAT EMPLOYEES TAKE PART IN

Compensation processes are supported compensation philosophies and
techniques contained within the variety of policies, guiding principles, structures and
procedures that are devised and managed to supply and maintain applicable sorts and levels of
pay, advantages and alternative type compensation. This constitutes job values, coming up
with and maintaining pay structure, paying for performance, ability and talent and
providing worker profit. However, compensation management is not nearly cash, it
is conjointly involved thereupon non-financial compensation that provides intrinsic
or foreign motivation (Bob, 2011). Compensation features a psychological feature impact and
so implies that having a compensation structure within which staff performing highly are
paid over the typical activity .Workers are important to enhance structure performance through
positive employee outcomes (Hewitt, 2009).Basing on the concepts supporting the social
exchange theory, reward systems absolutely enhances innovative work attitudes since
feeling necessary makes one understand their efforts as conducive to the structure goals, the
texture duty-bound to come with discretionary further role efforts, like new work ideas (Janssen,
O. (2000).

 Coaching and development is trying to develop present or upcoming worker by mounting a
worker's capacity to perform through learning, sometimes by ever-changing the

staff perspective or mounting his or her skills and information. whereas coaching is seen to be the method of transmission of certain skills, development is claimed to be the training opportunity intended to assist workers grow. (Armstrong 2001) outlined coaching as the formal and systematic amendment of behavior through learning that happens as a result of education, instruction, development and planned expertise. Also, coaching and education are shown to possess a big positive result on job involvement, job satisfaction, and structure commitment (Karia&Asaari;, 2006). Moreover, poor performance reviews inadequate job coaching which will turn out worker discontent and conflict. Knowledge sharing is a process in which acquired skills and expertise are transferred between individuals(Davenport,1997). HRM Practices such as training and development foster knowledge sharing that allows other employees to acquire knowledge, share it with other colleagues and enhance the possibilities of creativity(Chieh Hsu,2008).

Performance appraisal of workers is the regular analysis of worker's performance and possibility for growth throughout a particular amount of time by supervisors or others who are aware of their performance. It is one amongst the oldest and wide used management practices. Performance appraisal is an essential tool for associates as a result of the knowledge it provides which is extremely helpful in decidingconcerning problems like promotion, benefit increase , discharge, coaching and development. Not solely is performance appraisal helpful for the issues addressed above, it should additionally increase employee's commitment and satisfaction Wiese and Buckley, (1998).

Career development refers to system of coaching, development programs, promotion, incentives and pay of a company and workers are liable for designing their own careers whereas organizations are expected to support those plans (Firkola, P 1996). underneath favourable terms HR managers ought to promote the social control learning skills therefore on cut back turnover rate for career development, thus career development is basically a mutual profit between organizations and workers.Employees participate in needed coaching courses and worked-based development activity throughout period reportable higher job satisfaction and structure commitment (Birdi, Allan, & Warr 1997). These findings is explained by social-exchange theory, that posits that

employees can stay with and work more durable for a company if the organization shows it values the workers by usurping the responsibility of shaping their career (Aguinis&Kraiger;, 2009). Through structure commitment, career development opportunities facilitate to retain workers and so prevents turnover. Past estimates of the prices concerned in exchange of a talented worker are reportable to be as high as one hundred fifty of that employee's pay retention of quality workers may be a robust business call.

The term worker relations refers to a company's efforts to manage relationships between employers and staff. a company with a decent worker relations program provides truthful and consistent treatment to any or all staff so that they are committed to their jobs and dependable to the corporate. Such programs additionally aim to forestall and resolve issues arising from things at work, thus worker relations seek advice from whoever, well individuals relate in a company that's the leader and staff further because the employees and their supervisors employee associations programs concentrate on problems moving staff, like pay and advantages, supporting work-life balance, and safe operating conditions. to feature on, Mueller and worth (1990) and Master in Business Administration and Ikemefuna (2012) associated organization and worker relations as being the economic, psychological, and social science determinants of intention to turnover. Additionally, the researchers of psychological school, (worth et al (2001) established that, the employee-employer relations as being the determinants of turnover intention.

Recruitment and selection process are defined as the sourcing, promoting and talking of future employees and also the determination or choice procedure because the staffing and making ready of latest representatives on the move of their new activity (Sangeetha 2010). Organizations would like adequate chance and thought to support favourable ''position in making procedures on enlisting and choice procedure. selections created within the enrollment and determination procedure or stage can have an effect on on the organization shortly. Awful selections created within the selection procedure will build real expenses for a company through higher turnover intentions or lower representative performance vice versa. Enrollment and choice likewise involves if a worker stays or leave the organization and it additionally helps in knowing how well an individual will perform.

Recognition is defined as a method for making the workforce feel esteemed and acknowledged for their work and it demonstrates trust in workforces and sure workforces are progressively profitable. In this way, it is basic for a business to advise his or her workforce to trust in their capacities and abilities and offer with others the degree you regard your specialists. ''According to (Paul, 2016) he stressed that when workers feel acknowledged and regarded for their responsibilities in the workplace, incredible outcomes come into play, and they include extended specialist duty, less staff turnover, higher client devotion evaluations and the association creates in its sentiment of inspiration. Studies by (Mussie et al; 2013; Allen and Helms, 2002) demonstrated that it is of uttermost importance for bosses to investigate routinely on the best way to express a thankfulness to urge conduct of workers to achieve key objectives. Studies which were done in Canada on IT organizations likewise demonstrated that other than cash, professional stability and different things acknowledgment was a significant angle as it supported worker execution.

2.3.2 HRM PRACTICES THAT THE ORGANISATION OFFER

The organization offers HRM practices such as compensation and benefits ,coaching and development, performance appraisal, performance management which involves the setting of targeted goals and objectives of a company, employee relations which has to do with the relationships between the employer and employee relations, recruitment an selection, and recognition. A study was carried out in Nigeria on three different companies which are Cadbury Nig PIC, PZ Nig and Unilever Nig. PIC in Abuja and Lagos branches and it showed that there was an increase business failure, low performance, retrenchment of workers therefore they had to partake in recruitment and selection to better the presentation of workers.

In Zimbabwe companies like NSSA and Minerva offers human resource management practices like compensation and benefits through the pension scheme fund.

Unilever company also unfolded that they offer HRM Practices such as learning and improvement, performance management, compensation and benefits and leadership development through the Unilever future leaders programme.

2.3.3 EMPLOYEE ATTITUDES

Workers with high dedication to their supervisors are happy operating with their current manager and feel that their manager is anxious regarding them and their issues. However, if the workers understand that their managers or supervisors are not involved with them they develop stress and it additionally results in job discontent. Studies conducted by(Mellahi et al 2010) who declared that staff who are affectively committed to their company will not have a goal of going away instead they would be willing to remain and facilitate the organization in each way. staff with high levels of trust in company management feel that management has their best interests as employees in spite of appearance and are comfortable permitting management to create choices that impact workers.

Studies allotted by(Schaufeli et al 2004) showed that engaged staff have a bigger association to their company the rationale being that the corporate are providing them a tributary encompassing within which they are going to be committed and dedicated to their duties and it additionally lowers employee's turnover intentions. Staff with high levels of effort and involvement are committed to and totally apply themselves to their work. They are willing to pay time beyond regulation to induce the work done and do further work that is not part of their own job. Worker engagement is actually a psychological feature construct that represents the active allocation of private resources toward the task related to a piece role (Christian et al., 2011). worker engagement has been found out to be additional completely associated with a private job performance and studies have found positive relationship between employee engagement and employee retention. Worker engagement would be a predictor to structure commitment, structure Citizenship Behaviour (OCB),and may result in employees' target to leave (Bhatnagar & Biswas, 2010).

Employees with low turnover intentions do not seem to be actively seeking new employment, do not expect to be off the corporate within the future and do not typically give some thought to quitting their job. Those with high turnover intentions have a mental attitude of departing the corporate within the close to future and a few of them are going to be seeking employment elsewhere.

2.3.4 Relationship between HRM Practices and Employee attitudes

To understand the relationship which is there amid HRM practices and worker attitudes and conduct over the last years, numerous experimental research through (Van De Voorde et al 2012, Wright & Nishii, 2007) have been performed.

Previous great studies carried out with the aid of(James, McKechnie, & Swanberg,2011) has proven that worker notion of organizational efforts which include the provision of people management practices progressed worker results because of the social exchange principle.(Bowen et al 2004) advocate that employees 'view of Human resource management practices are likely to show the worker attitude and conduct hyperlinks inside the connecting chain. That is, in order for Human resource management practices to put forth their preferred result on employee attitudes and conduct, they first have to be seen and interpreted individually by employees in ways that will bring such attitudinal and behavioral reactions. Basing on psychological research conducted by (Ichheiser, 1949; Fiske & Taylor,1992) , people give meaning to reality in different ways, then we can anticipate that not all employees will give the same meaning to the human resource practices . It therefore shows that the outcome of Human resource management practices is not likely to be usual and always as expected, instead their effect will live in the meanings that employees connect to those practices.

Companies are able to arouse behaviors that are desirable by means of HRM programs that support certain attitudes and conduct, as well as putting off unwanted behaviours. Basing on the thoughts of social trade theory (Blau, 1964) workers are seen as judging HRM practices as signals of the company (Bowen et al 2004). A company's supervisor determine which behaviors are better and good for the organization, and workers deduce from the determines and act in the wanted manner. If workers view the company as valuing them, definitely feel need to reciprocate, with a good behavior such as maintain organization goals and objectives at heart. (Stinglhamber et al 2003) and If workers , perceive of HR practices, as rewarding innovations they begin to generate more and more innovative ideas as buttressed by the social exchange theory. Human Resource Management Practices can control individual behaviours ,worker's commitment and influence of HRM practices on worker' dedication and presentation is dependent upon worker's view and assessment of those practices (Guest 1999).

Zhou, Hong, and Liu (2013) posited that, too much -commitment unit of time activities are positive for innovative output as results of practices like job security create staff' psychological commitment to the organization and encourage workers to require risks. The main plan is understanding that they are adequately paid, are guided and given room for improvement , who see that knowledge is given to them, and who know that their mangers supports their ideas and reward the company with new ideas to work ,have positive attitudes.

In most cases it usually, the case that, workers will not see HRM practices the way it was meant to be for reasons of being diversified different schemas in seeing and making conclusions about Human resource-related information (Wright et al 2013). The messages that corporate workers acquire from the corporation concerning the kind of conduct that are essential and that are required of, supported, and rewarded, are highligted in the context of company environment (Schneider &Reichers, 1983. A corporate environment that is encouraging of inventive behavior is labeled an innovative climate.

In reference to Schneider, B. (1975). Organizational environment serve as a way of indication for attaining congruity among people's behaviors and the company' system's practices ways of conduct. Individuals formulate images of an organization's practices when they experience them. Employees who perceive HRM practices which create an environment for them to feel valued and that are encouraging of innovative conduct will comprehend that they can give back through innovative conduct since this will aid in attaining corporate targets. Basing on the understanding, we can therefore dispute that an innovative surrounding moderates the link in between views and judgements of HRM practices and innovative work conduct.

Basing on the research done by several scholars it shows that employees showed positive attitudes to good HRM Practices and negative attitudes on bad HRM Practices

2.4THEORATICAL FRAMEWORK

2.4.1 SOCIAL EXCHANGE THEORY
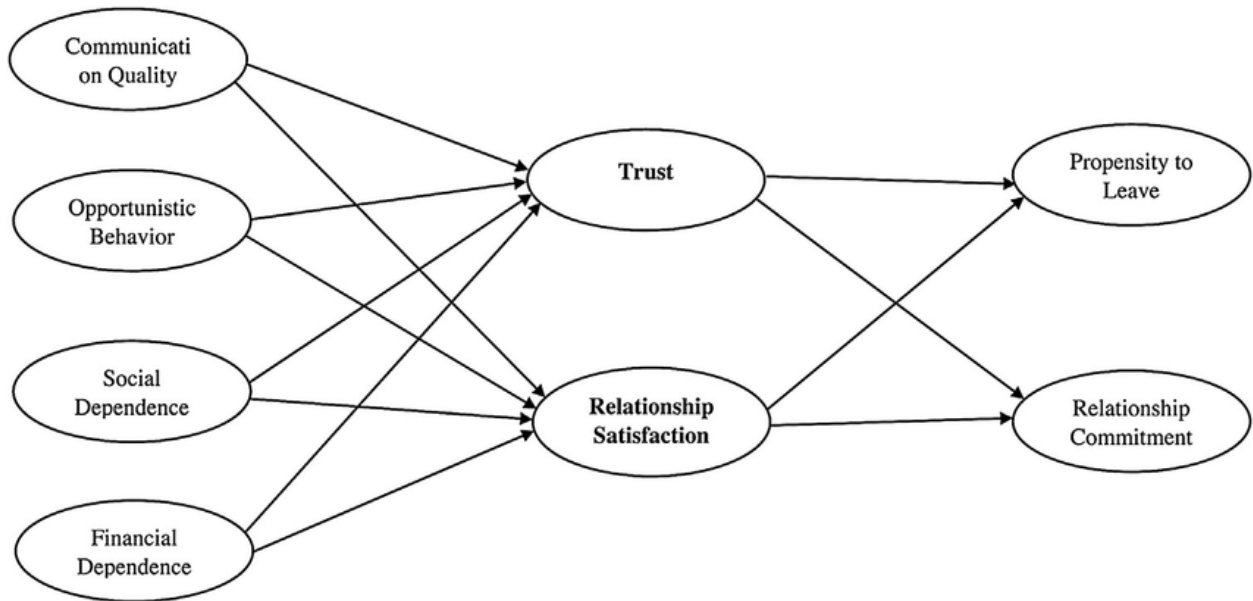
Fig 2.4.1

The diagram above shows that communication quality on the part of the organization, social; dependence and this encompasses the need to have a sense of belonging and also a supportive environment for both the employer and the employee and lastly there is the financial dependence where employees depend on the company for money in exchange of their effort. These four will lead to trust, relationship satisfaction, relationship commitment and propensity to leave that is the turnover intentions.

In refference to the social trade theory (incorporate the reprocity norm) (Blau,1964 ; Gouldner,1960),mutual edges are a result of constructive shared and financial interactions (Gould-Williams & Davies,2005 ; Shore et al.2006) for each the leader and also the staff. Therefore, corporates could offer Human resource management practices showing completely diverse kinds of trade relationships (Shaw et al.2009,) which indicate supervisor' dedication to and faith in workers (Guzzo et al1994). Over the past years, a lot of managers and more need to understand what will boost worker attitudes. Workers, on the opposite hand, need to understand what corporations will offer them when it comes to Human resource management. Guest (1987), Huselid (1995) and Pfeffer (1998) paved the manner and regarded Human

Resource Management practices together with coaching, involvement in decision-making, and versatile work arrangements as samples of smart practices and these HRM practices were alleged to increase worker attitudes, like larger job satisfaction, lower turnover rate, higher productivity, and higher decision-making.

The social exchange theory states that individuals engage in organizational citizenship behavior for so many reasons. Employees engage in social exchange to sustain a friendly atmosphere in the work place and for positive rewards obtained after the behavior. Employees engage in organizational citizenship behaviour as a responsibility to pay back apparent benefits they have acquired from the organizational (Chiu &Tsau., 2006). According to social trade theory, studies has initiate that workers taken good care of with their organization pay back by appealing in organizational citizenship behaviour. Social trade theorist propose that the lack of a social trade association might lead to high intentions to leave, less dedication and less organizational citizenship behaviour (Wayne et al., 1997). Thus, this theory shows the relations among people management practices and worker outcomes such like organizational citizenship behavior.

Basing on the social exchange theory also workers' alleged company shore up embodied in Human resource management practices useful or unfasten to them is returned by high organizational citizenship behavior and retention (Eisenberger et al., 2002). The fundamental hypothesis is that 'HRM practices are seen by workers as assurance to them by the organization which is afterward reciprocated to the organization by workers via optimistic attitude and conduct (Hannah and Iverson, 2004).

The reason for using the social exchange theory it is for the reason that the rules of trade include reprocity or returning back rules so that the procedures of one part show the way to an answer or measures by a different part. This line of reasoning assumes that satisfaction with human resource management practice is seen by employees as a company's commitment towards them which is then exchanged by employees through positive behaviors (Bowen &Ostroff 2004) like engagement. Therefore, the nature of human resources practices offered by an organization will determine whether or not an employee have intentions to leave or stay within the company that is it shows whether an employee has positive attitudes or negative attitudes.

2.5 KNOWLEDGE GAP

The knowledge gap in the midst of which the examiner has acknowledged is that what went before and present writing on the function of Human Resource Management Practices and worker attitudes has been neglected much towards the learning of the relationship between HRM practices as well as employee performance or organizational performance without much attention being placed on how Human Resource Management practices can be changed to warranty the growth of a high motivational environment that facilitate improved employee attitudes. That is, all the way through constructing a body of understanding on how human resource management practices can be innovated to produce employee attitudes   will make it possible to shift from imaginary assumption(theoretical) to realistic application(practical).

2.6 SUMMARY

The part looked deep into the past research which was done on the link between HRM practices and worker attitudes. The literature review was target-hunting by the analysis queries and aims of the study to bring out the link between people control practices
and worker attitudes among the organization. An exhaustive analysis and examination of the writing examination then delivered to the acutely awareness to the writer of the analysis that the following part will look at the study methods to the subject under review.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

It ought to be highlighted from the very outset that chapters' primary purpose is to systematize the theoretical investigation of the ways that are to be utilized in this research. It explains the imaginery evaluation of every one of the strategies and standards connected to a part of information, Edwards (1981) subsequently stated that it involves, ideas, for example, worldview, hypothetical model, stages and quantitative or subjective procedures. In a similar vein, Saunders (2003) placed that procedure reveals to us the shape which look into is to be directed. Technique is likewise seen by Bhattacharyya (2003), as the depiction of the idea of the exploration structure, the testing plan and the gathering, introduction and examination of information. In a similar vein, the section likewise covers look into structure, explicit populace to be tested, inspecting strategy, instruments of research and the manner in which the discoveries will be displayed. Clough (2012), further buttressed this view and proposed that, Methodology respects a technique in which, the specialist shows the way of how the exploration will be verbalized and the purposes behind receiving a specific strategy..

3.2 Research paradigm

The exploration is utilizing a quantitative methodology. Creswell (2003) characterized a quantitative methodology as one in which the analyst fundamentally utilizes post-positivist cases for creating information. Cohen and Crabtree (2006) diagram that the positivist worldview surmise that there is a goal reality, individuals can know this reality and images can precisely depict and clarify this goal reality. This worldview depends on the supposition that expectation and control may demonstrate that there are general examples of circumstances and logical results that can be utilized as a reason for anticipating and controlling the impact of extraneous and natural persuasive factors on work execution. Quantitative research utilizes a top-down methodology whereby the analyst test speculation and hypothesis with information. There

likewise is the key supposition that conduct is ordinary and unsurprising thus the idea of the truth is goal and results can be summed up.

3.3Research Design

Research configuration alludes to an arrangement which indicates how the specialist will embrace all exercises and methods in social event and investigating data. This study will likewise plot inquire about plan which is characterized by Sellitz (1995) as the course of action of conditions for accumulation of data. A quantitative research configuration will be utilized in this examination in which checking and estimating occasions and measurable examination will be included. Moreover, a descriptive survey configuration will be utilized so as to build up whether there was a connection between at least two factors and the quality of the relationship. The analyst will utilize descriptive research structure since it permits general forecasts, it enables the scientist to decide the quality of the relationship with the goal that later investigations can limit the discoveries down if conceivable and it decides causation tentatively (Bowman ,2017). Questionnaires will be utilized in light of the fact that they are anything but difficult to regulate, have less shots for predisposition, advance privacy and it is conceivable to gather information inside a brief timeframe. Surveys likewise permit accumulation of both abstract and target information in a large test of the examination populace so as to acquire results that are measurably huge (Abawi , 2013)

3.4. Target population

(Burns et al 2003) portray populace as every one of the components that meet the criteria for incorporation in a study. The specialist will pick two hundred and eighter individuals to partake in this examination. The members cannot avoid being individuals from the Tobacco Research Board. The scientist will utilize the members from the Tobacco Research Board on the grounds that the association is advantageous and simple to go after the members whenever. Equally males and females will partake in the examination however the specialist will pick a bigger number of males to take an interest than females since males are more accessible than females.

3.4.1 Sampling strategy

Stratified random sampling is a strategy for testing that includes the division of a populace into littler sub-bunches known as strata. In stratified irregular testing or stratification, the strata are framed dependent on individuals' shared qualities or attributes, for example, pay or instructive attainment. The inquire about distinguished sex and word related status as the primary factors should have been controlled and after that dispensed the examining units into gatherings as per these factors. The technique was utilized in the investigation to guarantee reasonable portrayal from each key unit of workers. The objective gathering was partitioned into three strata's and every stratum was additionally plunged into two sub-stratum that where male and females. Every stratum was then examined as an autonomous sub populace, out of which singular components where arbitrarily chose. The technique was powerful in picking an example since it enabled the analyst to control the factors that where seen as significant, guaranteed legitimacy and unwavering quality as it required a littler example measure than arbitrary inspecting.

3.5 Population sample

A sample is a determination of a gathering of individuals or occasions from a populace to have the capacity to discover substantiates certainties about the example that will be valid for the populace. This winds up fundamental as the whole populace cannot be examined because of the size, detachment, time and money related requirements. The populace for the examination is all individuals working at Tobacco Research Board. It is attainable for all representatives in the association to take an interest in the investigation because of time and money related limitations accordingly likelihood inspecting will be utilized to enable every one of the members to have the likelihood to be picked to take an interest in the examination .Stratified arbitrary testing technique will be used to select just two hundred and eighter members to take part in the examination. This stratified strategy limits test determination predisposition and ensuring that some piece of the populace isn't overrepresented.

3.5.1 Sample size
 The researcher used a sample size of 280 participants.

3.6 Research instruments

Questionnaires will be utilized to gather information in this study. A survey which was concocted by Sir F. Galton is characterized as an information accumulation instrument predictable of a progression of inquiries and other brief to assemble information from representatives (Abawi,2013).Closed position addresses will be utilized in the surveys that will take as a various decision question. The analyst will ensure the poll is containing build legitimacy whereby it measures a hypothetical develop and qualities.

Besides, the scientist will direct a pilot concentrate to check if questions the specialist needed to use in the principle ponder passed on the expected importance. The pilot contemplate furnishes the analyst with thoughts, methodologies and pieces of information not predicted before leading the primary investigation and such thoughts expanded the odds of more clear discoveries in the fundamental examination (Miles, 2007). The pilot study will likewise assist the analyst with dealing with unexpected issues and allowed her the chance to upgrade the instruments to tackle issues uncovered by the pilot examines before leading the fundamental examination.

3.6.1Questionnaire construction

Questionnaire construction was determined by the data the researcher needed to construct.A questionnaire extracted from (Nyawose 2009) was used in the study and it was used to examine employee satisfaction with the people management practices . Seven human asset practices were estimated in the examination which incorporates preparing and advancement, pay and advantages, execution the board, execution appraisal, employee relations, acknowledgment and enrollment and determination. (Nyawose 2009) revealed an inner consistency which fluctuates from 0.74 to 0.93. Members reacted to the poll on a five point likert scale ranging from strongly differ to firmly concur.

3.7 Information collection procedure

As indicated by Kothari (1990), system for information accumulation is characterized as a rule for the gathering, preparing and investigation of information from chose populace. It additionally includes making meetings with respondents for instance through phone and electronic sends. In this examination, the analyst looked for consent from the two experts Midlands State University and Tobacco Research Board. From the University, the specialist gained a letter to proceed to

gather information while from TRB the scientist got an endorsement to have their workers as members of the exploration.. The poll will be managed to the applicable respondents with an end goal to get the essential data. The members will be given 3 days to finish the surveys to enable them to have sufficient time to finish the poll. Including, members will be informed that the motivation behind the exploration is just for scholarly reason and their reacts to the surveys will be made secret. Self-regulated polls will enable the members to react to the inquiries without anyone else's input and at their own pace. At the point when members had completed to react to the polls the specialist will request that the secretary help in gathering the surveys at the front counter.

3.8 Data presentation and evaluation
Information examination is the way toward assessing, cleaning changing and displaying information with an objective of featuring helpful information, suggesting ends and supporting choice (Jameson, 2001). Factual Package for Social sciences (SPSS) will be utilized to break down information since it is a quantitative report. The information will be introduced through measurable strategy, for example, structured presentations, pie graphs, rates, recurrence mean and standard deviation. SPSS will likewise be utilized to relate human asset practices and worker attitude.

3.9 ETHICAL CONSIDERATION
Glynis et al (2006) characterized morals in research as principles that oversee human conduct, they are those standard of good and bad, positive or negative. All members reserve an option to security and secrecy and specialist need to regard this right. Without the consent of security, most respondents will be hesitant answer the inquiries honestly. In this investigation, the analyst guarantees that under no condition should the examination report be introduced so that different members become mindful of how a specific member reacted. Information gathered from the respondents ought to be dealt with securely. The scientist should then report the discoveries in a total and legitimate route without distorting the information that would have been assembled to guarantee unwavering quality and legitimacy.

3.10 Chapter summary

This section recognized and laid out the examination procedure which is the technique, the arrangement and activity, the procedure or configuration lying behind the decision and utilization of a specific strategy which for this situation is a quantitative worldview. Further recognized is the examination plan that will be utilized by the specialist in completing the exploration, the populace test, inspecting methodology and information gathering system. Information introduction and investigation at that point cleared path for the talk of moral thought which at that point finished up this part.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This part looks to exhibit and break down the results of the information assembled from the representatives of Tobacco Research Board with the utilization of a survey. The chief objective of the examination was to see if or not there is a connection between human resource control practices and worker attitudes. The results which were acquired were analysed utilizing Statistical Package for Social Sciences (SPSS) form 16. Illustrative measurements had been utilized in breaking down the discoveries.

4.2 Review of research questions

Review means to look back at something therefore this chapter is going to look at the research questions and the results obtained.

4.3 Response Rate

Reaction rate is characterized as the degree to which the last arrangement of information comprises of all sample people and is determined as from the scope of individuals with whom interviews are finished isolated with the all out number of individuals in the whole example including the individuals who would not partake and individuals who were inaccessible (Koltler, 1997). The table below 4.1 shows Questionnaire Response rate. Two hundred and eighter questionnaires were issued and two hundred and ten were brought back (n = 210).Seven(70) have been unable to respond resulting in a seventy five% response price.

Table 4.3.1

Questionnaires issued	280	Response Rate% 100	
Questionnaires returned	210	75	
Not returned	70	25	

4.3.2 Participants' Gender

Fig 4.3.2 shows members Socio-statistic qualities, that of the 210 members, 120 (57.1%) were male and an aggregate of 90 (42.9%), were females. Consequently it is apparent that a larger number of males than females took an interest in the study.

Fig 4.3.2

gender

■ males ■ females

43%

57%
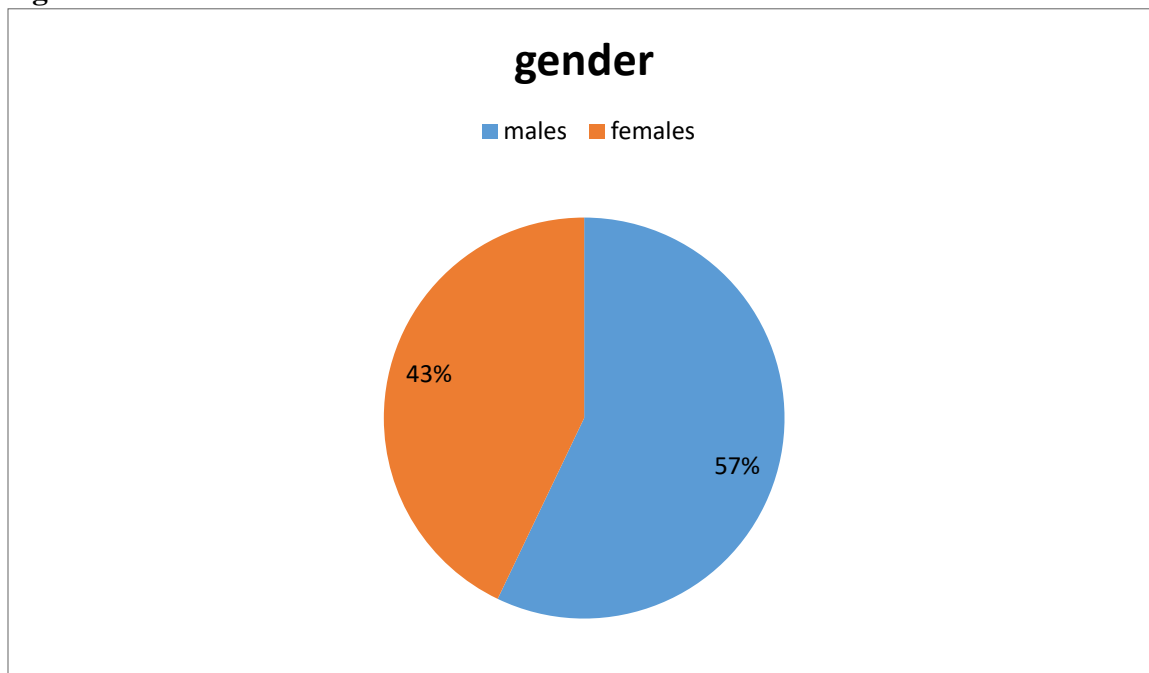
4.3.3 Grouping of representatives by age

Fig 4.3.3 demonstrates the outcomes on the age groups of individuals who took an interest in the study and most of individuals who partook are between the age of 25-44 which include 33.3% pursued by those between the age of 45-54 comprising of 19%,and then those with 55 or more having a reaction rate of 9,5% and in conclusion those underneath the age of 25 were the least with a reaction rate of 4.8%.
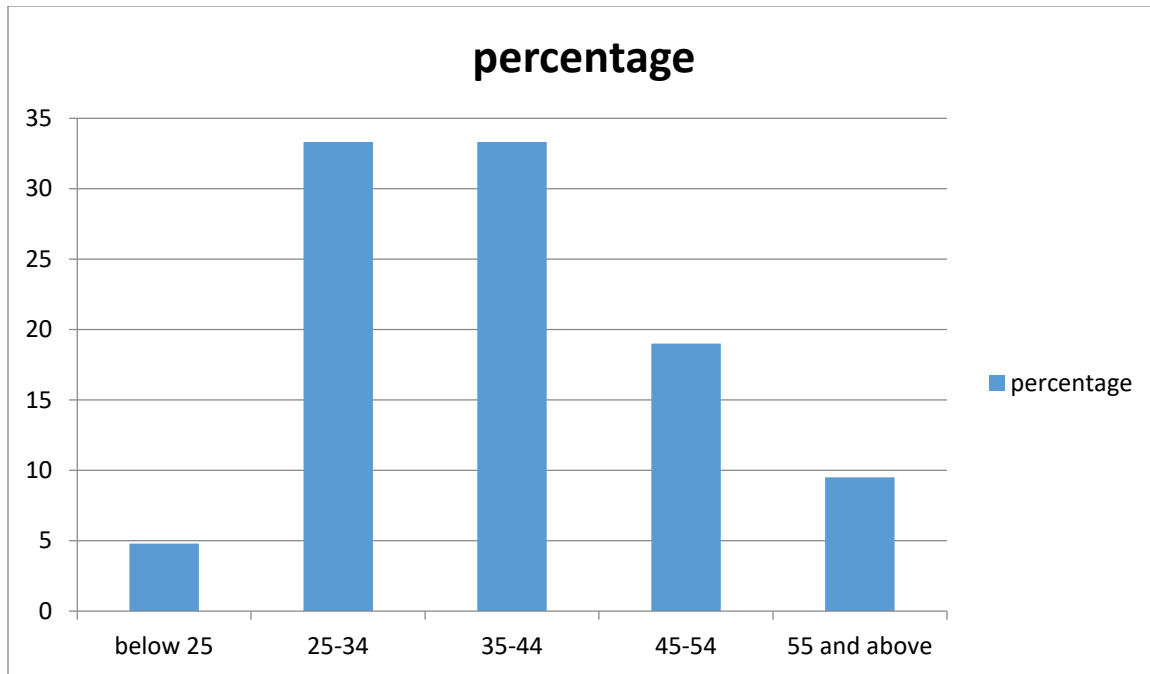
Fig 4.3.3

Fig 4.3.4 Participants' Length of service

Fig 4.3.4 shows members length of service, showing that in the range (0 – 5) years, (n=70) representatives, (6 – 10 years), (n=60),(11 – 15years) (n=30), (16-20years) (n=20) lastly 21 years or more in service (n=30).It can accordingly be concluded that most members working at the tobacco research board have serve the organization for a long time who make up (33%) of the total sample though the range 16years to 20 is the least represented contributing (9.5%)
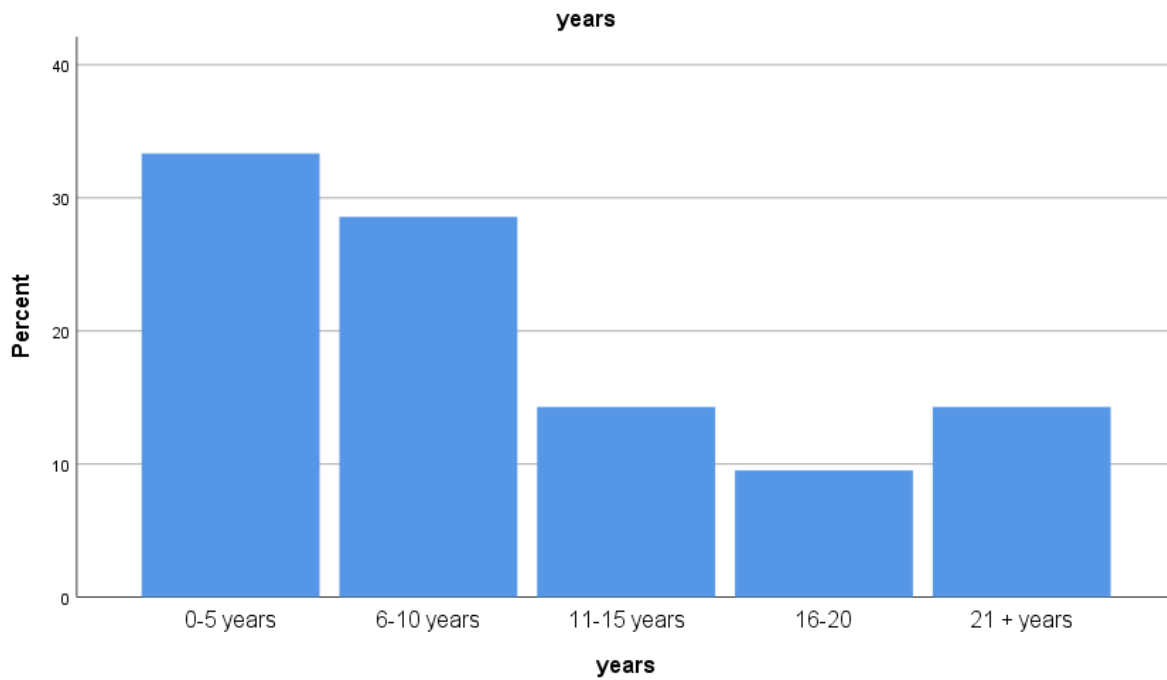
Fig 4.3.5 Participant's Educational level

Fig 4.3.5 demonstrates that, the majority23.8% (n=50) of respondents at the worker level had certificates, 23.8% (n=50) had Diplomas, 23.8% (n=50) had Degrees and the dominant part 28.6% (n=60) had a Masters degree

educational
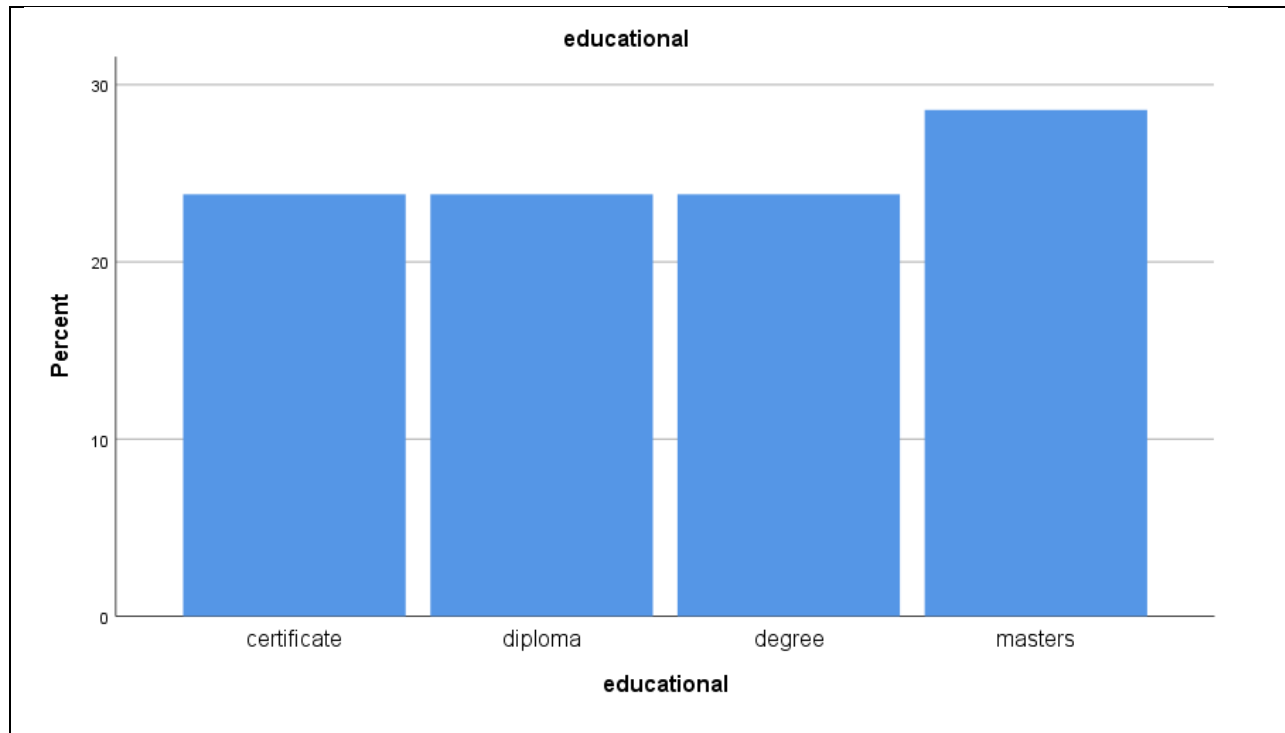
4.4 HRM PRACTICES THAT EMPLOYEES TAKE PART IN

Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Training and development	210	3.00	5.00	4.3810	.58959
Compensation and benefits	210	1.00	5.00	3.2381	1.09109
Performance management	210	2.00	4.00	3.4762	.67964
Recognition	210	1.00	5.00	3.9048	.94365
Perfomance appraisal	210	1.00	5.00	3.9048	1.13599
Employee Relations	210	1.00	5.00	3.4286	1.12122
Recruitment	210	3.00	5.00	4.1429	.72703

	N				
Valid N (list wise)	210				

Table 4.4.1

As evidenced by the mean in table 4.5.1 most people attended training and development which

comprised of 4.3810 and fewer people attended compensation and benefits(3.2381).

4.5 To examine human resource practices offered by an organization
Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Training and development	210	3.00	5.00	4.3810	.58959
Compensation and benefits	210	1.00	5.00	3.2381	1.09109
Performance management	210	2.00	4.00	3.4762	.67964
Recognition	210	1.00	5.00	3.9048	.94365
Performance appraisal	210	1.00	5.00	3.9048	1.13599
Employee relations	210	1.00	5.00	3.4286	1.12122
Recruitment and selection	210	3.00	5.00	4.1429	.72703
Valid N (list wise)	210				

Table 4.5.1

The diagram above shows the HRM practices presented by the company and most respondents as

shown by the mean shows that most people agreed that all those practices are offered by the

organization.

4.6 EMPLOYEE ATTITUDES

Descriptive Statistics

	work	Pay	Promotion	supervisor	Job	involvement	Intentions

N	Valid	210	210	210	210	210	210	210
	Missing	100	100	100	100	100	100	100
Mean		1.3810	1.4571	1.4286	1.1905	1.2381	1.8571	1.6667
Std. Deviation		.49761	.35857	.50709	.40237	.43644	.40237	.48305
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		2.00	2.00	2.00	2.00	2.00	2.00	2.00

Table 4.6.1

The diagram above shows the employee attitudes which shows that the employees are committed to the organization that is they high job involvement, they also have lower intentions to leave the company and they are engaged to their work.

4.7 THE RELATIONSHIP BETWEEN HRM PRACTICES AND EMPLOYEE ATTITUDES

		1	2	3	4	5	6	7	8
1.	Training	1							
2.	Performance appraisal	0.23	1	1					
3.	Employee relations	0.12	0.36	1					
4.	compensation	0.23	0.27	0.22	1				
5.	Job involvemet	1.1	0.88	0.44	0.57	1			
6.	Engagemet	0.33	0.40	0.42	0.56	0.82	1		
7.	Turnover	0.44	0.26	0.40	0.22	0.57	0.22	1	
8.	Job satisfaction	0.82	0.33	0.38	0.86	0.44	0.16	0.20	1

Table 4.7.1
The table above shows that training and job involvement correlate positively.

4.7 Chapter Summary

This part centered around the introduction of information that was gotten from the field of study utilizing a questionnaire and the results that were given by workers of Tobacco Research Board in Harare. Distinct measurements were utilized to address to the available information through visual diagrams, pie outlines and recurrence tables were utilized to show the information. The section further proceeds to demonstrate the end results of the correlational investigation of human resources practices and representative attitudes. The following part shows the basic examination of the information displayed in this section, audit of strategy, dialog of discoveries, synopsis, ends and proposals of the investigation.

CHAPTER 5

5.1 Introduction

In this part, the scientist will talk about the discoveries found amid information introduction and examination and after those synopses the significant findings, making recommendations and suggestions. The discoveries will be sketched out as per explicit targets of the examination which is to uncover the connection between people management practices and representative attitudes.

5.2 Review of methodology

A questionnaire constructed from(Nyawose 2009) was used and also the study make use of descriptive survey as the wanted to find the relationship between two variables which are the HRM Practices and worker attitude. Discussion of findings of the study will be outlined below.

5.3 Discussion of results

The reason for the research was to bring out the connection linking HRM practices and worker attitudes at Tobacco Research Board. The research was guided by the study questions such as to the human resource practices employees take part in, human resource practices offered by an organization and the employee attitudes which are the results at Tobacco Research Board. The data was gathered utilizing surveys and this encouraged the analyst to embrace a distinct research structure and the Statistical Package for Social Sciences (SPSS) programming rendition 16 to empower the completing of the examination. The examination utilized expressive measurements utilizing factual files, for example, frequencies and rates.

5.3.1 What HRM practices do employees take part in?

Results showed that workers participate in HRM practices, for example, training and advancement, pay and advantages, execution the board, acknowledgment, representative relations and enlistment and determination. The outcomes likewise demonstrated that the larger part took part in preparing and improvement which is like investigations done by(Kari et al 2006) which demonstrates the significance of preparing and advancement . Concentrates by(Chieh Hsu, 2008) demonstrated that HRM practices, for example, instructing and advancement boost the sharing of learning gained between specialists.

5.3.2 What HRM Practices does the organization offer

Resuts of the examination show that the corporate offers Human Resource Management practices, for example, coaching and advancement compensation and benefits, performance management, recognition, employee relations and recruitment and selection. The results also showed that most of the representatives approved that the organization offered training and development up to the least which is compensation and benefits. This is similar to studies done in Canada on IT companies which shows that besides money, job security and other things recognition or acknowledgement was an important thereby showing the HRM practices that the organization offered. Locally, NSSA as a company also offers HRM practices such as compensation and benefits through their pension scheme fund. Unilever as an international company also confirmed at the top employer institute award ceremony which was held in Sandton Convention centre on 4 October 2018. that they offer HRM practices involving learning and development, performance management, compensation and benefits and leadership development through the Unilever leadership programme. Therefore, basing on those results it shows that most organizations offer HRM practices and they are also an important aspect. Studies conducted by Altarawneh, 2005 on training and development effectiveness in Jordanian banking organizations shows that there was no systematic employee needs assessment and absence of effective procedures evaluation which is different from my findings.

5.3.3 What are the employee attitudes

The results indicate that employees are committed and they are also involved , they have no intentions to leave the company and they are engaged to their work. The findings are comparable to studies conducted by(Mellahi et al 2010) who stated that workers who are effectively dedicated to their company will not have a goal of leaving instead they would be willing to stay and help the organization in every way. Studies carried out by(Schaufeli et al 2004) showed that engaged workers have a bigger connection to their company the reason being that the company will be providing them a conducive surrounding in which they will be committed and dedicated to their duties and it also lowers employee's turnover intentions.

5.3.4 What is the relationship between HRM Practices and employee attitudes?

It should be taken into consideration, that the results from this study showed that there is an association between HRM practices and worker attitudes. The research shows that there is a constructive connection between Human Resource Management Practices and representative attitudes as is shown by the outcomes on representative frames of mind towards HRM rehearses which found to have a high positive connection between an HRM practice(training) and a representative attitude(job involvement). The discoveries are like an investigation done by" (Aguinis and Kraiger 2009) who expressed that workers will stay with and buckle down for a company if just the association demonstrates that it esteems the laborers by assuming the liability of molding their professions. Occupation contribution will likewise prompt work commitment and hierarchical duty.

5.4 Conclussion

Indisputably, the examination demonstrates that there is a connection between HRM practices and worker results. HRM rehearses are utilized worldwide in associations to accomplish an upper hand(competitive advantage) over different associations in this way it is of fundamental significance for associations to check the view of its human asset to upgrade the worker attitude.

5.5 Recommendations

At the outlook of findings, synopsis and outcomes of the exploration, the investigation make the following suggestions for improvement.

5.5.1 To Tobacco Research Board

➢ Because of the aggressive market the association must create Human Resource rehearses that are sufficiently able to deliver positive worker results and decrease negative representative results, for example, turnover aims. The association should likewise introduce HRM practices that will bring inventive work conduct.

5.5.2 Managers

➢ The organization should effectively structure a company environment that is wealthy in trust and increase its principles of execution so every one of the representatives that are consolidated inside the association will take advantage of their potential and build up a mentality of tapping out the best of themselves at work for their own advancement and

eventually the expansion of the organization. Administrators assume a basic job in drafting the HRM Practices consequently they should create people management practices that will yield positive worker attitudes that will prompt representative execution and the advancement of an association on the loose.

➤ They ought to likewise check representative frames of mind towards the HRM practices as they lead to worker results.

5.5.3 Employees

➤ After an intensive examination of the writing on the job of Human Resource Management Practices on representative attitudes. With respect to representatives since they are the once who see the Human Resource Practices offered by an association they ought to likewise work together with their administration discussing and giving them proposals on human resource management rehearses that supports responsibility, trust and lower turnover goals for the advancement of the association.

5.5.4 Researchers

➤ The idea HRM practices and worker attitudes has demonstrated to have been a subject important to a considerable amount of scientist to a great extent because of the way that Human Resource Management practices affect representative results which at that point prompts representative perfomance. In any case, going ahead, it is essential for specialists to take note of that HRM practices will continue as before however there are additionally what are named as new people management practices that yields positive worker attitudes and these new HRM rehearses incorporate persistent learning, frameworks for activating representative proposition for enhancements and motivating forces.

5.5.5 Recommendations for future research

➤ It is essential for future scientists to take note of that Human Resource practices are a significant view point which decide representative frames of mind and for giving positive worker results which expands representative perfomance. For future research it is additionally critical to take a look at various organizations while completing the study in order to lessen generalisability.

➢ The investigation was likewise carried on a parastatal possessed organization so for future purposes it is additionally critical to take a look at private segments and little medium endeavors as human asset rehearses assumes a pivotal role on the survival or disappointment of an association.

➢ For future research additionally specialists need to look carefully on the worker mentalities towards human asset rehearses as these frames of mind like how an individual see human asset rehearses prompts the representative results which are the employee outcomes.

5.6 Summary

In summation, the sections above talked about the exploration of the results and it accompanied a positive outcome between HRM Practices and representative attitude. The section additionally bring up certain suggestions which were fundamentally coordinated to the representatives, supervisors, specialists and to future scientists also.

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APPENDIX A-QUESTIONNAIRE

My name is **Ethel Goneso**. I am a final year student at the Midlands State University studying Psychology. I am doing a research on **the relationship between Human Resource Management practices and employee attitudes** at the Tobacco Research Board. I kindly ask you to give honest responses to questions below if you are willing to participate in this study. All responses will not be disclosed to anyone and your personal information will not be linked to your responses. Hence, confidentiality and anonymity will be ascertained. There is no right or wrong answer. Thank you for your time.

SECTION A

AGE………………...

GENDER………………...

MARITAL STATUS………

CURRENT POST……………….

HIGHEST LEVEL OF EDUCATION…………

YEARS OF WORKING IN THIS COMPANY…………

SECTION B

Please indicate with a tick the degree to which you agree or disagree with the statements provided

Human Resource Management Practices Scale

Item	Strongly disagree	Disagree	Neutral (Neither agree/ disagree)	Agree	Strongly agree

1. Are employees encouraged to accept education and training within the company?					
2. Are you satisfied with your company reward system to compensate good performance?					
3. Is the company's performance management system fair and based on clear objectives at the beginning of the term/year?					
4.Does your supervisor always gives credit and encourages an employee for a job well done					
5.Do people living with disabilities have employment opportunities					
6.Does your company regularly provides information sharing sessions to all employees					
7.Is there continuous improved communications between management and staff is stated as an important company objective and is it being practiced					
8.Are your company's communication channels open and effective in dealing with matters that are relevant to employees					
9.Does the organization disseminates information about both external and					

internal recruitment processes				
10. Does the organization you work for follows up on the adaptation of employees to their functions/duties				
11.I am clear what my duties and responsibilities are				
12. My supervisor often lets me know how well he/she thinks I am performing the job				
13. Proper company procedures and processes are always followed when staffing/recruitment decisions are made				

Section C: Employee attitude questionnaire

Please indicate with a tick the degree to which you agree or disagree with the statements provided

I am quite proud to be able to tell people who it is I work for

Yes [ ]   No [ ]

I sometimes feel like leaving this employment for good

Yes [ ]   No [ ]

I'm not willing to put myself out just to help the organization

Yes [ ]   No [ ]

Even if the firm were not doing too well financially, I would be reluctant to changeto another employer

Yes [   ]   No [   ]

I feel myself to be part of the organization

Yes [   ]   No [   ]

In my work I like to feel I am making some effort, not just for myself, but for the organization as well.

Yes [   ]   No [   ]

The offer of a bit more money with another employer would not seriously make me think of changing my job

Yes [   ]   No [   ]

I would not recommend a close friend to join our staff.

Yes [   ]   No [   ]

To know my own work had contributed to the good of the organization would please me

Yes [   ]   No [   ]

Employee Attitudes Scales

1. Satisfaction with work
2. Satisfaction with pay
3. Satisfaction with promotions
4. Satisfaction with supervisor
5. Satisfaction with job in general
6. Job involvement
7. Intentions to quit

Appendix B- of approval for data collection

DATE	TOPIC DISCUSSED	COMMENT	SUPERVISORS' SIGNATURE	STUDENT 'S SIGNATURE

	Proposal	Rework		
	Proposal	Proceed		
	Chapter 1	Rework		
	Chapter 1	Proceed		
	Chapter 2	Rework		
	Chapter 2	Rework		
	Chapter 2	Proceed		
	Chapter 3	Rework		
	Chapter 3	Proceed		
	Chapter 3	Data collection		
	Chapter 4	Rework		
	Chapter 4	Rework		
	Chapter 4	Proceed		
	Chapter 5	Rework		
	First Draft	Proceed		
	Final Draft	Submit		

**STUDENTS
SIGNATURE**…………………………………………………………………………………
**SUPERVISORS'
SIGNATURE**…………………………………………………………………………………
…………………

Appendix C Permission to conduct research

Appendix D turn it in report

Appendix E marking guide